ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE PRACTICE OF PROJECT MANAGEMENT TOOLS AND TECHNIQUES IN NGOS'S: THE CASE OF SELECTED INTERNATIONAL NGO'S BASED IN ADDIS ABABA

BY

ADDISU SHAREW DENBEL

JANUARY, 2018
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DECLARATION

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

Addisu Sharew Denbel _____

Name **Signature**

St. Mary's University, Addis Ababa **January, 2018**

ENDORSEMENT

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

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Dereje Teklemariam, PhD _____

Adviser **Signature**

St. Mary's University, Addis Ababa **January, 2018**

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Abstract

Management of projects requires state of the art project management knowledge and tools. The purpose of this study is to provide an overview on project management practices of tools and techniques use in selected 20 international Non-governmental organization its impact on performance achieved based on project managers' perception. This study was conducted in 20 selected international NGOs headquartered in Addis Ababa which accomplish development projects.. A mix of quantitative and qualitative study design and purposive sampling procedure were employed to select the NGOs. A total of 100 project managers for quantitative part and 20 heads of MELU for qualitative part involved in the study. Structured questionnaires and in-depth interview check list were employed to collect relevant data. Survey data were subjected to descriptive statistics, principal component analysis for data reduction and correlation analysis using SPSS software. Descriptive results indicated that, the majority of projects 52(52%) are related to Health, Nutrition and Population, followed by Water, sanitation and hygiene 21(21.0%) among other. The project logical framework, Performance Indicators, Budget Monitoring, tools hold the highest means and the lowest standard deviations. This reveals that they are the most frequently used tools. Most importantly, there seems to be an agreement among project managers on the extent to which project logical framework & Performance Indicators are used ((mean = 4.56 & 4.61; SD = .5563 &.5104). On the other hand, tools such as critical path method (mean= 2.23and SD =1.25) earned value management system (mean 2.0 and SD 1.26), MS project software (mean = 2.20 and SD = 1.28) are scarcely used and there is little consensus with regard to its usage if one considers its high-standard deviation. The result also suggests that overall project success is insensitive to the level of Project management effort. However, a significant correlation was observed between the success criteria and all project management tools and techniques except logical framework and performance indicator. To conclude, limited sets of project management knowledge and tools are being applied in NGO's and hence there is a need to build the capacity of project managers through state of the art project management training and education of their key personnel.

Key words : Project management body of knowledge , project tools ,NGO and managers

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ABBREVIATION AND ACRONYMS

APM	American Project Management
CHSA	Charities and Societies Agency
CSO	Civil Society Organizations
DAG	Development Assistance Group
EU	European Union
FDRE	Federal Democratic Republic Ethiopia
GDP	Growth Domestic Product
ID	International Development
IDPM	International Development Project Management
IPMA	International Project Management Association
ISO	International Standard Organization
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PCM	Project Cycle Management
PM	Project Management
PM4DEV	Project Management for Development
PM4NGO	Project Management for Non-Governmental Organization
PMBOK	Project Management Body of Knowledge
PMDPro	Project Management Development Program
PMDPro	Project Management Development Program
PMI	Project Management Institute
UNDP	United Nations Development Programmed
USAID	United States Agency for International Development
USD	United States Dollar
LF	Logical Frame Work
PMDPro1	Project Management Development Program One
LFM	Logical Framework Method
DFID	Department for International Development
DAC	Development Assistance Committee
OECD	Organization for Economic Co-Operation and Development
ANPC	African Development Project Coordinators
INGO	International Non-Governmental Organization
MELU	Monitoring, Evaluation and Learning Unit
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Development projects, especially those financed with international development aid, play a vital role in the socioeconomic development process of developing countries. Most international assistance provided by governments and NGOs to developing countries is provided via projects (Diallo &Thuillier,2005). In contrast to emergency projects, International Development (ID) projects do not have the objective to provide immediate assistance to populations affected by wars or natural disasters, and they usually take place in more stable contexts with the aim of improving living conditions in terms of economy, education, or health etc. (Diallo and Thuillier, 2004)

According to the United Nations Development Program's (UNDP's) Human Development Report (2004), the 49 least developed countries in the world received US $55.15 billion in Official Development Assistance (ODA) in 2004; that is 8.9% of their total Growth domestic product (GDP). Ethiopia is the second most populous country in sub Saharan countries that receives a significant amount of aid from donors including the United States, United Kingdom, World Bank and European Union, united states agency for international development (USAID,2014). In 2012, the country received USD 3.3 billion in development assistance (including USD 435 million in humanitarian aid). However, the per capita aid of USD 36 is below the Sub-Saharan average of USD 50 (DAG/Ethiopia, 2014) .

International aid, official development assistance or development cooperation, is considered one of the sectors where project management discipline can show great value. The success of these projects determines the socioeconomic progress in the recipient countries but also the effectiveness of the contribution of the donor countries and agencies (Golini., 2012).

According to project management institute (PMI), Project management is defined as the application of knowledge, skills, tools and techniques to meet requirements (PMI, 2008). During the evolution of this discipline, a large number of techniques were created for its enforcement (Corti, 2011). However, despite the importance and the peculiar critical success factors of ID projects, limited attention has been devoted in the literature to best practices, approaches, and management techniques in this field (Hermano , 2013; Ika, 2012). In fact, several authors have suggested the need for additional research particularly regarding Project Management tools and approaches (Youker, 2003; Khang & Moe , 2008; Landoni ,2011). In fact, different tools, techniques and approaches are applied to different types of projects even within the same organization, in order to adapt the project management methods to the specific needs of each project (Crawford, Hobbs, Turner, 2005). This is particularly true for ID projects that present very peculiar characteristics and specific peculiarities that led to the development of dedicated methodologies.

In order to overcome this gap, in recent years, some project management guidelines have been created for NGOs managing ID projects. The two most known are: PMDPro developed by PM4NGO and PM4DEV (PM4NGO, 2012). These guidelines are quite known among practitioners and they are considered a good alternative or integration to the standard methodologies (e.g., PMBOK by PMI or IPMA competence baseline). However, a comparison made by Golini (2012) shows how there is a significant overlap in terms of tools among these guidelines witnessing that ID project management can also benefit from the practices developed in business environments and vice versa. However, how the key project management knowledge vis-à-vis modern project management tools and techniques are applied in development project management areas is a less explored issue of investigation. Therefore, the purpose of this study is, to examine a project management practices by assessing knowledge and the utilization of tools and techniques and their impact on performance of Non-Governmental Organization (NGO).

1.2 Statement of the Problem

Project management practices vary significantly from one type of project to another. In fact, different tools, techniques and approaches are applied to different types of projects even within the same organization, in order to adapt the project management methods to the specific needs of each project (Payne &Turner,1999).This is particularly true for ID projects that present very peculiar characteristics and specific peculiarities that led to the development of dedicated methodologies.ID projects, in fact, face specific challenges concerning for example how objectives are defined and managed, how stakeholders are involved and how priorities are set (Crawfor et al , 2005).

When considering adoption of project management tools, it is common experience that some tools are more known and their use is more spread, while others are more sophisticated. For instance, Besner & Hobbs (2008) found in their survey that some tools are used extensively (e.g. work breakdown structure) while others have a very limited adoption (e.g. project evaluation and review technique). This can depend on the industry, but also the same organization can follow a maturity curve from a basic user to an advanced one. This idea of maturity of project management is not new in the literature, and several papers have been written on the topic comparing different industries and companies (Cooke-Davies, 2003; Grant & Pennypacker,2006). However, all these studies are focused on business sectors while the development sector has been quite neglected and limited information is available on NGOs. (Cooke-Davies,2003; Grant & Pennypacker, 2006)

In particular, there is a significant lack of structured evidence concerning the impact of project management tools adoption on performance achieved by ID project managers. For this reason, ID project managers are often unaware of what makes a project successful and this is demonstrated by the high project failure rate found in these contexts ((Hermano., Lopez-Paredes , Martin-Cruz & Pajares, 2013). Failure in ID projects means to not only to face problems, delays and extra costs (i.e., internal performance) but also to miss the long term goals and their impact on the society (i.e., external performance) (Ika, 2012)

There is an expanding knowledge and theoretical suggestion about project management tools and techniques. However, the practical application of the project management knowledge vis-à-vis tools and techniques is a less explored area of study especially in the context of projects run by Non-Governmental Organizations (NGOs). Most importantly, evidence is lacking with specific reference to a country that indicates how managers in NGO make use of the project management tools and techniques and how this impacts the project performance. In line with this several authors suggested the need for additional research (Youker, 2003; Khang & Moe ,2008) in particular regarding project management tools and approaches

In Ethiopia, currently there are 310 registered international NGOs providing development assistance via projects Most have increasingly focused on long-term development strategies works in socio economic sector. The country receives a significant amount of aid from donors including the United States, United Kingdom, World Bank, and European Union (USAID, 2014). In 2012, the country received USD 3.3 billion in development assistance (including USD 435 million in humanitarian aid. Most of this assistance has been provided via projects. (DAG/Ethiopia, 2014).However management practice of international NGOs in Ethiopia which manages such large number of development projects are not studied and there is lack of scientific evidence how project managers in international NGOS make use of tools and techniques and how its impacts their project performance. Therefore, this study tried to assess the practice of project management tools and techniques utilization in selected 20 international NGOS'S based in Addis Ababa. Moreover, it looked into the adoption of such tools and methodologies with the performance achieved, both at the internal (i.e., project) and external (i.e., the context) levels.

1.3 Research Questions

In line with the above identified problem, this study attempted to address the following research questions:

- What is the extent of utilization of project management tools and techniques among ID project managers working in NGOs?

- What was the empirical relationship between project management (PM) practices PM tools and techniques effort and success criteria?
- Which sets of tools contributed most at enhancing the internal and external Performance achieved by project managers?

1.4 Objectives of the Study

1.4.1 General objective

The general objective of the study was to assess project management practices by looking into knowledge and the utilization of tools and techniques and their impact on performance of NGO as perceived by project managers.

1.4.2 Specific objectives

In achieving the general objective, the study particularly sought to address the following specific objectives: -

- To find out extent of adoption of project management tools and techniques among project managers working in selected International NGOs.
- To assess the empirical relationship between project management practices i.e. PM tools and techniques effort and success criteria
- To identify the sets of tools that contributes most at enhancing the internal and external Performance achieved by project managers.

1.5 Hypotheses

Correlation analysis was conducted to establish a relationship if any between the application of project management tools and the results of the projects recently run by project managers of organizations participating in the study. It also tried to identify which sets of tools contributed most at enhancing Performance achieved by project managers.

Thus the following hypotheses were tested to answer the research questions:

HO 1: There is no relationship between the extent of project tools and techniques use by project managers and overall project success criteria's.

HO 2: There is no relationship between the extent of project tools and techniques use by project managers and project success (internal performance)

HO 3: There is no relationship between the extent of project tools and techniques use by project managers and project profile (External performance)

HO 4: There is no relationship between the extent of project tools and techniques use by project managers and project impact (External performance)

HO 5: There is no relationship between project success criteria's and overall project success

1.6 Significance of the Study

Both academic literature and managerial experience highlight that the proper use of specific methodologies and tools is critical to manage projects successfully (Ika, 2012; Diallo.and Thuillier, 2004). The general suggestion given to project managers is that the effort in implementing proper methodologies is justified by the benefits achieved by these tools and significant evidences have been provided in different managerial fields. Therefore, this study provides evidence on the adoption and impact of PM tools on project performance in NGOs under the study.

It also contributes to the existing knowledge and literature in several ways. Firstly, it was tried to identify the characteristics of NGO's development projects. It also provides indicative evidences on the knowledge and utilization of project management tools and techniques that could be used as baseline for researcher and practitioners in Ethiopia setting. Most importantly, the study might help the NGO staffs and management to understand how their utilization of tools and techniques impacts performance of projects and put more emphasis on this aspect. In addition, given the important social and economic role of these projects and the difficulties of their management, project managers could put more effort in developing knowledge and practices that leads to improved performance.

Moreover, it provides a way to assess the existence of maturity stages in the adoption of PM tools and highlights how long term outcomes of the project can be achieved both via internal project performance and the correct adoption of the tools. More specifically findings on the tools and techniques and its relation to performance can be useful information for the project managers working on development projects in NGO setting to generate more evidence to support decision. In addition, can be an important input for organization administrating training courses on these subject areas.

1. 7 Scope of the Study

The study focused on the project management practices in international NGOs in terms of tools and techniques utilization and its relation to performance based on managers' perceived assessment of the internal and external performance achieved by the projects. Currently, there are 310 registered international NGOs functioning in Ethiopia. Most have increasingly focused on long-term development works in socio economic sector.

This study therefore focused on 20 selected International NGOS which are head quartered in Addis Ababa and did not include local NGOs. These NGOs were selected from the target population based on accessibility, willingness to participate, project type, i.e. those working on development projects and resource limitation. However as much as possible organizations with different missions and Program sectors were included to better understand the level of utilization of project management tools and techniques and it impact on performance in various sector.

In this research, the finding depends on the sole judgment of the mangers to measure the extent of tools and techniques utilization and its impact on project success. Subsequently a result of the study is heavily dependent on the quality of the project manager's mental model (Bakken, 2008). Thus in order to control the extent of common methodology bias, mixed quantitative and qualitative approach was applied in order to improve the reliability of the results. Finally, the result of

the study is only indicative to initiate further controlled and representative study in the future. Therefore, it is not meant to be generalized for the whole NGO sector.

1.8 Definition of Terms

Logical Framework The logical framework matrix identifies and communicates the logical relationships in a project by tracking the vertical and horizontal reasoning that connects the levels of the matrix. The relationship between the elements on each level of the logical framework illustrates the vertical logic that will result in the achievement of the project's ultimate goal.

Codification of tasks and work packages: The implementation of a cost accounting system implies the structured allocation by resources of both time and costs to the project. When a performance measurement system is adopted, wok packages are defined in terms of Cost Accounts, thus associating to activities a specific cost based on the amount of resources allocated.

Stakeholder Analysis Matrix: The Stakeholder Analysis Matrix is a tool that describes the characteristics of the relevant stakeholders of the project. Typical it is represented by a matrix that identifies information on each stakeholder, capturing their position referred to their influence, interest and their level of understanding and commitment to the project.

Responsibility Assignment Matrix the Responsibility Assignment Matrix (RAM) is a matrix that puts in relationship the activities of the project as described in the work breakdown structure and the resources involved in the development of those activities. The RAM allows to map “who is responsible of what” so to clearly state responsibilities and roles.

Work Breakdown Structure the Work Breakdown Structure (WBS) is a basic project document that describes all the work that must be done to complete the project and constitutes the basis for costing, scheduling, and work responsibility. Project objectives are disaggregated so to identify the elementary activities required performing the project.

Critical Path Method the Critical Path Method (CPM) is an algorithm for scheduling a group of project activities. The goal of the algorithm is to identify a proper schedule of the project that balances the trade-off between the project duration and its cost.

Earned Value Management System: The EVMS guideline incorporate best business practices to provide an integrated project planning and control. The processes include the integration of the project's scope, schedule and cost objectives, according to which a baseline plan is defined so to guarantee the accomplishment of the project's objectives. During the project development earned value techniques for performance measurement are used to assess the development of the project both in terms of schedule (i.e. the project is behind or ahead schedule) and cost (i.e. the project is under or over spending).

Source: (PMI, 2004 & 2008; PM4NGO, 2012; Couillard, Garon& Riznic,2009)

1.9 Organization of the Study

This study is organized into five chapters. The first chapter introduces background of the study, statement of problem, study objective, significance and scope of the study including the research questions addressed by this study. The Second Chapter presents related literature reviews that provide the conceptual and empirical review of the subject matter. It starts by giving snapshots on international development aid, characteristics of NGO's , project management practice and tools and techniques and. MMoreover, research papers have been reviewed to develop a good understanding of the meaning, concepts and their effects and what theoretical basis established in the literatures. In the Empirical Review part findings from previous studies has been examined in the process of identifying the key variables. Finally provided a theoretical framework used to guide the whole study.

The third chapter presents the design and research methodology of the study. It described and justified the methods, sample size, sampling technique, data collection and processes that were implemented in this study. The Fourth Chapter deals with study results and discussion. Lastly, the Fifth Chapter presents the study conclusion and recommendations including limitations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This Chapter revises literatures which are related to the subject matter of the study. From related literatures and other sources, important ideas related to project management practices in NGOs are incorporated. Under this chapter characteristics of NGOS , project and its management practice by NGO, tools and techniques use and its impact on performance both internal and external are discussed and presented in detail.

2.1 Theoretical Literature

2.1.1 International Development Aid

The importance and contribution of Civil Society Organizations (CSOs), often called Non-Governmental Organizations (NGOs) is multi-faceted. Besides their complementary role to the government in the socio-economic development endeavors, they have a paramount importance in fostering good governance and democracy, thus perceived as an important force in a functioning society (NORAD, 2008). International development is a large global industry involving many different types of aid actor, including multilateral agencies, bilateral donors, private philanthropists and NGOs.

Development aid involves the transfer of resources from official or private institutions to low-income economies in the form of loans on concessional terms, technical assistance, and outright grants. External economic assistance has played an important role in the economic development programs of successive Ethiopian governments since 1960.The primary objectives of donors in Ethiopia have been the promotion of economic growth through support for investment and reform, alleviation of the unacceptably high rate of absolute poverty, and reduction of the vulnerability of the economy to adverse natural and terms of trade shocks (Debebe, 2012).

The aid industry sector is definitely a project-oriented business. As a consequence, project proliferation in aid recipient countries is now considered by many actors to be a challenge. For example, the number of project commitments from all donors totaled nearly 30,000 projects in 2003 (Roodman, 2006) and this is still true today, many of which are small and not-for-profit development projects and a few others are very big infrastructure projects. IDPs' goals and objectives, by their very nature, are delicate since most of them deal with human development, social transformation, and poverty reduction (Khang and Moe, 2008 ; Diallo & Thuillier, 2005). Indeed, IDPs may address education, health and nutrition, water sewage and sanitation, environment, infrastructures, judicial, or institutional reforms.

2.1.2 Characteristics of NGOS

While the term NGO is very widely used, definitions of what actually constitutes an NGO tend to vary. There are also frequent references to other similar terms such as 'non-profit', 'voluntary' and 'civil society' organizations, to name just a few. NGOS take varies form in terms of structure, that they may be large or small, formal or informal, bureaucratic or flexible. They can also be varied in terms of registration and status of organizations, funding source, staff type and motivation. Voluntary, and even if it does not use volunteer staff as such, there is at least some degree of voluntary.

A usefully concise definition is that provided by (Vakil, 1997) , states that NGOs are 'self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people .This definition suggests the NGOS has the following key characteristics among others: it is formal, that is, the organization is institutionalized in that it has regular meetings, office bearers and some organizational permanence; it is private in that it is institutionally separate from government, it is self-governing and therefore able to control and manage its own affairs; and finally it is participation in the conduct or management of the organization, such as in the form of a voluntary board of governors.

2.1.3 Features of NGOs in Ethiopia context

The evolution of NGOs/CSOs in Ethiopia indicates that both national and international NGOs began to appear in Ethiopia in 1960 following the growing demands of the population for the fulfillment of various societal needs. Most NGOs trace their roots in Ethiopia to the famines in 1974 and 1984.The laws governing their registration and operations were first drawn up in the early 1950s and were based on the 1952 Ethiopian Civil Code and Regulation 321/1959. The Proclamation No.621/2009 for the registration of Charities and Societies came into force on February 13th 2009, and on November 9th 2009, the Council of Ministers also issued Regulation No.168/2009 to ensure its implementation in a transparent manner. Overall it is indicated that the legislation will help ensure clarity and predictability in the operations of all charities and societies and NGOs in Ethiopia. (FDRE/CHA, 2009; Deko, 2012)

The Ethiopian charities and societies agency (CHA) is an institution established by law under proclamation No.681/2009 of Ethiopia to manage organization formed as charity and societies. The agency is responsibilities ranges from, registration, licensing and management of operations of these organizations. Thus Charities/NGOs are required by law to present budget details and breakdowns to the charities and society's agencies which describe the objectives of each project, the activities involved, the implementation time frame and the results expected, a budget breakdown and the source of funds. (Debebe, 2012). Based on CHAs proclamation No.681/2009 of Ethiopia, Charities or NGOS is defined as an institution which is established exclusively for charitable purposes and gives benefit to the public. According to the charities and societies proclamation number 621/2009, charities are categorized in to foreign charity, Ethiopian resident charity and Ethiopian charity. According to FDRE/ CHA (CHA,2009 & 2011) the charities are defined as:

Ethiopian charities: Under article number 2 of these are charities that are formed under the laws of Ethiopia, all of whose members are Ethiopians, generate income from Ethiopia and wholly controlled by Ethiopians. However, they are allowed to generate income from foreign sources which is not more than 10% of their funds.

Ethiopian resident's charities: under Article Number 3 of the proclamation these charities that are formed under the laws of Ethiopia and which consist of members who reside in Ethiopia and who receive more than 10% of their funds from foreign sources. Foreign charities: under Article Number 4 of the proclamation mean charities that are formed under the laws of foreign countries or which consist of members who are foreign nationals or are controlled by foreign nationals or receive funds from foreign source. The focus of this study is only on the charities registered as foreign charities in Ethiopia and does not include NGOS grouped under either Ethiopian charities or Ethiopian resident's charities.

2.1.4 Definition and Features of Project

A project is a temporary endeavor with the objective to create a unique product, service or result. It is temporary in the aspect that it has a definite beginning and a definite end. The uniqueness with a project means that the provided service or product is different from all other services and products. Many organizations use projects to respond to requests that cannot be handled within the normal organizational limits. The size and length of a project can vary from one person to thousands and from a few weeks to more than five years (PMI, 2008). Project as a temporary organization and assert the time conception as one of the four distinguishing features of temporary organizations from permanent organizations (task, team and transition are other three distinguishing features. As a result, projects have a definite beginning and end. Temporary does not necessarily mean short in duration. Moreover, projects can also have social, economic, and environmental impacts that far outlast the projects themselves (PMI, 2004).

There are a number of different project types that all have slightly different characteristics. In general, these project types can be divided into two categories; external and internal projects. In an external project the customer, or project sponsor, is outside the organization. These projects are often called delivery projects and starts with the signing of legally binding agreement. The agreement is drawn up between the customer and the supplier and it contains specific definitions of what work the project includes (Antvik & Sjöholm, 2007). To terminate or delay

an external project the sponsor must be involved and financial compensation can be necessary if the agreement have been breached by either party. Internal projects have a customer within the organization and starts with a decision from the own organization (Walker, 2007). Internal projects often consist of development or change in work methods. These projects often have milestones or decision points where the project is evaluated, and the organization decides whether it will continue or be terminated (Antvik & Sjöholm, 2007).

2.1.5 Project Management (PM)

Sustainable development is a new management paradigm relevant to projects and programs that requires a careful consideration of economic, ecologic and social issues. Projects of sustainable development span a wide spectrum with regard to length and geographical focus including local, regional and global level ((Gareis, Huemann, Martinuzzi, Weninger,. and Sedlacko, 2013)). Project management plays a key role in both global environment and on the local level and represents very important tool to solve problems of regional development. Projects have been defined as various concepts by different organizations such as IPMA, PMI and ISO (PMI, 2008).

Project management emerges in the organizational field as the application of knowledge, skills, tools and techniques to meet requirements (PMI, 2008). During the evolution of this discipline, a large number of techniques were created for its enforcement. The emergence of professional associations has meant that, since the 60s, organizations have increased their interest in planning project activities, to the extent that standards and bodies of knowledge are applied in most of the world. Various tools have been developed by associations such as the Project Management Institute (PMI), the International Project Management Association (IPMA) and the Association for Project Management (APM), among others. According to Morris (2004) bodies of knowledge are emerging frameworks and standards, which contain guidelines and good practices that allow improving skills, training and management for projects.

Both practical and theoretical research in this field has developed rapidly in recent years Project management is the way of managing change by describing activities

that meet specific objectives by involving stakeholders and teamwork to achieve successful implementation. PMBOK Guide has provided us with a useful summary of doctrine of project management, which includes five process groups and nine knowledge areas. The PMBOK Guide recognizes 44 processes that fall into five basic process groups and nine knowledge areas. Each of the nine knowledge areas contains the processes that need to be accomplished within its discipline in order to achieve an effective project management program (PMI, 2008; Kerzner, 2004).

2.1.6 Project and PM in NGO setting

In the cooperation sector, projects represent the tools to get resources ((Crawford et al, 2005). They have been characterized for being useful tools and alternatives for bilateral intervention and are often essential to align actions. Some studies suggest that cooperation projects should have strict controls; and tools and techniques should be used to monitor the project progress and project management (Ika,Diallo, & Thuillier,2010). Moreover, NGO projects have different basic requirements, such as: transform reality; solve problems and improve the situation of the beneficiaries; present clearly defined objectives; be addressed to a particular human group; be limited in time and space; provide resources; and ensure their effects endure over time. For those reasons these interventions should seek the highest level of efficiency, and project management is such a great contribution. Donors aim to improve the planning and preparation of projects, as well as the monitoring and evaluation throughout the project life.

A project in this sector is a proposal of activities organized around a specific objective, to perform in a certain period of time, in a defined geographical area, for a group of beneficiaries, with the aim of solving specific problems or improving a situation. They are a unique type and differ from others, since their objectives are related to a social goal “human development” (Crawford et al ,2005). This feature influences the evaluation of project success, because critical factors have particular connotations and are related to multidimensional components such as coordination, design, training and institutional environment Besides, the nature of economic

assistance and the complex web of stakeholders, hinders the implementation of management tools in the project cycle (Pinto, 1990 ; Khang & Moe, 2008).

Studies in project management practice in NGO sector are scarce, even though many financial resources are used in these interventions (Crawford & Bryce, 2003). However, the small number of studies available is interesting contributions about the advantages of the discipline application in this sector. This is significant, since management in this type of projects has gathered unified criteria to design, evaluate, approve and plan proposals, but still has weaknesses in implementation processes, so methodologies would be perfect for implementation.

2.1.7 The Importance of Tools and Techniques in PM

PM practices vary significantly from one type of project to another (Payne &Turner, 1999). Different tools, techniques, and approaches are applied to different types of projects even within the same organization to adapt PM methods to the specific needs of each project (Crawford et al,2005). This is particularly true for ID projects, which present peculiar characteristics that led to the development of dedicated methodologies.

Bodies of knowledge and standards are guidelines developed by associations and organizations, professionals and researchers that define and validate the conceptual domain and the competencies required for proper performance in the discipline of project management. They contain the most important information and besides being a guideline, they embrace methods, techniques, tools and skills for those in the line of work (Payne &Turner, 1999). Ahlemann, (2009) confirm the existence of a large number of standards published by organizations, standardization companies and associations worldwide. Indeed, one effect of standardization is the creation of support tools for the development of the discipline, Milosevic&Patanakul (2005) argue that the increased level of standardization can lead to greater success in project management.

In general, project management is usually carried out with the guidance of bodies of knowledge or standards, and the implementation of a methodology that uses techniques and tools (White& Fortune, 2002). For this reason, the adoption of

practices should reflect the standard and the application process of techniques or tools. It is considered that from the theoretical and practical point of view, tools and techniques incorporate essential elements that, if properly used, can influence results. Research supports the same approach on the adoption and application of the discipline's practices in different countries, sectors and organization (Ika, 2012).

Tools and techniques are concrete and specific means that PM practitioners use to apply rules, principles, and skills to do the job (Besner & Hobbs, 2008). Numerous PM tools, techniques, methods, and processes have been developed and disseminated through books, journals, and professional bodies (White& Fortune, 2002)

2.1.8 Importance of Tools and Techniques in NGO Projects

Despite the Universalist nature of PM methodologies, different contexts reflect different approaches toward PM. This is particularly true for ID projects, which present very peculiar characteristics (e.g., not-for-profit nature, high stakeholder involvement) (Youker, 2003). Project managers in the aid industry sector have to deal with complexity, resistance to change, competing agendas of a large number of stakeholders, and diverse and even contradictory expectations that render compromises very difficult to reach (Diallo and Thuillier, 2005).In addition to this singular socio-economical, ecological, and political environment ,IDPs' goals and objectives, by their very nature, are delicate since most of them deal with human development, social transformation, and poverty reduction (Crawford et al , 2005).

Some specific approaches for ID projects have been introduced (e.g., project cycle and the Logical Framework) (Baum, 1978). Yet the analysis of the usefulness of these tools and their integration with other PM techniques is still in its early stages. To include these peculiarities in PM practices, some PM guidelines have been created for NGOs managing ID projects. The two best-known guidelines are PMDPro (developed by PM4NGO) and PM4DEV (PM4NGO, 2012). These guidelines are well known among practitioners and are considered a good alternative to or integration of the standard methodologies (e.g., PMBOK by PMI or IPMA competence baseline).

However, a comparison among these methodologies (Golini & Landoni, 2013; Hermano et al,2013) shows that tools are very similar and that ID projects can benefit from the practices developed in business environments, and vice versa. For instance, their comparison indicated that all tools included in the PMBOK® Guide are also present in the other two guides (PM4DEV and PMDPro), except for the Logical Framework and tree analyses (problem tree, objective tree, and alternative tree). Furthermore, these authors highlight that the project life cycles and the main PM processes are very similar. However, despite this convergence in the guidelines, PM tools have often a scattered adoption; some are better known and have more widespread use, whereas other tools are more sophisticated and less diffused. For instance, Besner & Hobbs (2008) found in their survey that some tools are used extensively (e.g., work breakdown structure), whereas others have very limited adoption (e.g., project evaluation and review technique). This difference may depend on the industry or the maturity of an organization from a basic user of PM tools level to an advanced one.

Do & Tun (2008) following up the studies on IDP CSFs by Diallo and Thuillier (2004 & 2005) have developed a framework based on an adaptation of the Logical Framework Approach (LFA), which is a general methodology commonly used by the development community to design, plan, manage and communicate their projects, for IDP context. Their proposed framework focuses on project life cycle, and then assesses the success of each phase based on the outputs produced by the previous phase. As a consequence, these partial successes are integrated into an assessment of the overall success of the IDP according to the Life-Cycle-Based framework.

Given the specificities of ID projects some specific tools have been developed to manage them and to assess their impact on beneficiaries. In 1970, Baum introduced the project cycle management (PCM) concept in to ID projects (Baum, 1978). The project cycle breaks down projects in two phases that connect the beginning of the project to the end. Various tools have been developed within PCM, the most common of them being the logical frame work (LF). This tool is now in wide spread use, and it is often considered a standalone tool. LF was developed in 1969

by Fry associate and practical concepts for the United States agency for international development (USAID). Salmen (1987) in its original form, LF is a 4by 4 matrix crossing a project, s goal, purpose, inputs and outputs with its source of verification and assumption. The objective of LF is to provide a clear picture of project which can be shared among the stakeholders and support the design, planning, management and communication of the project (Gasper , 2000)

In general, all of the tools included in the PMBOK Guide are also presented in the other two guides. However, some of the tools have descriptions that are much shorter than those in the PMBOK Guide, while the PMBOK Guide does not include LF. All three of the guides clearly define the characteristics of a work break down structures (WBS), which is used to identify all the required activities and represent the work needed to achieve the project's objectives. This tool supports the identification and organization of the project into work packages. PMDPro1 provides a brief description of the WBS, while the other two guides are more complete in terms of the guidelines to be followed to build a proper WBS. Critical path method (CPM) /network diagram is used to represent the relationships among the activities and to identify the critical path. It supports project scheduling and time management. With regard to these techniques, the PMBOK Guide is the most complete, although PM4DEV is quite detailed as well, explaining, for example, all of the precedence typologies (e.g. end-to end and start-to-finish). PMDPro1 furnishes a less detailed overview of these tools (PMI, 2004; PM4NGO, 2012).

Earned value management system is another important tool and basic instrument for monitoring the progress of a project in terms of both time and money (Couillard et al , 2009). In this case, the guidelines of the PMBOK Guide and PM4DEV give accurate descriptions of all the performance indicators. PMDPro1 only furnishes an overview of the methodology, without providing any reference to the specific time and cost performance indicators. However, PMDPro1 provides a different approach to project control that is directly related to the LF structure. This approach is supported by the project monitoring and evaluation matrix. Logical framework is certainly the most widely used technique in ID project management as a consequence; two guides – PM4DEV and PMDPro1 – include this tool. Both

guides advocate the use of this tool to identify the logic behind a project, which should therefore be implemented in the projects planning, monitoring and evaluating phases (PM4NGO, 2012).

Owing to its importance, the monitoring system is defined by identifying specific indicators and how they must be collected. The structure is very standard and similar for both the guidelines. Notably, PMDPro1 mentions the fact that LF can be adapted to the specific needs of a project. Interestingly, neither PMDPro1 nor PM4DEV take into account the criticisms that have been made of this instrument (Couillard et al , 2009). On the other hand, the stakeholder analysis matrix is a tool gathering all the information regarding the analysis that has been performed to identify the characteristics of a project's actors. The three guides frequently overlap in this respect, presenting both the matrix and the map. PM4DEV also proposes a different possible map.

2.2 Empirical Review

2.2.1 Tools and Techniques Utilization

Defining PM is not an easy task. According to Turner (1994) PM is defined as the art and science of transforming vision in to reality. Although there are a lot of definitions, the PMI one is the most known: the application of knowledge, skills, tools, and techniques to bring about the successful completion of specific project goals and objectives. As such, it involves planning, organizing, monitoring, and controlling the project and requires its own tools and techniques (Belassi & Tukel 1996).

PM tools and techniques play an important role in project success (Munns & Bjeirmi, 1996). Project mission, schedule, budget, scope, plan or scope changes, goal changes, progress measurement, quality of project monitoring, and reporting are well-known factors in project success and failure (Dvir& Lechler, 2004) Project mission, schedule, budget, scope, plan or scope changes, goal changes, progress measurement, quality of project monitoring, and reporting are well-known factors in project success and failure (Pinto and Sleviver,1987). Furthermore, it is PM

realities that using PM tools and techniques can significantly help the project to succeed although it does not guarantee its success (Mingus, 2002)

White & Fortune(2002) attempted to determine the extent to which those involved in PM actually make use of the methods and techniques that are available, and how effective these are perceived to be. They report that most respondents use only a small number of tools, techniques, and methods; PM software and Gantt charts are most frequently used. Similarly, to Fox & Spence(1998), they argue that there are more drawbacks to the use of PM software than with other tools since the link between the tool and the requirements of the task is far from being adequate. Besner & Hobbs(2008) demonstrate that practitioners, regardless of the project's characteristics and context, almost invariably use some PM tools and techniques, the bulk of which have different levels of usage according to the type of project. In fact, Pinto (1990) has shown that PM Key success factors are either project planning ones or project implementation ones. During the implementation phase, the project managers may have to update project plans with project planning tools or embrace plan-changes or goal changes activities. Dvir& Lechler (2004) suggest that also, monitoring, controlling, and reporting tools such as earned value have shown to be critical for the success of large scope projects but irrelevant for projects of moderated size or inapplicable in other sectors. Evaluation tools (e.g. project stakeholders' satisfaction surveys) remain somewhat under developed and not frequently used in PM practice (Fleming & Koppelman, 2006)

2.2.2 Project Success and Success Measure

It is clear that although project success is a core project management concept, a review of the project management literature reveals that there is no standardized definition of a 'project successes in the project management literature (Baccarini, 1999). Defining project success poses another challenge in understanding project management and consequently assessing its performance. It is generally accepted however, that the success or otherwise of a project can be defined through the convergence of, the ability of the process to meet the technical goals of the project whilst not deviating from the three constraints of scope, time and cost; the

usefulness of the project as perceived by beneficiaries and sponsors as well as the project team; and the performance of the project (Kerzner, 2004)

Given the specificities of ID projects, some specific tools have been developed to manage them and to assess their impact on beneficiaries (Mosley 2001). First, in 1970, Baum introduced the PCM concept into ID projects (Baum 1970). The project cycle breaks down a project into phases that connect the beginning of the project to the end. Therefore, PCM involves managing projects end-to-end and adopting different approaches and tools for different parts of the project. PCM is a framework rather than a tool. Various tools have been developed within PCM (Biggs & Smith , 2003) .The new World Bank PM Cycle is typical phases of project management used in international development. This is the improved version of Baum's (1978) cycle. Country assistance strategy and Execution and completion are the new phases added to Baum's (1978) cycle.

Furthermore, another attempt at developing a viable foundation for project success definition was by Baccarini (1999) aattempts to contribute to this gap in the literature by his logical framework method (LFM). The LFM model distinguishes between four levels of project objectives, namely goal, purpose, output, and input, provides a comprehensive framework for defining, as well as, comprehending the project success concept. Similarly, Baccarini (1999) differentiates between project management success and the product success, instead of project success. Product success is related with goals and objective, while, project management success is related with the project outputs and inputs.

In the aid industry sector, project success is referred to as efficiency and effectiveness. For the English Department for International Development (2002), for example, project success is about organizational effectiveness (quality of process, policies, deliverables, outputs or intermediate outcomes, and operational efficacy) and development effectiveness (development outcomes such as long-term impacts, which the project efforts aim for and should contribute. Similarly, the term project success is not properly explained in evaluation and results based management Guideline of the Development Assistance Committee (DAC) of Organization for Economic Co-operation and Development (OECD, 2002).

The DAC has five criteria for measuring project success: relevance, efficiency, effectiveness, impact, and sustainability (OECD, 2002). Relevance refers to the extent to which the project is suited to the priorities of the target group, recipient, and donor. Impact refers to the positive and negative changes produced by the project, directly or indirectly, be they intended or unintended. Sustainability is concerned with whether the beets of the project are likely to continue after donor funding has been withdraw

The study conducted by Diallo and Thuillier in 2004, is said to constitute the first comprehensive empirical research on the IDP specific management practices, particularly success criteria for IDPs. These authors assess project success as perceived by seven groups of stakeholders: coordinators, task managers, supervisors, project team, steering committee, beneficiaries, and the population at large. In their study, they also outline a comprehensive set of evaluation criteria that includes, satisfaction of beneficiaries with goods and services generated, formation of the goods and services produced to the project documents, achievement of project objectives, completion of the project in time and within budget, receiving a high national profile, and receiving a good reputation among the principal donors.

Therefore, this study aims to identify which tools and techniques contribute most to improving the performance achieved by project managers. The study used a theoretical framework used for ID projects by Ika (2012) and Diallo and Thuillier (2004).

2.3 Conceptual Framework

Although PM literature on IDPs is somewhat scarce, the questions of project successes at the core of the work by Diallo and Thuillier (2004) who suggest a ten-dimension basis to analyze the perceptions of African development project coordinators (NPCs).

In order to meet the objectives of this study, the research questions are structured in two parts: The first is related to the level of utilization of tools and techniques and

the second part measures how sets of tools contribute most at enhancing Perceived Performance achieved by project managers in selected organizations.

The study was guided by theoretical framework first developed by Ika et al (2010) and later adopted by Diallo and Thuillier (2004) and Golini & Landoni (2013). The model developed by Ika (2012) makes distinction between internal and external performance .It also states that tool adoption enhancements are attained in a progression.

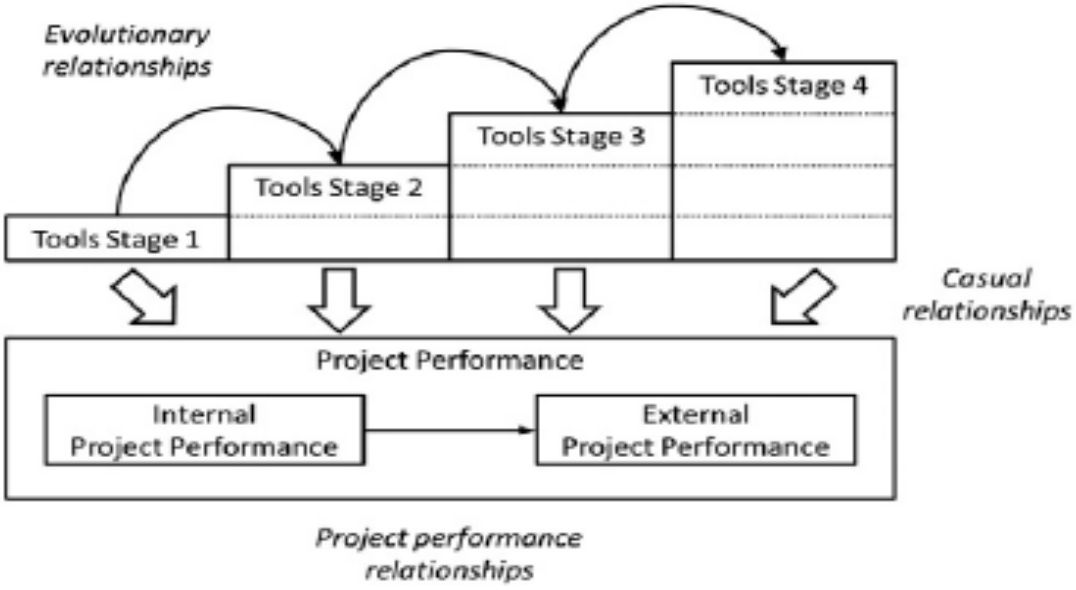

Figure 2. 1; A conceptual framework of project tool application and project performance

Source : (Ika, 2012)

Regarding project success, a factor analysis (principal component analysis) undertaken by Diallo and Thuillier (2004) used a ten-dimension basis to analyze the perceptions of African development project coordinators (NPCs) regarding project success. A factor analysis (principal component analysis) suggests three macro-dimensions (hereafter criteria) of project success, two of which, are statistically significant in explaining project success: the PM success and the project "profile" (which may be considered as an early pointer of the third criterion:

project impact, a criterion which is not statistically significant (Diallo.and Thuillier, 2004).

Therefore, this research examined the relationship between PM efforts (the extent to which project managers make use of available tools, techniques, and methods), project success, and project success criteria as perceived by INGO managers headquartered in Addis Ababa.

Regarding the methodology, the study gathered evidence on the projects and the use of techniques, tools and their relation with project performance measured by success criteria. Project success was measured along 11 criteria that were applied and validated in previous research by (Diallo.and Thuillier (2004). Thus success items and the average composite measures (PM success; project "profile"; and project impact) were applied to measure and analyze the responses to the project success measure. Project management success measure if the project attained the initially identified objective, operated on time and within budget. Project profile is a success criterion, in fact, it captures the reputation of the project amongst its principal donors, its chances to be extended with additional funding if necessary, the conformity of goods or services delivered to the project plan and the national profile i.e. the reputation of the project locally. Project impact captures the impact of the project on the beneficiaries, the satisfaction of the latter with the goods and services delivered and the local institutional capacity built by the project.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Study Design

In this study a mixed quantitative and qualitative research design was used to assess and describe project management practices by assessing knowledge on the utilization of tools and techniques and their impact on performance of NGO that implements international development projects. Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve theoretical framework. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone. (Creswell, 2011).Thus, in this mixed method, specifically a Convergent parallel mixed methods design was applied in which both quantitative and qualitative data were collected analyzed and then triangulated the results to see if the findings confirm to each other. Both forms of data collected at roughly the same time and then integrated the information in the interpretation of the overall results.

3.2 Target Population and Sampling Techniques

3.2.1 Target Population

This study focuses only on the charities or NGOS registered as foreign charities in Ethiopia based at Addis Ababa. Currently there are 310 registered foreign charities or international NGOs functioning in Ethiopia. Thus firstly 20 International NGOS were selected from the target population based on accessibility, willingness to participate, project type, i.e. those working on development projects and considering resource limitation. Secondly a total of 100 Project managers i.e. five project managers for quantitative part and 20 Monitoring Evaluation and Learning unit heads i.e. one MELU head from each NGO' participated as study unit for qualitative part. Table 3.1 below summarizes the participant number by organization for both quantitaive and qualitative part respectively.

Table 3.1 ; A table that shows study participants by organization

S.no	NGO	Project mangers	MELU heads
1	Child fund	5	1
2	ABT Int -Health	5	1
3	Care –Ethiopia	5	1
4	AMREF	5	1
5	Water Aid -Ethiopia	5	1
6	ORBIS	5	1
7	FHF	5	1
8	Plan -Ethiopia	5	1
9	Action Aid	5	1
10	ICAP	5	1
11	FHI -360	5	1
12	Farm Africa	5	1
13	PATH	5	1
14	Norwegian Church Aid	5	1
15	DAN Church Aid	5	1
16	JPIGO	5	1
17	GIS - TVET	5	1
18	FHI	5	1
19	Tear Fund -EKHC	5	1
20	SNV	5	1
Total		100	20

3.2.2 Sample Size and Sampling Techniques

According to Roscoe (1969), successful research can be conducted with samples as small as between 10 to 20. However, for most studies samples size between 30 and 500 are most appropriate whereas sample sizes of less than 10 are not recommended. Accordingly, for this study 20 international n. Thus a sample size of 100 project managers for quantitative data and 20 heads of Monitoring, evaluation and learning unit heads for qualitative study were involved. The sample size for qualitative data collection is smaller than that for the quantitative part. This is because the intent of data collection for qualitative data is to gather extensive

information from this sample; whereas, in quantitative research, a large sample is needed in order to conduct meaningful statistical tests.

As sampling technique non-probability, purposive sampling was conducted to select the study organizations (NGOs) and the study units. Individual organization/NGOs were determined taking in to consideration the accessibility, willingness to participate project type budget, resource and time limitation for this study.

For this study inclusion or selection criteria were developed for the purpose of guiding the selection of NGOS and the project managers. Accordingly, first for selecting 20 NGOS, the following criteria were used:

- The selected organization must be foreign charity or INGO
- Has more than at least two years of service in Ethiopia.
- The organization should have head quarter in Addis Ababa where the study is conducted.
- INGO runs at least three programs with a number of projects hence adequate project managers for the study.
- Only INGOS working on the development program were included and Emergency programs or projects were excluded from the study.
- INGOS working in socio and economic sector were prioritized.

Secondly selections of 100 project managers, i.e. five from each NGO were undertaken using the following inclusion criteria:

- Had experience of managing projects for the last two years
- As much as possible mangers from different sector prioritized and involved
- The manager should have at least three years of experience in managing the project

3.3 Source of Data

Data for this study were collected both from primary and secondary sources. The primary data were collected using a questioner administered by project managers. In depth interview were conducted for MELU heads for qualitative part. Primary sources of data have been chosen because there is the need to obtain information at first hand from the respondents from foreign NGOs operating in Ethiopia and based in Addis Ababa. In addition project documents reviewed as secondary source. Thus mangers were contacted to administer the questioner and in-depth interview was conducted with heads of MELU of the NGO. Finally documents were reviewed in order to build the inquiry with more evidence base.

3.4 Data Collection Instruments

As part of methodology, the study collected and analyzed both quantitative and qualitative data. Quantitative data includes closed-ended responses such as found on questionnaires while qualitative data is open-ended without predetermined responses (Creswell, 2011). Questioner and interview were the instruments used for this study.

3.4.1 Questionnaire

Based on the literature review a questioner developed and used by Ika and also used by Diallo and Thuillier (2004) and Golini et al (2012), is adopted for this study to collect the primary data. A series of questions that are easy and convenient to answer but can describe the intended practices or behaviors were used as questionnaire. The questionnaire is structured in four parts and with questions, which aims at gathering evidence on the projects. The first part covers general information on the respondents, the second part assesses the project characteristics,

the third part asks about the success criteria and the fourth part covers the extent of tools and techniques and technique utilization. Success is measured along 11 criteria that were applied and validated in previous research). Similarly, the tools and techniques used by Golini et.al (2012) were applied to measure and describe the responses to their utilization. The study relies on the sole judgment of the managers. Therefore, our results depend heavily on the quality of their mental model (Bakken, 2008). The information that refers to this subjective judgment is rated on a Likert scale.

3.4.2 In-depth Interview and Document Review

In-depth interviews have been selected as a method, given the selected group and small number of individuals needed to provide information and insights on the subject. A semi-structured interview checklist was used to collect the qualitative data. In line with this, one head of MELU heads were interviewed from each NGOs and project document were reviewed to substantiate the findings. These respondents are responsible for the monitoring, evaluation and learning activities and supports project managers to successfully execute their projects. Otherwise each project manager is responsible for the management of their project end to end. Other data collection methods included document review after in-depth interview. This is supportive and supplementary rather than structured observations process.

3.5 Procedures of Data Collection

As this study uses a convergent parallel mixed method design, it allows converging or merging quantitative and qualitative data. Thus both forms of data were collected at roughly the same time and then integrated the information in the interpretation of the overall results. The key idea with this design is it allows collecting both forms of data using the same or parallel variables, constructs, or concepts (Creswell, 2003). First the NGOs were selected from the target population based on accessibility, willingness to participate and project type, i.e. those working on development projects. In addition, maximum effort was exerted to involve NGOs working on various development sectors to capture the diffusion of the practice. The management of NGOs was briefed on the study and to get permission to undertake data collection. A total of 100 Project managers working in

20 selected organizations based at Addis Ababa requested and administered the questioner after permission is granted by the management of the organization. The managers were contacted directly based on the information received from human resource department of the NGO's. The questioner with a description of the tools and techniques was addressed to five project managers in each NGO working in different project sector and operated in the function for at least two years. Filled questioners collected by appointment ensuring it is complete. Finally, the qualitative data e collected from heads of MELU through the in-depth interviews. In the end MELU heads asked to provide the relevant document for review. All data collected is kept confidentially.

3.6 Validity and Reliability

Validity using the convergent approach should be based on establishing both quantitative validity (e.g., construct) and qualitative validity (e.g., triangulation) for each database. Validity is concerned with the integrity of conclusions that are generated by a research (Silverman, 1999. The main concern here is also the subjective judgment on collecting data and its analysis. As result, this study looked to contribute with stimulating ideas that might further be initiated by new studies. Therefore, it is not meant to be generalized.

The research reliability is concerned with the question of whether the results of a study are repeatable. Reliability evaluates the degree in which same findings might be obtained if a research is developed once again (Silverman, 1997). Therefore, in this research more care was taken to have results that are more reliable. As result, the data collection process had been planned and structured in advance. Moreover; a more tested questioner in the field is adopted to minimize any doubt and possible blurred aspects.

3.7 Method of Data Analysis

This study is designed to collects and analyzes both quantitative and qualitative data. This helps to provide a comprehensive analysis of the research problem. Average composite measures (PM success; project "profile"; and project impact) and tools were applied to measure and describe the responses. Finally, correlation

analysis was conducted to observe a relationship between project management (PM) efforts (the extent to which project managers in aid sector – make use of available PM tools), project success, and success criteria. Thus the analysis method for both quantitative and qualitative data is presented discussed below in detail.

3.7.1 Quantitative Data Analysis

A descriptive statistics and correlation analysis was undertaken for the quantitative data on tools and techniques and project success measures using IBM SPSS Version 21 for analyzing the data. Descriptive Statistical analyses of the obtained data were performed characterizing the structure of the sector, organizations that comprise it, tools and techniques application and success measures using mean and standard deviation. The interpretations of means and standard deviations have been applied to determine the extent to which they are used by project managers.

Following the descriptive statistics, factor analysis, and more specifically principal component analysis was employed to reduce the large number of questionnaire items pertaining to the application of tools and techniques. Accordingly to generate major components of tools and techniques generated after orthogonal rotation (Oblimin with Kaiser Normalization rotation method and removal of loadings less than 0.30) and the meaning of these toolboxes have been interpreted. The inferential statistics namely, the correlation analysis was conducted between the three composite measures of project success and the composite measures of the major Components or toolbox to determine if there is significant correlation between the use of PM tools and project success. The composite measures computed using the average aggregated scores on the initial variables in each tool box or components.

The same method applied to the determination of PM success scores. However, for the overall project success score (the dependent variable), initial score available from the survey is used.

3.7.2 Qualitative Data Analysis

In this study the qualitative data that was extracted through transcription methods and mainly relies on meanings and words. Thus, it involves interpreting and translating the meaning and categorizing expressions into sub themes unified to the research objectives. Qualitative research is concerned with describing phenomena in words to gain an understanding of the issues being researched. This type of research is concerned with subjective assessment of attitudes, opinions and behaviors and the data generated are not subjected to rigorous quantitative analysis (Kothari, 2003).

3.8 Ethical Considerations

The willingness of individuals to disclose the necessary information plays significant role for the successful completion of this research. For this reason, while conducting this research the researcher agreed to make sure that treating both the respondents and the information they provide with honesty and respect. These are some vital ethical principles that the researcher strictly complies with: (a) Do No Harm - safeguarding an individual participating in the study against doing anything that harm. (b) Privacy and Anonymity - any respondents participating in this study are guaranteed. (c) Confidentiality - any information provided by an individual participating in this study have been treated in a confidential manner.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Background Information

In this study a mixed quantitative and qualitative research design was used to assess and describe project management practices focusing on the utilization of tools and techniques and their impact on performance of the NGO's that implements development projects. Accordingly, quantitative and qualitative data was collected from 20 international NGOs headquartered in Addis Ababa. In order to meet the objectives of this study, the research questions were structured in two parts:

The first part is related to the level of utilization of tools and techniques and the second part measures how sets of tools contribute most at enhancing achieved success by project managers in selected organizations. The result is presented indicating first the background information, followed by the extent of tools and techniques utilization and also displays the impact of tools and techniques on performance as perceived by project managers. Finally, the quantitative data was triangulated with the findings from the qualitative part of this study.

4.2 Project Sector Profile

As can be seen in table-4.1, projects in studied NGOs were distributed among major socio economic development sector. The majority of projects 52(52%) were related to Health, Nutrition and Population, followed by Water, sanitation and hygiene 21(21.0%). Capacity building projects i.e., related to the development of services and raising awareness comprises about, 21(21%) whereas other projects such as agriculture constituted 16 (16%), Education 13(13%) and environment 11(11%).

Table 4.1; A table that shows sector of the projects the respondents managed

Project Type	Responses (N)	Percent of Cases
Health ,Nutrition and Population	52	52.00%
Education	13	13.00%
Energy	5	5.00%
Environment	11	11.00%
Water ,sanitation and hygiene	26	26.00%
Rural development	16	16.00%
Income Generation	12	12.00%
Capacity Building	21	21.00%
Agriculture	16	16.00%
type	172	172.00%

Source: Researcher own survey, 2017

4.3 Respondent Profile

A total of 100 project managers were involved in this study. Accordingly, 69% were male and 31 females as depicted in table- 4.2. This show nearly 1:2 ratio of sex distribution among project managers in the studied NGO.Table-4.3 describes age and experience of respondents; the average age was 41 years with the average work experience of 14 years. The maximum and minim age of the respondents were 57 and 30 years respectively.

4. 2; A table that shows sector of the projects managed by the respondents

Sex	Frequency	Percent
Male	69	69.0
Female	31	31.0

Source: Researcher own survey, 2017

Table 4. 3; Age and Experience of respondent's

Age and Exprience	Mean	Std. Deviation
Age of Respondent	40.97	4.914
Work Experience	14.40	4.769
Total		

(N=100)

Source: Researcher own survey, 2017

The majority of project managers have an educational level of graduate degree or MSC/MA Degree and the remaining16% holds first degree or BSC/BA Degree.

Table 4. 4; Educational level of respondents

Description	Frequency	Percent
BSC/BA Degree	16	16.0
MSC/MA Degree	84	84.0
Total	100	100.0

Source: Researcher own survey, 2017

4.4 Project characteristics

Table 4.5 provides a description of the project type. The number of employees in each project considered is rather variable. On average one project comprises 11 staffs under the supervision of the manger interviewed. The result also indicated significant variation on the number of employees with a standard deviation of 15 employees indicating wider variations in terms of staff per project. On average one manager is responsible for 2 projects under his supervision. The mean period of the project was 3 years. However, there were projects that last to maximum of five years. The minimum project period was one year.

Table 4. 5; Project characteristics - employee, project period & number of project

Description	Mean	Std. Deviation
Number of Employee in the project	11.33	15.062
Average Number of Project Per Year	2.1100	1.41346
Average project Period	3.3000	1.13262
Average size of projects in the last two years (USD)	2.6900	.92872
Valid N (list wise)		

(N= 100)

Source: Researcher own survey, 2017

The majority of the projects 53 % had project budget that ranges from USD 2 million to 5 million. Overall, 84% of projects had a budget less than USD 5 million for the project period while the remaining 16 % had a budget size of more than USD 5 million.

Table 4. 6; Estimated Project Budget size

Estimated project budget	Frequency	Percent
<1000000	16	16.0
1,00000 < x <2,000000	15	15.0
2,0000000x <5,000,000	53	53.0
>5,000,000	16	16.0
Total	100	100.0

S

ource: Researcher own survey, 2017

4.5 Project Success Measure

Project success is measured along 11 criteria. Table 4.7 to 4.10 describes the responses to the project success measure, the success items and the average composite measures (PM success; project "profile"; and project impact) below in detail.

4.6 Overall Project Success Measure

The Managers were asked to evaluate their project overall performance in 1 to 5 scale where, 1 represents strongly disagree to 5 strongly agree. Accordingly, the mean score ($\bar{x}$= 3.9) indicated that the majority agree that their projects were a success. This shows that the majority of project managers perceived that they achieved both the internal and external requirements of the project success.

Table 4. 7; Overall project success score

Description Success	N	Mean	Std. Deviation
My Project Is a success	100	3.9300	.48846
Valid N (list wise)			

Source: Researcher own survey, 2017

4.7 Project Success (Internal Success)

Project management success measure if the project attained the initially identified objective, operated on time and within budget. Table 4.8 describes the responses to the project success measure, the three project success items in this category was described by the average composite measures of PM success. Thus the majority agree that Project Management Success or the internal success is achieved ($\bar{x}$ = 3.9 and S = .488). In addition, the majority believe that the initially identified objectives were attained ($\bar{x}$ = 4.17 and S =. 532). However, there is less consensus among the mangers that the project was operated on time ($\bar{x}$ = 3.6, S = 0.755). On the other hand the majority believe that project operated within budget with considerable variation among them ($\bar{x}$= 3.9, SD =.815).

Table 4. 8, Descriptive statistics for "project success measures" items and the average Composite project success scores

Description Internal success	Mean	Std.
Project Management Success	3.9	.488
The initially identified objectives were attained	4.17	.532
The project operated on time	3.6	.755
The project operated within budget	3.9	.815

Source: Researcher own survey, 2017

In addition, the finding from the analysis of the qualitative data indicates that the result is in consistent with the quantitative findings. Qualitative study was conducted using in-depth interviews of MELU heads and document review. Accordingly, 20 MELU managers, small number of individuals needed to provide information and insights on the subject. Accordingly, 20 respondents one from each NGOS was interviewed using semi-structured interview checklist to collect the qualitative data including document review. The qualitative analysis was based on assimilation of responses via transcripts from the data. The respondent of this study are responsible for the monitoring, evaluation and learning activities of the NGOs in general and supports project managers to successfully execute their projects in particular. However, each project managers still are responsible for the management of their project. With regard to success measure, all the respondents indicated that they measure project success in terms of effectiveness and efficiency. This shows that most NGOs emphasize the importance of managing projects for internal success measure that focuses on completing project to the specification of the plan, with in time and budget. This shows slight variation with the findings from the project managers that showed the neutral position on project completion with in time and budget.

4.8 Project Profile (External success)

Project profile is a success criterion, in fact, it captures the reputation of the project amongst its principal donors, its chances to be extended with additional funding if necessary, the conformity of goods or services delivered to the project plan and the national profile i.e. the reputation of the project locally.

Table 4. 9; Descriptive statistics for "project profile measures" items and the average

Description of external success	Mean	Std. Deviation
Project Management Profile	3.8560	.47062
The goods and services produced by The project conform to those described in the project documents	4.290	.47768
The project achieved a high national profile	3.660	.81921
The project had a good reputation among the principal donors	4.050	.64157
The project has a good chance of being extended with additional funding	3.850	.71598
The design or implementation of my project was unique	3.430	.83188

Source: Researcher own survey, 2017.

As indicated in the table above the average composite project success scores was ($\bar{x}$= 3.8560 and S= .47062). This shows not only project managers believe that project Profile measures are achieved but they also agree that the goods and services produced by the project conform to those described in the project documents and the project had a good reputation among the principal donors with ($\bar{x}$= 0 .4 and S = . 64157). Yet there is variation if the project has a good chance of being extended with additional funding with majority undecided with value ($\bar{x}$= 3.85, S = 0 .7). Similarly, though there is overall agreement that their projects

achieved a high national profile but there is high variation among them if indeed this is achieved ($\bar{x}$= 3.660, S = .81921). On the other hand, the majority believe that the design or implementation of their project was not unique ($\bar{x}$= 3.430, S =.83188).

4.9 Project management Impact (External success)

Project impact captures the impact of the project on the beneficiaries, the satisfaction of the latter with the goods and services delivered and the institutional capacity built by the project within the country. Thus the average composite scores for project impacts were ($\bar{x}$= 4.0833 and S=.56730) indicating, they believe on the satisfaction of their beneficiaries by the goods or services generated by the projects. However considerable variation was observed with regard to a visible impact on the beneficiaries and building institutional capacity locally with high standard deviation of (S= .75237 and .80522) respectively.

Table 4. 10; Descriptive statistics and composite measure of project Impact

Description of External Success	Mean	Std. Deviation
Project Impact	4.0833	.56730
The beneficiaries are satisfied by the goods or services generated	4.0200	.60269
The project had a visible impact on the beneficiaries	4.1400	.75237
The project built institutional capacity within the country	4.0900	.80522

Source: Researcher own survey, 2017

Moreover, the findings from the qualitative analysis indicates that less emphasis is given to the external measure that specifically address the satisfaction of their beneficiaries on project products and services compared to the internal success. On the contrary it is observed during document review, all organization project documents emphasize the participation of the beneficiaries and it also included the exit strategy to ensure the sustainability of the project results after handover to the beneficiaries.

4.10 Extent of PM tools and Techniques Utilization

The level of adoption of PM tools was measured by asking project managers to provide the level of their agreement in which each tool was employed in the project (measures were based on a 1–5 Likert scale, on which 1 represented -never, 2 represented rarely, 3 - sometimes, 4 represented often, and 5 represented -always). Table 4-11 describes the utilization and the scale of applicability in their projects. The interpretation of means and standard deviations were used to determine the extent to which they are used by project managers.

Table 4. 11, Descriptive Statistics of Tools and Techniques Utilization

Tools and Techniques Utilization	Mean	Std. Deviation
Stakeholders Analysis	3.8700	.78695
Logical Framework	4.5600	.55632
Work Breakdown Structure	4.2200	.69019
Operational Planning of Activities	4.5500	.70173
Activities-responsibilities matrix	3.4900	.89324
Codification of tasks and Work Packages	3.7900	.80773
Budgeting of Work Packages	4.1900	.80019
Critical Path Method	2.2300	1.25412
Work Progress Monitoring	4.1500	.60927
Budget Monitoring	4.3400	.62312
Monitoring of Disbursements	3.9500	.90314
Earned Value Management System	2.0000	1.26331
Performance Indicators	4.6100	.51040
MS Project Software	2.2000	1.28708
Valid N (list wise)		

Source: Researcher own survey, 2017

As indicated in the table above the descriptive statistics is straightforward. The project logical frameworks, Performance indicators, budget monitoring tools hold the highest means and the lowest standard deviations. This reveals that they are the

most frequently used tools. Most importantly, there seems to be an agreement among project managers on the extent to which they are used.

On the other hand, tools such as work breakdown structure, operational planning of activities, and budgeting of work packages had a mean value between ($\bar{x}$= 4.19 & 4.55 and standard deviation that varies between(S= 0. 69 & 0.80). This indicates a wider level of uses in NGO while a considerable variation was observed in using tools and techniques clustered in this toolbox. Likewise work progress monitoring and budget monitoring are frequently used ($\bar{x}$ > 4 with S < 0. 62) while significant variation was observed with regard to monitoring of disbursements and stakeholders' analysis though they are frequently used with a mean value of nearly ($\bar{x}$= 3.9) and with large variation (S= .79 and .90) values respectively. On the other hand, tool such as critical path method, earned value management system, MS project software were used rarely and there is little consensus with regard to scale its usage if one considers their respective high-standard deviation values.

Similar finding was observed from the qualitative part of this study regarding tools and techniques utilization. Accordingly, the 20 MELU heads were asked to identify and rate the major tools and techniques the project managers in their organization are using. Consequently, the entire respondent agreed that Logical framework and performance indicators are most prevalent and used tools by all project managers. Similarly, the majority, 18 out of 20 respondents agreed that activities-responsibilities matrix, budgeting of work packages and budget monitoring are the most frequent and widely spread tools and techniques that are being used in their organization.

When asked why the prevalent tools and techniques are frequent, all the respondents replied that they are required by their respective donors and the government regulatory agency to report on their physical and financial implementation status at predetermined period of time. They also indicated these are frequently used as they are used for quarterly and annual reports preparation that would be sent to both the donors and the government offices. On the other hand, Similar to the quantitative result tools such as CPM, EVM and project management software are the most neglected and rarely applied tools. During the

interview, it is also observed that these tools and techniques are not known by the majority of the respondents.

4.11 Principal Component Analysis for Tools and Techniques

In order to simplify the analysis, factor analysis, more specifically principal component analysis was used to reduce the large number of questionnaire items pertaining to the application of tools and techniques. Kaiser-Meyer-Olkin Measure the Sampling Adequacy. This measure varies between 0 and 1, and values closer to 1 are better. A minimum suggested value is 0 .6 to be eligible for this analysis. As indicated in table -14 below Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .620 which allows conducting the analysis. The clustered toolboxes were used to correlate with the composite score of success criteria's.

Table 4. 12; KMO and Bartlett's Test Result

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.620
Bartlett's Test of Sphericity	Approx. Chi-Square	371.298
	df	91
	Sig.	.000

Based on the analysis, four major components were created as shown in the screen plot graph and the pattern matrix table in figure - 4.1 and table -4.13 below. The screen plots graphed eigenvalue against the factor number.

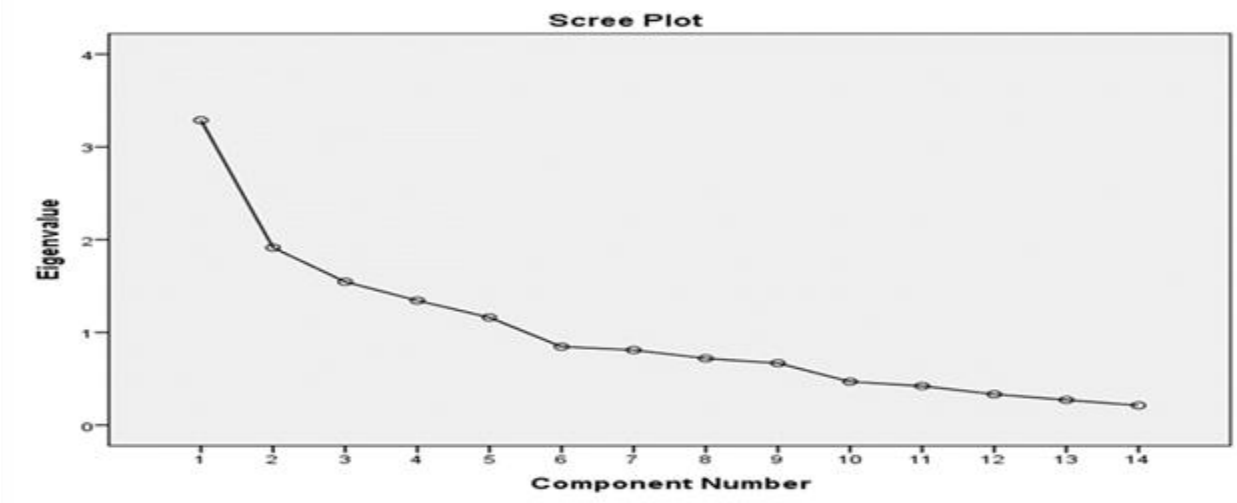

Figure 4. 1 : Graph of screen plot graphed with engine value against components

Source: Researcher own survey, 2017

As can be observed on the plot, from the fifth factor on, the line is almost flat that each successive factor is accounting for smaller and smaller amounts of the total variance. Overall, the four components generated account for 52 percent of the total variance. The results of the principal component composite score were used for the correlation analysis between PM efforts and project success (Table 4.15). The first component accounts for 23.5% variation, the second component 13.7%, the third component 11.04% and the fourth one 9.6%.

Table 4. 13 ;Coordinates of the toolboxes on the initial items

Pattern Matrix	Component			
	Component 1	Componen 2	Component 3	Component 4
Operational Planning of Activities	.845			
Work Breakdown Structure	.740			
Budgeting of Work Packages	.713			
Activities-responsibilities matrix	.658			
Codification of tasks and Work Packages	.515			
Monitoring of Disbursements		.900		
Budget Monitoring		.844		
Stakeholders Analysis		.585		
Work Progress Monitoring		.455		
Earned Value			.756	
Critical Path Method			.583	
MS Project Software			.536	
Performance Indicators				.771
Logical Framework				.758
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.				
a. Rotation converged in 10 iterations.				

Source: Researcher own survey, 2017

Table 4. 14; Descriptive statistics for the average composite score for tool boxes

Toolboxes	Mean	Std. Deviation
Tool box one	4.5850	.42077
Tool box two	4.0480	.55496
Tool box three	4.1575	.52423
Tool box four	2.1433	.88161
Valid N (list wise)		

Source: Researcher own survey, 2017

The optimal statistical processing with Statistical Package for Social Sciences (SPSS) was used to generates major components after orthogonal rotation (Oblimin with Kaiser Normalization rotation method and removal of loadings less than 0.30 and the meaning of these toolboxes will be interpreted The result the analysis and of these toolboxes is presented below as follows is discussed as follows

Component -One: This component consists of tools and techniques such as the operational planning of activities, work breakdown structure, budgeting of work packages, and activities-responsibilities matrix, codification of tasks and work packages. It accounts for 29 percent of the total variance. These are tools that are often used in project redesign, formulation, and replanting or reshaping. This component was labeled as "toolbox two." The composite mean score for this category indicate a mean value of ($\bar{x}$= 4.0480 and S= 0.55496. The minimum composite score was 1.00 and maximum score was 5.00 in Likert scale. The result indicates a wider level of uses while there is a moderate variation in extent of use of individual items clustered in this toolbox.

Component –Two: This component consists of tools and techniques such as monitoring of disbursements, budget monitoring, and stakeholder's analysis, work progress monitoring, and earned value management. These are tools that are often used in project monitoring and labeled as "toolbox three". The composite score for this category indicate a mean value ($\bar{x}$= 4.0480 and S= .55496). The minimum composite score was 3.00 and maximum score of 5.00 in Likert scale of five.

This shows a moderate variation among individual items in this category and also is less frequently use.

Component –Three: This component consists of tools and techniques such as critical path method, MS project software. These tools are often used in project redesign, formulation, and re-planning or reshaping and labeled as "toolbox four." The composite score for this category indicate a mean value of ($\bar{x}$= 4.1575 and S= .52423). The minimum composite score was 1.00 and maximum score of 4.00.

Component–Four: This component consists of tools and techniques such as performance indicators & logical framework. These are tools that are often used in project redesign, reformulation, and re- planning as well as monitoring purposes and labeled as "toolbox one "accounts for 29 percent of the total variance The result indicated that these tools are not only the most widely used among the project managers but also there is common consensus among them for its wider applicability if one looks at mean values of ($\bar{x}$=4.58) and low standard deviation (S= .42) with minimum rating score of 3.00 and maximum score of 5.00. Overall, the four components account for 57 % of the total variance and are used for the correlation analysis between PM efforts and project success (Table-4.15).

4.12 The Correlation Analysis for PM Efforts and Success Measures

As the central part of this research is data analysis to examine the correlations among the three composite measures of project success (PM success, project profile, and project impact) and the four composite measures of the PM effort (Tool box one, toolbox two, toolbox three and toolbox four).

Table 4. 15; Correlation between average PM tools' scores and average project success criteria scores

Correlations		My Project Is a success	Project Management Success	Project Management Profile	Project Management Impact	Tool box one	Tool box two	Tool box three	Tool box four
My Project Is a success	Pearson Correlation	1	.032	.494**	.332**	.028	.105	.088	.056
	Sig. (2-tailed)		.751	.000	.001	.779	.301	.385	.579
	N		100	100	100	100	100	100	100
Project Management Success	Pearson Correlation		1	.293**	.313**	.029	.333**	.379**	.245*
	Sig. (2-tailed)			.003	.002	.773	.001	.000	.014
	N			100	100	100	100	100	100
Project Management Profile	Pearson Correlation			1	.681**	-.162	.376**	.400**	.363**
	Sig. (2-tailed)				.000	.107	.000	.000	.000
	N				100	100	100	100	100
Project Management Impact	Pearson Correlation				1	.041	.361**	.408**	.396**
	Sig. (2-tailed)					.689	.000	.000	.000
	N					100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

Source: Researcher own survey, 2017

Accordingly, the average aggregated scores of composite measures on the initial variables of success were used with that of average aggregated scores of toolboxes. For instance, for the component labeled "toolbox one," the average aggregated scores on the initial variables of performance indicators and logical framework values were used. The same method applied to the determination of PM success scores (average aggregated scores on the initial variables objectives; and time; budget). For the project success score (the "dependent variable"), the score available from the survey was used. Table 4.14 shows the descriptive statistics of the IDPM tools and techniques composite measures and Table 4.15 displays the correlation analysis results.

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HO 1: There is no relationship between the extent of project tools and techniques use by project managers and overall project success criteria's.

the correlation analysis conducted to observe a relationship between project management (PM) efforts i.e. the extent to which project managers in NGO sector – make use of available PM tools)and Overall success that measures if the project met the internal and external performance, Accordingly no significant correlation between overall success and the use of project management toolboxes were observed. The finding show that .The result shows positive Pearson correlation coefficient but are statististically insignificant (r=.028, p= .779; r=.105, p= .301; r=.088, p= .385; r=.056, p= .579) .generally the insignificant relationship between the extent of project tools and techniques use and overall project success in the result leads to the acceptance of the null hypothesis that the overall success is insensitive to the level of project management tools and techniques use for all four major toolboxes generated.

HO 2: There is no relationship between the extent of project tools and techniques use by project managers and project success (internal performance).

Project management success measure if the project attained the initially identified objective, operated on time and within budget. The analysis of the result shows the coefficients are positive and statistically significant for tool box two (r=.333, p=.001), toolbox three (r=...379, p=.000) and toolbox four (r=.245 and p=.014). Strong positive relationship were observed between tool box two and three .on the other hand its coefficient is positive with toolbox one (r= .029 but is statistically insignificant (p= .773). Generally the positive and significant relationship between extent of project tools and techniques use (tool box two ,three and four) and project success leads to reject the null hypothesis indicating project success criteria or internal success can be achieved by increasing extent of advanced level project tools and techniques use by project managers.

HO 3: There is no relationship between the extent of project tools and techniques use by project managers and project profile (External performance)

Project profile is a success criterion, in fact, it captures the reputation of the project amongst its principal donors, its chances to be extended with additional funding if necessary, the conformity of goods or services delivered to the project plan and the national profile i.e. the reputation of the project locally. The analysis of the result shows the coefficients are positive and statistically significant for tool box two(r=.376, p=.000), toolbox three (r=.400, p=.000) and toolbox four (r=.363 and p=.000). However it is negatively associated with toolbox one (r= -.162 and is also statistically insignificant (p= .107). Generally the positive and significant relationship between extent of project tools and techniques use (tool box two ,three and four) and project profile criteria leads to reject the null hypothesis indicating project profile criteria or External success can be achieved by use of advanced level project tools and techniques.

HO 4: There is no relationship between the extent of project tools and techniques use by project managers and project impact (External performance)

Project impact (External success) captures the impact of the project on the beneficiaries, the satisfaction of the latter with the goods and services delivered and the institutional capacity built by the project within the country. Similar to the other success criteria the analysis result shows the coefficients are positive and are statistically significant for tool box two (r=.361 , p=.000) , toolbox three (r=.408 , p=.000) and toolbox four (r=.396 and p=.000). However it is has negative cofficient with toolbox one (r= .041) but is statistically insignificant (p= .689). Generally the positive and significant relationship between extent of project tools and techniques use (tool box two ,three and four) and project impact criteria leads to reject the null hypothesis indicating External performance can be achieved by use of advanced level project tools and techniques.

HO 5: There is no relationship between project success criteria's and overall project success

First, unsurprisingly, one observes a high correlation between two of the success criteria and the overall project success. The highest correlations are between overall success and project profile (r = 49.4% and p = .000 and between project impacts (r

=.33.2% and p = .001. However, no correlation is observed between overall success and project success or internal performance (r =.33.2% and p = .001). These leads to reject the null hypothesis and suggesting the positive and significant relationship between overall project success and the two external performances namely project profile and impact.

In summary the study found out strong association between the three composite measures of project success (PM success, project profile, and project impact) and the four composite measures of the PM efforts (toolbox two, toolbox three and toolbox four). On the contrary none of these success criteria had any correlation with tool box one. This highlight that that the more NGOs put effort on advanced project management tools and techniques, the better it relates with their internal and external performance .The basic level use of tools (toolbox one- Logical framework and performance indicator) showed no association with either of the success criteria' though these are the most widely used tools all across the NGOs.

In addition the study revealed significant relationship between and overall project success and the two project success criteria (project profile and project impact). The evidence also shows a positive relationship between the extent of project tools and techniques use by project managers and project success criteria's i.e., project success or internal performance and project profile and impact that represents the external performance. However, the tools clustered in toolbox one that comprises the logical frame work and performance indicator which is the most widely used and basic level tools are not sensitive to all success criteria's.

4.13 Discussion

This study is trying to assess the main reach questions of the extent of utilization of project management tools and techniques among project managers working in NGOs, the empirical relationship between project management (PM) practices, the extent to which national project managers in the aid industry sector – make use of available PM tools, project success, and success criteria and which sets of tools contributed most at enhancing the internal and external Performance achieved by project managers. Hence, this study discusses the result in comparison to the previous studies under taken in similar subject matter.

The results of this study have shown that in NGOs, some PM tools are frequently adopted such as toolbox one (e.g., logical framework, progress report) and toolbox two (operational planning of activities, work breakdown structure, budgeting of work packages, activities-responsibilities matrix. codification of tasks and work package). On the other hand, others appear to be not widely used (e.g., critical path method, earned value management MS project software). This result is related to the study that Golini and Landoni, (2014) came up with. In their study that assesses the impact of the PM practices on project performance based on survey administered to almost 500 project managers working in the NGOS in multiple countries some PM tools are frequently adopted (e.g., logical framework, progress report), whereas others appear to be neglected (e.g. Critical path method, issue log, earned value management system).

In this study the principal component analysis using Statistical Package for Social Sciences (SPSS) version 21 generated four major components after orthogonal rotation (Oblimin with Kaiser Normalization rotation method and removal of loadings less than 0.30. Accordingly, the first toolbox labeled as “Tool box one” comprise two items namely logical framework and performance indicator tools are among the most widely used and accounts for29 % variation. The result indicated that these tools are not only the most widely used among the mangers but also there is common consensus among them that it is used by the majority them a like if one looks at mean values of greater than 4 and small standard deviation value of between (The result indicated that these tools are not only the most widely used

among the project managers but also there is common consensus among them for its wider applicability if one looks at mean values of ($\bar{x}$= 4.58) and low standard deviation (S= .42 0 .51 and 0.56) with minimum rating score of 3.00 and maximum score of 5.00 in Likert scale that ranges from 1 to 5 scale.

The second toolbox emerged during principal component analysis is labeled as "Tool box two" and comprises six tools such as operational planning of activities, work breakdown structure, budgeting of work packages, activities-responsibilities matrix. Codification of tasks and work package and stakeholder analysis. Unlike the first toolbox different level of use is reported by the mangers with significant large value of standard deviation. Accordingly, activities-responsibilities matrix, codification of tasks and work packages had a mean value between The result indicated that these tools are not only the most widely used among the project managers but also there is common consensus among them for its wider applicability if one looks at mean values of ($\bar{x}$=4.58) and low standard deviation (S= .42= 3.49 and 4.55) and relatively large deviation that ranges from (S= 0.69 to0.89). In addition, rating score ranges from 1.00 to 5.00 for all items in this toolbox in Likert scale. On the other hand, tools such as work breakdown structure, operational planning of activities, and budgeting of work packages are had a mean value between ($\bar{x}$= 4.19 to 4.55) and that varies between (S = 0. 69 to 0.80). This indicates a wider level of uses in NGO while high variation was observed in using tools and techniques clustered in this toolbox depending on the maturity level of the organization in their project management practices. This similar to the findings reported by Payne and Turner (1999) that PM practices vary significantly from one type of project to another and different tools and techniques are applied to different types of projects even within the same organization to adapt PM methods to the specific needs of each project (Crawford et al., 2005).

The third toolbox emerged during principal component analysis is labeled as "Tool box three" and comprises four items, namely, monitoring of disbursements, budget, monitoring, stakeholder analysis, work progress monitoring Similar to toolbox two items in this box displays variation in level of utilization. Work progress monitoring and budget monitoring are frequently used with mean value of greater

than four with (S<n 0. 62) while monitoring of disbursements and stakeholder analysis are used moderately with a mean value of nearly ($\overline{x}$= 3.9) and high variation (S = .79 and .90) respectively.

The fourth toolbox is labeled as "Tool box four" and comprises three items, namely, earned value management, critical path method and MS project software. The result indicated that those tools are not only rarely used among the mangers with mean values ($\overline{x}$ < = 2.23) there is also significant variation in the extent of use as evidenced by large standard deviation value of (S > = 1.25). This result shows the tools are rarely used with high variation among users. However, the finding is consistence with Payne and Turner (1999) that reported PM practices vary significantly from one type of project to another and Crawford et al. (2005) that argues different tools and techniques are applied to different types of projects even within the same organization to adapt PM methods to the specific needs of each project. However, this varies with Besner & Hobbs (2008) that demonstrates that practitioners, regardless of the project's characteristics and context, almost invariably use some PM tools and techniques, the bulk of which have different levels of usage according to the type of project

This study also shows only the basic tools are adopted because they are required to receive funding, but there is a variation on knowledge of practical principles of PM and that potentially brings to a lower performance. Likewise, Golini & Landoni (2013) in their study indicated that the NGOs are more likely to adopt simple techniques than to focus on more structured and analytical methodologies which is consistent with the finding of this study. Similar finding was observed in this study in which most mangers reported a wider use of logical framework and performance indicator among others. In our data, the logical framework is one of the most widespread tools, while in standard PM guides (e.g., PMBOK ® Guide) it is not even mentioned (Golini & Landoni ,2013).

On the other hand, in this study critical path method ($\overline{x}$ = 2.2300 and S = 1.25412) and earned value management ($\overline{x}$= 2.0000 and S=1.26331) are rarely used while they belong to the most advanced cluster. However previous scholars such as White and Fortune, 2002 indicated these tools are most adopted tools in private industry

and they strongly advise project managers working in NGOs to adopt this tool at early stages. Accordingly, this study also suggests NGOs to increase the knowledge of their employees on the tools and techniques utilization that belong to advanced cluster level considering their strong correlation with performance criteria as indicated in the result part.

The second part of this study research question focuses on conducting correlation analysis and look for if a connection will be established between the application of project management tools and its impact on the performance projects as perceived by project managers. It also tries to identify which sets of tools contribute most at enhancing Performance achieved by project managers.

This analysis is guided by study conducted by Diallo, A.and Thuillier (2004), is the first comprehensive empirical research on the IDP or NGOs specific management practices, particularly success criteria for IDPs which guided this study. In their study, they outline a comprehensive set of evaluation criteria that includes, satisfaction of beneficiaries with goods and services generated, formation of the goods and services produced to the project documents, achievement of project objectives, completion of the project in time and within budget, receiving a high national profile, and receiving a good reputation among the principal donors. Accordingly, the project success criteria namely PM success, Project profile and Project impact were used to measure success.

Overall the majority of the project managers agreed that their entire Project were a success with high consensus among them ($\overline{x}$= 3.9 and S=.488). They also asked about Project management success measure if the project attained the initially identified objective, operated on time and within budget, the majority also agrees that Project Success or the internal success is achieved. High agreement score is given to the initially identified objectives ($\overline{x}$ = 3.9 and S=.488) while there is less consensus or high variation among the mangers on the completion of project on time ($\overline{x}$ = 3.6, S =.75) and within budget ($\overline{x}$ = 3.9, S =.815).

With regard to project profile and project impact, it is considered as a measure of external success. Largely there is agreement that project profile is achieved. In this

category most agree that the goods and services produced by the project conform to those described in the project documents and the project had a good reputation among the principal donors ($\bar{x}$ > 4 ,S< .65).In addition there is variation if the project has a good chance of being extended with additional funding ($\bar{x}$= 3.85 and S= 0 .7). Likewise, though the majority project managers believe that their project had impact on beneficiaries and are satisfied by the goods or services generated, had a visible impact on the beneficiaries and it built institutional capacity locally , high variation was observed with those that did not agree with ($\bar{x}$= 4. 00 and S <= 0.8).

Generally this finding indicates that the projects were rated as a success while further research is required to why there are wide variation on the level of their agreement with respect to project completion on time and within budget , chance of being extended with additional funding in contrast to their believe that goods and services produced by the project conformed to project documents and the project had a good reputation among the principal donor and had a visible impact on the beneficiaries and it built institutional capacity locally.

In summary the study found out strong association between the three composite measures of project success (PM success, project profile, and project impact) and the four composite measures of the PM efforts (toolbox two, toolbox three and toolbox four). On the contrary none of these success criteria had any correlation with tool box one. This highlight that that the more NGOs put effort on advanced project management tools and techniques, the better it relates with their internal and external performance The basic level use of tools (toolbox one- Logical framework and performance indicator) showed no association with either of the success criteria' though these are the most widely used tools all across the NGOs.

In addition the study revealed significant relationship between and overall project success and the two project success criteria (project profile and project impact). The evidence also shows a positive relationship between the extent of project tools and techniques use by project managers and project success criteria's i.e., project success or internal performance and project profile and impact that represents the external performance. However, the tools clustered in toolbox one that comprises

the logical frame work and performance indicator which is the most widely used and basic level tools are not sensitive to all success criteria's.

Finally, this study observed the extent of utilization of project management tools and techniques by project managers and which sets of tools contributed most at enhancing the internal and external Performance achieved by project. It also assessed how the success criteria's and overall success relate with each other. First, one observes a high correlation between two of the success criteria and the overall project success. The highest correlations are between overall success and project profile (r = 49.4% and p = .000), and between project impacts and overall success (r =.33.2% and p = .001). However, no correlation is observed between overall project success and project success or internal performance. Secondly there is no significant correlation between overall success and the use of all project management tools and techniques. Thirdly, there is significant correlation between the use of the three of project management tools and techniques boxes namely, Tool box two, Tool box three, Tool box four and all success criteria (PM success, project profile, and project impact). On the contrary none of these success criteria had any correlation with tool box one.

As can be seen from the correlation analysis none of the project success criteria is correlated to the first toolbox that comprises logical framework and performance indicator. In contrast these are the most widely and consistently used tools. On the other hand, though there is variation among mangers on the level of utilization in the other boxes, they had strong correlation with all project success criteria's. This shows that there are associations among project internal and external performance measure with advanced level tools and techniques utilization by project managers. However overall success is insensitive to the extent of these tools utilization.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study focused on 20 foreign charities or NGOS registered as foreign charities as international NGOs in Ethiopia and head quartered in Addis Ababa. In order to meet the objectives of the study, the research questions are structured in three parts. The first is related to the level of utilization of tools and techniques .The second part measures how sets of tools contribute most at enhancing performance achieved by project managers in selected NGOs and the third part identified set of tools which contributed most to enhance performance. Based on the data collected form 100 project managers working in these 20 NGOs and in-depth interview with monitoring and evaluation unit heads, the findings revealed that some PM tools are frequently adopted (e.g., logical framework, progress report), whereas others appear to be either neglected or there is significant variation in their application across the NGOs (e.g., critical path method, earned value management system and MS project software).

Most of the tools and techniques adopted by project managers are often used in project redesign, planning and monitoring phases despite their variation in use. The planning and implementation tools comprise tools such as operational planning of activities, budgeting of work packages codification of tasks and work packages, activities-responsibilities matrix etc. and the monitoring tools includes budget monitoring and work progress monitoring and performance indicators. However advanced level tools and techniques that help in the initiation phase and also in scheduling such as Stakeholders Analysis and Critical Path Method are rarely utilized or never used at all.

In conclusion the study found out strong association between the three composite measures of project success (PM success, project profile, and project impact) and the four composite measures of the PM efforts (toolbox two, toolbox three and toolbox four). On the contrary none of these success criteria had any correlation with tool box one. Most importantly this study revealed insignificant relationship

between Overall success that measures if the project met the internal and external performance and project management tools and techniques. This highlight that that the more NGOs put effort on advanced project management tools and techniques, the better it relates with their internal and external performance.

In addition, high variation was observed among project managers in the extent of tools and techniques utilization though it had high association with project success criteria. This calls for NGOs that focused only on the basic level to invest on their employees to acquire the knowledge and skill to use advanced level of tools and techniques d in all phases of project period that contribute to both the internal and external performance in the end to the benefit their beneficiaries.

5.2 Limitation of the Study

This work is not free from limitations. Firstly, the study is limited to international NGOs based only in Addis Ababa. Thus, if there is any potential variation at field offices this cannot be fully captured in this study. Secondly, the measures that will be employed in this study are self-reported and performance are measured based on participants' perception. Therefore, the results depend heavily on the quality of their mental model (Bakken, 2008). This subjective judgment & self-perceptions bias may pose a relatively small risk to research results due to social desirability effect that may limit the precision of the study results though this is quite common in PM surveys.

Thirdly there are certainly some potential threats to validity in using conveniently selected samples, as result, this study will look to contribute with stimulating ideas that might further be initiated by new studies. It is not meant to be generalized whole NGO sector but can be used as an indication to undertake more controlled and representative study by other interested researchers in the future. Most importantly, similar studies are usually focused on private business sectors and the development sector has been quite neglected and thus is limited he availability of adequate information on NGOs. Only Volunteer NGOs and their staff were participated therefore future researcher may consider random and well representative study.

5.3 Recommendation

Based on the above conclusion , the following are some of the recommendations.

NGOs need to invest and build the capacity of project managers .Most of the tools and techniques adopted by project managers are basic level with no evidence to their contribution towards performance. A scattered adoption on PM tools has been observed. Some are better known and have more widespread use, whereas other tools are more advanced and limited use. Therefore, NGOs need to invest on their employees to help them acquire the required knowledge and skill on the advanced level of tools and techniques use and application including project management software's. It also recommended that NGOs to open their doors and adopt advanced tools in private industry to enhance their project success.

Project managers need to put more effort to learn and apply standard project management tools and techniques. Despite overall agreement on convergence of the project management guidelines (PMI, PM4NGOs, PM4DVP etc.), a scattered adoption on PM tools has been observed. In this study only basic level tools and techniques are widely used but not associated with performance of the project. The advanced one are highly related but significant variation was observed in its application. Therefore, this study recommends Project managers in NGOs to fully apply the available tools and techniques across all phases of the project management.

Training institutions on project management are required to revise and include advanced level tools and techniques in their training curriculum. Overall, high variation was observed among project managers in the extent of tools and techniques utilization though it had high association with project success criteria. This calls for training institutions that provide training for NGOs staff to include advanced level of tools and techniques packages in their training covering all phases of project management cycle that contribute to both the internal and external performance.

Finally this study highlights the importance of similar studies focusing on project management practice in general and tools and technique utilization in particular.

Firstly, the study is limited to only selected 20 international NGOs based only in Addis Ababa. Thus, if there is any potential variation at field offices this cannot be fully captured in this study. Secondly the result of the study is only indicative to initiate further controlled and representative study in the future and this study is not meant to be generalized for the whole NGO sector. Therefore more rigorous and representative study is required in this aspect.

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ANNEX

Annex A: Questioner for Project manager

Part I : General information		
Respondent Profile		
1	Name of INGO	
2	Sex	
3	Age	
4	Educational level	
5	Work experience	
6	current position held	
Category of the project: Please indicate the type of your project. You may indicate more than one answer .		
7	**Project sectors**	Yes No
	Health ,Nutrition and Population	
	Education	
	Energy	
	Environment	
	Water ,sanitation and hygiene	
	Rural development	
	Urban development	
	Income Generation	
	Social Marketing	
	Capacity Building	
	Agriculture	
	Other ,Specify	

8	Number of Employee				
9	Number of project per Year				
10	Years of service in Ethiopia				
11	Average project Period				
12	Average size of projects in the last two years (USD)	<= 1000000	1,00000 < x <2,000000	2,0000000 x <5,000,000	>5,000,000
13	**Please specify the major objective of the project you managed in the last two years**				

Part II: Overall Assessment of Your Project Please indicate your level of agreement with the following statements by circling the number that best corresponds to your feelings (where: 1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree 4 = agree; 5 = strongly agree).Considering the portion of the project that has been completed:						
	Please indicate your level of agreement with the following statements:	Strongly Disagree	Disagree	Neither Disagree or agree	Agree	Strongly Agree
14	My Project Is a success	1	2	3	4	5
III Dimensions of Success of Your Project						
Please indicate your level of agreement with the following statements by circling the number that best corresponds to your feelings (where: 1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree 4 = agree; 5 = strongly agree).Considering the portion of the project that has been completed:						
		Strongly Disagree	Disagree	Neither Disagree or agree	Agree	Strongly Agree
15	The beneficiaries are satisfied by the goods or services generated.	1	2	3	4	5
15	The goods and services produced by The project conform to those described in the project documents	1	2	3	4	5
16	The initially identified objectives were attained	1	2	3	4	5
17	The project operated on time	1	2	3	4	5
18	The project operated within budget	1	2	3	4	5
19	The project achieved a high national profile	1	2	3	4	5
20	The project had a good reputation among the principal donors	1	2	3	4	5
21	The project has a good chance of being extended with additional funding	1	2	3	4	5
22	The design or implementation of my project was unique	1	2	3	4	5
23	The project had a visible impact on the beneficiaries	1	2	3	4	5
24	The project built institutional capacity within the country.	1	2	3	4	5

VI Application of Project Management Tools and techniques						
Here we would like to measure the degree of current application of project management concepts and tools. Please indicate your level of agreement with the following by circling the number that best corresponds to your feelings (where : 1 = never, 2 = rarely, 3 = sometimes, 4 = often, 5 = always).						
Current Application						
		Never	Rarely	Sometimes	Often	Always
12	Stakeholders Analysis	1	2	3	4	5
13	Logical Framework	1	2	3	4	5
14	Work Breakdown Structure	1	2	3	4	5
15	Operational Planning of Activities	1	2	3	4	5
16	Activities-responsibilities matrix	1	2	3	4	5
17	Codification of tasks and Work Packages	1	2	3	4	5
18	Budgeting of Work Packages	1	2	3	4	5
19	Critical Path Method	1	2	3	4	5
20	Work Progress Monitoring	1	2	3	4	5
21	Budget Monitoring	1	2	3	4	5
22	Monitoring of Disbursements	1	2	3	4	5
23	Earned Value	1	2	3	4	5
24	Performance Indicators	1	2	3	4	5
25	MS Project Software	1	2	3	4	5
26	Other planning software (specify:……	1	2	3	4	5

Annex B: In-depth Interview checklist for Head of MELU

Part I : General information			
Respondent Profile			
1	Name of INGO		
2	Sex		
3	Age		
4	Educational level		
5	Work experience		
6	current position held		
Category of the project: Please indicate the type of your project. You may indicate more than one answer .			
7	**Project sectors**	Yes	No
	Health ,Nutrition and Population		
	Education		
	Energy		
	Environment		
	Water ,sanitation and hygiene		
	Rural development		
	Urban development		
	Income Generation		
	Social Marketing		
	Capacity Building		
	Agriculture		
	Other ,Specify		

8	Please specify the major objective of the project you managed in the last two years
9	How do you measure the project success in your organization
10	How do you rate the success of the projects in your organization in terms of objective , time , budget , impact on beneficiary and donor relationship
11	How do you measure the project success in your organization

Here we would like to measure the degree of current application of project management concepts and tools. What are the most frequent project management tools and techniques used in your organization?

Current Application

		Never	Rarely	Sometimes	Often	Always
12	Stakeholders Analysis	1	2	3	4	5
13	Logical Framework	1	2	3	4	5
14	Work Breakdown Structure	1	2	3	4	5
15	Operational Planning of Activities	1	2	3	4	5
16	Activities-responsibilities matrix	1	2	3	4	5
17	Codification of tasks and Work Packages	1	2	3	4	5
18	Budgeting of Work Packages	1	2	3	4	5
19	Critical Path Method	1	2	3	4	5
20	Work Progress Monitoring	1	2	3	4	5
21	Budget Monitoring	1	2	3	4	5
22	Monitoring of Disbursements	1	2	3	4	5
23	Earned Value	1	2	3	4	5
24	Performance Indicators	1	2	3	4	5
25	MS Project Software	1	2	3	4	5
26	Other planning software (specify:…….	1	2	3	4	5

27	**Describe the reason why the most widely used tools are applied in your organization?**

28	**Would you show me relevant project document for review in relation to our discussion?**

Annex C: List of NGOs

List of NGOs for Data Collection				
S.no	**NGO**	**Permission**	**Questioner**	
		Granted	**Distributed**	**Collected**
1	Child fund	Y	Y	5
2	ABT Int -Health	Y	Y	5
3	Care –Ethiopia	Y	Y	5
4	AMREF	Y	Y	5
5	Water Aid -Ethiopia	Y	Y	5
6	ORBIS	Y	Y	5
7	FHF	Y	Y	5
8	Plan -Ethiopia	Y	Y	5
9	Action Aid	Y	Y	5
10	ICAP	Y	Y	5
11	FHI -360	Y	Y	5
12	Farm Africa	Y	Y	5
13	PATH	Y	Y	5
14	Norwegian Church Aid	Y	Y	5
15	DAN Church Aid	Y	Y	5
16	JPIGO	Y	Y	5
17	GIS - TVET	Y	Y	5
18	FHI	Y	Y	5
19	Tear Fund -EKHC	Y	Y	5
20	SNV	Y	Y	5
Total				100