AN ASSESSMENT OF PROJECT PLANNING PRACTICES AND ITS EFFECT ON PERFORMANCE IN EAST BALE ZONE, THE CASE OF GINNIR CITY ADMINISTRATION

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GINNIR, ETHIOPIA

DECLARATION

I, Nure Hussein Ali hereby declare that this Thesis entitled "An Assessment of Project Planning Practices & its effect on performance in East Bale Zone In Case of Ginnir City Administration" submitted to Madda Walabu University College of Business and Economics Department of Management in partial fulfillment of the degree of Masters of Business Administration.

This is my original work prepared by me under the guidance of my advisor and has not been presented for Master in any other University and that all sources and materials used for this thesis proposal have been duly acknowledged.

By. Nure Hussein Ali

Signature…….

Date of submission April 7/2024

CERTIFICATION

This is to certify that the Thesis entitled "An Assessment Of The Project Planning Practices and its effect on performance in East Bale Zone In Case Of Ginnir City Administration" submitted to Madda Walabu University College of Business and Economics Department of Management in partial fulfillment of the degree of Masters of Business Administration (MBA) and is a record of bona fide research work carried out by Nure Hussein under my guidance.

Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Advisers Name: _____

Signature: _____

Date: _____

Acknowledgment

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Nure Hussein Ali

Acronyms/Abbreviations

IMF: International Monetary Fund
PERT: Program Evaluation Review Technique
CPM: Critical Path Method
EVM: Earned Value Management
GATCIS: German Agency for Technical Cooperation International Services
GRCI: German Reconstruction Credit Institute
HDPO: Housing Development Program Office
HRM: Human Resource Management
PMBOK: Project Management Body of Knowledge
PMI: Project Management Institution
PMIS: Project Management Information System
SD: Standard Deviation
SPSS: Statistical Package for Social Sciences
WBS: Work Break down Structure

Table of Contents

Contents Page No.

DECLARATION I
CERTIFICATION I
Acknowledgment i
Acronyms/Abbreviations ii
Table of Contents iii
List of Table vi
List of Figures vii
Abstract viii
CHAPTER ONE 1
1. INTRODUCTION 1
1.1 Background to the Study 1
1.2 Statement of the problem 2
1.3 Research questions 4
1.4 Objectives of the study 4
1.4.1 General objective of the study 4
1.4.2 Specific objectives of the study 4
1.5 Significance of the study 5
1.6 Scope of the study 5
1.7 Limitation of the study 5
1.8 Operational Definitions of key terms 5
1.9 Organization of the Study 6
CHAPTER TWO 7
2. REVIEW OF RELATED LITERATURE 7
2.1 Theoretical Review of Project Planning and Management Concept 7
2.2. Empirical Reviews 8
2.2.1. Project Planning Knowledge Areas 8
2.2.2. Project Integration planning knowledge areas 9
2.2.3. Project Scope planning knowledge areas 9
2.2.4. Project Time planning knowledge areas 10
2.2.5. Project Cost planning knowledge areas 12
2.2.6. Project Quality planning knowledge areas 12
2.2.7. Project Human Resources planning knowledge areas 13
2.2.8. Project Communication planning knowledge areas 13

2.2.8. Project Risk planning knowledge areas 14
2.2.9. Project Procurement planning knowledge areas 14
2.2.10. Scoops of a plan 16
2.3. Literature Gaps 17
2.4 Conceptual Framework 19
Figure 2.5 Conceptual Framework 19
CHAPTER THREE 23
3. RESEARCH METHODOLOGY 23
3.1 Introduction 23
3.3 Research Design 23
3.4 Research approach 24
3.5 Data type and source 24
3.6. Population of the Study 24
3.6.1. Target population 24
3.6.2. Sample size 24
3.7. Methods of Data Collection 25
3.8. Validity and Reliability 25
3.9 Ethical Consideration 26
3.10 Methods of Data Analysis 26
CHAPTER FOUR 23
4. RESULTS AND DISCUSSION 23
4.1. Introduction 23
4.1.1. Response Rate 23
4.1.2. Sex distribution of the respondents 23
4.1.2. Age distribution 24
4.1.3. Education background 25
4.1.4. Field of Education 25
4.2.5. Work experience 27
1.10 4.2. Descriptive Statistics Project planning Practice 27
4.2.1. Project planning Practice in Ginnir City Administration 27
4.2.3. Level of the application of project planning tools 30
4.2.4. Descriptive analysis of the level of awareness of project plan. 44
4.3. Descriptive analysis for Project Planning Knowledge Area in Ginnir City Administration 44
4.4. Inferential Analysis for the Role of Planning Knowledge Areas on Project Performance 46
4.4.1. Correlation Analysis 46
4.4.2. Regression Analysis 48

4.4.3. Multiple linear regression analysis 48
4.4.4. Regression Coefficients 49
4.5. Summery and Discussion of Results 51
CHAPTER FIVE 43
5. CONCLUSION AND RECOMMENDATION 43
5.1 Introduction 43
5.1. Conclusions 43
5.2. Recommendation 44
Reference 1
APPENDIX 3
Questioners 3

List of Table

Table 1. Population of the study area 25
Table 3. 2. Cronbach's Alpha for all the Variables 26
Table 4.1 Sex distribution of the respondents 23
Table 4.4 Analysis of project planning management practice 28
Table 4.5 Level of participation of project team members in project plan preparation. 29
Table 4.6 Descriptive analysis of the application of project planning tools of project plan 43
Table 4.7 Description of project planning knowledge areas 45
Table 4.8. Correlation analysis table 46
Table 4. 9. Model summery table 48
Table 4.10. ANNOVA Table 49
Table 4. 11. Regression analysis table 49

List of Figures

Figure 4.1. Age distribution.....24
Figure 4.2. Education background of the respondents 25
Figure 4.3. Respondents' Field of Education 26
Figure 4.4 Work experiences of the respondents.....27
Figure 4. 5 Descriptive analysis of the level of awareness of project plan......44
Figure 4. 6. Normal P-P Plot of Regression Standardized Residuals .....**Error! Bookmark not defined.**

Abstract

This study was aimed to assess project planning practices and its effect on performance of projects in East Bale Zone of Ginnir City. The research design was. Mixed research design is applied to describe what the current project planning practice looks like in the study organization. For data collection stratified sampling is applied. Both qualitative and quantitative research approach; primary and secondary sources of data were applied. The primary data needed for this purpose were collected using structured questionnaires and secondary data was collected from published or unpublished annual report and journal articles. The target population was 200 and 4 construction projects within the city. In this study descriptive statistics such as mean, standard deviation, correlation, and analysis was used through SPSS Version 25 software. The study findings indicated that majority of the project planning processes were not performed Based on the study conducted the planning practice of the study organization is poor when assessed based on the survey. The result of the analysis shows that the general project planning practice of the study organization is weak but the level of staff awareness regarding the presence of the project plan and project planning scope/work division implementation is good. On the other hand the most widely used project planning tools were work break down structure. The inferential statistics analysis results indicated that project performance of in the city has positive relationship with independent variable, project planning knowledge areas. The study also found that projects planning was poorly carried out. The study recommends that project planning knowledge is the core for project performance so that the project sectors should train and equip its employee working on project planning process.

***Key words**: project performance, project plan, components of a project plan, integrated project plan*

CHAPTER ONE

1. INTRODUCTION

1.1 Background to the Study

Many projects throughout the world fail to finish on time due to poor project planning and issues during the project's planning phase. According to Kress (2014), all projects should strive to meet the three elements of a project. However, extraneous factors at work cause the project to deviate from its intended path. Because projects are capital demanding and involve several risks and uncertainties, careful planning is essential (Telsang, 2014).According to (Pedro 2013), project planning is commonly regarded as a key contributor to project success.

According to the research report by Yu-Ren and Edward (2008), a well-prepared project plan has an impact on project success Poor project planning has harmed many developing countries throughout the world. Weakness in planning and implementation has been cited as one of the primary causes of project failures in Africa (Moradat, Merrery, Seshoka, and Sally 2005). You have no control if you don't have a plan, because your plan informs you where you're supposed to be in the first place. Furthermore, you can't have control if you don't know where you are (Lewis 2005). African countries simply lack the institutional capability and qualified staff needed to plan and manage programs efficiently (Lavangon 2014). Poor project planning techniques in Africa cause initiatives to fail.

Ethiopia's economy has experienced rapid expansion in recent decades (IMF 2014). So, in order to sustain this economic growth, she must provide more electricity, roads, and expand various infrastructural operations such as the construction of hospitals, schools, telecommunication services, and residential houses. These efforts was carried out through various projects that will aid in the development of the country's economy. These projects will help the country generate additional capital.

Ethiopia is investing its few resources in order to improve its population' living standards and socioeconomic conditions. These projects are built on the idea of effective management. Despite the fact that projects provide significant contributions to the development of a country's economy, the majority of them are not completed as intended. Ethiopia, like other African countries, is plagued by a lack of project planning (Hiwot 2012). According to (Tekalign 2014), project success is heavily influenced by the execution of the project plan. Despite the country's efforts to make its projects effective, the majority of them are either failing or extending their completion dates due to inadequate planning (Tekalign 2014).

When it comes to the Ginnir town Administration project, it is one of the few megaprojects in Ethiopia now being completed by the Ethiopian government, and it is also plagued by the same issue of inadequate project design, which is generating delays and cost increases. According to (Hiwot 2012), projects fail due to the contractor's capacity and level of project management skill.

According to her research, inadequate project planning is also one of the key reasons for project failures to be completed on time, on budget, and with high quality. There are various causes for initiatives to fail, according to (Yardley 2002). Poor project planning is one of the most typical issues in projects. As a result, project planning methods should be enhanced and systematized to ensure the success of all initiatives. There haven't been many researches done in the field in the country yet. As a result, this research will assist in identifying and filling gaps in the planning practice of the business under review.

This thesis will help in offering the best project planning practices to the Ginnir City Administration Project and similar project operating organizations after examining the planning methods. According to (Whitaker 1999) research, a correctly written project plan is a highly determining factor for the project's success. (Raz and Shenhar, 2003) also argue that actions completed during the planning phase are more relevant than those completed throughout the other project phases in determining project success. Poor project planning is also one of the major issues with Ethiopian projects. Various researches on project planning and its impact on project success are being undertaken by various experts.

1.2 Statement of the problem

The biggest issue in our country, like in other African countries, is project delay and failure to execute projects on time (Yardley 2002). A project's performance is measured in terms of cost, time, and quality. Typically, initiatives fail owing to issues in the project's selection, planning, execution, or control phases. A failure in one of the phases could lead to the failure of the entire project. According to (Yardley 2002), the biggest reason for project failure in poor countries is a lack of an adequate planning process. Ethiopian project planning methods and processes, like those of other developing nations, are relatively weak, and projects are frequently implemented without a thorough project plan (Yardley 2002). According to (PMI 2001),

Planning processes are critical, and project execution without proper/poor/development of a project plan frequently results in delays, excessive costs, and general project execution difficulties. Resources cannot be managed or structured without a clear plan and estimate,

risks cannot be reduced, deadlines and budgets cannot be projected, and effective reporting cannot take place, resulting in project failure. The lack of an adopted project plan has generated issues in all aspects of project management, making it impossible for the management team to maintain necessary control over project activities. One of the primary causes of project failure in underdeveloped nations is a lack of effective or ineffective project planning (Richard 2012).

A study conducted by Pearce and Robinson (2013) on the impact of project planning on project performance discovered that there is a positive correlation between project planning and project performance, and the study recommended that firms plan for project resources to ensure that they have a competitive advantage while also ensuring survival in the end. Time spent on planning increases the likelihood of project success while decreasing project risks (Wang & Gibson, 2012). Morris P.W.G (2010), Terry Cooke Davies (2014), and others have studied the influence of project planning approaches on project performance. Lianying Zhang and Weijie Fan (2013) discovered that insufficient planning and analysis results in a failed project, whereas strong preparation boosts the project's chances of success. The project planning choices a company makes are not often easy decisions and some of them might turn out to be wrong but that is not an excuse for not deciding on a concrete course of action (Al Khattab, 2012).

According to Lisa (2013) other measures of project performance includes; project completed according to desired specifications, completion of project using the specified budget and completion of project within the promised schedule of time. PMBOK (2014) investigated the influence of cost planning on project performance. The study found that project cost planning practices, which includes the cost budgeting as well as cost estimating process, affects project performance. The projects budget is crucial, and it has an influence in all areas in both projects planning as well as implementation.

Telsang (2014) studied project planning process and its effect on performance of the project The study found that planning gives a definition of the actions as well as activities, targets of cost and time, and milestones of performance, which will bring about successful project implementation as well as project objectives achievement. Yanwen, 2012) recognized the lack of top management awareness about project management as one of the problems in developing countries. Little (2011) and Pinto and Prescott (1990) argued that project planning is a significant facilitating factor in implementing projects successfully.

Despite the fact that, our country lacks a sufficient quantity of studies in this area, this study was attempted to assess project planning practice related problem; specifically, the project planning Knowledge Bridge the gap by determining the effects of project planning practice in Ginir city of administration.

1.3 Research questions

In light of the above mentioned problem statement, the following basic research questions was addressed:

1. What is the current project planning practice of Ginnir city administration?
2. What is the effect of project integration on project performance at study area?
3. What is the effect of project Time horizon and quality on project performance at study area?
4. What is the effect of project Management tools and techniques on project performance at study area?
5. To what extent does project management tools and techniques are applied during planning Stage at Ginnir City Administration project planning.

1.4 Objectives of the study

1.4.1 General objective of the study

The general objective of this study was to assess the project planning practices and its effect on project performance in Ginnir city Administration.

1.4.2 Specific objectives of the study

The specific objectives of the studies are:

1. To explore current project planning practice of Ginnir city Administration
2. To analyze the relationship between project integration on project performance at study area?
3. To analyze the relationship between project Time and quality on project performance at study area
4. To analyze the relationship between projects Management tools and techniques on project performance at study area?
5. To study the extent to which project management tools and techniques are applied during planning Practice stage at Ginnir City Administration project panning.

1.5 Significance of the study

This assessment is very important for both the student and the organization under study. The student will be able to understand the actual planning processes of the organization under study, and the study organization will be able to understand what its project plan looks like by comparing it to the best practice.

On the other hand, this study will attempt to demonstrate the significance of developing a participative project plan. Finally, this research will serve as a foundation for interested scholars in the field to perform in-depth research and analysis.

1.6 Scope of the study

Geographical scope- the study was conduct in oromia region in east bale zone Ginnir city administration four selected site. Conceptual scope- the study was concentrated to assess the project planning practices and its effect of project planning on project performance.in Ginnir city administration. Methodological scope- researcher was use mixed type of research approach with descriptive in nature of its research design. Time scope, from May 10/2023 — Dec, 20/2024.

1.7 Limitation of the study

The major limitation of this study was focused only four project site selected of Ginnir city administration. Some of the limitation of this study was Lack of few recent related literatures review as well, Lack of sufficient resources and respondents was not express their response clearly in detail because of different reason (like; lack of time to fill the questionnaire and absence in case of some respondents).

1.8 Operational Definitions of key terms

- **Project Performance:** it is the process of keeping track and evaluating the viability and desirability of continuing Projects.
- **Planning:** defining what must be done, by whom, and by when in order to fulfill one's assigned task (Kernzer 2009).
- **Project planning**; as researching the project, and thinking ahead, and identifying what needs to be done, the people who will carry out the work and the cost. In addition to this he noted that project planning involves identifying potential problems and developing contingency plans. He further divided the project

planning process in to three stages of: researching the project, detailed planning, and finally documenting and communicating the plan (Barbara Allan (2004).

- **Project:** A project has a definite objective, is confined by limited resources (time, budget), involves many people with diverse skills, and is typically elaborated incrementally over its life cycle (Cleland & Ireland 2002).
- **Project plan**: A project plan is a formal, approved document that is used to manage the execution of a project. Because it includes all other specific plans, the project plan is also known as an integrated management plan (PMI 2009).

1.9 Organization of the Study

The thesis consists of five chapters. The first chapter includes the introductory issues about the research, what the problem in question is, the researchers purpose, brief overview about the methodology, the research objective and the research questions to be answered, definition of terms and concepts used in the study and the significance for undertaking this research. The second chapter is devoted to literature to the area under study so as to better understand concepts, theories and models related to project plan.

The third chapter is devoted to research methodology in a bit more detail than what is discussed in the introduction part while the fourth chapter is dedicated to data presentation, analysis and findings. The final chapter (chapter five) concludes the topic under discussion with concluding remarks and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical Review of Project Planning and Management Concept

Many authors and references have defined project in different ways emphasizing its different aspects. Summarizing those definitions given, this research defines a project as: A temporary endeavor (that has definite beginning and end time) undertaken following specific cycle of Initiation, Definition, Planning, Execution and Close to create a unique product, service, or result through novel organization and coordination of human, material and financial resources (PMI, 1996).A project has a defined scope, is constrained by limited resource (time, budget), involves many people with different skill and, usually progressively elaborated throughout its life cycle [(Stanleigh, 2007), (Cleland & Ireland, 2002), (Wheatley), (Gray, C.F and Larson, 2008).

Similar to the case for project, many and different definitions were given for project management. Summarizing those definitions this research defines Project management as: The application and integration of modern management and project management knowledge, skills, tools and techniques to the overall planning, directing, coordinating, monitoring and control of all dimensions of a project from its inception to completion, and the motivation of all those involved to produce the product, service or result of the project on time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants.[(Atkinson R, 1999), (Kerzner, 2003).

Project management deals are mainly with coordinating resources and managing people and change. Generally "Managing a project includes: Identifying requirement. Establishing clear and achievable objectives, Balancing the competing demands for quality, scope, time and cost; Adapting specifications, plans, and approach to the different concerns and expectations of the various stakeholders" (Project Management Institute (PMI, 2004).

Project management consists of various components, and the project manager is also accountable for the project's successful completion. One of the project manager's primary responsibilities is to correctly plan the project because preparing what is needed for the project is the first thing that should be done and also defines its success or failure. As a result, project planning is critical for the successful completion of any project. In general, planning can be defined as the role of identifying enterprise objectives and designing the

policies, procedures, and programs required to achieve them. In a project environment, planning can be defined as establishing a specified path of action within a predicted environment (Kernzer 2009).

Many authors and references have defined project planning in different ways emphasizing its different aspects. Summarizing those definitions given, this research defines project planning as: The extent to which timetables, milestones, workforce, equipment, and budget are specified or estimating the effort, time, cost and staff resources needed to execute the project (Slevin and Pinto, 1986, Chatzoglou and Macaulay 1996). It is the systematic arrangement of project resources in the best way to achieve project objective (Hore et al. 1977 and Faniran et al. 2000). It is described by Naoum et al. (2004) "as one of the key tools that stakeholders use to ensure that projects are successful".

The important milestones are determined by the project's requirements. If line managers are unable to commit because the milestones are deemed unreasonable, the project manager may be forced to devise alternatives, one of which may be to relocate the milestones. Upper-level management must be involved in the alternative selection process. The project manager is essential to the success of project planning. It is preferable if the project manager is involved from project inception through project completion.

Project planning must be systematic, adaptable to new activities, disciplined through reviews and controls, and capable of receiving multifunctional inputs. Successful project managers understand that project planning is an iterative process that must be carried out throughout the project's life cycle. One of the goals of project planning is to completely define all required work (perhaps through the creation of a documented project plan) so that any project participant can easily identify it. This is essential in a project context because: If the task is well known before to being performed, much of the work can be preplanned; if the task is not understood, more information is obtained during the actual task execution. As a result, resource allocations, timelines, and priorities shift (Kernzer 2009).

2.2. Empirical Reviews

2.2.1. Project Planning Knowledge Areas

In Project Management body of Knowledge nine knowledge areas of project management are identified namely: - scope, time, cost, risk, quality, human resources, communications, procurement and integration knowledge areas (PMI, 2008). Each knowledge area in PMBOK is composed of processes that are expected to be addressed to attain the objective of the

knowledge areas. For the nine knowledge areas a total of 39 processes are identified in PMBOK.

Project Management is accomplished through the use of all the processes. However, all the 39 process are not meant to be performed uniformly in the management of all projects. The project manager and the project teams need to decide which processes to employ, and the degree of rigor that will be applied to the execution of those processes (PMI, 2004). Since the focus of this study is on the planning phase of the nine knowledge areas and this will be described in detailed in this section of the paper. All the 21 processes are described in table1 below.

2.2.2. Project Integration planning knowledge areas

Project integration planning knowledge areas coordinates the various elements of the project and it is an important part in planning processes. Prioritizing between competing 12 objectives and alternatives are an important task in the integration management. The objective of the development of the project plan is used to create a consistent, coherent document that can be used to guide project execution and control (Gupta, Aha, Nau, & Munoz-Avila, 2008). The plan should include general plans regarding all areas of the project such as; project objectives, time schedule, budget, etc (PMBOK, 2004). Since project plan is the main document developed in the planning process and it is very important to allocate sufficient amount of time and resources for this process.

A project with a poor developed project plan is most likely to be poorly executed with high costs and delays as a result (Antvik & Sjöholm, 2007). The integration between the different elements of the plan is a complex process and is therefore often required to be iterated several times in order to reach a complete and integrated project plan (Antvik & Sjöholm, 2007).

2.2.3. Project Scope planning knowledge areas

Project scope management planning is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully. This planning knowledge area consists of scope planning, scope definition, and creates WBS (PMBOK, 2004). The importance of a well formulated scope of work has been shown several times in different projects. It is not unusual that a project is rushed into start without the proper planning and preparation. This often leads to problems as extra costs and delays are likely to occur (Antvik & Sjöholm, 2007).

A clear project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project (Briner, Hastings, & Geddes, 1996). Scope planning is the process of elaborating the work that is needed to deliver the product of the project. It should be based on the product/output/ description and requirements from the customer (PMBOK, 2004). The outcome from the scope planning is the scope management plan that mainly describes how the project scope will be managed and how scope changes will be integrated into the project (Gupta, Aha, Nau, & Munoz-Avila, 2008).

Defining the project scope significantly influences the projects overall success. The development of the project scope management plan and the detailing of the project scope begin with analysis of information contained in the project charter, the preliminary project scope statement, the latest approved version of the project management plan, historical information contained in organizational process assets, and any relevant enterprise environmental factor In the scope definition, the projects major deliverables/products/ and conditions documented in the scope statement are analyzed. The analysis should be based on needs and expectations from stakeholders, and thereby generate requirements of the project (Gupta, Aha, Nau, & Munoz-Avila, 2008).

When more specified requirements are known, the deliverables are subdivided into smaller, more manageable groups, through the use of a Work Breakdown Structure. By dividing major tasks into smaller work packages, the accuracy of cost, time and resource estimates are improved. A WBS also makes it easier to assign clear responsibility to each group of tasks, which is necessary in order for the project organization to gain control of the project (Antvik & Sjoholm, 2007).

2.2.4. Project Time planning knowledge areas

Project time planning knowledge area includes all planning processes that are required to ensure a timely completion of the project The planning processes in time knowledge area are activity definition, activity sequencing, activity resource estimating, activity duration estimating and schedule development (PMBOK, 2004).

The time schedule is one of the most important plans in a project. The development of time schedules should be based on the previously developed WBS. According to (Antvik & Sjöholm, 2007) in order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities (Guoli, 2010).

The process of activity resource estimation involves determining what resources and what quantity of each resource that will be used in the project. Required resources can be personnel, equipment and material. This process also includes determining when each resource will be available to the project (PMBOK, 2004). There are in general two methods of resource estimation; top-down and bottom-up. If the project has limited detailed information, the top-down method is often used. It is carried out by the higher management of the project and is based on experience from similar projects. The bottom-up method is also called qualitative based estimations and involves each specific work category in the process. The bottom-up method is more time consuming to perform, but often generates a more accurate result (Guoli, 2010).

The activity duration estimation should be based on the project scope, required types of resources, estimated resource quantities and the availability of resources. The result of the process is later used to develop schedules. To get an accurate estimation of duration it should be carried out by a person or group who is familiar with the specific activity (Antvik & Sjöholm, 2007). The development of schedules is often carried out through the use of project management software. If the previous estimations are made correctly the schedule development mostly consists of aggregating the information into one document (Antvik & Sjöholm, 2007).

To develop an efficient schedule it is important that the critical chain is identified and that the lags in the schedule is used to allocate the projects resources effectively (PMBOK, 2004). A time schedule without control is fairly useless to the project organization. The control must be carried out regularly and relatively often in order to detect deviations early. This makes it possible for the project team to take necessary actions to avoid longer delays (Antvik & Sjöholm, 2007).

The schedule control and development must be an iterative process in order for the project team to have updated schedules throughout the project (Guo-li, 2010). Estimating schedule activity durations uses information on scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities. Inputs originate from the person or group on the project team who is most familiar with the nature of the work content in the specific schedule activity. Duration estimates are progressively elaborated, and the process considers the quality and availability of input data.

2.2.5. Project Cost planning knowledge areas

Project cost planning knowledge area includes the processes of cost estimating and cost budgeting. The main objective of cost planning knowledge area is to complete the project within the approved budget (PMBOK, 2004). The project budget is very important and influences all areas in both planning and execution of a project. It is important to keep track of total costs as well as costs for different work packages in a project (Guoli, 2010). A professional developed budget does not only control the project costs, but also creates good conditions for development of a well-functioning cash flow in the project. The consequence of insufficient cash flow in a project is often connected to large extra costs and delays, as there is a high risk for a temporary stop of the whole project (Antvik & Sjöholm, 2007).

The cost estimation should be based on the project scope, the WBS and be connected to the project plan. To reach a correct estimation it is important that each activity is estimated based on the conditions of the execution of the specific activity. Since there often are several factors that are uncertain in a project, a reserve cost can be assigned to activities with a low level of detailed information or work packages with potential high financial risks (Adisa Olawale & Sun, 2010).

Cost budgeting involves aggregating the estimated costs of individual schedule activities or work packages to establish a total cost baseline for measuring project performance. The project scope statement provides a summary budget. However, schedule activity or work package cost estimates are prepared prior to detailed budget requests and work authorizations. Management contingency reserves are budgets reserved for unplanned, but potentially required, changes to project scope and cost.

2.2.6. Project Quality planning knowledge areas

Project quality planning knowledge area involves all processes and activities in the project organization to determine quality policies and control that the performed work is of a satisfying quality. The major processes in quality management are quality planning, quality assurance and quality control (PMBOK, 2004). The project team must identify which quality standards those are relevant in the project in order to perform quality control.

The identified standards should be considered the baseline in the development of a quality plan. It is important that the quality plan not only consist of required levels of quality in different activities, but also methods to achieve the requested quality (Wei & Yang, 2010).

2.2.7. Project Human Resources planning knowledge areas

Human resource planning knowledge areas is the processes used to ensure that the project organization is established in a way that provides the project with good conditions to succeed. Major processes in human resource management are human resource planning, acquire project team, develop and manage project team (PMBOK, 2004). 16 In the early phases of a project it is necessary for the project management to plan how the project team should be organized and determine what roles that is required (Al Maghraby, 2008). Each role in the project team should be assigned with areas of responsibility, authority and required competence (Antvik & Sjöholm, 2007).

It is important that a role with a defined area of responsibility also has the authority to make decisions within that area. Responsibility without authority makes it very hard for middle management to influence the work, which most likely will affect the project negatively (Walker, 2007). Human resource planning Determining project roles, responsibilities, and reporting relationships culminating in the staffing management plan Acquire project team Process of obtaining the human resources needed for completing the project

2.2.8. Project Communication planning knowledge areas

Project communications management planning is the processes used to ensure that required information is distributed to the right person at the right time. The major planning processes in communications management are communications planning (PMBOK, 2004). How communication in a project is handled must be planned in order to perform effective work and minimize the risks. A communication plan is necessary to ensure that both internal and external project communication is carried out effectively. The plan should contain details regarding what type of information that need to be distributed, who needs to receive the information, the purpose of the information, the frequency of the distribution and the responsible person to issue the information (Ramsing, 2009).

The communication plan should also include what meetings are required within the project and a specification of participants, purpose and frequency for each type of meeting (PMBOK, 2004). It is important that the project management performs frequently progress reports, mainly to inform clients and other stakeholders of the status of the project but also for the management team to keep control of all areas of the project. A progress report should focus on deviations from the project plan and contain current status of the project, executed and planned actions, uncertainties and forecasts regarding cost and time (Antvik & Sjöholm, 2007). When deviations from the baseline are identified in the progress report, the

management team should include recommended corrective actions in order to bring the project in line with the project plan (Ramsing, 2009)

As stated in the Project Management Book of Knowledge (PMBOK) from the Project Management Institute, communication planning involves "Determining the information and communications needs of the stakeholders: who needs what information, when will they need it, and how will it be given to them.

2.2.8. Project Risk planning knowledge areas

The main objectives of project risk management is to increase the probability and impact of events that are positive to the project and decrease the probability and impact of events that are negative to the project. Risk planning includes risk identification, qualitative and quantitative risk analysis, and risk response planning, (PMBOK, 2004). All projects have uncertainties that can either turn out to be an opportunity or a risk. Uncertainties often occur in areas where the management has little information of the current conditions. By effective management many uncertainties can be evolved into an opportunity rather than a risk (Antvik & Sjöholm, 2007).

Risk analysis is often carried out early in a project when the information is highly limited within several areas. To manage risks and opportunities effectively, the analysis must be iterated throughout the project as more and more information becomes clear to the management team (Kululanga & Kuotcha, 2010). The purpose of a risk analysis is to gain control of the uncertainties in the project. When risks are identified it is therefore important that a strategy is developed in order to response to the risk (PMBOK, 2004). A response strategy can be to eliminate the probability or impact of a risk, or to accept the risk and calculate with a potential extra cost if the risk occurs (Kululanga & Kuotcha, 2010).

A common and effective approach to analyze risks is to estimate the probability and impact of a risk. The risk response is then based on the combined value of each risk, which leads to a risk management where the response is in relation to the magnitude of the risk (Briner, Hastings, & Geddes, 1996). Risk identification determines which risks might affect the project and documents their characteristics.

2.2.9. Project Procurement planning knowledge areas

Procurement management planning is the processes to control and administrate contracts and purchase orders from sources external to the project organization. The major processes in

procurement management planning are developing procurement (identifying which project needs can be best met by procuring products or services outside the project organization) and solicitation planning (preparing the documents needed to support solicitation/request) (PMBOK, 2004).

The planning of procurement management should be carried out early in the project and focus on analysis of which products or services that need to be purchased. After the initial planning a procurement plan should be developed that includes all major procurements that are needed in the project (PMBOK, 2004). The procurement plan is an important tool for efficient procurements throughout the project. It should be developed based on the project´s WBS and time schedule in order to include all procurements and to be timely integrated in the project. The procurement plan includes budgeted cost and required finish date for each procurement (Eriksson & Westerberg, 2011).

A poorly developed procurement plan is likely to cause high procurement costs and in worst case even force the production to be stopped (Antvik & Sjöholm, 2007). In larger projects there are often a procurement manager assigned to control and handle procurement activities. The procurement manager is responsible to plan and execute purchases. An important part of the procurement managers work is to evaluate quotes in order to achieve cost effective contractors (Eriksson & Westerberg, 2011). To keep control of the cost forecasts in the project the procurement manager must follow-up the actual cost in relation to budgeted cost for each purchase (Antvik & Sjöholm, 2007).

Management's base (primacy) is planning: planning provides the full foundation from which all subsequent management tasks emerge. It takes precedence over other administrative activities such as organizing, staffing, directing, and controlling because none of these can be carried out without a plan. However, it should be recognized that management functions are interconnected in the sense that no one function can exist without the other (Charles 2003). Planning, in general, entails determining objectives, designing programs and courses of action to achieve them, developing schedules and timing of action, and assigning responsibilities for their implementation (MS Sridhar 2009).

As a result, the term "planning" is a broad notion that is defined variously by different scholars. As a result, the term plan is utilized as a representative of the following definition in this work. The process of determining what is required to successfully execute a specific project is known as planning. In this context, planning encompasses time, cost, quality,

communication, contract, stakeholder, human resource, scope, and procurement of a given project

2.2.10. Scoops of a plan

There are various types of plans available depending on the type and nature of the activities we perform. A firm or organization may have long-term, short-term, and mid-term plans. According to Rosen 1972, when we mention plan, we mean the three major scopes listed below. Plan scope/breadth is a method of categorizing plans based on the range of activities included. Some plans are quite broad and long-term in nature, focusing on essential corporate goals. Others outline how the organization's resources will be mobilized to attain these goals (Rosen 1972). As a result, plans are divided into three types based on their scope or breadth. This covers strategic, tactical, and operational planning.

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

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

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

can be used for the life of the project or we may prepare a specific plan that can be used for short period of time or for a specific phase of a project.

2. The planning process

Planning is a systematic and scientific way of doing things and forecasting of the future. When we plan in a given project we have to follow some systematic and scientific ways. There are different processes that are used by different scholars for planning. According to Alexander the planning process involves the following major steps. The process of planning refers to the specific steps followed in developing organizational plans (Alexander 2010) the following are the major steps that a planning process should follow:

2.3. Literature Gaps

In the literature reviews above the main input factors for project planning were discussed in more detailed. So what we understand from the literature is that for better project planning performance, project managers and team member experience, effort spent in planning stage and participation of customers in planning plays a vital role. And also the literature indicates that applying appropriate project managers tool and techniques in planning processes increases the chance for project successes. For the planning processes to be effective top management support, involvement of different functional department, availability of resource, definition of requirement and project scope are the main input factors identified in the above literature. The literature review has shown the relationship between planning processes and project successes. Poor planning could be the main cause for the large number of project cost overrun and time delay, customer dissatisfaction and quality deficiency (poor quality). There is no research focused (conducted) on the effects of planning processes on project successes in our country. The first contribution of this research is assessment of project planning on project performance in Ethiopia. The common project planning problems were also analyzed (identified).

Different study confirms the importance of project planning for project successes. For example the research works by [(Whittaker 1999), (Dvir, Raz and Shenhar 2003) and others] have indicated poor project planning to be one of the reason for project failure in developing countries. Regarding the factors influencing the project outcomes, Whittaker (1999) revealed three common reasons for project failures the first reason is poor project planning/improper planning/or the project plan was weak. Aladwani (2002) also reported a positive relationship between project planning and project performance. Dvir, Raz and Shenhar (2003) have also studied the relationship between project planning effort and project success. Their results

indicated that there is a high correlation between the planning efforts and overall project success. Although the previous studies have considered many factors that influence project outcomes, but planning was mentioned as an important factor for project success Based on this different study identifies the relative importance of project planning knowledge area in different countries.

The study by [Ofer Zwikael] investigates the relative importance of the project management Knowledge areas used during the planning phase of a project and their impact on project success. Further, this article identifies the most important Knowledge Areas of the planning phase. And also the study by (Quynh mainguyen, 2006) identifies the relationship between project planning activities in project successes factors in software industries. This and other related projects were conducted in developed countries or the countries that are different in culture of developing once. Because of the cultural difference the results obtained in developed countries may not be applicable in developing countries. A project in the context of one country or culture is likely to experience different problems and have a different structure than projects in another context.

The study by [Ndiritu Muriithi Lynn Crawford, 2002] confirms that Power Distance, or the way inequality is measured in a culture, differs inside African when compared to America /Western management/. African experiences high power distances while Americans/European/ are accustomed to low power distance work environments. These differences cause major problems when Americans and European operate under the impression that African managers have the same level of responsibility, obligation, and decision-making authority. The absence of 34 these items leads to problem of project performance. This is a prescription for project failure.

The study by (Pär Karlsson 2011) also indicated that financial status, education and culture are all contextual factors that highly affect approaches and methods in project management. For example Many Ethiopian companies are top managed which is strongly connected to the culture and company traditions in the country. The lack of authority assigned to middle managers is a problem since most managers have responsibility of a certain area but not the authority to take decisions within that area. Swedish organizations are more flat and authority is assigned to middle managers in a large extent. This is also connected to the higher level of knowledge and skill amongst workers and middle managers, which makes it effective to allocate authority in the organization. A project in the context of one country or culture is likely to experience different problems and have a different structure than projects in another context (Walker, 2007).

Because of project planning knowledge areas for project successes in developed countries cannot be applicable in our countries/developing one/.Therefore this study will identify the effects of project planning activities to fill the gaps observed in the study area, East Bale Zone of Ginner City.

2.4 Conceptual Framework

It has been learnt from the literature review that construction projects often necessitate project management knowledge, tools and techniques. It is also understood that project planning is one of the most important process in project cycle which entails all knowledge areas; such us; project integration, scope, time, quality, cost, human resource, communication, risk and procurement.

This study derived its conceptual framework in relation to the above nine Project Management knowledge areas that are supposed to be applied during the planning phase of a project cycle with the application of different project planning tools and techniques.

The following figure which is developed by the researcher illustrates the intention of the study by relating important variables /project planning knowledge areas/ affecting the project planning practice of the study organization.

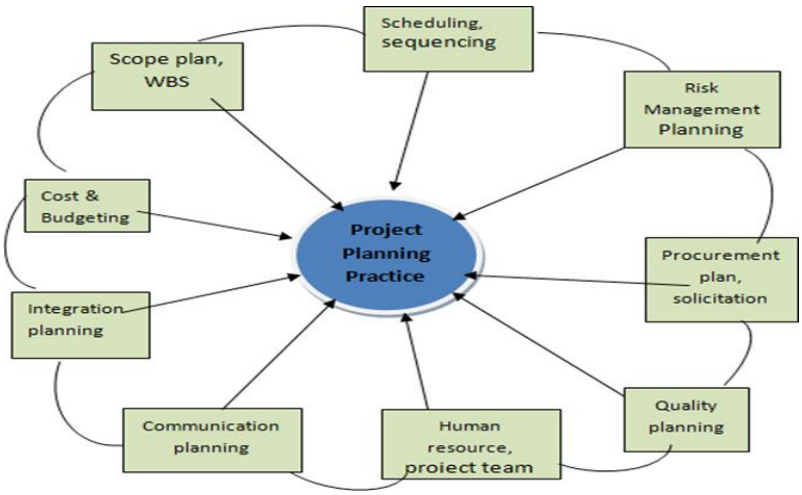


Figure 2.5 Conceptual Framework

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

In this part the type of research design, research approach, study population and sampling, sources of data and instrument of data collection, description of the study area, data sources and data analysis method was applied on the study are explained.

3.2 Description of the Study Area

The performance of a project is largely determined by personal capabilities as well as skills of the available potential leaders than a mere understanding of the projects' constraints.

(Jiang, 2009). Berg and Karlsen, (2007) noted that managers of the project have traditionally stressed technical skills and knowledge as the key ingredients in the management of projects. The need for effective project management has called for a better project management approaches that consider human capital and leadership skill as necessary tools in project management (Sumner, 2006)

East Bale Zone is located in Oromia region to the southeast of the region. The zone is made of seven Woreda and one administrative town and divided into three agro-ecological zones the highlands, midlands and semi-arid lowlands. Ginnir is the capital city of East Bale Zone. Ginnir town has latitude and longitude of 7°7′N 40°0′E with an elevation of 2,492 meters (8,176 ft.) above sea level, more over the town has been established in 1931 as a settlement area, got a legal administrative status in 1963.

It is found at 557km from the capital city of the country Addis Ababa. The town become the administrative town of east bale zone in 2012 and the town has 4 kebeles namely Gara, Ejersa, Agamsa and Oda. The 2007 Central Statics Authority putted in the report that the Ginnir town had the population male 32,576 female 31,018 and total 63,594. According to East Bale Zone travel Guide book (2013), Afan Oromo is the official language of the town and most of the people in the town can also speak Amharic. According to the Ethiopian Economic Activities of (2014), the main economic activities in the town are; trade, Agriculture and some small scale industry.

3.3 Research Design

The purpose of this research was to assess the project planning practices of the organization under study. Mixed (descriptive and explanatory) research design is applied to describe what the current project planning practice looks like in the study organization and its effect on project planning performance in the study area. The researcher was chosen this design because the major purpose of mixed research is to utilize several data collection practice and evaluation processes that are appropriate for both quantitative and qualitative approaches. (shalonda skid more, 2023). So as justified above the major reason for conducting this study

is to assess the planning practice of the organization under study and to explore its effect on project planning performance. For such type of studies, the recommended research design is the mixed one. It was used to describe and explore the fact. For this study, qualitative and quantitative research approaches used to complement the limitation of one over the other there for use census method.

3.4 Research approach

The research was used mixed method approach since it associates with both quantitative and qualitative approach in the process of data collection, analysis and presentation (Punch, 2009). Mixed methods research is a methodology for conducting research that involves collecting, analyzing, and integrating (or mixing) quantitative and qualitative research (and data) in a single study or a longitudinal program of inquiry.

The purpose of this form of research was that both qualitative and quantitative research, in combination, provides a better understanding of a research problem or issue than either research approach alone. Moreover, the approach provides the researcher freedom to choose multiple research methods, techniques and different forms of data collection and analysis in the study without bothering.

3.5 Data type and source

For conducting the study Both Quantitative and Qualitative data is used. Qualitative datas collected from company procedures and manuals are used to assess the current planning practice of the study organization. As a source, both primary and secondary sources of data are used. For collecting the Primary data self-administered survey questionnaire was employed for the current project staffs and project management staff of the case study organization. Secondary data was collected from annual reports which are both published and unpublished

3.6. Population of the Study

3.6.1. Target population

In this research the researcher Consider all employees that are working in the organization in the selected four sites. These four sites project offices (Ejersa Wari, Agamsa, Youth Recreation and City administration) were selected by Census sampling because the number of target population was below 200 researcher believed that it is possible to get all the needed information for the study and because of convenience in location for the researcher. Based on the data obtained from Ginnir city administration the selected four sites have a total of 200 employees.

3.6.2. Sample size

The sample size for this study was 200 populations b/c when the target population for the study is Less than 200 census methods is used which all population in the study is included. (John Adams, et al 2007)

Thus, the sample size for this study was 200 populations. Even if no enough time and resources the researcher decided to distribute 200 questionnaires in consideration all employee of selected site. This will necessary because the technique gave all people a chance of being selected into the sample. The researcher used census and hence took all 200 employees in the four project sites. Secondary data was collected from published or unpublished annual report and journal articles.

Table 1. Population of the study area

No	Name of site	Number of employee	Sample	Sample technique
1	Ejersa Wari kebele office Project employee	50	50	Census
2	Agamsa kebele office Project employee	65	65	Census
3	Youth Recreation Project employee	28	28	Census
4	Employees Who Work At Administration Office employee	57	57	Census
	Total	**200**	**200**	

Source. Ginnir city Administration annual report of 2024

3.7. Methods of Data Collection

The data collection was administered by using both Primary and Secondary data sources. The Primary data was collected using questionnaire it is the main method for data collection and close ended questions with five Liker-scales was distributed to respondents. The secondary sources include; journals, research reports, documents and annual reports were used.

3.8. Validity and Reliability

Validity brings up to the accuracy and significance of inference which are based on the research result (Mugenda et al. 2003). If such data is a true replication of the variables, then conclusions based on such data was precise and meaningful. The questionnaire was checked for internal consistency and establishes reliability. Validity concerns with the degree to which a question measures what it is intended to measure. To assure the validity of the study, the researcher will take the comment from the advisor and also will discuss with East Bale zone selected project site employees about the questionnaires before it was distributed.

Reliability was also checked for the survey instrument. . The items should be highly correlated to obtain a reliable measure for the construct (Hair et.al., 1998). Cronbach‟s Alpha is a test designed to measure their reliability. The correlation is indicated by a score greater than 0.70 (Hair et.al., 1998). The present research uses Cronbach‟s Alpha to test the reliability of the construct. All the three items of Project planning reported a high degree of homogeneity consistency, and reliability with Cronbach Alpha greater than 0.70. The overall value of Cronbach‟s is 0.814 as shown in table 3.2 (includes all the statements) and the

variable wise value of Cronbach Alpha has been calculated as Project planning knowledge areas (10variables) =0.701, Application of project planning tools of project plan (3 variables) =1.607, Participation of project team members in project plan preparation (3 variables) and Project planning management practice (6 variables) = 0.801 as shown in table below.

Table 3. 2. Cronbach's Alpha for all the Variables

Reliability Statistics			
S/N	**Variables**	**No of items**	**Cronbatch Alpha"s**
1	Project planning knowledge area	10	0.701
2	Application of project planning tools of project plan	3	1.607
3	Participation of project team members in project plan preparation	3	1.607
4	Project planning management practice	6	0.801
	Valid N (listwise)		

3.9 Ethical Consideration

Each discipline should have its own ethical guidelines regarding the treatment of human participants on the research (Vanderstoep and Johnston 2009). The researcher was keeping privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential. Accordingly, the questionnaire was distributed to voluntary participants and was have a clear introduction and instruction parts regarding the purpose of the research.

3.10 Methods of Data Analysis

After the da ta was gathered by using questionnaire (which is prepared using Likert scale) it is edited, classified and tabulated by using different techniques. Both in house and field editing made and data analysis was done using SPSS.v25 for the data collected using the questionnaire. Descriptive statistics such as standard deviation, mean, frequency and percentage was used to analyze the data that is obtained from the questionnaire. According to (Goodwin 2004), descriptive statistics provides a summary of the main features of a set of data that was collected from a sample of participants.

Analysis of data was done by the use of descriptive statistics, which included means, frequencies and percentages. These showed the correlation between the independent variable and dependent variable and the significant P- values, and inferential analysis was used to make judgments of the probability that an observed difference between groups and studies is a dependable one.

A multiple regression model was utilized to show the connection between the dependent and independent variables. The multiple regression model of the form;

- ❖ $Y = \beta 0 + \beta\ 1X1 + \beta 2X2 + \beta\ 3X3 + \beta 4X4 + \varepsilon$
- ➢ Where: Y= Project Performance
- ➢ β0= Constant
- ➢ β1 to β4 =Coefficients
- ➢ *X1, X2, X3, X4*…. Refers to project planning process knowledge area and ε =Error term

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1. Introduction

This chapter deals with the analysis and presentation of the data collected through questionnaire. Descriptive statistics like frequencies and mean were used to analyze the data. Interpretations are made based on the frequency and percentages of the data. The inferential analysis was used to make judgments of the probability that an observed difference between groups and studies is a dependable one.

4.1.1. Response Rate

The findings from the questionnaires were analyzed using SPSS (version 25). The results from the study are presented in the form of frequency table. Among the 200 questionnaires that were distributed to employees as a representative of the total population 177 questionnaires were properly filled and returned and 23 were not collected due to varies reason error like duplication of form, improper filling of questionnaires by respondent and absence of staff before returning back the paper.

This is 88.5% response rate for properly collected and retuned whereas, 11.5% for uncollected respondents information. The first part of the questionnaire consists of the demographic information of the participants related to personal and professional characteristics. Whereas the second part intended to obtain respondents opinion and perception regarding project planning practices of the study organization. This analysis is conducted based on the knowledge areas and the conceptual frameworks developed in chapter two

4.1.2. Sex distribution of the respondents

Table 4.1 Sex distribution of the respondents

Sex Distribution

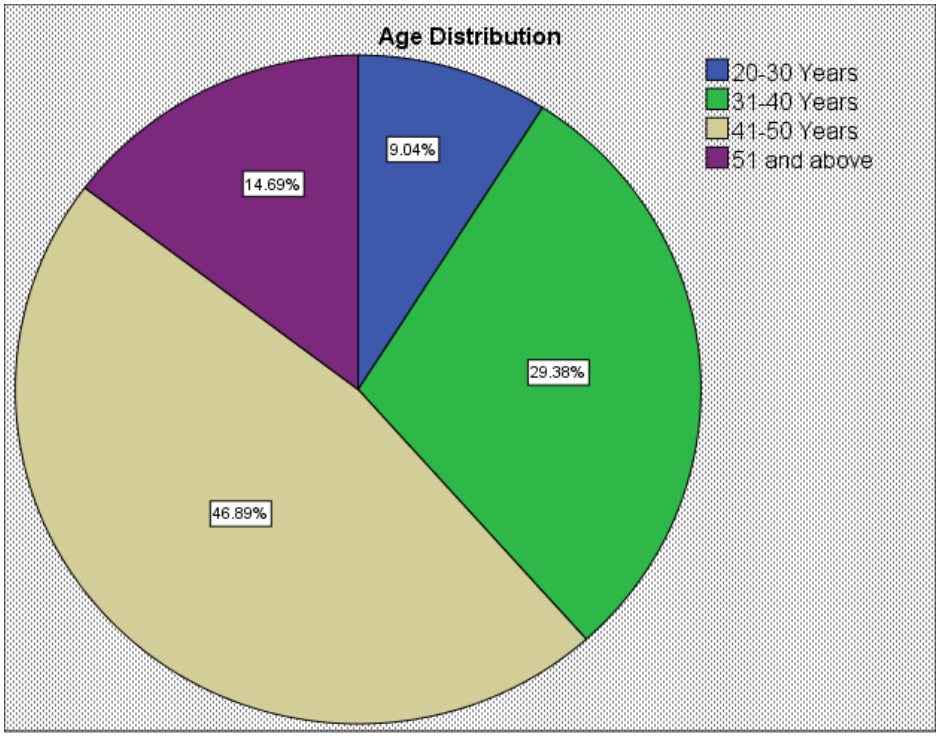
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	94	53.1	53.1	53.1
	Female	83	46.9	46.9	100.0
	Total	177	100.0	100.0	

Source: own survey, 2024

The above data shows that 94 (53.1%) of the respondents are male; whereas 83 (46.9%) of respondents are female. This implies that most of the respondents were male; this might be due to the fact that most project workers in the study area dominated by males. Achieving gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do,' but because it is also linked to an organization's overall performance

4.1.2. Age distribution

Figure 4.1. Age distribution

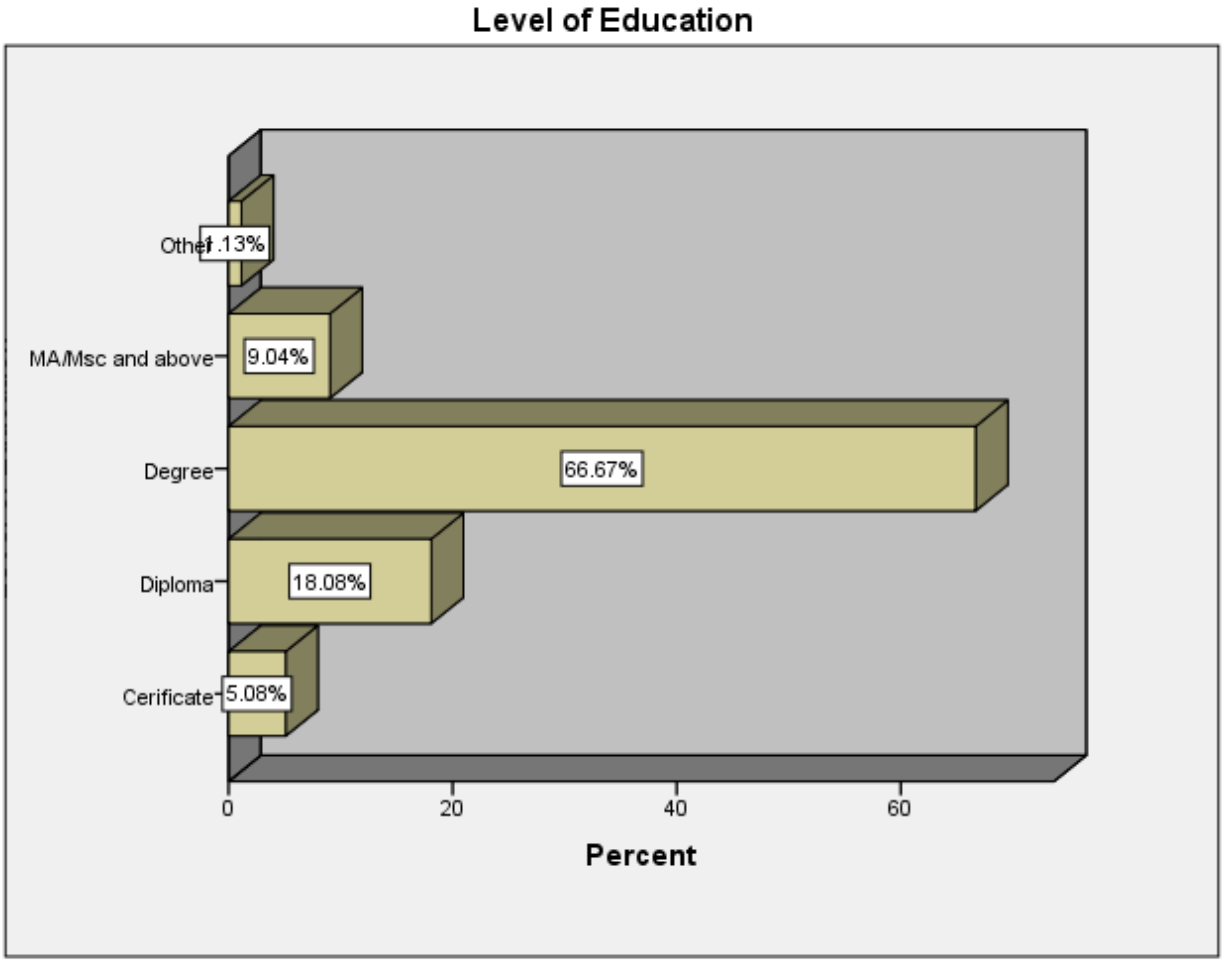


Source: own survey, 2024

Concerning age among the respondents 9.04% of the respondents are found between age categories of 20-30 years. On the other hand, 29.38%, 48.89% and 14.89% are found in the age category of 31-40, 41-50 and more than 51 years respectively. The data implies that public construction project planning and implementation in the study area mainly (more than 76%) performed by adults aged between 31 to 40 years.

4.1.3. Education background

Figure 4.1. Education background of the respondents

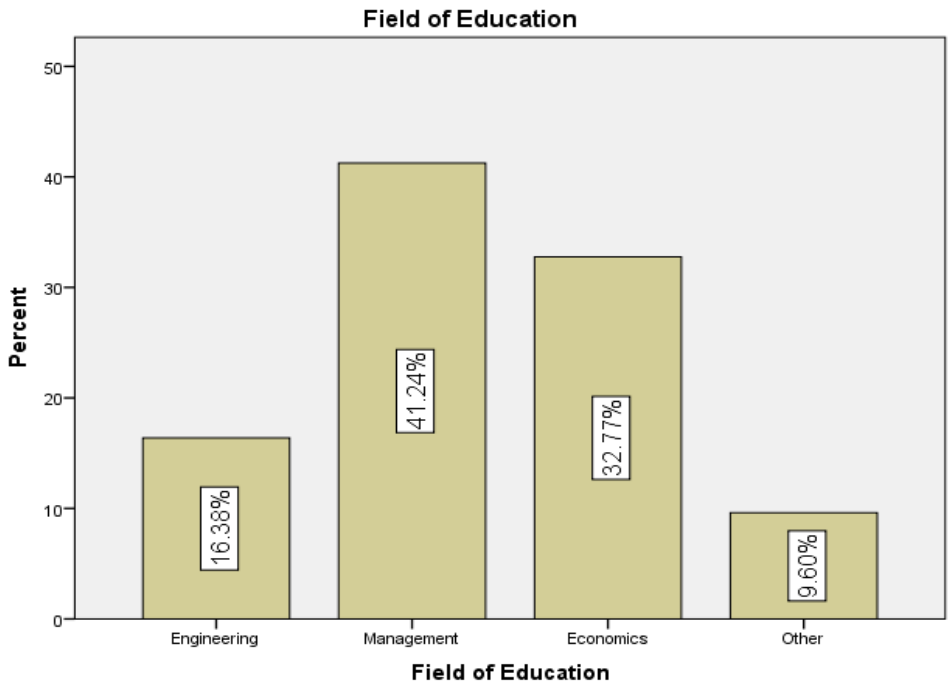


Source: own survey, 2024

From the above figure, the education backgrounds of 9.04% respondents have BA/MSC degree. 5.05%, 18.08% and 66.67% of the respondents have certificate, Diploma and degree respectively. The remaining 1.13% of the respondents has other type of education rather than formal education.

4.1.4. Field of Education

The following figure describes the education field of the workers in the project planning sector of the study area.



Source: Own Survey (2024)

Figure 4.3. Respondents' Field of Education

Accordingly, 16.36% of the respondents studied fields of engineering. The rest 41.24%, 32.77% and 9.60% were studied in fields of Management, Economics and other fields of professions respectively. This implies that majority of the respondents were not professionals of engineering fields.

4.2.5. Work experience

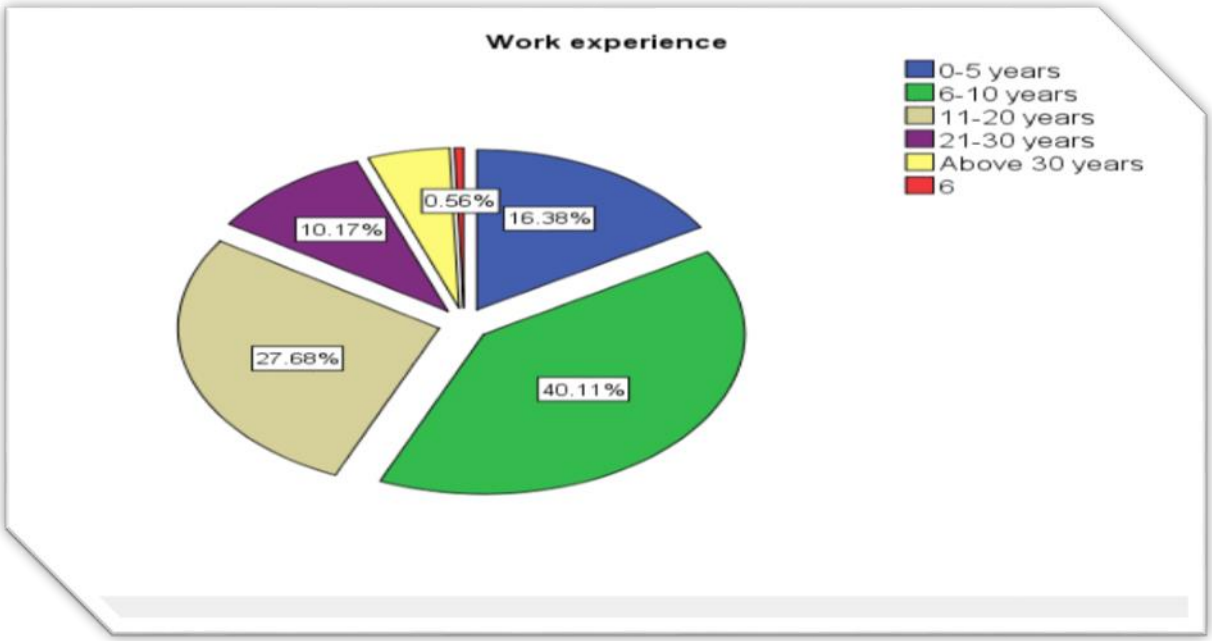


Figure 4.4 Work experiences of the respondents

Source: Own survey, 2024

Regarding the service year of respondents; 40.11% of the respondents have service year between 6-10 years. 27.68%, 10.17%% and 16.28% of the respondents have work experience of 11- 20 years, 21-30 years and less than 5 years respectively. The remaining 0.56% have more than 30 years' service. The data implies that the majority, 67.79% of the employee have 6 to 20 years of work experience.

1.10 4.2. Descriptive Statistics Project planning Practice

4.2.1. Project planning Practice in Ginnir City Administration

In a 5-point Likert scale the possible score ranges from 1-5 and 3 become the hypothetical average score. A calculated mean score less than 3, which is hypothetical average, can be considered as low mean score whereas greater than 3 can be considered as high mean score. Therefore the analysis was made based on this assumption. In this part the planning processes or knowledge areas are descriptively analyzed. The main problem areas from the knowledge areas are identified by comparing their mean and standard deviation. The lower the mean of the knowledge areas indicate that they are poorly performed.

In order to assess the current planning practices of the Ginnir Town Administration projects of the selected four sites, analysis is made based on the project planning inputs that are widely applied by PMI. A calculated mean score less than 3, which is hypothetical average,

can be considered as low mean score whereas greater than 3 can be considered as high mean score. Therefore the analysis was made based on this assumption. In this part the planning processes or knowledge areas are descriptively analyzed.

Table 3.4 Analysis of project planning management practice

Items	No	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	St.Dev
Project risk identified	Frq	45	85	18	29	-	2.1751	.99307
	%	25.42	48.02	10.17	16.38			
Project completed as per the planned cost	frq	51	84	16	26	-	2.0960	.98098
	%	28.81	47.46	9.04	14.69			
Project managers & organizations are communicated in the planning phase	frq	43	83	19	32	-	2.2260	1.01399
	%	24.29	46.89	10.73	18.08			
Duration of each activity is determined and planned	frq	28	87	20	27	15	2.5141	1.17796
	%	15.82	49.15	11.30	15.25	8.47		
Work break down structure is made	frq	12	46	18	83	14	3.2768	1.15659
	%	6.78	25.99	10.17	46.89	7.91		
Project procurement management plan	frq	36	74	14	36	17	2.5932	1.31580
	%	20.34	41.81	7.91	20.34	9.60		

Source: own survey, 2024, frq =frequency, % = percentage

According to the result from table 4.2 project risk plan with agreed response has a mean score of (2.1751+0.993) and which is the second lowest from the other knowledge areas. Only 12(9.8%) of the respondents believe that there is a project risk identified management plan of the projects. This indicates that risks are not properly identified, quantified and planed by the organization under study. As shown from the table below only 16.3 % of the respondents, believe that risks in the projects of the study organization are identified.

Project completed as per the planned cost is first lower mean scorer among the planning inputs. The mean score of integrated project plan is (2.096 + 0.980). So there is a poor project completed as per the planned cost. There is no well-planned and completed project as per the planned cost in the organization under study. The next specific project plan is cost management plan.

Communication plan is also poor in the study organization. Its mean score is (2.2+0.92). So there is no properly established communication channel and system in the projects of the

organization under study. Information in the projects is not timely disseminated to the concerned people in the organization. Project time management is very poorly planned in the projects of the organization under study. The mean score is (2.22+1.01). Most of the projects are delayed from their original plan due to poor time management plan of the organization under study. As we can see from the below analysis the response rate of the respondents indicates the poor practice of project time management plan.

The result also shows that, only 14.6% of the respondents believe that duration of each activity is determined and planned. Project scope is poorly determined and planed in the projects. The mean score of project scope plan is high (3.2768+1.15659). Such numbers indicate that somehow there is good a project scope plan in the projects.

Additionally, from the above table 97% of the respondents believe that work break down structure is applied in the projects. As shown above on the table 30.9% of the respondents believe that work break down structure is not properly prepared. So preparing of a good project scope plan is possible by using having a proper work break down structure. The next project planning input is project quality plan.

The next and the highest scorer of the planning inputs is project procurement plan. According to the analysis in the study organization there is not good project procurement plan. It has a mean score of (2.593+1.31580). So there is poor procurement management plan than that that of the other planning inputs. Generally most of the respondents believe that the planning phase of the project is given more emphasis than the other phases of the project. The table below which is obtained from the analysis describes the result. Only 23.7 % of the respondents believe that more effort is made in the planning stage than that of the other project phases. 3.3% of the respondents are indifferent about the attention given about the planning phase of the project. The rest 73.1% of the respondents believe that the focus given to the planning phase of the project is low. So the planning practice of the study organization is poor.

4.2.2. Level of participation on the preparation of the project plan.

In order to assess the level of participation of the project team members in the planning phase of the project some related questions are asked for the participants in the study. Their response is analyzed and discussed as follows.

Table 4.4 Level of participation of project team members in project plan preparation.

Items	No	SDA	Disagreed	Neutral	Agree	Strongly Agree	Mean	St.dev
Project managers were involved in project planning	Frq (177)	28	106	11	32	-	2.24	0.93
	% (age)	15.82	59.89	6.21	18.08	-		

Project managers & organizations are communicated in project planning	Frq (177)	47	105	13	11	1	1.94	0.80
	% (age)	26.55	59.32	7.34	6.21	0.56		
Training is given for project team members regarding planning of the project	Frq (177)	6	100	10	55	6	2.5	0.95

Source: Own data analysis, 2024

As shown form the above table the level of the participation of project team members is low in the preparation of the project plan. 134(76%) of the respondents believe that project managers are not well involved in the planning phase of the project. the mean score is 2.24 which is below the hypothetical mean of 3. 11(6.21%) of the respondents are indifferent about the question and only 32(18.08%) of the respondents believe that project managers are involved in preparation of the project plan.

The level of project managers' communication is also poor in while preparing of the project plan. As shown from the above table 152(97.1%) of the respondents said that project managers are poorly communicated while preparing the project plan. The mean score is 1.94 which is below the hypothetical mean score of 3. 11(6.21%) of the respondents are neutral about the question. 12(6.75%) agree that project managers are communicated in the planning phase of the project. 106(59.86%) of the respondents said that training is not given for project team members regarding project plan. The mean score is 2.5, which is below the hypothetical mean score of 3. So the level of participation of project team members is poor in preparing the project plan.

4.2.3. Level of the application of project planning tools

For preparing a good project plan application of project planning tools is very essential. There are different types of project planning tools. Based on the following very important tools the analysis is made. And the table below shows the analysis.

Table 4.5 Descriptive analysis of the application of project planning tools of project plan

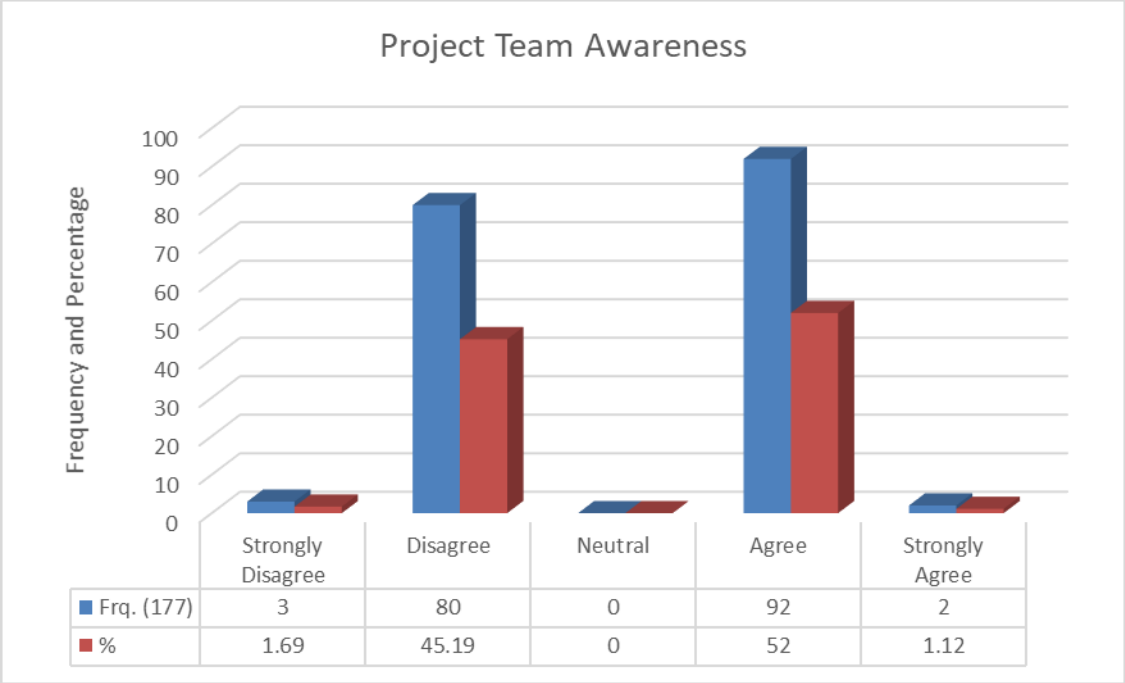
Items	No	SDA	Disagree	Neutral	Agree	Strongly Agree	Mean
Work break down is used while planning	Frq(177)	3	51	106	6	11	3.3
	%(177)	1.69	28.8	59.88	3.38	6.21	
Gant chart is applied while Planning	Frq(177)	2	28	10	126	11	3.7
	%(100)	1.13	15.82	5.65	71.19	6.21	
Project management software is applied while planning	Frq(177)	2	33	9	124	11	3.6
	%(100)	1.13	18.64	5.08	70.06	6.21	

Source: own survey, 2024 frq=frequency %=percentage

As can be seen from the table the listed tools are applied in the projects of the organization under study. The mean score of all is greater than three the hypothetical mean. Even though it is above three the level of the applicability of the tools is still low.

The mean score of the applicability of WBS is 3.3, which is low even if it is above three. On the other hand Gant chart is relatively more applicable which has high 3.7 mean than the other tools.

4.2.4. Descriptive analysis of the level of awareness of project plan.



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Figure 4. 2 Descriptive analysis of the level of awareness of project plan.

Source: Own survey, 2024

The level of the awareness of the project team members about the existing project plan is analyzed as follows. Most of the respondents believe that they are aware of the project plan in their projects. 94(53.12%) of them said that they are unaware of the existence of the project plan. whereas 83(46.89%) of the respondents are responded as they aren't aware of the existing of the project plan of the organization. This indicates that even if it is not well enough almost the staff of the project has the awareness of project plan.

4.3. Descriptive analysis for Project Planning Knowledge Area in Ginnir City Administration

Based on the analysis of project planning knowledge area of Ginnir Town Administration project Planning office workers, specifically employee of the selected sites have the following practices in the project planning knowledge areas. The practices are taken from the offices report and planning data.

The analysis data presents the descriptive statistics of planning knowledge areas /planning processes/ of the workers in the selected project works of the study area, Ginnir City. The main problem areas in project planning were identified by comparing their mean and standard deviation of the processes. The lower the mean score indicates the poorly/inadequately/ performed knowledge areas in the processes. The mean value of knowledge areas are calculated by taking the average of the processes belonging to each knowledge areas. The quality of each knowledge area is calculated by the average quality of

the processes belonging to it. The listed knowledge areas were assessed as the average extent of use/importance of planning performance/ of the related planning processes.

Table 4.6 Description of project planning knowledge areas

	Descriptive Statistics					
S.N	**Description**	**N**	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
1	Project Integration planning Knowledge area	177	1.60	5.00	3.1209	.54178
2	Project scope planning Knowledge area	177	1.00	5.00	2.9880	.68367
3	Project Time planning Knowledge area	177	1.00	5.00	3.1229	.66497
4	Project cost planning Knowledge area	177	1.00	5.00	2.9543	.64932
5	Project Quality Management	177	1.00	5.00	3.0614	.73901
6	Project Human Resource Management Knowledge area	177	1.75	4.75	3.0840	.51195
7	Project Communication Management Knowledge area	177	1.67	4.67	3.0650	.58162
8	Project Risk Management Knowledge area	177	1.50	5.00	3.0632	.55754
9	Project Procurement Planning and solicitation	177	1.80	5.00	3.1410	.54585
10	Project Management tools and techniques	177	1.00	5.00	3.0120	.86672
	Project Performance	***177***	***1.00***	***4.25***	***2.7867***	***.49864***
	Valid N (Listwise)	177				

Source: Own survey, 2024

The result in table above table shows the average mean score in processes of quality planning knowledge area (mean=3.0614, Standard deviation=.73901), in the studied project projects includes quality standards in their planning processes.

The data also shows Project cost management knowledge area have the lowest mean value (mean= 2.9543, Standard deviation=0.64932), and Project scope Management Knowledge area have the next lower mean score (mean=2.9880, Standard deviation=0.68367). Which indicates lack of significant knowledge in this areas. This indicates that scope and cost were not properly identifies, quantified and their response did not planned at planning stage.

The result also indicates that communication planning knowledge areas in their planning processes have mean score (mean=3.0650, standard deviation= 0.58162).This indicates that this knowledge areas were poorly performed during planning stage. Additionally, Integration knowledge areas were also poorly performed in the processes which has low mean value (mean=3.1209, standard deviation=0.54178).

Similarly, procurement and human resource knowledge areas were inadequately performed in the processes, which have a mean value of (m=3.1410 with Standard deviation=0.54585) and m=.0840, with Standard deviation =0.51195) respectively. The research finding also indicates that time planning knowledge areas got the highest mean score (mean=3.1229, standard deviation=0.66497), but poorly performed yet.

Generally, even though the 10 knowledge areas are identified as an important process for project success, this finding shows almost all the process did not performed well at planning stage. Accordingly the finding identifies the poorly/inadequately/ performed knowledge areas resulted poor project performance i.e the project grand mean for project performance based on time, cost, quality and customer satisfaction areas shows that (m=2.7867, standard deviation=0.49864). Thus, the projects of the study area were poorly implemented due to inadequate knowledge of project planning in the study area.

4.4. Inferential Analysis for the Role of Planning Knowledge Areas on Project Performance

The discussions of relationships between planning knowledge areas and project success factors tested by model of regressions are presented in this section. It is assumed that planning knowledge areas significantly impacts all four project successes factors.

4.4.1. Correlation Analysis

Correlation analysis/test/was carried out to consider the relationship between the variables/constructs/. Any correlation coefficient(r) that is positive indicates a direct or positive relationship between two measured variables. Negative r indicates indirect or inverse relationship. This section describes the relationship/correlation/ between projects planning knowledge areas and project outcomes. The variables from 1 to 10 are planning knowledge areas and the 11th variable is project successes outcome. The result of the analysis in table 10 indicates that:-

Table 4.7. Correlation analysis table

			1	2	3	4	5	6	7	8	9	10	11
	1	Correlation Coefficient											
		Sig. (1-tailed)											
	2	Correlation Coefficient	.500**										
		Sig. (1-tailed)	.000										
	3	Correlation Coefficient	.552**	.216**									
		Sig. (1-	.000	.002									

		tailed)											
	4	Correlation Coefficient	.299**	.459**	.251**								
		Sig. (1-tailed)	.000	.000	.000								
	5	Correlation Coefficient	.165*	-.004	.166*	.131*							
		Sig. (1-tailed)	.014	.479	.014	.041							
	6	Correlation Coefficient	.088	.147*	.090	.119	.115						
		Sig. (1-tailed)	.123	.025	.118	.057	.064						
	7	Correlation Coefficient	.395**	.350**	.379**	.559**	.245**	.203**					
		Sig. (1-tailed)	.000	.000	.000	.000	.001	.003					
	8	Correlation Coefficient	.291**	.185**	.358**	.140*	.028	.000	.277**				
	9	Correlation Coefficient	.451**	.258**	.130*	-.007	.064	-.013	.102				
	1	Correlation Coefficient	.073	.125*	.017	.037	-.082	-.069	.014	.232**			
		Sig. (1-tailed)	.166	.048	.409	.312	.139	.181	.426	.001			
	1	Correlation Coefficient	.147*	.137*	.065	.009	-.083	.037	.011	.008	.259**		
		Sig. (1-tailed)	.025	.035	.194	.452	.136	.310	.443	.457	.002	.204	

***. Correlation is significant at the 0.01 level (1-tailed).*

**. Correlation is significant at the 0.05 level (1-tailed).*

*(**1,** Project Integration **2**, Project scope **3,** Project Time **4,** Project cost **5,** Project Quality **6,** Project Human Resource **7,** Project Communication **8,** Project Risk **9,** Project Procurement Planning and solicitation **10,** Project Management tools and techniques **11**, Project Performance)*

There is a positive and significant correlation between project performance and Project Procurement Planning and solicitation knowledge areas. i.e ($p>0.05$, $r=0.002$).

The study also revealed that, Project Integration and Project scope management knowledge areas have statistically significant relationship with project performance since, p-value is less than 0.05; that r=.025 and r=.035 respectively.

The result of the study also shows that, the other variables; Project cost, Project Quality, Project Human Resource, Project Communication, Project Risk management and Project Management tools and techniques knowledge areas have positive relationship with project performance of the study area, Ginnir City Administration.

4.4.2. Regression Analysis

The discussion of relationship between planning input factors with planning knowledge areas, and planning knowledge areas and project successes factors tested by multiple linear regression model are presented/described/ below.

4.4.3. Multiple linear regression analysis

The technique used to test the model is linear regression analysis. It is assumed that for better (effective) planning performance, planning input factors play an important role. The availability of planning input factors related to effective planning processes.

The model summary presents the coefficient of determination which explained the degree to which variations in the dependent variable can be elucidated by changes in the independent variables. It can also be explained as a percentage of variation in the dependent variable (performance of project implementation) that is described by all the 10 project planning knowledge areas.

Table 4. 8. Model summery table

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.316[a]	.100	.046	.48705	1.964

a. Predictors: (Constant), Project Management tools and techniques, Project Quality Management, Project Human Resource Management, Project cost Management , Project Procurement Planning and solicitation, Project Time Management, Project Risk Management, Project scope Management, Project Communication Management Project Integration Management

b. Dependent Variable: Project Performance

The 10 independent variables of project planning knowledge areas (Project Management tools and techniques, Project Quality Management, Project Human Resource Management, Project cost Management, Project Procurement Planning and solicitation, Project Time Management, Project Risk Management, Project scope Management, Project Communication Management Project Integration Management) contributes to 4.6% as presented by adjusted R^2 on performance of the projects in the study area..

Consequently, the other factors not considered in this research contribute to 95.4% on performance of projects. Further research should be conducted to explore the other factors that affect performance of projects.

Table 4.9. ANNOVA Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.383	10	.438	1.848	.056[b]
	Residual	39.378	166	.237		
	Total	**43.761**	**176**			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Project Management tools and techniques, Project Quality planning, Project Human Resource Management Knowledge area, Project cost planning Knowledge area, Project Procurement Planning and solicitation, Project Time Management Knowledge area, Project Risk Management Knowledge area, Project scope planning Knowledge area, Project Communication Management Knowledge area, Project Integration Management Knowledge area

The findings in the ANOVA table indicate that the overall model was statistically insignificant. However, the overall model was shown by a calculated F statistic of 1.848 (p value 0.056). The calculated F statistics was larger than the critical F statistic. So, the findings indicated that the variables: Project Management tools and techniques, Project Quality planning, Project Human Resource Management Knowledge area, Project cost Management Knowledge area, Project Procurement Planning and solicitation, Project Time Management Knowledge area, Project Risk Management Knowledge area, Project scope Management Knowledge area, Project Communication Management Knowledge area and Project Integration Management Knowledge areas are good predictors of performance of construction projects.

4.4.4. Regression Coefficients

The study coefficients of independent variables are presented in the following table. The coefficients indicate the direction and change of dependent variable because of change in the independent variables. Based on the equation $(Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon)$

Table 4. 10. Regression analysis table

Coefficients[a]										
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**		**Collinearity Statistics**	
		B	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**	**Tolerance**	**VIF**
1	(Constant)	2.256	.386		5.84	.000	1.494	3.019		

					1					
	Project Integration Management knowledge area	.050	.102	.054	-.489	.626	-.252	.152	.440	2.271
	Project scope Management Knowledge area	.078	.071	.108	1.105	.271	-.062	.219	.573	1.746
	Project Time Management Knowledge area	.038	.072	.050	.527	.599	-.104	.179	.596	1.679
	Project cost Management Knowledge area	.003	.075	.003	-.034	.973	-.151	.145	.569	1.759
	Project Quality Management	.050	.052	.073	-.946	.346	-.153	.054	.900	1.111
	Project Human Resource Management Knowledge area	.028	.075	.028	.369	.713	-.121	.176	.911	1.098
	Project Communication Management Knowledge area	.042	.084	.050	-.507	.613	-.208	.123	.566	1.765
	Project Risk Management Knowledge area	.120	.076	.134	-1.572	.118	-.270	.031	.749	1.336
	Project Procurement Planning and solicitation	.261	.082	.286	3.195	.002	.100	.423	.677	1.477
	Project Management tools and techniques	.028	.044	.049	.629	.530	-.060	.115	.912	1.097
a. Dependent Variable: Project Performance, Source: Own SPSS V 22, data analysis, 2024										

Using the regression equation above and holding all factors constant the independent variables (project planning knowledge areas) the performance of projects will be 2.256. The result shows that an increase inhuman resource planning will significantly increase project performance. The result of the study shows that, increasing Project Procurement Planning and solicitation knowledge area will significantly ((P>0.05, i.e. 0.002) lead to increase in 2.8% of project performance.

The result also shows that, increasing project integration, scope and time management knowledge area will positively increase project performance by.5%, 7.8% and .3.8% respectively. But, these variables do not significantly determine project performance since p-values of each shows p<0.05. The result agree with Akpan and Chizea (2012) study which found that time planning systems in the construction firms significantly affects performance of the projects.

The results further indicate that an increase in Project cost Management Knowledge area will lead to an increase in project performance but not statistically significant. The study concurs with Antvik and Sjöholm (2013) study findings on the impact of financial planning on project performance. The study found that estimation of cost ought to be grounded on the scope of the project and established that financial planning positively affects project performance. The study also agrees with PMBOK (2014) study findings on the investigation of the influence of cost planning on project performance. The study found that project cost planning practices, which includes the cost budgeting as well as cost estimating process, positively affects project performance.

The findings of the study also shows that an increase in knowledge of Project Quality Management, Communication, Risk Management and Project Management tools and techniques will lead to an increase in project performance by .5%, 4.2%, 1.2% and 2.8% respectively.

The study also reveals increasing the knowledge of employees in Project Human Resource Management area will positively increase project performance by 2.8%. But it does not significantly determine project performance in the study area. The study findings agree with Bratton and Gold (2007) study on human resource planning practices on organization performance. The findings were that human resource planning does not significantly determine performance but through a good reward system might bring about a proliferation in the employees' productivity.

In this regard the project offices studied does not have an integrated project plan. The integrated project plan involves project plan development, project execution and integrated change control. They develop a project plan and execute it as well but they fail to control the changes that come into the project due to different reasons. Even when developing the project plan they fail to use inputs like, historical information, constraints and assumptions.

In the Ginnir Town Administration projects office project risks are not well identified and analyzed so that it is possible to control and manage them. Risk management planning is not well done initially when projects are implemented. In the best practicing projects risks are planned, identified, quantified, qualitative risk analysis made, response plan is prepared and finally monitoring and control is done. But some of these process like risk identification, qualitative analysis and monitoring and control are not practiced in the case of Ginnir Town Administration projects of the selected sites. Form the company documents review it is observed that some of these risk planning processes are not made.

4.5. Summery and Discussion of Results

The general objective of this study was to assess the project planning practices and its effect on project performance in Ginnir city Administration. Ginnir Town Administration project offices quality planning practice is not standardized as compared with the best practicing project running organizations. There is a quality plan prepared but quality assurance activities are not made well. The quality assurance process is the very important part of the quality planning process in the projects in order to control what is planned. Quality control is also very weak. When the quality plan is made quality planning tools like benchmarking, flow

charting, and benefit cost analysis is not well done. Even the quality control process is not well done. Quality audits and inspection are barley done.

In the Ginnir Town Administration town project Planning and development offices of selected sites the communication practice is as follows. Communication planning is made at the initiation of the project by identifying the information needed; communication tools are barley applied. Information distribution to and from the concerned staff and stakeholders are made traditionally. Performance reporting is made and variance and trend analysis is somehow used for measuring the performance of the project there is no a documented plan for communication in the projects.

The result also indicates that communication planning knowledge areas in their planning processes have mean score (mean=3.0650, standard deviation= 0.58162).This indicates that this knowledge areas were poorly performed during planning stage. Additionally, Integration knowledge areas were also poorly performed in the processes which has low mean value (mean=3.1209, standard deviation=0.54178).

Similarly, procurement and human resource knowledge areas were inadequately performed in the processes, which have a mean value of (m=3.1410 with Standard deviation=0.54585) and m=.0840, with Standard deviation =0.51195) respectively. The research finding also indicates that time planning knowledge areas got the highest mean score (mean=3.1229, standard deviation=0.66497), but poorly performed yet.

Generally, even though the 10 knowledge areas are identified as an important process for project success, this finding shows almost all the process did not performed well at planning stage. Accordingly the finding identifies the poorly/inadequately/ performed knowledge areas resulted poor project performance i.e the project grand mean for project performance based on time, cost, quality and customer satisfaction areas shows that (m=2.7867, standard deviation=0.49864). Thus, the projects of the study area were poorly implemented due to inadequate knowledge of project planning in the study area.

Scope planning is made by Ginnir Town Administration project offices. In the best performing project running organizations project scope planning involves initiation, scope planning, scope definition, scope verification and scope change control. But in the Ginnir Town Administration project offices all these are not well performed. After initiation of the project in the product description phase and the subsequent phases there is a problem. Even definition of the activities and the resources required is not properly made. Scope statement is developed but it is not updated when changes are made. Work break down structure and decomposition are applied to determine the scope but in a limited manner. Scope verification is not made at all in the projects. Verifying of the work results is not done. Scope plan is not usually updated when there is a change. So the scope planning practice is not good.

In the procurement process the organizations plans its procurement ahead of everything. Solicitation planning is also conducted after the procurement is planned. The organization also chooses its suppliers based on their capacity. There is also a contract administration mechanism, in the study organization selected sites. After completion of the projects the contracts are formally closed out by agreeing with the supplier according to the initial plan.

In the Ginnir Town Administration project offices the human resource planning practice is as follows. Staff requirement is identified and planned in the initiation phase of the project; roles and responsibility are identified and assigned. All the necessary staffs for completing of the projects are acquired and different techniques like negotiations, pre assignment and procurement are made for acquisition of the staffs. Then staffs are assigned according to their duty and responsibility. Teams are also developed according to requirements and performance reviews are conducted.

In determining the cost of a given project the following four major inputs are necessary. These are Resource planning, cost estimating, cost budgeting and cost control. For resource planning there are different inputs and tools and techniques that can applied. In the Ginnir Town Administration projects of selected sites resources needed are not well planned. Because there is a problem in the scope definition phase of the project it is impossible to use work break down structure as an input in planning the cost of the project. Activity duration estimates are not used for determining and planning the cost of the project. When conducting the project cost determination experts are not well involved and project management software is not also applied.

In Estimating the cost work break down structure is not applicable rand they use analogous estimating technique. In this technique an old cost estimation data or record is used. Because resource requirement and activity definition are poorly made in the scope definition phase it is difficult to estimate the nearest possible cost of the projects. So the cost budgeting made based on the estimation is wrong and that is why most of the projects of Ginnir town administration project are over budget. Cost control mechanism of Ginnir Town Administration project in the selected sites is weak. The cost baseline developed is not a good reference or measure of performance because it is not properly developed. Earned value management (EVM) is used to measure the performance of the projects. So the cost planning practice of Ginnir Town Administration project is weak.

In the Ginnir Town Administration project offices the human resource planning practice is as follows. Staff requirement is identified and planned in the initiation phase of the project; roles and responsibility are identified and assigned. All the necessary staffs for completing of the projects are acquired and different techniques like negotiations, pre assignment and procurement are made for acquisition of the staffs. Then staffs are assigned according to their duty and responsibility. Teams are also developed according to requirements and performance reviews are conducted.

There are many different types of planning tools and techniques used in the planning the projects. Tools like WBS, Gant chart, CPM, PERT, PMIS, project planning methodology and so many others are used. But in the case of Ginnir Town Administration projects the most widely used ones are WBS, Gant chart and PMIS. So most of the planning tools listed above are not applicable in the projects of selected sites of Ginnir Town Administration projects.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter deals with the conclusion, Summary and recommendation of the research paper.

5.1. Conclusions

The study was specifically aimed to explore current project planning practice of Ginnir city Administration and analyzed the effect of project planning knowledge on project performance. Additionally, the study comes up with a better recommendation on project planning so as to improve its performance in the study area, Ginnir City Administration

Regarding the project planning practice, the selected Ginir Town Administration project sites have a poor planning practice when analyzed based on the data collected form the respondents and the review of documents. As explained in the earlier part of this chapter a good Project plan planning scope practice of the organization are good because their mean value is above 3. So, most of the respondents believe that there is a poor project planning practice in the four sites of the study organization.

Concerning the level of staff participation in the preparation of the project plan, the study organization is not good according the responses obtained from to the respondents. Greater than half of the respondents believe that there is poor project team members' participation in preparing the project plan. The level of the project managers' participation is very low with mean value below three in the preparation of the project plan. Even the project managers, team members and organizations are not well communicated during the preparation of the project plan. Most of the respondents believe that project team members were not given a training regarding the preparation of the project plan of the projects.

On the subject of the application of the project planning tools in preparing the project plan, most of the respondents believe that the most widely used planning tools Gant chart, WBS, PMIS were applied better than other planning tools. So the applicability of the explained project planning tools is good according to the majority of the respondents.

Regarding the awareness of staff on the existence of the project plan, most of the respondents said that they aware of the existence of the project plan. So majority of the staffs of the organization are aware of existence of the plan of the projects they are involved.

Using the regression equation above and holding all factors constant the independent variables (project planning knowledge areas) the performance of projects will be 2.256. The result shows that an increase inhuman resource planning will significantly increase project . The result of the study shows that, increasing Project Procurement Planning and solicitation knowledge area will significantly ((P>0.05, i.e. 0.002) lead to increase in 2.8% of project performance.

The findings of the study also shows that an increase in knowledge of Project Quality Management, Communication, Risk Management and Project Management tools and techniques will lead to an increase in project performance by .5%, 4.2%, 1.2% and 2.8% respectively.

The other work done in this study is assessing the role of planning knowledge areas on project outcome. These results provide supports for the important role of planning on project successes. Moreover the influence of each planning knowledge areas on each project outcome was identified using correlation and regression analysis from the gathered data. The finding indicate that better estimation of cost, well identified risk and including quality planning during planning processes results to complete the project on time and budgeted cost. The result also indicated that better estimation of time planning processes results in lower completion cost. For completing the project according to the required quality the study suggested that Time, cost, risk, scope and integration planning knowledge areas play an important role. Time, cost, risk human resource, communication and integration knowledge areas were identified as an important factors to fulfill customer satisfaction

5.2. Recommendation

Based on the analysis conclusion and recommendations are forwarded. This study has been conducted in the assessment of the planning practice of Ginir City Administration projects in some selected sites.

Based on the research finding/conclusion/ the following recommendations are proposed. In order to improve the quality/ performance/ of planning processes it is recommended that, Project managers should spend more effort at planning stage. In planning the team members should have good knowledge and experiences about the planning processes.

- The project planning sector should increase customer involvement in planning stages and should increase their knowledge by providing different training.

- The project planning sector and its team should provide more support to the project managers especially in planning stage. The functional department should be involved in planning stage the required resources should be provided to team members during planning

- In planning processes appropriate project managers should be assigned There should be well communication between project managers and top management of the organization

- The relationship between planning activities and project outcome helps the project managers to focus on the specific planning activities to get better project performance for individual successes factors.

- To improve the performance of project outcomes, the following recommendation is proposed. Planning should be more emphasized by the companies and project managers.

- Team members should improve the quality (performance) of risk, scope, quality human resource, and integration planning knowledge areas.

- According to the finding of the study the four project successes factors (time, cost, quality, and customer satisfaction) have a relationships with planning activities.

- During planning phase the project team members should spends more time on the following planning activities. schedule development, risk response planning, procurement planning, quantitative risk analysis, scope definition quality planning, risk identification, qualitative risk analysis, quality standard identification, communication planning, staff acquisition, human resource planning, resource planning, cost estimation, activity duration estimating

- Construction firms should equip the human resources in their industry through appropriate and constant training programs addressing the performance of construction projects. The study also recommends that there is a need for construction firms to understand the prerequisites of the project team members in order to address them.

- Additionally, it is recommended that Construction projects forecast the level of performance of a project before it is inaugurated. Financial resource planning, on the other hand has a major influence on both the planning and execution parts of a project. For efficient utilization of the resource, total costs and individual costs of the diverse work packages in the project should be kept track of.

- The project scope should be used to estimate the cost of the project with the WBS being connected to the project plan. Estimating the costs of individual activities based on execution conditions will assist to generate correct overall cost estimation. On the same the study recommends that for successful construction project planning, materials management should be a focus to ensure that projects are within time and budget.

- The study recommends development of time schedules based on the formerly developed WBS. Likewise, to develop accurate and attainable schedules, the study recommends accurate sequencing of activities. The process of sequencing the activities encompasses distinguishing dependencies and logical relationships between the project activities. A time schedule without control is not useful to the project organization hence regular checks and controls should be conducted in order to identify deviations as early as possible. Early detection of deviations will enable necessary actions by the project team.

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APPENDIX

MADDA WALABU UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT.

Questioners

Dear respondent

The purpose of this questionnaire was to collect information for the study that assesses the project planning practices of ginner city administration. The study is a requirement for achieving master degree. Your response to each question is indispensable for the effectiveness of this study. The researcher would like to assure you that your response to the questionnaire would be kept confidential and it will be no intention except for academic purpose. Please don't write your name or any personal identifier on the questionnaire.

Instructions: Please refer/consider/ the projects in ginner city administration that you are participated and answer the following question. For each of the questions, please tick √ in the provided space the most suitable answer using the given scale. Please also answer all the questions to enhance the objectivity of the research.

PART I: PERSONAL DETAILS OF THE RESPONDENT

Q.1. Sex: Male □ female□

Q.2. Age: 20-30□ 31-40 □41-50□ 50 and above□

Q.3. what is your level of education?

Certificate □ Diploma□ 1ST Degree□ MA/MSc Degree□ Others □

Q.4 Field of education?

a/ Engineering ☐ / Management ☐ c/ Economics ☐ e/ Others ☐

Q.4. How long have you been working with the Ginnir city administration?

0-5 years □6-10 years □11-20 years □21-30 years□ above 30 years □

Q.5. What is your position? _____

PART II: Questions On Project Planning Practices and performance of Ginnir City Administration. Make a tick (√) mark for your choice (1= strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree)

S. N	Key variables	Description	Response				
			5	4	3	2	1
1	Project Integration Management Knowledge area	Project Management Plan is developed during the planning phase					
		key stakeholders actively involved in planning stage					
		Roles of stakeholders is identified during the planning stage					
		There is strong integration between project planning department and construction supervision unite					
		Top level management actively involved during project planning					
2	Project scope Management Knowledge area	The project scope is well defined in the planning phase					

		Sufficient time is given for project design and quantity preparation/ development					
3	Project Time Management Knowledge area	Project activity schedule is determined in the planning phase					
		Project planning activities are completed prior to project execution					
		Projects face site related problems /site change, right off way problems, soil taste etc/					
4	Project cost Management Knowledge area	Project cost is well estimated in the planning phase					
		Projects face additional cost /variations/ due to change in scope, design					
		There is significant difference between estimated cost and contract amount /winning price					
5	Project Quality Management	Project quality plan is prepared					
		Construction projects face design changes during execution phase					
6	Project Human Resource Management Knowledge area	Project team is planned /allocated early in the planning stage					
		Team members/officers are motivated and committed to participate in the planning process					
		Project Managers/Team leaders are often capable of managing projects					
		Project Human Resource Management Plan is prepared during the planning phase					
7	Project Communication Management Knowledge area	Communication plans and strategies are established during project planning process					
		Communication channels of projects are determined during project planning process					
		On-going communication with project stakeholders are maintained					
8	Project Risk Management Knowledge area	Project Risk is identified during the planning stage					
		Project risk analysis is conducted during the planning stage					

		There is a separate unit/person responsible for project risk management planning					
		Risk response planning prepared in the planning stage					
10	Project Procurement Planning and solicitation	Project procurement plan is prepared early in the planning stage					
		Bid evaluation process is completed early in the first two quarters /i.e. before Month of January/					
		Most of projects are awarded to contractors in the third and fourth quarters					
		Work break down structure (WBS) is used for defining and planning project scope					
		Project Scheduling tools /such us; Gantt chart, Network Scheduling / are effectively utilized Project					
11	Project Management tools and techniques	Logical Framework approach is used for planning					
		Project Management Software is used					
		Project Cost Estimation techniques /Analogy estimate, Parametric estimates, expert opinion, Contingency amount/ is effect used					
12	*Project Completion Time*	*The project completed on the original(planned) schedule*					
13	*Project Completion cost*	*The project completed with the planned budget*					
14	*Project Required specification /quality*	*The delivered product met all specification in the planning stage*					
15	*customer satisfaction on the project result*	*The project result satisfies the customer needs*					
16	Project managers were involved in project planning	Project managers were involved in project planning					
	Project managers & organizations are communicated in project planning	Project managers & organizations are communicated in project planning					
		Training is given for project team members regarding planning of the project					

17	The application of project planning tools of project plan	Work break down is used while planning					
		Gant chart is applied while Planning					
		Project management software is applied while planning					

Thank You!