

**Assessment of the Project Planning Practices of the Floriculture Project, A
Case of Holleta Flower Producers Cluster**



**A Research Report Submitted to the School of Graduate Studies of Jimma
University in Partial Fulfillment of the Requirements for the Award of
Master of Arts Degree in Project Management and Finance.**

By: Mikyasa Bekele

**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF ACCOUNTING AND FINANCE**

**June 2020
Addis Ababa
Ethiopia**

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By: *Mikyas Bekele*

Under the guidance of

Main Advisor: Abiy Getahun

Co-advisor: Mr. Mohammed Getahun

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DECLARATION

I, the undersigned, declare that this study entitled “*Assessment of the Project Planning Practices of the Floriculture Project, A case of Holleta Flower Producers Cluster*” is my original work and has not been presented for a degree in any other university and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name: **Mikyas Bekele**

Signature:

Date:

CERTIFICATE

This is to certify that this study, “*Assessment of the Project Planning Practices of the Floriculture Project, A case of Holleta Flower Producers Cluster*”, undertaken by *Mikyas Bekele* for the partial fulfillment of Master of Arts Degree in Project Management and Finance at Jimma University, is an original work and not submitted earlier for any degree either at this University or any other University.

Research Advisor:

Mr. Abiy Getahun

Signature:

Date:

Research Co-advisor:

Mr. Mohammed Getahun

Signature:

Date:

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ACRONYMS

DBE:	Developmental bank of Ethiopia
EHPEA:	Ethiopian Horticulture Producer Exporters Association
EHDA:	Ethiopian Horticulture Development Agency
EIC:	Ethiopian Investment Commission
EVM:	Earned value management
FDI:	Foreign Direct Investment
GC:	Gregorian Calendar
MoI:	Ministry of Industry
PMI:	Project management institution
PMBOK:	Project management body of knowledge
PMIS:	Project management information system
WBS:	Work break down the structure
HRM:	Human resource management
SPSS:	Statistical package for social sciences
SD:	Standard deviation
PERT:	Program evaluation review technique
CPM:	Critical path method

Abstract

The Ethiopian Horticulture sector stays the fourth in a foreign direct investment earning in the country and making Ethiopia the second largest exporter in Africa next to Kenya. Since the beginning, 72 flower farms have been constructed and export rose to the EU, USA, Japan, and the middle east. The main objective of the study was to assess the planning practice of Holleta rose growers. The cluster was considered purposively because more than five farms were bankrupted due to poor planning and performance. From all ten farms, a total of 200 personnel was selected using a stratified sampling technique, creating a homogeneous group of farm owners, farm managers, production managers, team leaders, and workers. After the selection, a sampling formula used to funnel 133 workers for data collection using questionnaires, interviews, and observations. The survey result shows that 90% of the respondents fall within the age group of 20 to 40, which are productive groups. On the other hand, 69.9% of the respondents were female, addressing the issue of gender. The main findings of this study show that 75% of respondents agreed that the implementation of the project knowledge area is below average, despite 81.3% and 82.3% of the respondent agreed the project procurement and human resource planning practice of all the farms are good. Besides 92% of respondents and the document review revealed that the planning phase directly affects the success of a given flower farm production and marketing, 68.4 % of respondents respond that the communication of project activities is not good in line with this 83.1 % of agreed that workers have not participated in the planning of farm project activities. Besides, the Gant chart, critical path, and project software were used in the planning process while the farm performance is still low. Hence, the study recommends, to minimize the gap between the practices and the theories, the farms should look into its practices and take an evaluation, restructuring, and corrective actions in line with these policymakers and implementers of the horticulture sector should revise all phases of the project planning, in particular to Holleta cluster.

Keywords: *Floriculture, project plan, components of a project plan, an integrated project plan.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Horticulture is one of the sub-sectors of agriculture that received due attention in the second Growth and Transformation Plan (II). As it was stated in the plan, the development of horticulture plays two crucial roles in the economy: earning foreign currency and creating job opportunities. Following the introduction of modern agricultural technologies and techniques, the sector has been growing and contributing to national export earnings. Recent data from the Authority show that it has created jobs for over 200,000 citizens, of which 70 percent are females. Mechanized horticulture production has shown exponential growth in 12 years. Currently, 136 investments in Ethiopia are engaged in the export of flowers, fruits, vegetables, and herbs. Ethiopia has 72 active flower farms and is the second-largest flower producer and exporter in Africa next to Kenya (Flora, 2020).

The country is noted for high-quality flowers. In addition to the rose farms, farms also engaged in the production of cutting and a variety of other flowers, including carination, Gypsophila (EHPEA, 2019). Currently, flowers are produced in six clusters including Ziway, Bishoftu, and Koka, Holleta, Sebeta, and Bahirdar, and exported to European, Middle East, USA, Japan, and Asia. A project plan is a formal document designed to guide the control and execution of a project. A project plan is the key to a successful project and is the most important document that needs to be created when starting any project. The expansion of the horticulture sector and floriculture in particular in Ethiopia in the last decades has been phenomenal.

Nevertheless, the biggest market for the Ethiopian rose is the Netherlands, as around 90% of rose exports go to Holland. Ethiopia has emerged as a strong global cut flower market competitor. The floriculture industry has had a huge impact on Ethiopia's economy and society; most significantly on job creation, Locals are being trained in business and management skills and most donors are giving back to society in one way or another. The industry has also had a major influence on gender perspectives, as more than 75% of workers are female. Through production diversification, Ethiopia can depend more on trade and less on aid. Although floriculture is a fairly new industry in Ethiopia, sales records of flower exports have shown how profitable diversification can be achieved through trade.

Even though huge socio-economic advantages and considerable incentives are given, in Ethiopia the planning and execution problems are seen in different flower producing clusters (EHPEA, 2019), as reported in recent years, the global flower industry has received some negative publicity because of the malfunctioning of some flower farms and other NGOs have raised several issues linked to conditions of production on developing country flower farms. Preparation of project planning at the initial stage of the project licensing and implementation of project planning practice is feeble, (EHPEA, 2019).

Holleta cluster flower growers are well known for poor performance and bankruptcy, currently more than five farms (EHDA, 2018). According to the study conducted by the national bank of Ethiopia farms in the Holleta cluster has a challenge concerning the preparation of a coherent project plan and its implementation, this finding is also supported by the annual performance of the sector in which Holleta are marked as poor performance (EHPEA, 2019).

Many projects in the world are failing to be completed due to poor project planning and problems in the planning phase of the project. The study by (James, et al., 2000) has shown the reputation of project planning on projects and their effect on project success. Findings of their study have verified that higher levels of project planning effort can result in significant cost and schedule savings and poor planning also causes for the failure and increase of the cost of a project. A paper by (Pedro Serrador, 2013) explains that project planning is widely thought to be an important contributor to project achievement.

According to the research paper by (Ye-Ren Wang & Gibson, 2008), a well-organized project plan influences the success of the projects. Many developing countries in the world are affected by poor planning in projects. Weakness in planning and implementation has been identified as one of the main reasons for the unsatisfactory results of projects in Africa (Sylvie Morardet, et al., 2005).

1.2. Background of the Farm's

Ethiopia's economy has enjoyed a high rate of economic growth for the past decades (EHPEA, 2019). The flower sector has generated 243.88 million USD in 2018/19 and has created employment opportunities for more than 80,000 individuals out of which 80% are women (EHPEA, 2019). According to (Tekalign, 2014) project success is highly determined by the performance of the project plan prepared. Although the country is trying to make the sector contributor to the country's economy, still many flower projects failing to continue and bankruptcy due to mainly poor project planning of projects (EHPEA, 2019).

Holleta is an Ethiopian Town located in the Oromia regional state at a distance of 40 Km from Addis Ababa, lying between elevations of 2,320 and 2,460 meters above sea level. The average rainfall in Holleta is 1,367 mm/annum and the mean temperature varies from 12.3 to 15.9 °C, ten farms are located in this horticulture cluster engaged in the production of a



rose for export (EHPEA, 2019).

Figure 1: Areal Map of Holleta Flower Farms, Google Map.

The Holleta flower cluster is one of the largest flower growing area next to Ziway in Ethiopia, a total of ten farms engaged in the production of cut flower to export to the different market destination, including but not limited to the Middle East, Europe, Asia, Japan, Russia, and the USA. The cluster is well known for frequent insolvency and low performance for the last ten years, in comparison to other flower growing clusters in Ethiopia. Almost all of the farms in the Holleta cluster have an issue with the implementation of the projects, which lead to a financial problem, later lead to farm closer, which is a hard hack for the developmental bank of Ethiopia. Despite all these challenges farms create a work opportunity whenever they are functional for locals and international experts and generate an enormous amount of forex for our country.

Farms located in Holleta growing flowers for export markets are the following: -

- *Gallica Flowers PLC* is a company located 35 km west of Addis, established in 2008 G.c. It's a venture company owned by French nationals who have experience in growing flowers for more than 40 years in a similar company located in Ecuador with a total production area of 35 ha in Ethiopia, Gallica flower is well known for quality

flowers with big head size and a niche market share in Russia, Japan, South Africa, Nigeria, and Dubai. Currently, around 350 individuals get a job opportunity in the company.

- *Ethio-agricraft PLC* is a sister company to MEDROC Group Inc., one of the largest corporations in Ethiopia, established in 2005 G.c. Located 35 km from Addis Ababa in Holleta with a total production area of 28 ha producing rose for the export market. Currently, 661 youth employed in the company, besides, the company provides electricity and clean water for a local community. Furthermore, the company is also certified by the international market standard certificate, including Global GAP, MPS-SQ, and MPS-ABC and EHPEA Code of Practice.
- *Hansa horticulture PLC, Dream flower PLC, Alliance flower PLC, Holleta Rose PLC, and A Flower PLC*, are owned by Neniham Groups international from India, all these farms used to be discrete farm now fully managed by the new international company starting from June 2015 by purchasing all of them from Developmental Bank. With a total production area of 80 ha producing cut Rose for the export market. Currently, more than 1300 individuals get employed.
- *Agri flower PLC* was established in 2005 G.c. Located 40 km from the capital Addis Ababa in Holleta Town in a total production area of 22 ha producing flowers and strawberry for the export market. Currently, the farm grants employment opportunity for 281 youth, also the farm Comply with the international market standard including SEMETA, BRC, ETI, and GLOBAL GAP.
- *Marginpar B.v* is owned by Dutch investors established in 2007 G.c. Located 36 k.m. From the center in Holleta with a total production area of 36 ha, producing summer flowers (*Astrantia*, *Eryngium*, *Crocoshmia*, *Ornithogalum*, and *Sensio*) for export markets. A total of 428 employee gets the opportunity to work here, the farm also complied with international standards including MPS ABC, MPS SQ, and EHPEA and Rainforest Alliance.
- *Linnsen Rose PLC*, established in 2007 G.c. with a total production area of 60ha, producing, more than 100 rose variety. Linnsen rose mainly supply its rose to auction in the Netherlands. The company currently employs more than 1600 individuals and a good relationship with the local community.

The Ethiopian Investment Commission and Ministry of the industry in collaboration with the Regional offices are responsible for managing the Horticulture Project in Ethiopia. This office is responsible for the selection of new sites; the allocation of government resources,

the extraction of funds from the federal government budget to finance the project; the acquisition of bonds from the Development Bank of Ethiopia (DBE) to pay for (70/30) scheme of all projects. In all of the cases, investors are expected to come up with 30% total project cost in cash or kind, the remaining were being facilitated by DBE as a loan with reasonable interest rate. The office was set up to ensure the successful implementation of the floriculture investment project in all stages (EHPEA, 2019). Body of knowledge areas planning practice in Holleta Cluster Flower Growers.

Holleta Cluster flower growers have the following practices in the project body knowledge areas. The practices are compiled from Questioner, Farm record, Observations, Ethiopian Horticulture Producer Exporters Association and Ethiopian Investment commission offices report and annual performance data.

Holleta Cluster is also affected by this problem (more than 5 farms are bankrupted and resold) of poor project planning which in turn causing for bankruptcy. According to (EHDA, 2018), the projects fail because of the capacity of the investor and its level of project management skill. The study conducted by EHDA shows that poor project planning takes a lion share for the failure of completing projects according to a specified schedule, cost, and quality. According to (David, 2002), there are different reasons for projects to fail. Among these, poor project planning is one of the most common ones in projects. So, the planning practices of the projects should be improved and be systematized so that all projects can be successful. There are not many studies conducted in the Floriculture sector yet in the country. So, this research was a help to see the gaps in the planning practice of the farms under study. After assessing the planning practices, this thesis was recommended the best project planning practices to the floriculture sector and similar project running in different Floriculture Clusters.

1.3. Statement of the Problem

Project delay and failure to be completed as planned is the main problem in the floriculture industry. Project performance is measured in terms of cost, time, and quality of a project. Usually, projects fail due to problems in the selection, planning, execution, or control phases of a project. A failure in one of the phases may fail the whole project. According to the report by the developmental bank of Ethiopia (DBE) lack of an effective planning process is the main reason for project failure specifically to the floriculture sector, practically it's noticeable that farms like Ethiopian meadows Plc. Soraya blossom Plc. Holleta Rose Plc. and Hansa horticulture flower producers and exporters bankrupt frequently and peddled to different companies via DBE.

The planning practices and processes of the Ethiopian floriculture industry are deprived and even projects usually executed without preparing a proper project plan including an environmental management plan. This motivates the researcher to find out the planning process of floriculture farms in the Holleta cluster. According to (PMI, 2001), the planning processes are highly important, and project execution without proper development of a project plan often causes delays, high costs, and general execution problems in the project. (Dov, et al., 2003), state that activities that are done in the planning phase are the most important ones than the other project phases in determining the success of a project. So far, a few research activities conducted concerning the planning practice of the floriculture farms in Ethiopia, most of the research is focused on the planning practice of the market chain, market information, export catalyst factor, and the issue of royalty payments. The researcher believed that meaningful project success in the floriculture sector requires careful study of the planning of the project before the project is undertaken or implemented. Therefore, this study is aimed to assess the project planning practices of flower farms in the Holleta cluster. The enthusiasm for this study's researcher is the broad knowledge and experience of the horticulture industry in Ethiopia besides information gathered regarding the planning practices from the owners of the farms. So, the researcher stood to assess the detail of the planning practice of flower producers and exporters of the Holleta Cluster.

1.4. Basic Research Questions

In well-lit of the above-mentioned problem statement, the following basic research questions were addressed: -

1. What is the current project planning practice of Holleta Cluster flower growers?
2. What project planning tools are applied?
3. What is the level of awareness among project staff and participation?
4. Is initial planning affect the cost, time, and quality of the product of flower production?

The research will assess the current project planning practice of Holleta cluster Flower Producer, how much the workers and farm owners discern the existing project plan, and their participation in preparing the project plan and finally gauge the upshot of the project planning on the project success.

1.5. General Objectives of the Study

The general objective of this study was to assess the project planning practices in the context of Holleta flower producers.

1.5.1. Specific Objective

The Specific objective of the research was: -

1. To assess project planning practice of Holleta Rose Growers
2. To assess project planning tools used
3. To assess if workers are aware of the project planning and participation of the staff.
4. To assess if planning affects cost, time, and quality of rose production?

1.5.2. Operational Definition

Planning: is determining what needs to be done, by whom, and by when to fulfill one's assigned responsibility (Kernzer 2009).

Project: A project has a defined scope, is constrained by the limited resource (time, budget), involves many people with different skills and, is usually progressively elaborated throughout its life cycle. (Cleland & Ireland 2002).

Project plan: A project plan is a formal approved document used to manage project execution. The project plan is also called an integrated management plan because it comprises of all other specific plans (PMI 2009).

Project planning Practice: The process of leading the work of a team to achieve goals and meet success criteria at a specified time.

1.6. Significance of the Study

Planning practice has a key role in the quality of a floriculture project with considerable economic, social, cultural, and personal significance. As the horticulture sector is a new introduction to Holleta, and even to Ethiopia; studies have not been done to assess the status of the planning practice in the sector. However, this study focuses on assessing the project planning practice of Holleta Flower producers. The study, therefore, contributes to:

- The formulation of effective planning strategies.
- Evaluate the contribution and performance of the planning practice of the project towards addressing problems in the sector.
- Contribute to solving project planning knowledge area related problems.
- Serve as a source of reference for further research works.

This study also shows the importance of preparing a participatory project plan and plays a vital role in improving the planning practice of the horticulture sector.

1.7. Scope and Limitations of the Study

1.7.1. Scope of the Study

This study covers only the Project management body of knowledge area of ten flower farms located in Holleta. Target respondents are selected from these ten farms in Holleta considering the project planning practice taking into consideration the poor reputation of the cluster in annual performance.

1.7.2. Limitations of the study

This research faced boundaries from some of the respondents regarding answers to the interview questions which is corrected by using secondary data in cross-checking the response with the actual farm practice and Lack of prior research studies on the topic corrected via observation and reviewing the project documents were a limitation to this paper.

1.8 Organization of the Paper

The thesis consists of five chapters. The first chapter includes the introductory issues about the research, what the problem, the researcher's purpose, a brief overview of the methodology, the research objective and the research questions to be answered, and concepts used in the study and the significance for undertaking this research. The second chapter is devoted to literature to ten farms understudy to better understand concepts, theories, and models related to the project plan. The third chapter is devoted to research methodology, while the fourth chapter is dedicated to data presentation, analysis, and

findings. The final chapter concludes the topic under discussion with concluding remarks and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Reviews

Ethiopia as a developing nation is trying to grow its economy as much as possible and in as much amount. To achieve the growth needed projects are necessary. So, there are many projects which are underway in the country. Ethiopia's floriculture sector is playing a foremost momentous role in the evolving export segment of the Ethiopian economy and has been able to build a reputation on Africa. Over 1,400 hectares of land cultivated, investors have been able to produce and export freshly cut flowers, cutting, and ornamentals, this has been achieved in less than a decade.

In recent decades, the global demand for cut flowers has grown substantially. This growth in market demands and its expansion value has attracted increasing numbers of developing countries to the global fresh flower trade. These reasons make Ethiopia be part of this business. However, some people say that Ethiopia gives attention to this sector because the European production cost rises steeply. European cut flower growers (especially the Netherlands) have been looking for other continuities for more reasonable conditions as experienced by East African countries like Kenya, Tanzania, and Uganda. Flowers are produced in modern farms around Addis Ababa and the Rift valley.

The main objective of projects is to help achieve the desired results. To achieve what is needed from projects there should be proper project management. Project management has different parts and the project manager is also responsible for completing the project. One of the main responsibilities of the project manager is to properly plan the project because planning what is needed for the project is the first thing that should be done, and which also determines the success or failure of it. So, the role of project planning is highly important for any project to be completed successfully. Planning, in general, can best be explained as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment (Kerzner, 2009).

The project manager is the key to prosperous project planning. The project manager should be involved from project conception through execution. Project planning must be

organized, flexible enough to handle exclusive activities, disciplined through reviews, controls, and capable of accepting multifunctional inputs. Successful project managers understand that project planning is an interactive process and must be performed throughout the life of the project. One of the objectives of project planning is to completely define all work required (possibly through the development of a documented project plan) so that they were readily identifiable to each project participant. This is a necessity in a project environment because: If the task is well understood before being performed, much of the work can be preplanned, If the task is not understood, then during the actual task implementation more knowledge is gained that, in turn, leads to changes in resource distributions, schedules, and priorities, The more Uncertain the task, the greater the amount of information that must be processed to ensure effective performance (Kerzner, 2009).

2.1.1. Definition of planning

Planning is a very wide concept and different scholars define it in different ways. But in all of the definitions, there is similarity. All consider planning as a guide to the execution and as a means of a course of action. Some of the definitions given by different scholars are as follows. Planning is a continuous process of making entrepreneurial decisions with an eye to the future and methodically organizing the effort needed to carry out these decisions. Furthermore, systematic planning allows an organization to set goals. The alternative to systematic planning is decision-making based on history. This generally results in reactive management leading to crisis management, conflict management, and firefighting. Planning is determining what needs to be done, by whom, and by when, to fulfill one's assigned responsibility (Kerzner, 2009).

Planning is the most fundamental function of management (Sadik, 2017). Different authorities define it in different ways. The following is, however, the commonly used definition of planning: "planning is the process of deciding in advance about the short and long-run objectives of the organization and selecting courses of action for accomplishing them." the primary purpose of planning is to minimize the risk of obstacles surrounding future operations. From this point of view, planning can be defined as the process of preparing for change and coping with uncertainty by formulating the means for attaining goals. It is anticipatory decision making that establishes organizational goals and specifies the methods of achieving them (Serrador, 2013).

Planning is the foundation (primacy) of management: planning provides the entire basis from which all future management functions arise. It takes precedence over the other

managerial functions like organizing, staffing, directing, and controlling because none of these functions can be practiced until there is a plan. However, it should be noted that the functions of management are interrelated in that no one function can exist without the other (Charles, 2003). In general, planning involves the determination of objectives, formulation of programs and courses of action for attaining them, developing schedules and timing of action as well as an assignment of responsibilities for their implementation (MS Sridhar, 2009).

Therefore, the term planning is a very wide concept and is defined differently by different scholars. In this paper, the term plan is therefore used as a representative of the following definition. Planning is the process of identifying what is needed to complete a given project. Planning in this context includes the planning of time, cost, quality, communication, contract, stakeholder, human resource, scope, and procurement of a given project.

2.1.2. Scopes of a plan

There are different types of plans depending on the type and nature of the activities that we conduct. There could be long term, short term, and midterm plans in an organization or a given company. So, when we say plan it has the following three major scopes according to (Serrador, 2013). The scope/breadth dimension of plans is a method of categorizing plans based on the range of activities covered. Some plans are very wide-ranging and long-range, focusing on key organizational objectives. Others specify how the organization was mobilizing its resources to achieve these objectives (Serrador, 2013). Accordingly, plans are classified into three categories based on their scope or breadth. This includes Strategic plans, Tactical plans, and Operational plans.

- a. **Strategic plans:** determine the organization's mission objectives, major courses of action, and the allocation of major resources necessary to achieve the organization's objectives. Strategic plans thus provide the organization with the overall long-range direction and lead to the development of policies. Strategic planning is usually done taking into account the environmental threats and opportunities and the internal strengths and weaknesses of the organization. Strategic plans are generally: performed by top-level managers, mostly long-range in their time frame, expressed in relatively general non-specific terms and a type of planning that provides general direction to the organization.
- b. **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 was in the future; whereas tactical plans emphasize how this is to be accomplished. Tactical plans refer to the implementation of activities and the allocation of resources necessary for the achievement of the organization's objectives. They specifically focus on the short-term implementation of activities and resource allocations. The following are typical examples of tactical planning: Developing an annual budget for each department, division, project, choosing specific means of implementing strategic plans; deciding on course of actions for improving current operations.

c. 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.

2.1.3. The planning processes

Planning is a systematic and scientific way of doing things and forecasting the future. When we plan on a given project, we have to follow some systematic and scientific ways. Different processes are used by different scholars for planning. According to (Kerzner, 2009) the planning process involves the following major steps.

The process of planning refers to the specific steps followed in developing organizational plans (Kerzner, 2009) the following are the major steps that a planning process should follow:

- **Understanding the existing situation**

The influence of the external environment is of great concern in planning. As a result, it is essential to be aware of the external opportunities and threats that can affect the planning process. Thus, the organization is required to analyze the following and other environmental situations while involving in the planning process.

- Analyze the economic situation (competition, price, demand, supply, etc.).
- Analyze the political situation (government policies, taxation, peace, and stability, etc.).
- Analyze the social and cultural situations (culture of the society, the direction of culture change, attitude of the society towards different products, etc.).

Moreover, it is important to examine the internal situations and determine the existing strengths and weaknesses of the organization. Thus, planning requires a realistic diagnosis of the existing strengths, weaknesses, opportunities, and threats of the organization.

- **Forecasting**

Planning is deciding what is to be done in the future. As a result, it becomes essential to have information about what the future would look like. Thus, the manager is required to make certain assumptions based on forecasts of the future to plan properly.

- **Establishing objectives/goals**

The next step of the planning process is to identify the objectives/goals of the organization. The objectives fixed must indicate what is to be achieved, where action should take place, who were perform it, how it is to be undertaken, and when it is to be accomplished. Objectives also need to be measurable. Thus, scheduled completion dates, quantity standards, cost limitations, quality specifications, should be established in advance while trying to achieve the objectives.

- **Determine and evaluate alternative plans (course of actions)**

Next to the establishment of objectives, alternative plans are developed and thoroughly evaluated. Thus, once alternative courses of action are determined, they must be evaluated. Usually, alternative plans or courses of action are evaluated against such factors as cost, risks, benefits, organizational facilities, etc.

- **Selecting the plan (course of action) and formulate derivative plans**

This step of the planning process involves the selection of the most desirable plan and the development of derivative plans. The selection of one course of action to face future challenges introduces inflexibility in the planning process. Therefore, since the future is uncertain, the adoption of several courses of action becomes essential. Once a choice is made and a master plan is prepared, derivative plans must be developed to support it. Within the framework of the basic plan, derivative plans are formulated in each functional area. The division of master plan into departmental, sectional, and individual plans provides a realistic picture of things to come in the future. To be effective, the planning process should also provide a feedback mechanism.

- **Implementing the plan**

After the optimum alternative plan or course of action has been selected, the manager is required to develop an action plan to implement it. At this stage of the planning process, the manager must decide on the following issues: Who is going

to do what? When the tasks are to be initiated and completed? What resources (human and non-human) is available for the process? How the plan is be evaluated? What are the reporting procedures to be used? And what type and degree of authority be granted to achieve these ends.

- **Controlling and evaluating the results**

Once the plan is implemented, the manager is responsible to monitor and evaluate the progress made. He/she may be required to make the necessary modifications based on the evaluation results. It is likely for plans to be affected by environmental factors. In such a situation, modification of plans becomes very essential

According to (Stephen, 2008) planning involves the following major nine steps.

- **Identify overall objectives:** - Before doing anything we need to identify our objectives. When we try to do something, we have something in mind. So, we need to specify and determine what we want to achieve.
- **List the assumptions:** - There are things that we considered them as things that had an impact on our plan. So, we should list all the factors that we assume they had an impact on our plan.
- **Define the work effort:** -We have to clearly define the amount and type of effort that we need to achieve the plan that we have set to meet our objectives.
- **Define the tasks and products in detail:** - After we specifically determine the effort needed, we also have to specify the type of activities that we have to accomplish to achieve the planned objectives and to do the work specified.
- **Estimate the work effort:** - **This** is all about estimating the work effort that we need to exert while implementing the plan.
- **Select resources:** - We need also resources to accomplish the works and efforts that we defined and specified. So, we have to identify and select the amount and type of resource that we are needed to achieve our plan
- **Develop the schedule:** - Having identified the resources that we need to implement the plan we also have to develop a timetable for each activity that we were doing and for the objective that we achieved.
- **Estimate costs:** - We need to estimate the cost that we incurred in implementing the plan. So, after we identify the budget, we also have to estimate the cost of implementing the plan to achieve the objective.
- **Secure approval and funding:** - Finally we have to get the approval of the concerned party and we have to ask for a fund to implement the plan. So, the

above planning processes are the most commonly used ones in any management system.

Summarizing those definitions given, this paper defines a project as A temporary endeavor (that has a definite beginning and end time) undertaken following a specific cycle of Initiation, Definition, Planning, Execution, and Closeout to create a unique product, service, or result through novel organization and coordination of human, material and financial resources. A project has a defined scope, is constrained by the limited resource (time, budget), involves many people with different skill and, usually progressively elaborated throughout its life cycle (Clealand & Ireland, 2002), It is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification (Robert & Wysocki, 2002). A project is a temporary endeavor undertaken to create a unique product or service. So projects are an activity that is conducted to achieve something new which was not present before, which is temporary or that with a defined time limit and quality (PMI, 2001).

2.1.4. What is project success?

(Shenhar, 2001) Define four levels of project success: Project efficiency, Impact on the customer, Business success, and Preparing for the future.

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

2.1.5. Definition of a project plan

A project plan is a more specific term for the case of projects. As seen above in the definition of the planning project plan also is a means of achieving something. It is a guideline or map for the project execution. Some of the views of the scholars of the project plan are as follows. A project plan is a formal approved document used to manage project execution. A project plan is also called an integrated management plan because it comprises all other specific plans (PMI, 2001). Project planning and management is a key framework for the successful completion of any project. Planning is a procedural step in project management, where appropriate and standard documents are required to

create an intact and comprehensive project. Knowledge, skills, tools, and techniques are applied to various project activities to meet the project requirements. Planning without management is of no use. To develop a successful project, different project management techniques have been widely established in areas such as planning and control.

In this, various project management methodologies, success, and failure, planning activity, etc. have been proposed. The project plan lies at the heart of project management. As such, it is the key to controlling the progress of the project. A comment (attributed to the managing director of a pharmaceutical company) noted that „we never seem to have time to plan our projects, but we always have time to do them twice“ (Martina Huemann, et al., 2006). The most important responsibilities of a project manager are planning, integrating, and executing plans. Almost all projects, because of their relatively short duration and often prioritized control of resources, require formal, detailed planning. The integration of the planning activities is necessary because each functional unit may develop its planning documentation with little regard for other functional units. Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. The project's requirements set the major milestones. If line managers cannot commit because the milestones are perceived as unrealistic, the project manager may have to develop alternatives, one of which may be to move the milestones. Upper-level management must become involved in the selection of alternatives (Harold, 2009).

The project manager is the key to successful project planning. The project manager should be involved from project conception through execution. Project planning must be systematic, flexible enough to handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project (Harold, 2009). Without proper planning, programs and projects can start “behind the eight balls.” The consequences of poor planning include project initiation without defined requirement, wild enthusiasm disillusionment, chaos, search for the guilty, the punishment of the innocent, and promotion of the nonparticipants (Harold, 2009).

There are four basic reasons for project planning: to eliminate or reduce uncertainty, to improve the efficiency of the operation, to obtain a better understanding of the objectives, to provide a basis for monitoring and controlling work. Planning is a continuous process of

making entrepreneurial decisions with an eye to the future and methodically organizing the effort needed to carry out these decisions. Furthermore, systematic planning allows an organization to set goals. The alternative to systematic planning is decision-making based on history. This generally results in reactive management leading to crisis management, conflict management, and firefighting (Harold, 2009). The project plan is the formal document that describes the procedures to be performed during its execution. It is the foundation of the entire execution. It contains all the knowledge area plans, schedules, technical aspects, etc. (Ricardo, 2008).

2.1.5.1. Tools and techniques of a project plan development.

As seen above project plan is not an easy task. It needs the effort of different people and some systematic ways of doing it. Some different tools and techniques can be used for preparing project plans. Some of these tools and techniques are described as follows.

- Project planning methodology

We cannot simply prepare a project plan without applying some form of methodology. A methodology is an approach that is used to facilitate the preparation of the project plan. A project planning methodology is any structured approach used to guide the project team during the development of the plan. It may be as simple as standard forms and templates or as complex as a series of required simulations. Most planning methodologies make use of a combination of hand tools such as project management software, and soft tools such as facilitated startup meetings (PMI, 2001).

- Stakeholders skill and knowledge

One of the techniques for preparing a sound project plan is the involvement of different stakeholders of the project. From doing so it is possible to get so many ideas and skills which help for preparing a sound project plan. Every stakeholder has skills and knowledge that may be useful in developing the project plan. The project management team must create an environment in which the stakeholders can contribute appropriately. Who contributes what and when they contribute is very (PMI, 2001).

- Project management information system (PMIS)

The project management information system is one of the tools and techniques of the project plan. It is software that is applied for different purposes throughout the project. It helps in creating a sound and consistent plan. PMIS helps project managers to make a decision that is less risky and costly. It helps them in the different phases of the project.

PMIS helps project managers in the selecting, planning, organizing, and controlling phases of the project (Akram, 2011).

- Earned value management (EVM)

Earned value management is one of the project planning techniques which helps for controlling the project performance in terms of project cost and schedule. So, in the project plan, we prepare a planned schedule and cost. So, the earned value management system helps us to control the planned costs and schedule whether they are going as planned or not. A technique used to integrate the project's scope, schedule, and resources and to measure and report project performance from initiation and to close out (Ricardo, 2008).

2.1.6. Components of a project plan.

The project plan is an aggregation of different specific plans. These specific plans include project integration management plan, project scope management plan, project time management plan, project procurement management plan, project communications plan, project human resource management plan, project quality management plan, project cost management plan, project risk management plan, project stakeholder management plan, and value chain management plan.

- Project integration plan

The processes are required to ensure that all project elements are adequately integrated, thus guaranteeing that the whole is always benefited (Ricardo, 2008) Project integration plan helps to coordinates the various elements of the project and it is an important part of planning processes. Prioritizing between competing objectives and alternatives is 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, et al., 2008). As we can see from the below figure integration management works on the integration of all the areas are integrated into a single whole. So, the project integration plan helps us to know how to integrate the different parts of the project into a single entity.



Figure 2: Project integration management Framework

- **Project scope management plan**

It 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 (PMI, 2001).
- **Project time management plan**

All projects have a defined time to be completed when begin. The sponsor, as well as the contractor, be benefited if a given project is completed as per the scheduled time. To complete it there should be a proper project time management plan. Project time management is the process that describes how to monitor and control the time spent within a project (PMI, 2001).
- **Project cost management plan**

Project cost is the main issue in projects. Every activity in projects needs some resources and spending. So, this spending on each activity should be estimated and forecasted so that the budget of the project can be determined. The project cost management plan is all about determining the resource requirements of each activity.

Project cost management is the process used to minimize the cost of the project while maintaining acceptable levels of quality as well as the scope of the deliverables for the duration of the project. Project information that forms the basis of a progress monitoring and cost management system includes a detailed description of client objectives, project requirements, quality expectations, resource constraints, funding structure, acceptance test details, administrative milestones, and the anticipated delivery date (Parviz, 2002).
- **Project quality management**

Quality management is the process of ensuring that all project activities necessary to design, plan, and implement a project are effective and efficient for the objective

and its performance. Quality management is a continuous process that starts and ends with the project (pm4dev, 2016). So, having a good project plan is very essential for any project because failing to complete the project below what is specified is one of the indicators of project failure.

- Project human resources management plan

Projects are run by humans. Any project may have different resources including human and material resources. Even if any project has whatever amount and type of resources it cannot be executed without human knowledge and skill. So, there should be a well-prepared human resource management plan for every project. RM in projects is very essential and it is a little bit different in the general environment due to the specific features of projects and project-oriented organizations. Since projects are temporary by nature and unique the HRM also is somehow different and complicated from the normal organizations (Martina Huemann, et al., 2006). So, there should be a well-prepared project plan which is based on the type of project.

- Project communications management plan

A project communication plan is a system designed to ensure that are required information is distributed to the right person at the right time. Project plans are deliverables. As such, the communication tools applied to reflect the need to express a clear understanding of both the intent of the project and the deliverables that are to be produced. A project communication plan is a plan which explains in detail how information in the project is transferred from one point into the other. A well-prepared communication plan is highly important for the success of any project (Carl, 2004).

Communications are necessary both to link the stages of a project and to facilitate progress within each stage. Communication is so central to the management of a project that poor communications can be considered a serious risk that would threaten the likelihood of completing the project successfully (Vivien, 2006).

- Project risk management plan

In projects, there are different kinds of risks and uncertainties that can be an obstacle to achieving the objective of the project. So, in any project, this risk and uncertainty should be planed before the execution of the project. As one part of the project management body of 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 (PMI, 2001).

- Procurement management plan

Procurement management is one of the most important bodies of knowledge areas in project management and which is one of the most important parts in determining the success of a given project. So, preparing a good project procurement plan is very essential. If properly planned it increases the probability of the success of a project and if not, it may be one of the failure factors in projects. (Peter, et al., 2007) Defined it as a set of processes interlinking vendors, producers, and customers along the supply chain with its attendant work activities, actors, organizations, and technologies.

2.2 Empirical evidences

The theoretical part of this paper shows that project management is a very essential factor for the successful completion of projects. It is impossible to determine what is needed for projects to be completed as per the defined budget, cost, time, and quality if there is no properly defined project plan.

When we come to the empirical literature review, a paper by (Lemma 2012) indicates that project success is highly determined by the quality of the project plan. The probability of completing a given project will be high if it has a well-established plan. A research paper by (Garg and Yadav 2014) states that project planning and management is a key framework for the successful completion of any project. Planning is very essential for any project with its tools and techniques.

A research paper by researchers (Morard et al 2005) proves that weakness in planning and implementation have been identified as one of the main reasons for the disappointing agricultural and management projects. So, from the reviewed literature project plan is an aggregate of specific plans which are developed from each knowledge area. Besides, preparing a sound project plan is a very important factor for completing any project. According to (Yardley 2002) there are different reasons for projects to fail. Among this poor project planning is one of the most common ones in projects. So, the planning practices of the projects should be improved and be systematized so that all projects can be successful.

According to the research paper by (Yu-Ren and Edward 2008), a well-prepared project plan has an impact on the success of the projects.

Weakness in planning and implementation has been identified as one of the main reasons for the unsatisfactory results of projects in the horticulture sector.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This section is to explain how the research was conducted on what kind of data was gathered, structured, and analyzed. It also explains the research design, data collection processes, and data sources.

3.1 Research Design

The descriptive research design was applied, (description of the state of affairs as it exists at present and it reports what has happened or what is happening) to describe and explain, the current project planning practice looks like in the study farms. The researcher has chosen this design because the major purpose of descriptive research is a description of the state of affairs as it exists at present and it reports what has happened or what is happening. So as justified above the major reason for conducting this study is to assess the planning practice of the organization under study. For such types of studies, the recommended research design is descriptive and explanatory one. It is used to describe and report the fact as it is.

3.2 Sources of Data

Qualitative data are collected from company procedures and manuals used to assess the current planning practice of the study farms. As a source, both primary and secondary sources of data are considered in presenting the findings.

3.3. Data Collection Instruments

To collect data from key informants an interview question contains close-ended questions with five Liker-scale has been used to conduct the interview believing that it helps to define the areas to be explored and to allow the interviewer or interviewee to diverge to pursue an idea or response. For the desk review purpose, few questions were selected from the interview questions which were considered suitable to cross-check the accuracy of the informants' response.

All relevant variables have been included to help to identify as well as conclude the problems and to provide appropriate recommendations. interviews were conducted with the decision-makers and inform users of the organization to collect the information. Most of the interviews were made face to face except with the few, who were not available during the data collection time, in that case, telephone interviews were conducted. The necessary information was collected from the interviews conducted by using close-ended questions with five Liker-scale.

3.4. Data Type and Source

For conducting the study Both Quantitative and Qualitative data are used. Qualitative data 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 employed for the current project staff and project management staff of the case study organization. Secondary data is collected from annual reports and publications.

3.5. Sampling Design and Procedure

3.5.1. Target population

In this study, the researcher considers ten flower farms (namely; Gallica Flowers Plc., Ethioagricraft Plc., Alliance Flower Plc., Dream Flower Plc., A flower Plc., Hansa Horticulture Plc., Holleta Rose Plc., Linssen Rose Plc., Agri flower Plc. and Marginpar Bv) from all the farms, owners of the company, managers (Farm and Production), Supervisors, team leaders, and workers. These farms are located in Holleta. These sites are selected

purposively because the cluster is well known when it comes to the implementation of the flower producing project. A total of 2,000 workers were employed on this farm.

3.5.2. Method of sampling

Counterparts to the above rationale, this study adopted the stratified sample design. A stratified sampling technique is applied to obtain a representative sample of the population. Under this type of random sampling, the population is divided into subpopulations that are individually more homogenous than the total population. Then it is possible to select items from each stratum to constitute a sample.

In the process, farms are divided into the homogeneous population of smaller subgroups (farm owners, Production managers, Supervisors, team leaders, and workers) based on their contribution to farm project planning and implementation. A total of 200 personnel selected using this technique from all ten farms. (10 Farm Owners 10 farm manger, 30 Supervisor, three per farm, 40 Team leaders, four per farm and 110 workers, eleven per farm).

3.5.2. Determination of sample size(s)

The sample size of the study is determined based on the following simplified formula proposed by (Fisseha, 2001) by considering the above size of the target population:

$$N = \frac{N}{1 + N(e^2)}$$

When n is the sample size, N is the population size and e is the level of precision. A 95% confidence level and $e = 0.05$, is assumed for determining sample size for this study. Accordingly, the sample size for the study is calculated as follows.

$$\text{So: } N=200 \quad N = \frac{200}{1+200(0.0052^2)} = 133$$

So, the sample size of this study was conducted on 133 individuals composed of Owners of the company, Managers (Farm and Production), Supervisors, team leader's and workers which are directly related to the projects. Respondents are diversified in terms of educational qualification, job variety, and other parameters. Thus, the stratified sampling method is applied to avoid such heterogeneity of the population.

3.6. Method of data analysis

The data collection was administered by using both primary and secondary data sources. The primary data is collected using a questionnaire and key informant interview guide and it is the main method for data collection. It contains close-ended questions with five Likert-scale from (Mean from 1 to 1.80 represents (strongly disagree). 1.81 until 2.60 represents (do not agree). 2.61 until 3.40 represents (true to some extent). 3.41 until 4.20 represents (agree). 4.21 until 5.00 represents (strongly agree).) (Rakshanda, 2020) And were distributed to respondents. The Secondary data collected from reports released by the farms were used.

Primary Data was collected using a close-ended standard questionnaire specifically designed to capture responses to assess the practices of the farms. Primary data collected using questionnaire were used to assess and analyze the planning practice of Holleta cluster flower Growers and exporters, to assess the level of awareness of staff about the project plan, to assess the project planning tools that are applied, and finally to assess the level of staff participation in preparing the project plan.

3.7 Data Quality Assurance

During the interview process, a note was taken (on what?) appropriately. And to make sure all questions were addressed well, the interviewer checked (how?) the questionnaire once again before finalized the interviews. Every day the notes taken during the interviews were expanded correctly not to miss the necessary information and to check the consistency of the data collection process.

3.8 Reliability and Validity

The data collecting tool was also pretested at the Ethiopian Horticulture Producer Exporters Association (EHPEA) before the actual data collection activities have started. EHPEA is a membership-based organization that works in the horticulture sector development activities in Ethiopia. Thus, the validity of the data collection instrument has been tested first on EHPEA. Using the developed interview guide, two EHPEA staff of has been interviewed and some of the questions used to guide the interview have been modified, the irrelevant once were removed and few additional questions were added after evaluating the responses received from the interview.

3.7. Method of Presentation

After the data gathered by using the questionnaire (which is prepared using a Likert scale), it was edited, classified, and tabulated by using different techniques. Both desk and field editing were made, and data analysis was done using SPSS for the data collected using the questionnaire. Descriptive statistics such as standard deviation, mean, frequency, and a percentage is used to analyze the data that is obtained from the questionnaire and the secondary sources. According to (William, 2020), descriptive statistics provide a summary of the main features of a set of data collected from a sample of participants.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter deals with the analysis and presentation of the data collected through questionnaires, interviews, and visits to selected farms. Descriptive statistics like frequencies and mean was used to analyze the data. Interpretations are made based on the frequency and percentages of the data. The findings from the questionnaires were analyzed using SPSS (Version 23). Among the 133 questionnaires distributed to farm personals, one hundred thirty (130) questionnaires were properly jam-packed and returned, which is a 97.7 % response rate. The first part of the questionnaire consists of the demographic information of the participants related to personal and professional characteristics. Whereas the second part used to obtain the respondent's view and perception regarding the project planning practice of all ten farms. This analysis is conducted based on the knowledge areas and conceptual frameworks developed in chapter two, considering Study Area (Floriculture Farms in Holleta Cluster). For the analysis a 5-point Likert scale with score ranges from 1-5 were used, 3 become the hypothetical average score. A calculated mean score of less than 3,

which is a hypothetical average, can be considered as a low mean score whereas greater than 3 can be considered as a high mean score. Therefore, the analysis was made based on this assumption.

4.1. Demographic Information

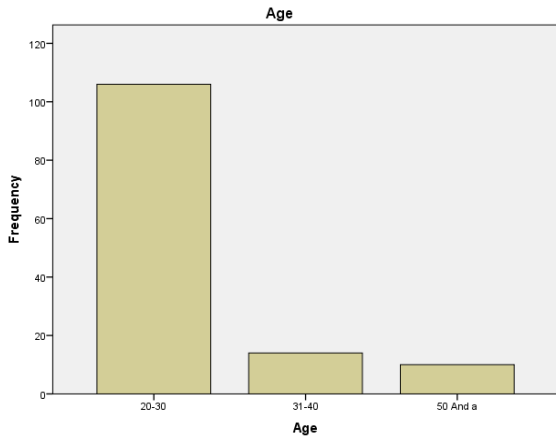


Figure 3: Demographic Information of Respondent, *Source; Own survey*

According to the response from the respondent, 91.7 %,8.3 % of respondents are in the age category of 20-40 and above 40 respectively.

4.2. Gender

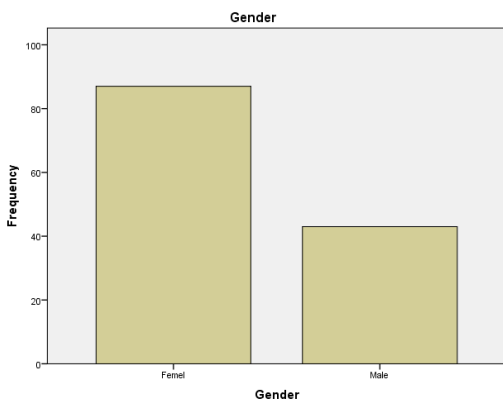


Figure 4: Gender. *Source; Own survey*

According to the response from the respondent, 65.4 %,34.6 % of respondents are in the age category of females and male respectively.

4.2. Work experience

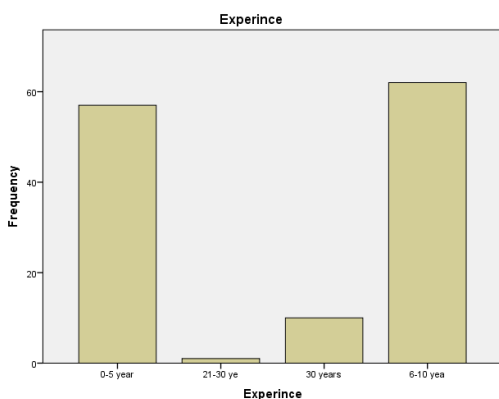


Figure 5: Work Experience. *Source; Own survey*

The distribution of respondent concerning work experience comprised of 47% (6-10 years), 42 % (0-5 years), 7.7. % (30 years) and 0.8 % (21-30 years of experience).

4.3. Result for project Knowledge Area

4.2.1. Project Integration Knowledge Area Practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	90	69.2	69.2
Disagree	25	19.2	88.5
Agree	9	6.9	95.4
Strongly Agree	6	4.6	100.0
Total	130	100.0	

Table 1: Integration Knowledge Area. *Source; Own survey*

According to the response from the respondent, 88.4 % of respondents don't agree on farms clear cut integrated project plan for farms in the study, most of the documents are submitted for formality .only 11.5 % of the respondent believe integration knowledge area of project planning implemented on all farms. This shows that a deprived integration in project planning for all the farms under the study. There are no well-defined and integrated plan projects are defined based on the types of rose grown and market destination of the initial project plan proposed. The integrated project plan involves project plan development, project execution, and integrated change control. They received developed 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.

4.2.2 Project Risk Planning Practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	116	89.2	89.2
Disagree	7	5.4	94.6
Neutral	2	1.5	96.2
Agree	2	1.5	97.7
Strongly Agree	3	2.3	100.0
Total	130	100.0	

Table 2: Risk Planning Practice. *Source; Own survey*

According to the response from the respondent, 94.6 % of respondents don't agree on the farm's project risk planning practice. Only 3.8% of the respondent believe farms has acceptable risk planning practice and 1.5% indifference. This indicates that risks are not properly identified, quantified, and planed by the farms under study. According to the respondents, the risks in the projects of the study farms are not identified well, this shows that project risks are not identified and analyzed efficiently so that it is not possible to control and manage all farming activities. Risk management planning is not well done initially when farm projects are implemented. In the best practicing, project risks are planned, identified, quantified, qualitative risk analysis made, the response plan is prepared, and finally monitoring and control is done, some of these processes like risk identification, qualitative analysis, and monitoring and control are not practiced in the case of Holleta cluster Flower producer Farms. This is also further verified by the review of the company document, and it is observed that these risk planning processes.

4.2.3. Project Quality planning practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	79	60.8	60.8
Disagree	30	23.1	83.8
Neutral	11	8.5	92.3
Strongly Agree	10	7.7	100.0
Total	130	100.0	

Table 3: Quality Planning Practice. *Source; Own survey*

According to the response from the respondent, 83.9 % of respondents don't agree on farms project quality planning practice. Only 8.5% of the respondent believe farms has acceptable quality planning practice and 7.7% indifference.

For most of the farms in Holleta site quality planning practice is not standardized in comparison with the best practicing flower growing project in another cluster. There is a quality plan prepared specifically for growing flowers and sorting, but quality assurance activities are not done well when it comes to overall project implementation. The quality assurance process is a very important part of the quality planning process in the projects to control what is planned. Quality control is also very weak except for the export flowers. When the quality plan is made with quality planning tools like benchmarking, flowcharting and benefit-cost analysis are not well developed.

4.2.4 Project Communication Planning Practice

	Frequency	Percent	Percent	Cumulative Percent
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Strongly Disagree	80	61.5	61.5	61.5
Disagree	20	15.4	15.4	76.9
Neutral	15	11.5	11.5	88.5
Agree	8	6.2	6.2	94.6
Strongly Agree	7	5.4	5.4	100.0
Total	130	100.0	100.0	

Table 4: Communication Planning Practice. *Source; Own survey*

According to the response from the respondent, 76.9 % of respondents don't agree on farms project communication planning practice. Only 11.6% of the respondent believe farms has acceptable communication planning practice and 11.5 % indifference. So, there is no properly established communication channel and system in the projects of the farms under study. The communication channel, both vertically and horizontally using the informal communication line. Information in the projects is not timely disseminated to the concerned people on the farms.

4.2.5 Project Scope planning practice

	Frequency	Percent	Percent	Cumulative Percent
Strongly Disagree	90	69.2	69.2	69.2
Disagree	10	7.7	7.7	76.9
Neutral	10	7.7	7.7	84.6
Agree	6	4.6	4.6	89.2
Strongly Agree	14	10.8	10.8	100.0
Total	130	100.0	100.0	

Table 5: Project Scope Planning Practice. *Source; Own survey*

According to the response from the respondent, 76.9 % of respondents don't agree on farms project communication planning practice. Only 11.6% of the respondent believe farms has acceptable communication planning practice and 11.5 % indifference. Such numbers indicate that there is a poor project scope plan in the projects, for most of the farms when they start producing the scope is not defined in terms of production as well market destination, it is verified in the documents that all production and marketing plan change irregular in the farm. To prepare a good project scope plan there should be a perfectly established work break down structure. As we can see from the below table only 30% of the respondents believe that work break down structure is applied in the projects. 67.7% of the respondents believe that work break down structure is not properly prepared. So, preparing a good project scope plan is impossible without having a proper work break down structure. Scope planning is made by all farms involved in the production of flowers for export. In the best performing project running flower farms project, scope planning

involves initiation, scope planning, scope definition, scope verification, and scope change control. But in the Holleta cluster, all these are not well performed. After the initiation of the project in the product description phase and the subsequent phases, there is a challenge. Even the definition of the activities and the resources required is not properly made. The 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 most of the farms. Verifying the work results is not done. The scoping plan is not usually updated when there is a change. So, the scope planning practice is not good.

4.2.6 Project Procurement Planning Practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	11	8.5	8.5
Disagree	7	5.4	13.8
Neutral	6	4.6	18.5
Agree	15	11.5	30.0
Strongly Agree	91	70.0	100.0
Total	130	100.0	

Table 6: Project Procurement Practice. *Source; Own survey*

According to the response from the respondent, 81.5 % of respondents agreed on farms project procurement planning practice. Only 13.9% of the respondent believe farms don't have acceptable procurement planning practice and 4.6 % indifference. So, there is a better procurement management plan than that of the other planning inputs. In the procurement process, the farms plan their procurement ahead of everything. Solicitation planning is also conducted after the procurement is planned. Farms also choose its suppliers based on their capacity. Besides a contract administration in place.

4.2.7. Project Human Resource Planning Practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	10	7.7	7.7
Disagree	9	6.9	14.6
Neutral	4	3.1	17.7
Agree	42	32.3	50.0

Strongly Agree	65	50.0	100.0
Total	130	100.0	

Table 7: Project Human Resource Practice. *Source; Own survey*

According to the response from the respondent, 82.3 % of respondents agreed on farms project Human Resource planning practice. Only 14.6% of the respondent believe farms don't have acceptable Human Resource planning practice and 3.1 % indifference. Farms managed to build structurally sound project human resource plan Staff requirement is identified and planned in the initiation phase of the project; roles and responsibility are identified and assigned. All the necessary staff for completing the farm activities are acquired and different techniques like negotiations, pre-assignment, and procurement are made for the acquisition of the staff. Then the staff is assigned according to their duty and responsibility. Teams are also developed according to requirements and performance reviews are conducted.

4.2.8. Project Cost Planning Practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	82	63.1	63.1
Disagree	19	14.6	77.7
Neutral	12	9.2	86.9
Agree	8	6.2	93.1
Strongly Agree	9	6.9	100.0
Total	130	100.0	

Table 8: Project Cost Planning Practice. *Source; Own survey*

According to the response from the respondent, 77.7 % of respondents not agreed on farms project cost planning practice. Only 13.1% of the respondent believe farms don't have acceptable cost planning practice and 9.12 % indifference. 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, some different inputs and tools and techniques are applied. In the Holleta Cluster flower growing and exporting projects 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 the 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 and they use the

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 in the Holleta cluster are over budget. The cost control mechanism of the project in the selected farms 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 Holleta Cluster flower grower's week.

4.2.9. Project Time Planning Practice

	Frequency	Percent	Cumulative Percent
Strongly Disagree	90	69.2	69.2
Disagree	20	15.4	15.4
Neutral	7	5.4	5.4
Agree	6	4.6	4.6
Strongly Agree	7	5.4	5.4
Total	130	100.0	100.0

Table 9: Project Time Planning. *Source; Own survey*

According to the response from the respondent, 69.2 % of respondents not agreed on the farm's project time planning practice. Only 4.6% of the respondent believe farms don't have acceptable time planning practice and 5.4 % indifference. Most of the projects are delayed from their original plan due to poor time management plan of the farms under study. As we can see from table 10 and 11. Analysis of the response rate of the respondents indicates the poor practice of the project time management plan. As we can see from the table only 7.7% of the respondents believe that the duration of each activity is determined and planned. Time management is key components of project planning, because all of the components are not plane ahead activities are not timely executed, this cause delay in shipment of rose flowers add additional cost to the company and the country.

4.4. Result for participation in project planning

4.4.1. Participation of farm personals

	Frequency	Percent	Cumulative Percent
Strongly Disagree	84	64.6	64.6
Disagree	24	18.5	83.1
Neutral	7	5.4	88.5
Agree	10	7.7	96.2
Strongly Agree	5	3.8	100.0
Total	130	100.0	

Table 10: Participation of Farm Personals. *Source; Own survey*

According to the response from the respondent, 83.1 % of respondents don't agree on the participation of relevant farm personnel on planning practice. Only 11.5% of the respondent believe farms has acceptable communication planning practice and 5.4 % indifference.

4.4.2. Communication of project progress to farmworkers

	Frequency	Percent	Cumulative Percent
Strongly Disagree	90	69.2	69.2
Disagree	21	16.2	85.4
Neutral	9	6.9	92.3
Strongly Agree	10	7.7	100.0
Total	130	100.0	

Table 11: Communication of Project Progress. *Source; Own survey*

According to the response from the respondent, 85.4 % of respondents don't agree with on-time communication of project activities. Only 7.7% of the respondent believe farms has acceptable project communication planning practice and 6.9 % indifference.

4.4.3. Training provision

	Frequency	Percent	Cumulative Percent
Strongly Disagree	90	69.2	69.2
Disagree	15	11.5	80.8
Neutral	15	11.5	92.3
Strongly Agree	10	7.7	100.0
Total	130	100.0	

Table 12: Training Provision. *Source; Own survey*

According to the response from the respondent, 80.7 % of respondents don't agree on the provision of training related to project planning practice. Only 7.7% of the respondent believe farms has acceptable training on project planning practice and 11.5 % indifference.

4.5 Analysis of the Level of participation in the preparation of the project plan.

To assess the level of participation of the project all selected farm members in the farm taking part in the planning phase of the project are asked for the study. Their response is analyzed and discussed as follows.

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
Farm owners / Production Manager /Supervisors /Team	84 (64.6)	24(18.5)	7(5.4)	10(7.7)	5(3.8)	1.67	1.12
Progress of project planning	90(69.2)	21(16.2)	9(6.9)	0	10(7.7)	1.60	1.144
Capacity building	90(69.2)	15(11.5)	0	15(11.5)	10(7.7)	1.76	1.344

Table 13: Level of Participation of Project Team. *Source; Own survey*

As shown form the above table the level of the participation of project team members is low in the preparation of the project plan. 108(83.1%) of the respondents believe that Farm owners / Production Manager /Supervisors /Team leaders /Workers are not well involved in the planning phase of the project. the mean score is 1.67 which is below the hypothetical mean of 3. 7(5.4%) of the respondents are indifferent about the question and only 15(11.5%) of the respondents believe that project managers are involved in the preparation of the project plan. (Kerzner, 2009) Mentioned that, the project planning prepared in collaboration with a team will have a success rate during implementation because participants create a sense of ownership.

4.6. Result for application of project tools

4.6.1. Critical path method

	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	1.5	1.5
Disagree	36	27.7	29.2
Neutral	8	6.2	35.4
Agree	4	3.1	38.5
Strongly Agree	80	61.5	100.0
Total	130	100.0	

Table 14: Critical Path. *Source; Own survey*

According to the response from the respondent, 64.6 % of respondents agreed on the use of the Critical path method in project planning practice. Only 29.2% of the respondent believe farms has acceptable training on project planning practice and 6.2 % indifference.

4.6.2. Gant Chart

	Frequency	Percent	Cumulative Percent
Strongly Disagree	4	3.1	3.1
Disagree	16	12.3	15.4
Neutral	7	5.4	20.8
Agree	24	18.5	39.2
Strongly Agree	79	60.8	100.0
Total	130	100.0	

Table 15: Gant Chart. *Source; Own survey*

According to the response from the respondent, 80.7 % of respondents don't agree on the provision of training related to project planning practice. Only 7.7% of the respondent believe farms has acceptable training on project planning practice and 11.5 % indifference.

4.6.3. Project planning software

	Frequency	Percent	Cumulative Percent
Strongly Disagree	7	5.4	5.4
Disagree	20	15.4	20.8
Neutral	5	3.8	24.6
Agree	12	9.2	33.8
Strongly Agree	86	66.2	100.0
Total	130	100.0	

Table 16: Project Planning Software. *Source; Own survey*

According to the response from the respondent, 75.4 % of respondents agreed on the use of project planning software. Only 20.8% of the respondent believe farms has acceptable software use for project planning practice and 3.8 % indifference.

There are many different types of planning tools and techniques used in 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 Holleta cluster rose growers, Gant chart, critical path method, and project software are used, and the other planning tools listed above are not applicable in the project planning of selected farms.

4.7. Analysis of Levels of the application of project planning tools

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.

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The critical path method is used as a project tool in the farm	2(1.5)	36(27.7)	8(6.2)	4(3.1)	80(61.5)	3.95	1.39
Gant Chart is Used while planning the	4(3.1)	16(12.3)	7(5.4)	24(18.5)	79(60.8)	4.21	1.18
Project Planner Software is used in	7(5.4)	20(15.4)	5(3.8)	12(9.2)	86(66.2)	4.15	1.33

Table 17: Level of Application of Project Tools. *Source; Own survey*

(Clealand & Ireland, 2002), stated that a projected plan equipped with project management application will have a practical implementation advantage. By the same token project management tools are used in the project planning of the farms under the study. The mean score of all is greater than three the hypothetical mean. Despite this, the applicability and efficiency of the tools are still low. The Gant chart is relatively more applicable than the other tools in the study farms.

4.8 Result for levels of staff awareness of the existing project plan

4.8.1. Farm project activity plan communicated

	Frequency	Percent	Cumulative Percent
Strongly Disagree	74	56.9	56.9
Disagree	15	11.5	68.5
Neutral	18	13.8	82.3
Agree	8	6.2	88.5
Strongly Agree	15	11.5	100.0
Total	130	100.0	

Table 18: Farm Project Activity Communication. *Source; Own survey*

According to the response from the respondent, 68.4 % of respondents not agreed on the communication of project activities for all staff. Only 17.7% of the respondent believe farms has acceptable communication for project planning practice and 13.8 % indifference.

4.8.2. Proper awareness-raising platform

	Frequency	Percent	Cumulative Percent
Strongly Disagree	95	73.1	73.1
Disagree	12	9.2	82.3
Neutral	16	12.3	94.6
Agree	7	5.4	100.0

Total	130	100.0
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Table 19: Proper Awareness Raising Platform. *Source; Own survey*

According to the response from the respondent, 82.3 % of respondents agreed on the use of project planning software. Only 5.4% of the respondent believe farms has acceptable software use for project planning practice and 12.3 % indifference.

4.9. Analysis of levels of staff awareness of the existing project plan

Item	Strongly disagree	Disagree	Neutral	Agree	Strongly	Mean	SD
Farm project activity plan communicated to all staff	74(56.9)	15(11.5)	18(13.8)	8(6.2)	15(11.5)	2.038	1.41
The proper awareness-raising platform is prepared for all farm staff	95(73.1)	12(9.2)	16(12.3)	7(5.4)		1.5	0.9

Table 20: Level of Awareness of Project Plan. *Source; Own survey*

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 not aware of the project plan in their projects. 107 (82.3%) of them said that they were unaware of the existence of the project plan. The rest 7 (5.4%) of the respondents is aware of the existence of the project plan of the farms. All the staff also responds that the project activity plan is nit communicated well, only 23 (17.7%) believe it communicated well. According to (Vivien, 2006) capacity building will play a key role in the success of a given project.

4.10. Result of the effect of project planning for success

4.10.1. Planning on Quality

	Frequency	Percent	Cumulative Percent
Strongly Disagree	18	13.8	13.8
Disagree	2	1.5	15.4
Neutral	5	3.8	19.2
Agree	11	8.5	27.7
Strongly Agree	94	72.3	100.0
Total	130	100.0	

Table 21: Planning on Quality. *Source; Own survey*

According to the response from the respondent, 80.8% of respondents agreed on the impact of project planning on project success. Only 15.3% of the respondent believe success is not affected by the planning and 3.8 % indifference.

4.10.2. Planning on cost

	Frequency	Percent	Cumulative Percent
Strongly Disagree	10	7.7	7.7
Disagree	7	5.4	13.1
Neutral	10	7.7	20.8

Agree	11	8.5	29.2
Strongly Agree	92	70.8	100.0
Total	130	100.0	

Table 22: Planning on Cost. *Source; Own survey*

According to the response from the respondent, 79.3 % of respondents agreed on the planning process on the overall project cost. Only 13.7% of the respondent believe planning doesn't affect project cost and 7.7 % indifference.

4.10.3. Planning on timing

	Frequency	Percent	Cumulative Percent
Strongly Disagree	9	6.9	6.9
Disagree	7	5.4	12.3
Neutral	10	7.7	20.0
Agree	14	10.8	30.8
Strongly Agree	90	69.2	100.0
Total	130	100.0	

Table 23: Planning on Timing. *Source; Own survey*

According to the response from the respondent, 80 % of respondents agreed that project planning affects the time of project completion. Only 12.3% of the respondent believe planning does not impact the project timing, and 7.7. % indifference.

4.11. Analysis of the effect of Project planning on Cost, Quality, and Timing

Item	Strongly disagree	Disagree	Neutral	Agree	Strongly	Mean	SD
Is project planning affect the quality of the products?	18(13.8)	2(1.5)	5(3.8)	11(8.5)	94(72.3)	4.23	1.42
Planning affect the cost of production	10(7.7)	7(5.4)	10(7.7)	11(8.5)	92(70.8)	4.29	1.27
Farm project planning affect the timing of project Implementation	9(6.9)	7(5.4)	10(7.7)	14(10.8)	90(69.2)	4.3	1.23

Table 24: Effect of Project Planning on cost, quality, and time. *Source; Own survey*

As shown from the above table the respondent accepts project planning affect the quality of the product, 105 (80.8%) of the respondents are in line with this response. With an effect on the cost of production and time of implementation 103 (79%), 104 (80%) respectively agreed. In general, (Serrador, 2013) states that the planning of a project affects the overall implementation of project success.

4.12. The result from Desk Review and Observation

- From what observed from desk review and observation, project knowledge areas (Integration, Risk planning, quality, communication, scope, time, and cost planning

practice) are rated as poor on the other hand procurement and Human resource planning rated as satisfactory, proofed via document evidence.

- Participation in project planning is also seen as a missing link, most of the farm activities are planned by the farm owners and farm managers (in some farms case). Most of the workers are active only on the execution of the activities than the initial planning. This generally affects both horizontal and vertical communication lines in the farms.
- Planning tools and techniques are used. Tools like WBS, Gant chart, PMIS, project planning software are commonly used. But in the case of Holleta Cluster Flower most growers, use WBS, Gant chart, and PMIS.
- When it comes to awareness creation to the team about the project planning, attendance and manuals are observed on the farm to introduce the day to day work but concrete evidence is not available to proof training and capacity building program for the staff about the project planning, in most of the farms the farm owners are responsible for all the planning, workers have only participated on the execution of the activities.
- The feedback from the auction and major client in the farm show that the planning affects the delivery of flowers on time, the case of Holleta rose in which the flowers bloomed after valentine day (high season for rose selling) because of not planning the planting date which causes a loss of 65% in cash, can be mentioned as the best example. This shows that planning affects all cost, quality, and price of rose flower.

4.12. Summary of the Major Findings

In general, the project planning practice of selected ten flower growers in the Holleta cluster has below average, based on the data collected from the respondents and the review of documents. From the finding procurement and human resource planning are in good shape for all of the farms with the mean value above three.

Concerning the level of staff participation in the preparation of the project plan, flower farms are not good according to the rejoinders obtained from the respondents. Greater than half of the respondents believe that there is a poor project team member's participation in preparing the project plan. The level of the farm owners, farm managers, supervisors, team leaders, and worker's participation is inconsequential with a mean value below three. Even the project managers, team members, and farms are not well communicated during the preparation of project plans. Besides training is not provided to update the staff with the latest development and project status.

On the subject of planning tools, most of the respondents believe that the most widely used planning tools are Gant charts and WBS. Despite the use, the applicability is still rated below average.

Concerning Project planning and Success almost all of the respondents agreed that planning affects the final growing and exporting of rose flowers, which is supported by all the literature in chapter two.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

To assess the planning practice of the farm's different points are raised and discussed. There are different specific components of a project plan. These include a project risk plan, project cost plan, project time plan, project communication plan, project human resource plan, project integration plan, project quality plan, project procurement plan, and project scope plan. Major conclusions are made regarding these variables and the project plan in the study conducted.

- Regarding the project risk plan, all the farms under this study have a poor project risk planning practice. Risks are not properly identified, quantified, prioritized, and planned even if a project risk plan is one of the most important components of an integrated and the whole project plan.
- Project cost planning is below average. As one part of the aggregate plan failing to properly prepare good cost management, it has an impact on the whole project plan. So

as a result of having a poor cost management plan, the study farms complete most of its projects over the initial estimated budget.

- Project time management is poorly prepared. According to the data obtained and the analysis made based on it, most of the projects in the farms are delayed from their planned completion time. The duration of activities in the projects is not well determined and as a result, it is impossible to determine the actual time needed for each planting season and the whole project schedule of completion.
- The communication plan is also not properly planned. There is not a well-established system for transferring and disseminating information (vertically and horizontally) to the concerned bodies in the project. The result of the analysis confirms that the communication system of the study farms is not well prearranged.
- Regarding the project integration plan in the study farms, the respondents believe that there is no such good integration practice and plan in the projects that the farms run, this is also proofed on the desk review and the annual performance report.
- The project quality management plan is also poorly practiced by Holleta cluster rose growers. Based on the data gathered from the sample respondents and the documents reviewed from the projects there is no well-organized project quality management plan, in any project, there should be a quality plan and quality assurance mechanism as well.
- Project scope planning is not well done in the study farms because the activities are not properly determined. As a result, it is impossible to determine the scope and prepare a good project plan.
- The farms are also weak in participating in all relevant staff in the participation in the project plan of the projects on the study farms. According to the finding and analysis project plan is prepared by the owners without consultation with farm staff.
- Project planning tools are applied in somehow good condition. The two most commonly used project planning tools are WBS and Gant chart.
- According to the finding from the respondent and the document reviews the planning phase directly affect affects the success of a given flower farm production as well as marketing.
- On the other hand, the project procurement and human resource planning practice of all the farms is better than the other project planning inputs. The procurement and human resource practices and plans are more formal and systemized.

5.2 Recommendations

Based on the study findings the following major points are recommended.

- Efforts should be made at the planning stage of the project. A project with a good project plan is with a good road map. So, giving attention and making a good effort in preparing the plan helps in completing the project.
- Even though some planning tools and techniques are applied in a limited manner, it is important to use them all in a more advanced way while preparing the project plan.
- Stakeholders should be involved in the planning stage of the project. Involving stakeholder's in the planning stage helps to see the project from different points of view.
- To improve project planning practice, referring the best planning practices other flower projects in the cluster (i.e. Debrezeit, Koka, and Ziway), and the experience can be easily shared having a positive impact on the other project phases as well.

- Farms should focus on creating a better awareness of the project plan for the staff. It is possible to prepare an awareness program and training that could help in increasing the awareness level of staff about the project plan. Organizations like EHPEA can play a vital role in the capacity building aspect.
- To close the gap between the practices and the theories, the farms should look into its practices and take the evaluation, restructuring, and corrective actions. If the farms take into consideration the recommendations, it would be possible to change the current image of the Holleta flower cluster.

5.3. Suggestions for Further Research

This study has attempted to produce some shreds of evidence on assessing the current project planning practice of Holleta flower growers. However, to produce better evidence and impact policymakers, further studies are needed. Some of the research areas for future research could be.

- A wider survey should be considered including all flower growers in Ethiopia
- Other stakeholders of the horticulture sector should be incorporated in the study such as Donors, consultants, buyer's admin, Ministry of agriculture, etc.
- A study that includes fruit and vegetable producers could also produce better results.
- The use of advanced econometric models could also be considered to get better results.

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Annex

Questioner

QUESTIONER

JIMMA UNIVERSITY

COLLEGE OF BUSINESS and ECONOMICS

MBA. PROGRAM IN PROJECT MANAGEMENT AND FINANCE

TITLE: “Assessment of the Project Planning Practices of the Floriculture Project, A case of Holleta Flower Producers Cluster”

Dear Respondent,

The purpose of this questionnaire is to collect information for the study that assesses the project planning practices of the Floriculture Project, A Case of Holleta Flower Producers Cluster. The study is a requirement for achieving a master’s degree. Your response to each question is indispensable for the effectiveness of this study. The student researcher would like to assure you that your response to the questionnaire is kept confidential and it has no intention except for an academic purpose. Please do not write your name or any personal identifier on the questionnaire. For any clarification needed, please contact me on the below telephone number.

Mobile: 0915763063

Email: mikyasb1@yahoo.com

Thank you in advance

Yours Sincerely

Instructions: Please consider the projects on your farm to answer the following question. For each of the questions, please tick[x] 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. Level of Education: Certificate Diploma Degree MSc

Other _____

Q.4. Experience: 0-5 years 6-10 years 11-20 years 21-30 years 30 years and above

Q.5. Your Current Position _____

No	Question	Strongly Agree	Neutral	Disagree	Strongly disagree
Q1	<i>Project planning knowledge areas</i>				
a	Farm Project risk plan is prepared				
b	Farm Quality planning is Prepared				
c	Farm Communication Planning is Prepared				
d	Farm Activity integration planning is Prepared				
e	Farm project scope planning is Prepared				
f	Farm Project Procurement Planning is Prepared				

PART II: QUESTIONS ON PROJECT PLANNING PRACTICES OF FLOWER FARMS

g	Farm Project Human Resource planning is prepared						
h	Farm project Cost planning is prepared						
I	Farm Project time planning is prepared						
j	Farm identified project risk on Farm						
k	All farm activities completed as per the planned Financial Budget						
l	Farm owners / Production Manager /Supervisors /Team leaders /Workers communicated in all planning phase						
m	Duration of each farm activity determined and planned accordingly						
n	Work break down structure prepared for all farm activities						
o	Enough time is given for Planning farm activities						
Q2	<i>Level of participation in the preparation of the project plan.</i>						
a	Farm owners / Production Manager /Supervisors /Team leaders /Workers involved effectively in planning activities						
b	Progress of project planning communicated to all farmworkers						
c	Capacity building training provided to staff participated in the project						
Q3	<i>Level of the application of project planning tools</i>						
a	Critical Path Method is used as a project tool in the farm						
b	Gant Chart is Used while planning the farm activities						
c	Project Planning Software is Used in planning structure						
Q4	<i>Level of staff awareness of the existing project plan</i>						
a	Farm project activity plan communicated to all staff						
b	Proper awareness-raising platform is prepared for all farm staff						
Q5	<i>if Project planning affect quality, cost and time</i>						
a	Is project planning affect the quality of the products?						
b	Planning affects the cost of production						
c	Farm project planning affect the time of project Implementation						