



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE**

**ASSESSMENT ON PERFORMANCE AND CHALLENGES OF ETHIO TELECOM
INFRASTRUCTURE EXPANSION PROJECT IMPLEMENTATION, MONITORING AND
EVALUATION**

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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

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Implementation, Monitoring and Evaluation

BY: Mideksa Anbesse

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DECLARATION

I declare that a project work named -“Assessment on Performance and Challenges of Ethio Telecom Infrastructure Expansion Project Implementation, Monitoring and Evaluation” is my own work and that all the sources that I have been indicated and acknowledged by means of complete references.

Mideksa Anbesse

Date

CERTIFICATE

This is to certify that this project work, *-Assessment on Performance and Challenges of Ethio Telecom Infrastructure Expansion Project Implementation, Monitoring and Evaluation* undertaken by Mideksa Anbesse in Partial fulfillment of the award of Master's degree in Project Management at Addis Ababa University school of Commerce, is an Original work and not submitted earlier for any degree either at this University or any other University.

Solomon Markos. (PhD)

Project Work Advisor

Date

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In preparing this thesis I have drawn on materials from different sources that have bearing on different facet of projects monitoring and evaluation practices. I owe a profound intellectual debt to various authors whose idea and contribution have shaped my thinking on this subject matter.

Acronyms and Abbreviations

AAU:-Addis Ababa University

AAUSC: - Addis Ababa University school of commerce

BTS: - Base Transceiver Station

EEPCO-Ethiopian electric power corporation Organization

ETA:-Ethiopian Telecommunication Agency

ETC:-Ethiopian Telecommunications Corporation

HR:-Human Resource

ICT:-Information Communication Technology

LFA:-Logical framework approach

M &E:-monitoring and evaluation

PIP:-project implementation plan

PMBOK: - Project Management Body of Knowledge

PMI:-Project Management Institute

PMP: Project Management Professional

SME: Small and medium Enterprise

SPSS: socially packaged statistical software

TEP:-Telecom Expansion Project

UNIDO:-United Nation industrial development organization

WBS:-Work breakdown Structure.

Abstract

The main intention of this project work is to assess and evaluate critically its status, performance and problems of Ethio telecom's expansion project implementation, monitoring and evaluations process. The study was based on primary data source collected from the Ethio telecom infrastructure expansion project teams and secondary data collected from company websites and project materials. The researcher used descriptive research design to describe the performance and challenges of telecom expansion project and for the purpose of triangulation, quantitative and qualitative approaches was utilized. This means descriptive method of data analysis was employed via using statistical software (SPSS) to describe the frequency, percentage, mean, and standard deviation of the actual performance status of the Ethio telecom expansion project against the target, and challenges faced by this company while implementing, monitoring and evaluating process TEP project sites. Based on the information gathered from respondents (questionnaire and interview results) different challenges observed during expansion project that broadly categorized to internal and external challenges.

Key words: Performance, Challenges, Intervention, Ethio telecom, Expansion Project

Chapter One: Introduction

1.1 Back ground of the study

Globally, the development of telecommunication industry is one of the important indicators of social and economic development of a given country. In addition to this, the development of communication sector plays a vital role in overall development of all sectors related to social, political and economic affairs. The telecommunication industry is among the pillar industries to the economic wellbeing of many countries today (Francis O. 2015).

(Thomas W. et al 2012) write that a telecom business transformation program needs a standardized process environment to guarantee that all key objectives are achieved. This implies taking into consideration the company's vision and objectives with a proper level of detail and follow-up. To accomplish this, action points must be broken down, arranged into work groups, scheduled, and assigned to specific individuals and/or organizations, based on operator requirements. The paper also showed that telecom operators are transforming their current networks, operations and businesses to dominate their competitors and prosper in the ICT race. Simplification, harmonization, and customer focus are key new elements of transformation, yet the path to such transformation needs to change according to each operator's specific business goals.

The TEP project aimed to expand and transform its capacity and quality (Thomas W et.al.2012) indicated in that at the heart of every transformation program, operators need to define today where to invest in order to be ready for the new services and business demands of tomorrow. One way to allocate additional capacity and increase profitability is by simplifying, harmonizing and focusing on customers. To do this, operators need a plan to modify the business base in order to capture new revenue streams and increase levels of operational efficiency. This is the heart of what transformation is about: becoming simpler in order to reduce capital expenses in the long run, and providing the baseline for a more efficient, cost effective operation

This research project assessment examined the performance, the challenges and intervention mechanism of the Telecom Expansion Project (TEP). This project is very big (national wide) to expand the infrastructure of telecom service for the customer.

The Ethio telecom expansion project has one central director (chief officer) and three main departments (that purely dedicated for project work). These Divisions are project rollout department, logistics and contract management team. Both the logistics team and the project rollout team has regional project offices based on the project location sites of Ethio telecom. The contract management play a great role to control and manages the vendors' contract and administration issues while the logistics teams play key role to manage materials consumption and demand for the telecom expansions projects at each sites. The Project rollout team is one of the main organs of the TEP which controls and follow up over all activities of the project operation from the date of materials delivery to installations, commissioning and acceptance activities. Generally the TEP project management procedures has been following international roll-out of the 3G and 4G telecom network capacity expansion. The TEP project was based on international vendors' contractual agreement (agreement with ZTE, Huawei and Ericson) for network capacity and quality expansion and local SME contractors' agreement for project civil work purpose. The international TEP project vendor contractual agreement with Ethio telecom for the last three years (2014-2016) throughout the country based on their respective contractual sites and regions of the Ethio telecom project operations. Based on this project organisations and its operations unit the researchers critically assessed the implementation, monitoring and evaluation performance of Ethio telecom infrastructure expansions to provide intended telecom services.

In line with this paper (Keshawn D. et al 2003) presented that assessment of the importance of sound empirical evidence for informed policy decision-making and the monitoring of progress towards achieving health system goals and human re-budgets assigned to the health sector, and also help to precisely define and identify opportunities and constraints of project performance.

Therefore, this research project management assessment developed questionnaires and interview that used to assess the performances and challenges of TEP with important recommendations that supports and improves the organizations.

1.2 Background of the Company

The introduction of telecommunication in Ethiopia dates back to 1884. Ethiopian Telecommunications Corporation is the oldest public telecommunications operator in Africa. In those years, the technological scheme contributed to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country.

After the end of the war against Italy, during which telecommunication network was destroyed, Ethiopia re-organized the Telephone, Telegraph and Postal services in 1941. In 1952 the the Imperial Board of Telecommunications was established by proclamation No. 131/52 in 1952. The Board had full financial and administrative autonomy and was in charge of the provision and expansion of telecommunications services in Ethiopia.

The Imperial Board of Telecommunications of Ethiopia, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services in the wake of the market reforms country.

In 1996, the Government established a separate regulatory body, the Ethiopian Telecommunication Agency (ETA) by Proclamation 49/1996, and during the same year, by regulation 10/1996, the Council of Ministers set up the Ethiopian Telecommunications Corporation (ETC). Under the supervision of the ETA, the principal duty of ETC is maintaining and expanding telecommunication services in the country and providing domestic and international telephone, telex, and other communication services. In this respect, currently ETC is the only operator of any telecommunication related service (Worku Bogale, 2005).

Ethiopian Telecommunication Corporation was transformed to new structure called currently Ethio telecom by 2010, which is a state owned company. Ethio telecom is the only telecom service provider in our country and provides variety products and services like internet, mobile, land line connection, data service and ISP services like email, web site, domain name and others.

The telecom expansion program of Ethio telecom was planned and started in 2013 to achieve the telecom sector expansion objective of the growth and transformation program specifically to solve the quality, coverage and capacity challenges of the network service (project Charter V1).

1.3 Problem statement

It is obvious that in every aspects development of telecom industry is one of the significant indicators for sustainable development of a given country. Similarly, in Ethiopia Ethio telecom has been conducting telecom service expansion project to address the network problem and coverage of the whole country both geographically and in quality.

Ethio Telecom is in continuous improvement to be world class telecom operator and to deliver high customer value. To achieve its vision the company launches many projects with the help of experts 'consultancy from France Telecom and reasonably depends on external vendor capability like HUAWEI, ZTE and Ericson (Getaw 2016). Especially starting from the last three years Ethio telecom was launched telecom infrastructure expansion project with three international telecom vendors from China, Huawei and ZTE vendor companies, and from Sweden- Ericsson vendor companies. All these vendors are separately given contracts to expand telecom infrastructure in different sites of the Ethio telecom regions with budget, schedule and quality based contractual agreements .From these companies the Ericson company have agreed with Ethio telecom on the three circle of the company's project namely South South region, South West Region and South East region of the company. This vendor showed cited slow progress as per the Ethio telecom contractual agreement. To site some problems that gather via preliminary information collecting tools Ericson vendor not supplied enough materials on time and started implementations as per the contract agreements with Ethio telecom. Many TEP project sites not delivered due to quality and on time implementation by the Ericson. Therefore, knowing the specific problem of the project under taking or conducted is an important for an organization to

remain viable and to achieve its strategic objectives. Understanding the challenges with the project on progress helps to keeping projects within scope, on schedule and within budget to satisfy customers as requirements specified.

To the extent of the researcher knowledge, in Ethiopia the development progress of the field project management and on project research study, only a few scholars conducted their finding and to see specifically no scholars conducted study on the assessment of Ethio telecom expansion project implementation, monitoring and evaluation performance and challenges .For example (Alamnew, 2016) conducted an assessment of project managers' competency in Ethio telecom and details how the competency of project managers affect the output of the project. Also (Adam, 2007) reviewed the Ethiopian telecommunications sector performance especially on supply side analysis of policy outcomes. Moreover an important report have been conducted on ICT development by (Gebremedhin, 2003) to show the development status of ICT in Ethiopia and specially the Ethiopian communication infrastructure service in rural Ethiopia. So, since there were only a few studies conducted on assessment of telecom service in Ethiopia and no study conducted to assess the performance of telecom expansion project and its challenges faced (on implementation process, monitoring and evaluation), the researcher will add more value to this paper finding by digging out problems, changes, issues and other hindrances observed on this project.

The main intention of this study is to assess and evaluate critically its status, performance and problems of Ethio telecom's expansion project implementation, monitoring and evaluations process.

1.4 Research Questions

The aim of this basic research question is to critically see the TEP project work performance and limitations observed since the last three years. Specifically the researcher conducted this research and developed the following research questions after collecting the information from stakeholders and analyzing the data. This questions are:

- What are the implementation, monitoring and evaluation performance status of TEP against the baseline contract agreement?

- What are the sets of limitations faced Ethio telecom during the TEP project implementation, monitoring and evaluation process?
- What are the best possible intervention mechanisms used to solve the challenges faced Ethio TEP?

1.5 Objective of the Study

The general objective of the study is assessing the performance and challenges of implementing, monitoring and evaluation of the Ethio telecom expansion project.

The specific objectives of the study:

- To assess the implementation, monitoring and evaluation performance of the Ethio telecom expansion project as per the base line agreement of Ethio telecom.
- To assess the set of challenges Ethio telecom faced during the implementation, monitoring and evaluation process of its expansion project.
- To examine the possible project intervention mechanisms used to solve the challenges faced the expansion project process.

1.6 Significance Of the study

Starting from 2010, Ethio telecom has conducted and has been conducting huge projects with different vendor financing both from national and international companies to improve telecom services reliability and coverage. To minimize the total project cost and risk on one side and to increase the success rate of the these projects on other tip, knowing the performance status of a given project and the drawback faced during the implementation, monitoring and evaluation phase is a key factor. This study could contribute many benefits for both the reader and the owner of the project itself. Some of these benefits:

- ✓ Help to dig out critical sets of challenges faced Ethio telecom expansion project and forward an input for the owner of the project to take action for other projects to be conducted.
- ✓ Also, this research used to assess the performance level of the TEP project and the mechanism used to measure, hence will show to the stakeholders if there will be a big gap on performance and also on base line criteria collected.

- ✓ Lastly the study also used as reference materials for other readers (scholars used for related studies)

1.7 Delimitation of the study

This research focused on assessing the performance level of the TEP project and identifying the sets of challenges observed during the implementation, monitoring and evaluation phase of this project and the intervention used to solve these problems. Specifically it give attentions to the analysis of the performance, the challenges faced and mechanisms used to intervene the problems of the Ethio –telecom under the contracted project sites with venders.

1.8 Limitation of the study

Limitation of a study help to identify possibly expected bottle necks that can affect the process and output of the research. Here below listed limitation that faced the researcher in his operational research work track:

- ✓ Access of information from all project management and project individuals was so difficult due to geographical location of the project population from the country side sites of Ethio telecom (there are about twelve regional sites of the TEP project).This means it is too difficult to gather data from the whole target population by covering all project sites (offices) due to largeness of project area and dispersion of project population at different project sites and also costly.
- ✓ Access to some project documents manuals was difficult to get due to confidentiality purpose that tackled via questionnaire distribution and interview (triangulating the data).

Chapter Two: Literature Review

2.1 Concepts of Projects

According to (Krzner 2002) projects are a complex of economic activities in which scarce resources are committed with expectation of benefits that exceed the cost of committed resources. They are expected to drive benefits and desirable if their benefits are greater than the cost incurred on them. They are well organized forms of activities carried out to achieve defined goals, non- repetitive, and time bound.

Different institutions and organizations apply different approaches of project lifecycle. According to the (World Bank 2004) and Krzner 2002) approach, project lifecycle involves five stages such as project identification, project preparation, project appraisal, project implementation and project monitoring and evaluation.

In turn, (Kerzner 2003) defines projects as any series of activities and tasks that have a specific objective to be completed within specification; have defined start and end dates; have funding limits; consume human and other resources; and are multi-functional. A project may, therefore, be viewed as the entire process that is required to produce a new product, service, process, system or other result within an established budget (Wilson-Murray, 1997). It involves a group of interrelated activities that are planned and then executed in a certain sequence to create a unique product or service within a specific timeframe, in order to achieve outcomes or benefits (Campbell, 2003:71).

2.1.1 Concept of Project management

According to the scholars (V.Palanisamy and K.Vishnuvardhan, 2015) a project has a defined scope, is constrained by limited resource, involves many people with different skill and, usually progressively elaborated throughout its life cycle. (Stanleigh, 2007), (Cleland & Ireland, 2002), (Wheatley)] .Similar to the case for project, many and different definitions were given for project management. Summarizing those definitions Project management can be defined as: the application and integration of modern management and project management knowledge, skills, tools and techniques to the overall planning, directing , coordinating ,monitoring and control of all dimensions of a project from its inception to completion ,and the motivation of all those involved to produce the product ,service or result of the project on time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants.

As Krezner (2002:5) noted project management is an exciting managerial activity which involves an art of creating the illusion that any outcome is the result of a series of predetermined, deliberate act when, in fact it was dumb luck, in which all works all works has interdependence and inter-relationship with others. Krezner (2002) & Keeling (2000) state that the aim and objective of the project management are to achieve timely completion of the project within the allocated resources, time, specified quality and targeted outcomes for the benefit of the society.

As (Waldt, 2008), the establishment of project management as a profession has been a major step in its global recognition and acceptance. In 1984, the Project Management Institute (PMI) administered the first Project Management Professional (PMP) certification examination, and in 1996, the Project Management Body of Knowledge (known as the PMBOK guide) was published.

2.1.2 Concept of Project Success

As (salleh, 2009) indicated on his paper critical project success factors for construction projects was based on the accumulated knowledge and judgments of an experts in the industry. Hence Sixty seven percent of success related factors were considered and grouped under four main project aspects: project characteristic, contractual agreements, project participants, and interactive process. As the result of (Salleh, 2009) revealed that experts agree as different sets of construction success factors for different project objectives. These experts determined that the probability of project success can be increased if the inherent characteristics of the project are thoroughly understood, appropriate contractual arrangements are adopted, a competent management team is assigned, and sound monitoring and control system is established.

Project success is a complex concept that changes over time and different for different project stakeholders (Griffith et al 1999).Successfully accomplishing a project requires the effective management of various constrains and therefore measuring project success is a complex task as success can intangible and consensus hardly exists (Chan et al 2002). The success of a project and the influencing factors depend on the nature, the type of activities and the project environment. Therefore, factors affecting success change from project to project (Muller and Turner 2007). The construction industry is complex and dynamic in nature due to uncertainties surrounding rapidly changing technologies, budget constraints, involvement of geographically dispersed virtual teams, changing requirements and impacts of environmental, political and

economic changes. Therefore, achieving project success is challenging and both academics and construction practitioners have grappled with the project success dilemma for decades partly because the concept of project success still remains ambiguously defined (Chan et al 2004). As a result, how to improve the likelihood of successfully delivering a project and the criteria for assessing project success remains unresolved.

2.1.3 Project success factors

Success factors can be perceived as main variables that contribute to projects' success (Devir, 1998), as levers that can be operated by project managers to increase chances of obtaining the desired outcomes (Westerveld, 2003). A combination of factors determine the success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen, 2012).

Davis (2014) studies project management success in literature from 1970s to present, classifying the evolution of success factors into decades. According to this study, approaches of success factors evolved from focusing on the operation level of a project in 1970s to embracing a stakeholder focused approach after 2000s (Davis, 2014). As a result of the numerous studies that approached the topic of project success, several lists of success factors exist. Pinto and Slevin's paper from 1987 represents a reference point by establishing a list of ten success factors, recognized by other authors as accurate (Turner, Müller, 2005): project mission, top management support, schedule and plans, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, trouble-shooting (Pinto, Slevin, 1987). Davis (2014) adopted in her paper a set of nine themes in order to describe success factors of projects: cooperation and communication, timing, identifying/ agreeing objectives, stakeholder satisfaction, acceptance and use of final products, cost/ budget aspects, competencies of the project manager, strategic benefit of the project and top management support. Lists of factors mentioned above, completed by inputs from practitioners, are the basis of the empirical research presented in this paper.

2.1 Project Monitoring and Evaluation

According to (Jisso, 2014) M&E is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and to highlight whether there are any unintended (positive or negative)

effects from a project and its activities. It is an integral part of the project cycle and of good management practice.

Project execution is the implementing the plans created during the project planning phase. While each plan is being executed, a series of management processes are undertaken to monitor and control the deliverables being output by the project AAU (2016). To successfully deliver the project on time, within budget and to specification you need to fully implement each of the activities and resources. Implementation according to AAU (2016) includes time management, cost management, quality management, performance management, issue management, risk management, procurement management, acceptance management and communications management.

2.2.1 Purpose of Project Monitoring and Evaluation

A well-functioning project monitoring and evaluation system is a critical part of good project management and accountability. (Bido.J 2014) timely and reliable monitoring and evaluation provides information to:

- Support project/Programme implementation with accurate, evidence based reporting that informs management and decision-making to guide and improve project/Programme performance.
- Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements.
- Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.
- Promote and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization

Project monitoring and evaluation is the controlling process of project management tools for informed making and enhancing accountability. Despite their resemblance, they are identified by the following definitions:

2.2.2 Project Monitoring

Project monitoring is a systematic and continuous process of collecting, analysing, and using information for the purpose of the management and decision making (Bido.J, 2014). World Bank (2011: 25) added that it is “a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds’”. Moreover, Berhanu et.al.(2010) and (Bido J.2014) stated that monitoring involves the collection of routine data that measures progress towards achieving projects objectives and helps to understand progress in the intervention performance over time. It is an internal project activities and an integral part of day-to-day activities which involves’ establishing indicators of efficiency and effectiveness, analyzing information and using information to inform day –to-day management.

2.2.2.1 Areas of Project Monitoring

According to Hosein (2003) indicated there are two Project areas to be monitored: compliance and performance tests.

- **The Compliance Test:** this refers to determining whether and to what extent the members of the project team have complied with defined project management policies, procedures, standards & controls in executing activities in each phase of the project life cycle, including activities related to procurement management and financial management.
- **The Performance Test:** is the process of comparing the schedule for activity completion and their associated costs with the planned activity schedule and associated budget parameters defined in the project baseline plan.

2.2.2.2 Types of Project Monitoring

As IFRC (2011) identified the following common types of project monitoring activities like results monitoring (tracks effects and impacts);process monitoring (tracks the use of inputs, progress and outputs);compliance monitoring (Ensure laws and ethical standard);context monitoring (tracks the setting in which the projects operates);beneficiary monitoring (tracks Beneficiaries perception of the projects);financial monitoring (project auditing) and organizational monitoring (tracks institutional development and capacity building).

2.2.3 Project Evaluation

According to Berhanu et.al. (2010), project evaluation can be defined as a process that attempts to determine, as systematically and objectively as possible, the achievement of result in light of relevance, efficiency, effectiveness, impacts and sustainability of project activities. It is the process of determining the worth or significance of a development activity, policy or program to determine the relevance of objectives, the efficiency of design and implementation, the efficiency of resource use, and the sustainability of results. An evaluation should incorporate lessons learned into the decision-making process of both partner and donor.

The document released by the (Bido J.2014) noted that project monitoring and evaluation are synergistic and indispensable project management tools and tend to be used as a single phrase, and in many ways closely linked. Thus, there is not much point in doing monitoring if one cannot evaluate it, and one cannot evaluate something unless monitoring is conducted earlier” (Bido.J 2014). Monitoring information is a necessary but not sufficient input to the conduct of rigorous evaluations. While monitoring information can be collected and used for ongoing management purposes, reliance on such information on its own can introduce distortions as it typically covers only certain dimensions of a project’s or program’s activities, and careful use of this information is needed to avoid unintended behavioral incentives.

2.2 Project Implementation process

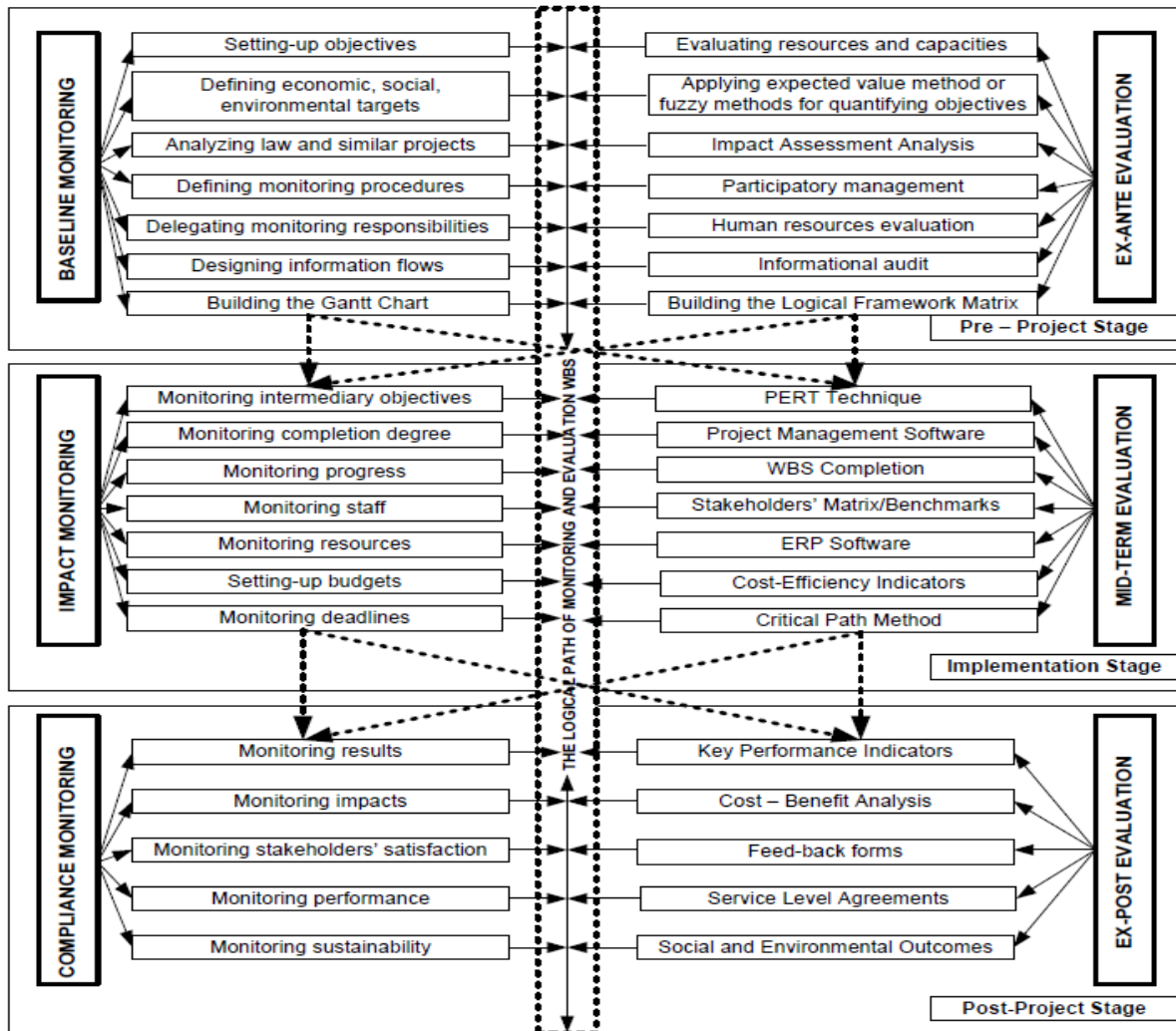
The Project Implementation Process is a generic policy that applies to all types of construction projects. The process of implementation has been developed specifically to guide the infrastructure expansion project and buildings and provides detailed procedures which guide Lead through the process of achieving well designed, appropriately tendered and effectively constructed projects (Roma M. 2015). According to Roman, the project implementation process integrates with the 5-step infrastructure planning and delivery framework at the completion of step 4: project funding method and resource allocation and provides detailed guidance to step 5: delivery of the project. Hence the project implementation process has six phases: concept, design, documentation, tender, communication and review that

2.3 Project Monitoring and Evaluation process

The modern project management approaches are characterized by a logical framework approach (LFA), focused on monitoring the implementation processes, to a result framework approach,

which is mostly focused on tracking results, and which involves, in the same extent, monitoring and evaluation techniques (Florin.T 2011). Under these circumstances the a flowchart which illustrates a project parallel work breakdown structure, encompassing only monitoring and evaluation activities, integrated in a holistic and logical framework. The Monitoring and evaluation process or modern project management is depicted by him is put by diagram 2.1 as below.

Table 2. 2: Monitoring and evaluation process in modern project management



Source: from UNIDO (Vienna, 1986)

2.4 Challenges with project monitoring and evaluation

According to (Florin.T 2011) the main difficulties with monitoring and evaluation to get expected results are:

- ✓ lack of experience in applying most of the project management tools
- ✓ insufficient budget for monitoring and evaluation practices and activities;
- ✓ inappropriate mix of methods and techniques, which are being used by project managers, without taking into account the three stages of monitoring and evaluation related to the project life cycle, using impact monitoring in pre-project stage is useless, while using it during post-project stage is irrelevant and using compliance monitoring in pre-project stage is impossible, while using it during implementation stage is irrelevant;
- ✓ the lack of clearness in stating measurable objectives for the project and its components, which leads to the impossibility of defining performance indicators; the lack of a structured set of indicators, covering the economic, social and environmental outputs generated by the project and their impact on beneficiaries; the lack of a coherent methodology for collecting data and managing project record, so that the data processed are compatible with previous statistics and are available at reasonable costs;
- ✓ lack of concern of the project managers to use in their baseline monitoring processes information gathered from other similar project's compliance monitoring processes

2.5 Challenges with project Implementation

According to (Angela K, 20015) both internal organization factors affecting strategy implementation of project and, also the external organization factors affecting strategy implementation of project. The internal factors are: organizational structure; administrative systems and leadership style while the external factors are related the government factors (legality, pricing of materials and others).

As (Sarah G. et al 2013) write different scholars put that Project success is a complex concept that changes over time and different for different project stakeholders (Griffith et al 1999). Successfully accomplishing a project requires the effective management of various constrains and therefore measuring project success is a complex task as success can intangible and consensus hardly exists (Chan et al 2002). The success of a project and the influencing factors depend on the nature, the type of activities and the project environment. Therefore, factors

affecting success change from project to project (Muller and Turner 2007). The construction industry is complex and dynamic in nature due to uncertainties surrounding rapidly changing technologies, budget constraints, involvement of geographically dispersed virtual teams, changing requirements and impacts of environmental, political and economic changes.

2.5.1 Challenges of telecom industry expansion

(Francis O. 2015) writes in his study of constraints to expansion of the telecommunication sector in Kenya, the telecom expansion challenges can be broadly categorized to industry based challenges (inter firm competition, technology change and price war);customer based challenges (Inadequate customer loyalty and Changing customer tastes and preferences).

Inadequate customer loyalty: Largely, business growth depends on improving customer loyalty behavior. Research explained that companies that have a higher customer loyalty usually experience faster business growth than companies with lower customer loyalty. According to Saks (2001) customer loyalty, refers to the degree to which customers experience positive feelings for, possess allegiance to, and exhibits positive behaviors towards a given company.

Customer advocacy refers to the extent to which customers advocate for a company's products or brand to the public (Keiningham, et. al, 2008). Under this metric, companies experience growth when their customers promote and recommend the customers products and brand to other people, who eventually become customers.

2.6 Conceptual frame work project performance

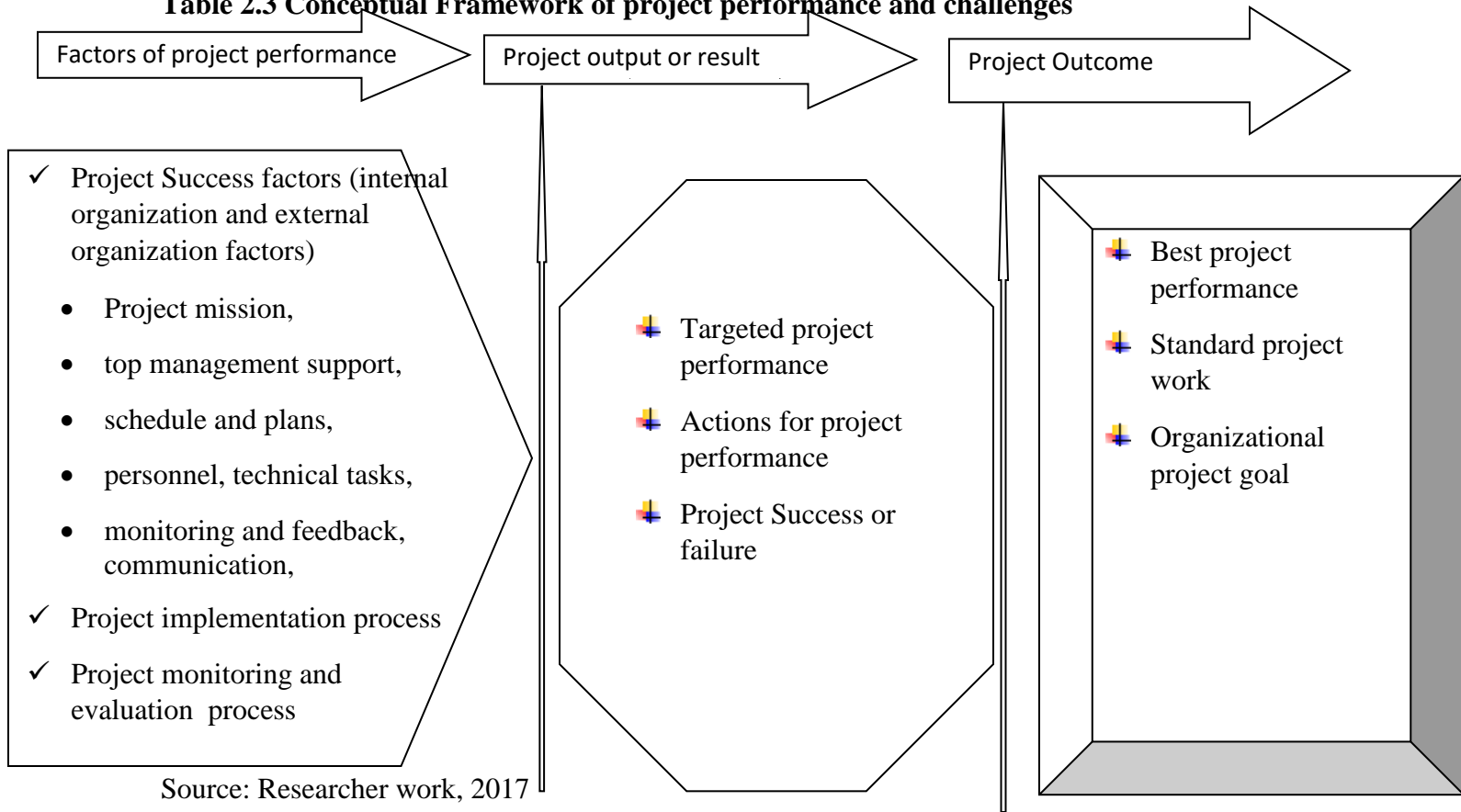
Previous scholars have discussed that project performance or success determined by combination of different factors. Success factors can be perceived as main variables that contribute to projects' success (Devir, 1998), as levers that can be operated by project managers to increase chances of obtaining the desired outcomes (Westerveld, 2003). A combination of factors determine the success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen, 2012).

According to (Jisso, 2014) M&E is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and to highlight whether there are any unintended (positive or negative) effects from a project and its activities.

According to (Angela K, 20015) both internal organization factors and the external organization factors affecting strategy implementation of project. As (Francis O. 2015) writes in his study of constraints to expansion of the telecommunication sector in Kenya, the telecom expansion challenges can be broadly categorized to industry based challenges (inter firm competition, technology change and price war);customer based challenges (Inadequate customer loyalty and Changing customer tastes and preferences).

Based on the above theoretical literature concept and result of the project work finding and discussion, the below conceptual framework has been constructed. This conceptual framework depicts the visual connection among the project factors (success factors: internal and external factors, project implementation, monitoring and evaluation process have impact or effect on project target performance, project success or failure and category of action taken which finally has an outcome of best performance, standardized and organizational project goal.

Table 2.3 Conceptual Framework of project performance and challenges



Chapter Three: Research Methodology

3.1 Research design and approach

The researcher used descriptive research design to describe the performance or status of Ethio telecom expansion project and also to schematically describe the main challenges of these projects. Hence, the research approach employed descriptive method as the data gathered both from respondents and different documents were recorded and described. The other reason for selecting descriptive research approach is that the data gathered from all possible sources were described to assess the projects implementation, monitoring and evaluation performance and challenges of Ethio telecom at the grassroots level. Since most of the data collected via questionnaire distribution is quantitative data and others data gathered via questionnaire and interview is from qualitative data, both quantitative and qualitative approach (mixed approach) of data analysis and presentation was used for this study. Also Since qualitative data and quantitative data support each other and can be used for the purpose of triangulation, quantitative and qualitative approaches were utilized for the purpose of this study.

3.2 Data types and sources

The data collected and used for this project research is both primary and secondary data .Primary data is the data collected from key informants (project managers and core project teams staffs) while the secondary data was collected from company project management contract documents, reports and all related documents other than confidential documents that does not legitimize the company policy and procedures.

3.3 Data Collection Methods

The researcher used both questionnaire and interview method of data collection to gather primary data from the project managers to core project staffs to collect original data from its original source. The researcher conducted face to face interview and telephone interviews (for country side project supervisors), and distributed semi-structured questionnaire to the whole project staffs and Supervisors located at Addis Ababa. Hence, the researcher distributed questionnaire to 76 staffs and 4 core project supervisors who are easily found at Addis Ababa office and also use personal interview with purposely selected 2 key informants project managers, and 6 core project team experts and supervisors via telephone interview to get detail

information and triangulate with the information gathered via questionnaire about the project implementation performance and challenges of implementation, monitoring and evaluation used against the contact management. On the other side, secondary data is the data collected from written materials by other owners such as company work documents, templates, policies, reports, minutes and contractual agreement documents. For the sake of this research project assessment the researcher reviewed and collected secondary data from Ethio telecom web site, project work documents other than confidential (third party documents), project contact management documents, project reports and minutes to fully assess the performance and challenges Ethio telecom TEP. This secondary data also help to be used as supportive information for discussion and analysis of the finding result and enable to triangulate with the information gathered via primary data collection means.

3.4 Target population, Sampling and sample design

The target population of the Ethio telecom expansion project are about 206 (permanently dedicated staffs of the project). This means the TEP project has 206 permanent staffs that distributed to run project works of different sites. These project target population categorized to three teams (project staffs): project run program office has 146 staffs (80 staffs from Addis Ababa and 66 staffs at regional offices) while logistics and contract management program team has 60 staffs both from Addis Ababa and regional sites.

To manage easily and collect needed information and managed data the researcher used non-probability sampling technique. As Saunders (2009) explained; non probability sampling provides a range of alternative techniques to select samples based on your subjective judgment. Thus, to determine the sample size subjectively as per the information types gathered, the researcher employed purposive sampling technique. Hence the researcher used purposive or judgmental sampling enables to use judgmental to select cases that best help to answer the research question(s) and to meet objectives.

Accordingly, Ethio telecom expansion project structured from Project director to staffs level. The general project director manages the whole project activities at head office and the activities of the three officers that control each program management and also there are supervisors and staffs

for different project activities. Generally, as presented above there are 206 permanent TEP population that distributed to run project works of different sites. From these staffs about 50 percent of the target population found at Addis Ababa project offices. For the sake of easily collect targeted research data (information) via questionnaire and interview, and also as it is too difficult to collect from the whole project population which located geographically at different regions and sites of country side, and time consuming and costly to cover the whole sites the researcher selected purposely staffs of project rollout programs, contracts and logistics team have been working at Addis Ababa (76 staffs) and 2 managers, and 9 supervisors from both Addis Ababa and Regions. Totally 88 sample staffs, supervisors, and managers selected purposely to collect primary data.

3.5 Data analysis and presentation

Under chapter four the investigator critically analyzed and discussed the finding result based on the raw data collected. Hence the researcher cleaned, organized and encoded the value of the raw data collected from questionnaire and interview to excel sheet and export to SPSS for analysis. Hence, the data encoded was described via descriptive statistics using charts (tables), graphs and textual presentation. This means descriptive method of data analysis was employed via using statistical software (SPSS) to describe the frequency, percentage, mean, and standard deviation of the actual performance status of the Ethio telecom expansion project against the target, and challenges faced by this company while implementing, monitoring and evaluating process TEP project sites. Moreover; the changes and performance of the TEP project was assessed and presented via logically cohered textual (qualitative) analysis and presentation way based on the interview results and secondary data gathered.

3.6 Organization of the study

This research project paper have five parts. The first part of the paper presented the introduction part that encompasses back ground of the study, statement of the problem, objectives, significance, limitation and delimitation of the study. The second part focused on reviewing related materials and analysis of the previously conducted scholar's concept that have connection with this research topic. The third chapter put the methods used to collect, analyze and present the data. The fourth chapter is about the discussion and the result of the finding while the last chapter concluded and put forwarding for the finding.

Chapter Four: Results and Discussion

4.1 Demographic information (Questionnaire participants)

The participants work experience, position, age, and gender composition and education status of questionnaire respondents have described as below.

As presented by the below table, 73.8% of the questionnaire respondents were project staffs and about 22.5% of the respondents are project supervisor while 3.8% of the respondents core project experts (position) . This indicates that the questionnaire respondents were from lower staff position to lower (line manager) project management level who participates directly on daily project activities.

On the hand, according to the result gathered shows the work experience of these respondents, in Ethio telecom is in the range of 0 to 25 years of experience. For example as depicted in the below table, 25% of the respondents worked for 0-5 years, 55% of the respondents worked for 6-10 years and 11% of the questionnaire respondents have worked in Ethio telecom for 11-15 years. The below table 4.2 also showed the gender composition of the respondents participated. Hence, the result of the data gathered shows that 20% of the respondents were female and the left, 80% of the participants were male.

As the below table figure depicts, the age composition of the respondents have included all age level starting from 18 to 55 years. The Result of the data gathered showed that 17.5 % and 75% of the respondents' age are in the range 18-25 and 26-35 respectively while whose age range is between 36-45 and 46-55 are 3.8%.

As presented in the below table, finding result also showed that the education level of all respondents are 2nd degree and 1st degree level. From the participants 35% of the participants are holder of Master's Degree while 65% of them are 1st degree holders.

As the above table 4.1, the statistical result shows there is deviation among work experience of the respondents and the mean average interval of the respondents' experience is 6-10 , the mean average interval of the respondents age is from 26-35 and average education level of the respondents is BA/BSc degree.

Table 4.1: Demographic description of questionnaire respondents (statistics)

	Work position	Work experience	gender	Age	Education level
N	80	80	80	80	80
Missing	0	0	0	0	0
Mean	1.30	2.08	.80	1.94	2.65
Std. Deviation	.537	.952	.403	.603	.480

Source: Own Survey, 2017

Table 4. 2: Demographic description of questionnaire respondents (Frequency Distribution)

Work position	Frequency	Percent	Valid Percent	Cumulative Percent
staff	59	73.8	73.8	73.8
supervisor	18	22.5	22.5	96.3
expert	3	3.8	3.8	100.0
Total	80	100.0	100.0	
Work experience (year)	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	20	25.0	25.0	25.0
6-10	44	55.0	55.0	80.0
11-15	9	11.3	11.3	91.3
16-20	4	5.0	5.0	96.3
21-25	3	3.8	3.8	100.0
Total	80	100.0	100.0	
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
female	16	20.0	20.0	20.0
male	64	80.0	80.0	100.0
Total	80	100.0	100.0	
Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	14	17.5	17.5	17.5
26-35	60	75.0	75.0	92.5
36-45	3	3.8	3.8	96.3
46-55	3	3.8	3.8	100.0

Total	80	100.0	100.0	
Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Masters	28	35.0	35.0	35.0
Degree	52	65.0	65.0	100.0
Total	80	100.0	100.0	

Source: Own survey, 2017

4.2 Analysis of TEP project performance (Descriptive Analysis)

Table 4 3:Description of Performance of Telecom Expansion project (Statistics)

	How did you indicate the performance status of Ethio telecom TEP in comparison to the base line contract?	Overall did the expansion projects achieve the envisaged output?	How would you rate Ethio telecom TEP quality of the output achieved against target?	Did the TEP implementation work started as per the contract with Vendor?	Did the implementation of the expansion project undergone as per the pre-defined project charter objectives and goals?
N	80	80	80	80	80
Missing	0	0	0	0	0
Mean	1.81	1.79	2.18	1.94	1.68
Std. Deviation	.597	.520	.569	.801	.787

Source: Own Survey, 2017

As the above table 4.3 shows by statistical mean of the respondents answer (average 1.81 means almost 2 meet quite well), the performance status of Ethio telecom project meet quite well the base line contract objective. It also shows the expansion project achieved its envisaged output (mean 1.79). In another term, on average the implementation of the project undergone as per the pre-defined project charter objectives and goals (mean 1.68 means 52.5% of the respondents say yes), but others (47.5%) responded that implementation of the expansion project not conducted as per pre-defined project charter objectives and goals.

Table 4. 4: **Description of Performance of Telecom Expansion project (Frequency)**

How did you indicate the performance status of Ethio telecom TEP in comparison to the base line contract?	Frequency	Percent	Valid Percent	Cumulative Percent
meet very well	23	28.8	28.8	28.8
meet quite well	49	61.3	61.3	90.0
not meet at all	8	10.0	10.0	100.0
Total	80	100.0	100.0	
Overall, did the expansion projects achieve the envisaged output?	Frequency	Percent	Valid Percent	Cumulative Percent
yes completely	21	26.3	26.3	26.3
yes partially	55	68.8	68.8	95.0
not at all	4	5.0	5.0	100.0
Total	80	100.0	100.0	
How would you rate the expansion project quality of the output achieved against target?	Frequency	Percent	Valid Percent	Cumulative Percent
Exceeded target	7	8.8	8.8	8.8
Meet target	52	65.0	65.0	73.8
did not meet target	21	26.3	26.3	100.0
Total	80	100.0	100.0	
Did the implementation of the expansion project been undergone as per the pre-defined project charter objectives and goals?	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	42	52.5	52.5	52.5
No	22	27.5	27.5	80.0
Not determined	16	20.0	20.0	100.0
Total	80	100.0	100.0	

Source: Own survey, 2017

The result of the above table 4.4 showed the overall performance and quality assessment description based on the response (data gathered from questionnaire) of the participants. Accordingly, about 29% of the respondents indicated that the performance status of TEP meet very well in comparison to the base line contract and around 61% of the respondents responded that the project performance meet quite well in comparison to the base line contract while 10% of the participants put their response that the expansion project performance didn't meet as planned.

The result of the table 4.4 also used to describe the overall output archived from the expansion project. The result of the finding showed that 26.3% of the parts expressed their view that the expansion project achieved its envisaged output completely and 68.8% of the respondents said that the expansion project achieved its target output objects partially while 5% of them presented that the project not achieved the target output all. As majority of the respondents commented on open ended questions and have got from the result of this table the expansion project output is achieved averagely while there are a few sites and areas still on going to complete to the project.

The descriptive statistics of the above table also presented the level of the expansion project output quality achieved against targeted of the project at the base line. Accordingly, the result of the above table 4.4 depicted that 65% of the respondents answered that expansion project just achieved the quality of the output achieved against target while 26.3% of the participants responded that expansion project didn't achieve targeted output quality. Sparingly, a few parts (8.8% of participants) expressed that the telecom expansion project achieved more than targeted quality. As the response from interview participants and open-ended question indicates the project achieved the planned quality even though there are challenges behind.

The result obtained from the questionnaire shows 52.5% of the participants have responded that implementation of the expansion project undergone as per the pre-defined project charter objectives and goals, but 27.5% of the response from the participants indicates that implementation of the expansion project not undergone as per the pre-defined project charter objectives and goals while 20% of the participants were indifferent to determine or have no access to information. As the information from key informants' interview showed the implementation time and process different form vendor to vendor and site to site. Some vendors didn't go as the time frame and charter plan of the company due to negotiation process and material delivery.

Table 4. 5: Descriptive Assessment of TEP implementation performance (**Statistics**)

	Materials needed for this project have been supplied for implementation as per scheduled	Qualified and sufficient HR have been supplied for project implementation	The project implementation has been completed as per the defined schedule	The project implementation has been completed as per the defined quality standard	The project implementation has been completed as per the defined budget (cost)	The TEP project was implemented with no problems of materials supply to complete civil works.	There has been adequate monitoring, evaluation and reporting process during the implementation phase of the TEP.	The overall implementation performance of TEP was more than the target line.
N	80	80	80	80	80	80	80	80
Missing	0	0	0	0	0	0	0	0
Mean	2.78	2.99	2.41	2.93	2.86	2.40	3.29	2.56
Std. Deviation	.779	.948	1.015	.868	.910	.773	1.127	.777

Source: Own Survey, 2017

As the above table 4.5 indicated by statistical standard deviation result, there is deviation among the respondents answer and view on the project especially on implementation schedule and adequate monitoring and evaluation phase). This indicates the respondents access to information and reporting differ (unequal access to information shared). The statistical mean result (approaches to 3) of this table also shows that most respondents prefer to answer neutral scale either due to lack of project status report or lack of access to exact information.

Table 4.6: Descriptive Assessment of TEP implementation performance (**Frequency**)

Materials needed for this project have been supplied for implementation as per scheduled	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	35	43.8	43.8	43.8
Neutral	28	35.0	35.0	78.8
Agree	17	21.3	21.3	100.0
Total	80	100.0	100.0	
Qualified and sufficient HR have been supplied for project implementation	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	24	30.0	30.0	35.0
Neutral	21	26.3	26.3	61.3
Agree	31	38.8	38.8	100.0
Total	80	100.0	100.0	

The project implementation has been completed as per the defined schedule	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	17	21.3	21.3	21.3
Disagree	27	33.8	33.8	55.0
Neutral	22	27.5	27.5	82.5
Agree	14	17.5	17.5	100.0
Total	80	100.0	100.0	
The project implementation has been completed as per the defined quality standard.	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	18	22.5	22.5	27.5
Neutral	41	51.3	51.3	78.8
Agree	14	17.5	17.5	96.3
strongly agree	3	3.8	3.8	100.0
Total	80	100.0	100.0	
The project implementation has been completed as per the defined budget (cost)	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	8.8	8.8	8.8
Disagree	14	17.5	17.5	26.3
Neutral	46	57.5	57.5	83.8
Agree	9	11.3	11.3	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	
The TEP project was implemented with no problems of materials supply to complete civil works.	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	8.8	8.8	8.8
Disagree	41	51.3	51.3	60.0
Neutral	25	31.3	31.3	91.3
Agree	7	8.8	8.8	100.0
Total	80	100.0	100.0	
There has been adequate monitoring, evaluation and reporting process during the implementation phase of the TEP.	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	8.8	8.8	8.8
Disagree	14	17.5	17.5	26.3
Neutral	15	18.8	18.8	45.0
Agree	37	46.3	46.3	91.3
strongly agree	7	8.8	8.8	100.0
Total	80	100.0	100.0	

The overall implementation performance of TEP was more than the target line.	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	8.8	8.8	8.8
Disagree	28	35.0	35.0	43.8
Neutral	38	47.5	47.5	91.3
Agree	7	8.8	8.8	100.0
Total	80	100.0	100.0	

Source: Own Survey, 2017

As the result of the data gathered from closed ended questions via questionnaire showed, 43.8% of the participants disagree to the statement materials needed for the expansion project have been supplied for implementation as per scheduled and 35% of the respondents become neutral to this statements while 21.3% of the respondents agree that materials needed for this project have been supplied for implementation as per scheduled .To supplement this result by information gathered from interview participants and answer from open-ended questions, there is a problem of material delivery to some project sites (due to material inspection and clearance process, difficulty to access some sites due to topology and weather condition).Hence, there has been lack of on time supply and challenge of delivery to sites by some vendors. In line with this statement there is problem of materials supply to complete civil works (BTS installation and construction by local contractors).about 60% of the respondents disagree (8.8 strongly disagree and 51.3 disagree) with the statement that the TEP project was implemented with no problems of materials supply to complete civil works while 31.3% were neutral and 8.8% agree to this statement.

The above table also presents that 5% and 30 % of the respondents strongly disagree and disagree respectively to the statements that qualified and sufficient HR have been supplied for project implementation. On the other hand, 26.3% of the respondent were neutral and 38.8 % of them were agree to the points qualified and sufficient HR have been supplied for project implementation. As the researcher have crosschecked via interview questions, there were no problem of labor supply but changes with team organization and developing via training.

As the above table result depicts the respondents responded that the TEP project implementation has not been completed as per the defined schedule, the defined quality standard and as defined budget. For instance, 55.1% the respondents not agreed (33.8 disagree and 21.3 strongly dis

agree) to the facts that the TEP project implementation has not been completed as per the defined schedule, 22.5% of the participants disagree and 5% of them strongly disagreed that the project implementation has been completed as per the defined quality standard and 17.5% of the participants disagree and 8.8% of the respondents strongly disagree to state the project implementation has been completed as per the defined budget. As the above table 4.6 result depicted the project not go as pre-defined (planned) time frame, budget and standard external and internal challenges (discussed under the section of challenges of the Expansion project).

As indicated in the above table, 8.8% and 17.5% of the respondents strongly disagree and disagree respectively that there has been adequate monitoring, evaluation and reporting process during the implementation phase of the TEP while 8.8% and 46.3% of them strongly agree and agree respectively that there has been adequate monitoring, evaluation and reporting process. On the other hand 18.8% of the respondents were neutral to the statement of there has been adequate monitoring, evaluation and reporting process during the implementation phase of the TEP.

Moreover, according to the result of the above table 4.6, 8.8% and 35% of the respondents were strongly disagree and agree that the overall implementation performance of the project was more than the target line while only 8.8% of the respondents were agreed to this statement. Amazingly, 47.5% of the respondents were not sure about the implementation performance level and they are neutral to the overall implementation performance of TEP was more than the target line. 39.8% of the key participants were not agreed that the overall implementation performance of this project exceeds the base line target and 47.5% of them were neutral. This indicates that most of the participants (project team) do not have enough information about the progress and performance of the project). The information gathered via key informants Interview also support this result (due to lack of access to information, management support and external factors implementation performance not exceeded the target line).

Table 4.7: Description of monitoring performance of TEP (Statistics)

	The TEP project has standardized monitoring and reporting system	The monitoring process used in TEP has been enough to show material supply performance	There has been continuous and effective monitoring process for TEP activities and resource follow up	The monitoring system conducted for TEP enabled to critically see the project work capacity and institutional project structure	The monitoring practice of TEP was based on success indicators and assumptions	The monitoring information and reporting process has been fully shared between different project stakeholders	The monitoring practice of the TEP has been conducted at the right time
N	80	80	80	80	80	80	80
Missing	0	0	0	0	0	0	0
Mean	3.48	3.25	3.46	3.11	3.19	3.30	3.21
Std. Deviation	.954	.864	.941	1.019	1.057	1.084	.964

According to the above table 4.7, the statistical mean indicates that on average the monitoring and reporting process, monitoring process used in TEP has been enough to show material supply performance, continuous and effective monitoring process for TEP activities and resource follow up, monitoring practice of TEP was based on success indicators and assumptions, monitoring information and reporting process has been fully shared between different project stakeholders and monitoring practice of the TEP has been conducted at the right time.

Table 4. 8: Description of monitoring performance of TEP (Frequency)

The TEP project has standardized monitoring and reporting system	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	18	22.5	22.5	22.5
Neutral	14	17.5	17.5	40.0
Agree	40	50.0	50.0	90.0
strongly agree	8	10.0	10.0	100.0
Total	80	100.0	100.0	
The monitoring process used in TEP has been enough to show material supply performance	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	18	22.5	22.5	22.5
Neutral	28	35.0	35.0	57.5
Agree	30	37.5	37.5	95.0
strongly agree	4	5.0	5.0	100.0

Total	80	100.0	100.0	
There has been continuous and effective monitoring process for TEP activities and resource follow up	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	18	22.5	22.5	22.5
Neutral	14	17.5	17.5	40.0
Agree	41	51.3	51.3	91.3
strongly agree	7	8.8	8.8	100.0
Total	80	100.0	100.0	Total
The monitoring system conducted for TEP enabled to critically see the project work capacity and institutional project structure	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	21	26.3	26.3	31.3
Neutral	21	26.3	26.3	57.5
Agree	30	37.5	37.5	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	
The monitoring practice of TEP was based on success indicators and assumptions	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	22	27.5	27.5	32.5
Neutral	13	16.3	16.3	48.8
Agree	37	46.3	46.3	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	
The monitoring information and reporting process has been fully shared between different project stakeholders	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	8	10.0	10.0	10.0
Disagree	7	8.8	8.8	18.8
Neutral	25	31.3	31.3	50.0
Agree	33	41.3	41.3	91.3
strongly agree	7	8.8	8.8	100.0
Total	80	100.0	100.0	
The monitoring practice of the TEP has been conducted at the right time	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	14	17.5	17.5	22.5
Neutral	27	33.8	33.8	56.3

Agree	31	38.8	38.8	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	

Source: Own Survey, 2017

The above table 4.8 critically assesses the performance of TEP project monitoring process. Hence, this table presented that 22.5 % of the participants disagree, 17.5% of them neutral ,40% of them agree and 8% of them were strongly agree to that TEP project has standardized monitoring and reporting system. As the finding result shows there has been TEP project has standardized monitoring and reporting system (48% of the participants supported this statement). 42.5% of the participants were in line with the statement the monitoring process used in TEP has been enough to show material supply performance: 5% of the participants strongly agree and 37.5% of them agree to the monitoring process of the project. However, 22.5% of the respondents disagree and 35% of them were neutral to the point that the monitoring process used in TEP has been enough to show material supply performance.

The finding of the table 4.8 also showed weather or not the monitoring system conducted for TEP enabled to critically see the project work capacity and institutional project structure and the monitoring practice of this project was based on success indicators and assumptions. Accordingly, 5% of participants and 26.3% of the respondents were strongly disagree and disagree respectively that the monitoring system of TEP enabled to critically see the project work capacity and institutional project structure while 5% of participants and 37.5% of the respondents were strongly agree and agree respectively to monitoring system of TEP enabled to critically see the project work capacity and institutional project structure. Also the result in the above table 4.8 depicted that 5% of participants and 27.5% of the respondents were strongly disagree and disagree that the monitoring practice of TEP was based on success indicators and assumptions of the company while 5% of participants and 46.5% of the respondents were strongly agree and agree that the monitoring practice of TEP was in line with the success indicators and assumptions of the company. Hence, as the response of the participants indicated, the monitoring system of the expansion project is as per the company assumptions, and success indicators.

The result also shows that there were no big problem of monitoring information and reporting process has been fully shared between different project stakeholders even though 18.8% of the

participants not in line with this points. About 8.8 % of the participants strongly agree and 41.3% of them were agree that the monitoring information and reporting process has been fully shared between different project stakeholders while 31.3% of the respondents gave answer of neutral. Also answer of the respondent shows that about 60% the participants were agree and strongly that there has been continuous and effective monitoring process for TEP activities and resource follow up.

As the output of the respondents shows, in the above table 4.8, about 22.5% of them were against the statement of monitoring practice of the TEP has been conducted at the right time; while 43% of the percipients answered in line with the points that the monitoring practice of the TEP has been conducted at the right time. Monitoring process, system and time is not a big issue or problems of the TEP project.

Table 4. 9: Descriptive Evaluation performance of expansion project (**Statistics**)

	The TEP project critically evaluated the process, activities and resources utilized against the baseline agreement	The evaluation process of the TEP project has clearly put the corrective action if there is unintended gab between planned and actual result	there was technically sufficient, sustainable and reliable project evaluation process	The evaluation system was involved all project stakeholders	The evaluation system and practice quality of the TEP is sufficient to show the performance and problem of the project	The evaluation criteria, quality and process used for TEP project is adequate to identify planned and actual performance of the project
N	80	80	80	80	80	80
Missing	0	0	0	0	0	0
Mean	3.01	3.06	3.19	3.18	3.19	3.16
Std. Deviation	1.000	.946	.901	.883	.901	.787

Source: Own survey, 2017

As the above table 4.1 shows, the result of the descriptive statistical mean of the respondent is (above 3) showed that on average TEP project critically evaluated the process, activities and resources utilized against the baseline agreement, evaluation process of the TEP project has clearly put the corrective action if there is unintended gab between planned and actual result, there was technically sufficient, sustainable and reliable project evaluation process, evaluation system was involved all project stakeholders and evaluation criteria, quality and process used for TEP project is adequate to identify planned and actual performance of the project.

Table 4. 10: Descriptive Evaluation performance of expansion project (Frequency)

The TEP project critically evaluated the process, activities and resources utilized against the baseline agreement``	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	20	25.0	25.0	30.0
Neutral	34	42.5	42.5	72.5
Agree	15	18.8	18.8	91.3
strongly agree	7	8.8	8.8	100.0
Total	80	100.0	100.0	
The evaluation process of the TEP project has clearly put the corrective action if there is unintended gab between planned and actual result	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	17	21.3	21.3	26.3
Neutral	33	41.3	41.3	67.5
Agree	22	27.5	27.5	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	
There was technically sufficient, sustainable and reliable project evaluation process	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	10	12.5	12.5	17.5
Neutral	37	46.3	46.3	63.8
Agree	25	31.3	31.3	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	
The evaluation system was involved all project stakeholders	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	10	12.5	12.5	17.5
Neutral	37	46.3	46.3	63.8
Agree	26	32.5	32.5	96.3
strongly agree	3	3.8	3.8	100.0
Total	80	100.0	100.0	

The evaluation system and practice quality of the TEP is sufficient to show the performance and problem of the project	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	10	12.5	12.5	17.5
Neutral	37	46.3	46.3	63.8
Agree	25	31.3	31.3	95.0
strongly agree	4	5.0	5.0	100.0
Total	80	100.0	100.0	
The evaluation criteria, quality and process used for TEP project is adequate to identify planned and actual performance of the project	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	5.0	5.0	5.0
Disagree	7	8.8	8.8	13.8
Neutral	41	51.3	51.3	65.0
Agree	28	35.0	35.0	100.0
Total	80	100.0	100.0	

Source: Own Survey, 2017

One of the important phase of every project is evaluation of a project performance. Therefore, the result of the descriptive figure of table 4.10 indicated that 5% of the respondents and 25% of the participants (totally 30% of them) strongly disagree and disagree to that the TEP project critically evaluated the process, activities and resources utilized against the baseline agreement. On the other hand 8.8 % and 18.18 of the participants strongly agree and agree to the points TEP project critically evaluated the process, activities and resources utilized against the baseline agreement and 42.5% of the participants were neutral to this issues (most participants were not sure to give answered about the evaluation process).

Also, 35% of the respondents agreed that the evaluation criteria, quality and process used for TEP project is adequate to identify planned and actual performance of the project while only 13.8% of the participants were not agreed to this points.

The answer or the result from the participants also showed that 5% and 21.3% of the participants strongly disagree and disagree that the evaluation process of the TEP project has clearly put the corrective action (if there is unintended gab between planned and actual result). On the other word 5% and 27.5% of the participants strongly agree and agree that the evaluation process of

the TEP project has clearly put the corrective action as unplanned gaps observed. 41.3% of the respondents answered neutral to the statements that the evaluation process of the TEP project has clearly put the corrective action as unplanned gaps observed.

As depicted in the above table 4.10, the information gathered via questionnaire shows that 5% and 12.5% of the percipients were strongly disagree and agree respectively that the evaluation system of the TEP was involved all project stakeholders. In line with the points raised, 3.8% and 32.5% of the respondents were strongly agree and agree respectively to all stakeholders were involved in the evaluation system. About 46% of the participants were neutral (feared to give answer clearly or indifferent to the answers specifically).

Additionally, above table 4.10 depicted that there was technically sufficient, sustainable and reliable project evaluation process (17.5% of the participants rejected and 36.5% of the respondents were accepted that there was technically sufficient, sustainable and reliable project evaluation process).

Moreover above table 4.10 depicted that the evaluation system and practice quality of the TEP is sufficient to show the performance and problem of the project (17.5% of the participants rejected and 36.5% of the respondents were accepted that the evaluation system and practice quality of the TEP is sufficient to show the performance and problem of the project).

4.3 Prospective Challenges of TEP project (Questionnaire and Interview Result)

According to data and information gathered from respondents (both questionnaire and interview) different challenges listed during expansion project. These challenges can be categorized broadly into internal and external challenges depending on the owner of the challenges.

4.3.1 Internal Challenges

As the result of obtained from the interview and questionnaire shows, internal challenges are the problems that its source is from the internal or owner of the project (i.e. from Ethio telecom). Hence, the source of these problem is from the project team and management, internal cause: lack of well project team commitment, developing organized team and enough support of higher management. This means the main problems faced internally at some degree level were: Lack of project team commitment to give attention and deliver project work as per needed, Lack of

access to necessary information dissemination to project team as needed , Lack of resource supply at some sites and immediate corrective action for the problems and gaps observed (important immediate response for issues raised from internal and external project stakeholders are not enough), lack of clear project planning for every project resource and activities, problem of time management (absence of time based work break down as specific as measurable), incompatibilities in the process of different expansion programs, and lack of Concrete machineries around some areas. These problems are raised by the respondents as it is very concrete even though the degree of the problems is different from site to site and Vendor to vendor.

4.3.2 External Challenges

As the respondents' responses shows, the source of these problem is our side the owner of the project (the Ethio telecom) and also not only managed by Ethio telecom. The main source of this problem were from the vendors (international contractors), Weather condition, landscape (geographical topography) of the project sites, regional government bureaucracy, dependency on other organizations and local contractors.

Specifically the result form the open ended questionnaire and interview presents the external challenges observed during the implementation, monitoring and evaluation process of TEP project were Lack of vender project management skill and knowledge transfer; Over ambitious project implementation plan by both local and international contractors (without enough practical per-preparation); delay in material delivery to some sites especially on Ericson vendor contracted sites; dependency on external companies performance like EEPCO (for commercial power installation), regional governments (for Land acquisition especially due to lack of awareness of local Administrators & Zones) ,local Contractors & Small Micro Enterprises (low financial and technical capacities of Small Micro Enterprises (SME); lack of availabilities of construction materials (Cement, Sand & Aggregate) around some areas; impact of project implementation season for some Regions (weather condition); and difficulty to get access to some sites (site location access, rain and road access)

Generally these both internal and external challenges observed during implementation, monitoring and evaluation have impact on budget, schedule and project quality standard set at

the base line even though the contractual agreement between Ethio telecom and vendors were based on fixed price (fixed cost).As an indicator the respondents put some challenges as below with their impact on the performance of the project (from budget, quality and schedule side).

- ✓ **Challenges on budget or cost Utilization:** delay of the project schedule and lack of efficiently and effectively using the company resource to the project; material specification and location of project site change; Problems of planning phase (survey, planning and design); financial Capacities of Small Micro Enterprises (SME); absence of access road to Some sites and land scape needs retaining wall by additional budget.
- ✓ **Challenges on quality of project work:** Lack of continuous supervision or follow up during the implementation phase with listing and checking every activities of the project, materials supplied and the previous SWAP sites not match at some times; planning too much work load within short period of time; Problem insufficient knowledge sharing from the vendors to the Ethio telecom team; lack sufficient and qualities of materials, human force and machineries needed have impacts on project performance.
- ✓ **Challenges on Schedule (Delay):**The checkup and clearance of materials delay for some vendors; Seasonal project work due to weather condition; lack of organized team management; Lack of giving enough benefits and compensation for project teams and participants brings the impact of carelessness and delay in project schedule; Absence of clear enough scope for each activities; dependency on other companies (like EEPCO, regional government for land acquisition) and absence of access road for the some sites and some construction materials have influence on schedule of the project (time frame).

4.4 Intervention mechanisms used to manage challenges

As discussed above under challenge section of expansion project, there are many problems from external dependency to internal gaps observed. As the interview respondents listed for these project limitation and headaches, there are many intervention mechanisms for both internal and external issues and problems. Generally, interviewees put solutions to the raised challenges and issues as listed below:

- ✓ Using resource efficiently and giving appropriate training and organizing to project team

- ✓ Supplying necessary materials and human resource on time
- ✓ Practical feasibility study of all project activities
- ✓ Proper planning that consider feasible work load (activities worked and materials needed) with time plan.
- ✓ Effective time and resource management
- ✓ Giving awareness and support to the local contractors (SME)

4.5.1 Project Schedule related solution

The below practicable and specific solution will tackle the problems related schedule delay:

- Well discussion on PIP by all stakeholders and create awareness on the PIP
- Daily follow up of each activities as per the project plan
- Effective time and resource management via WBS: Putting specified responsibilities and activities ranges
- Taking attention to feedback and report from lower project team: Higher level project management should give recognition to internally raised issues.
- Working closely with vendors and regional governments in a very transparent manner and avoiding bureaucracy.
- Giving awareness to the Local Administrators & Societies for supporting SME.
- By working overload to complete the work as per schedule.

4.5.2 Monitoring and evaluation prospective Solution

The beneath Listed core points enabled to tackle problems observed on monitoring and evaluation process of TEP:

- Check and balance evaluation and assessment of project phase by phase
- Automated monitoring and evaluation process should be set
- All stake holders have to follow the monitoring and evaluation process and output.

- The Project team should follow each project activities procedures and work delivered by vendors and the staffs.
- Working document and materials should be given to the respective project team to follow the process and daily work target of the project as per base line agreement.
- Monitoring and evaluation report should be communicated continuously.
- Higher officials support and commitment with Staff commitment
- Sharing knowledge's to each other to solve repetitive challenges.
- Communicating smoothly with the vendors and staff widely

Chapter Five: Conclusion and Recommendation

5.1 Conclusion

Globally, the development of telecommunication industry is one of the important indicators of social and economic development of a given country. In addition to this, the development of communication sector plays a vital role in overall development of all sectors related to social, political and economic affairs. To do this, operators need a plan to modify the business base in order to capture new revenue streams and increase levels of operational efficiency. This is the heart of what transformation is about: becoming simpler in order to reduce capital expenses in the long run, and providing the baseline for a more efficient, cost effective operation.

Accordingly, the TEP project management procedures has been following international roll-out of the 3G and 4G telecom network capacity expansion. The TEP project was based on international vendors' contractual agreement (agreement with ZTE, Huawei and Ericson) for network capacity and quality expansion and local SME contractors' agreement for project civil work purpose to increase the revenue of the from, capacity and quality of the network service.

Based on the Ethio telecom project organization and its operations unit, the researchers critically assessed the implementation, monitoring and evaluation performance of Ethio telecom infrastructure expansions to provide intended telecom services. Hence, the main intention of this study is to assess and evaluate critically its status, performance and problems of Ethio telecom's expansion project implementation, monitoring and evaluations process.

The specific objectives of the study is to assess the implementation, monitoring and evaluation performance of the Ethio telecom expansion project as per the base line agreement of Ethio telecom; to identify the set of challenges Ethio telecom faced during the implementation, monitoring and evaluation process of its expansion project and to examine the possible project intervention mechanisms used to solve the challenges faced the expansion project process.

This study could contribute many benefits for both the reader and the owner of the project itself like found critical sets of challenges faced Ethio telecom expansion project and forward an input for the owner of the project to take action for other projects to be conducted; assessed the performance level of the TEP project and the mechanism used to measure, hence showed to the

stakeholders if there will be a big gap on performance and also on base line criteria collected and also used as reference materials for other readers (scholars used for related studies).

To accomplish the objectives of this study descriptive research method was employed and both primary and secondary data sources were used. Purposive (judgmental) sampling techniques was used to purposely collect data from core project team (the respondents). Then, the collected data was processed via SPSS and analyzed using both quantitative and qualitative approaches by which the data gathered through document reviews, open ended questions and interview were qualitatively described while data collected via close ended questionnaires was analyzed by quantitative approach. . Hence, Individual case profiles obtained through close-ended and semi-open-ended questionnaires were used to summarize and analyze the phenomena. Triangulation technique was also applied by supplementing quantitative data collected via close ended questionnaires with qualitative data gathered by interview and open ended questionnaire.

The finding and discussion analyzed the demographic profile (experience, position, age, gender and education status) of the respondents, performance of expansion project implementation, monitoring and evaluation and also examined the challenges and interventions mechanisms for this challenges.

As the finding result from both questionnaire respondents and interviewees showed that the implementation time and process different form vendor to vendor and site to site. Some vendors didn't go as the time frame and charter plan of the company due to negotiation process, external factors (problems) and material delivery.

The finding and discussion result showed that project team not have enough information about the progress and performance of the project. The information gathered via key informants Interview also support this result due to lack of access to information, management support and external factors implementation performance not exceeded the target line

The result also showed that there were no big problem of monitoring information and reporting process between different projects. About 8.8 % of the participants strongly agree and 41.3% of them were agree that the monitoring information and reporting process has been fully shared between different project stakeholders while 31.3% of the respondents were neutral. Also 60% the participants were (agree and strongly agree) that there has been continuous and effective monitoring process for TEP activities and resource follow up.

One of the important phase of every project is evaluation of a project performance. As the descriptive result of the finding indicated that totally 30% of the participants rejects that the TEP project critically evaluated the process, activities and resources utilized against the baseline agreement and 42.5% of the participants were neutral to this issues (most participants were not sure to give answered about the evaluation process). It is indicates that there was a critically evaluating the process, activities and resources utilized against the baseline agreement

Based on the information gathered from respondents (questionnaire and interview results) different challenges observed during expansion project that broadly categorized to internal and external challenges .The source of internal challenges are from the project team and management commitment, internal cause: lack of well developing organized team and enough support of higher management while the main source of external problem were from the vendors ,weather condition, landscape (geographical topography) of the project sites, regional government bureaucracy, dependency on other organizations and local contractors.

Generally these both internal and external challenges observed during implementation, monitoring and evaluation have impact on budget, schedule and project quality standard set at the base line even though the contractual agreement between Ethio telecom and vendors were based on fixed price (fixed cost) and have no significant impact on the project work.

Finally, this study is not conclusive, regarding the performance, challenges and interventions mechanisms of TEPs implementation, monitoring and evaluation, further related research work that covers a wider scope and larger sample size appears to be significant.

5.2 Recommendation

Based on the challenges observed of the major findings of the study, the following recommendations are forwarded as a means to solve and use as an input, Practicable and specific solution for related project implementation, monitoring and evaluation purpose:

- To solve the gap of time frame of project implementation it is better to have detail discussion on specific project implementation plan with all stakeholders and create awareness and put action with respective vendor.
- On other hand the problem of the schedule delay can managed by effective time and resource management by WBS. Hence, Ethio telecom should clearly define responsibilities matrix of vendor commitment and internal project team commitment taking into account schedule and activities delivery target (range).
- To avoid the gaps observed during the telecom expansion project it is better to give attention by top management to feedback and report from lower project team which means higher level project management should give recognition to internally escalated and raised issues to.
- Another important issue is that Ethio telecom should proactively and closely work with vendors, local administrators and societies, other organizations(like EEPCO) in a very transparent manner to avoiding bureaucracy.
- The information gathered showed that there were lack of knowledge transfer from international vendors teams (Experts) to internal project team as planned and agreed on base line contractual agreement, So, Ethio telecom should practically work and evaluate the performance knowledge sharing as knowledge is one of a big capitals.

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Appendix 1: Questionnaire

Addis Ababa University School of Commerce

College of Business and Economics

Department Of Project Management

I. Introduction

The title of the study is an assessment of performance and challenges Ethio telecom expansion project implementation, project monitoring and evaluation. The general objective of this study is to assess Projects, implementation, monitoring and evaluation performance and changes of Ethio telecom. I hope the research findings or result would serve as a core source of information for Ethio telecom, other researchers and practitioners who are engaged in technology expansion project.

Dear Respondents,

This questionnaires will be used for the study for the partial fulfillment of master degree in project management at Addis Ababa University School of Commerce.

As you are a core project manager, project team leader and project expert you have valuable experience and insight that you can contribute to the advancement of project management profession. Therefore, your response and participation in this questionnaire will be extremely valuable in understanding the TEP implementation, monitoring and evaluation performance and challenges faced Ethio telecom. Also, I would like to assure you that the confidentiality of your response is protected and your response used only for the purpose of this study only. The names of participants will neither recorded nor published or provided to other third party.

I. Personal information of the respondent:

1.1 Work conditions:

1.1.1 Work Position: Staff supervisor Expert manager Officer Director

1.1.2 Work experience: 0-5 6-10 11-15 16-20 21-25 26+

1.2. Gender: Male Female

1.3. Age level: 18-25 26-35 36-45 46-55 56-65 66+

1.4 Education Level: PhD Masters BA/BSC holder Diploma holder Certificate Holder Secondary education

II. Questions for TEP Project performance assessment related

1. How did you indicate the performance status of Ethio telecom expansion project in comparison to the baseline contract?

Meet Very well meet quite well not meet at all

2. If not meet at all, what are the main problems hindered to meet?

3. Overall, did the expansion project achieve the envisaged outputs?

Yes completely yes partially Not at all

4. If not, what are the outputs missed to meet against the target?

5. How would you rate the Ethio telecom expansion project quality of the outputs achieved against target?

Exceeded the expectations meet the expectations did not meet the expectations.

6. If they didn't meet the target please would you explain briefly what they lacked?

7. Did the TEP implementation project work started as per the contract with Ericson?

Yes No not known

8. If they didn't, how the time lag was managed or compromised from Ethio telecom side?

9. Did the implementation of the expansion project been undergone as per the pre-defined project charter objectives and goals?

Yes No Not determined

10. Please, list the challenges Ethio telecom faced to perform (run) the project as per the baseline plan:

11. Please indicate the level of your agreement to the points listed in the below table.

10.1 TEP Implementation performance assessment for Ericson Vendor sites.	Rating scale				
	1.Strongly disagree	2.Disagree	3.Neutral	Agree	4.Strongly agree
Materials needed for this project have been supplied as per schedule (on time).					
Qualified and sufficient human resource have been supplied for project implementation.					
The project implementation has been completed as per the defined schedule.					
The project implementation has been completed as per the defined quality (standard).					
The project implementation has been completed as per the defined budget (cost).					
The TEP project was implemented with no problem of materials supply to complete the civil works.					
There has been adequate monitoring, evaluation and reporting process during the implementation phase of the TEP project.					
The overall implementation performance of TEP project was more than the target line.					
10.2 Monitoring performance					
The TEP project has set standardized monitoring and reporting system.					
The monitoring process used in TEP project has been enough to show material supply performance.					

There has been continuous and effective monitoring process for TEP project activities and resource follow up.					
The monitoring system conducted for TEP project enabled to critically see the project work capacity building and intuitional project structure.					
The monitoring practice of TEP was based on system, success indicators and assumptions.					
The monitoring information and reporting process has been fully shared between different project stakeholders.					
The monitoring practice of the TEP has been conducted at the right time.					
10.3 Assessing Evaluation performance of TEP project					
The TEP project critically evaluated the process, activities, and resources utilized against the baseline agreement.					
The evaluation process of the TEP project clearly put the corrective action if there is unintended gap between planned and actual result.					
There was technically sufficient, sustainable and reliable project evaluation process.					
The evaluation system was involved all stakeholders.					
The evaluation system and practice quality of TEP project is sufficient to show the performance and problem of the project.					

The evaluation criteria, quality and performance used for TEP is adequate to identify planned and actual performance of the project.					
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12. Would you, please list the main problems that affected the **budget/cost performance** of TEP project?

13. Would you, please list the main problems that affected the **quality performance** of TEP project?

14. Would you, please list the main challenges that affected **the schedule (time) performance** of TEP?

15. Please, list the main **solutions** used to solve the budget/cost problem of the TEP project implementation.

16. Please write the important **mechanisms** used to solve the schedule problem of the TEP project implementation.

17. Please, would you list the core **intervention mechanisms** used to solve the challenges with monitoring and evaluation process of TEP project?

Appendix 2: Interview for Key Informants Interview Guides and Questions

Addis Ababa University

College of Business and economics

School of Commerce

Department of project management

II. Introduction

This interview questions are used for study for the partial fulfillment of master degree in project management at Addis Ababa University School of Commerce. The specific topic of my study is an Assessment of Ethio telecom expansion project performance and challenges.

As you are a core project manager, project team leader and project expert that have valuable experience and insight that you can contribute to the advancement of project management profession. Therefore, your response and participation in the interview will be extremely valuable in understanding the TEP implementation, monitoring and evaluation performance and challenges faced Ethio telecom. Also, I would like to assure you that the confidentiality of your response is protected and your response used only for the purpose of this study. The names of participants will neither recorded nor published or provided to other third party. Thank you in advance for your voluntary participation on your personal time.

II: Interview questions

2.2 2.1 Work Position: Staff supervisor Expert manager Officer Director

2.3 Work experience: 0-5 6-10 11-15 16-20 21-25 26+

2.4 Gender: Male Female

2.5 Age level: 18-25 26-35 36-45 46-55 56-65 66+

2.6 Level of Education: PhD Masters BA/BSC holder Diploma holder Certificate Holder Secondary education

II: Assessment related project research questions.

- 1 What were the main challenges faced Ethio telecom to implement, follow up and evaluate the project on time?
- 2 Did you have created a baseline to approve project documentation and Site handovers?
- 3 What were the status of performance acceptance test of the Ethio telecom infrastructure expansion project?

- 4 Did you think that the performance of the expansion project of Ethio telecom has been in line with the initial project acceptance standards requirements and schedule?
- 5 Please, would you briefly explain the way changes and risks managed to solve the problems, if any?
- 6 What are the factors and obstacles encountered during the implementation, monitoring and evaluation process of the TEP project?