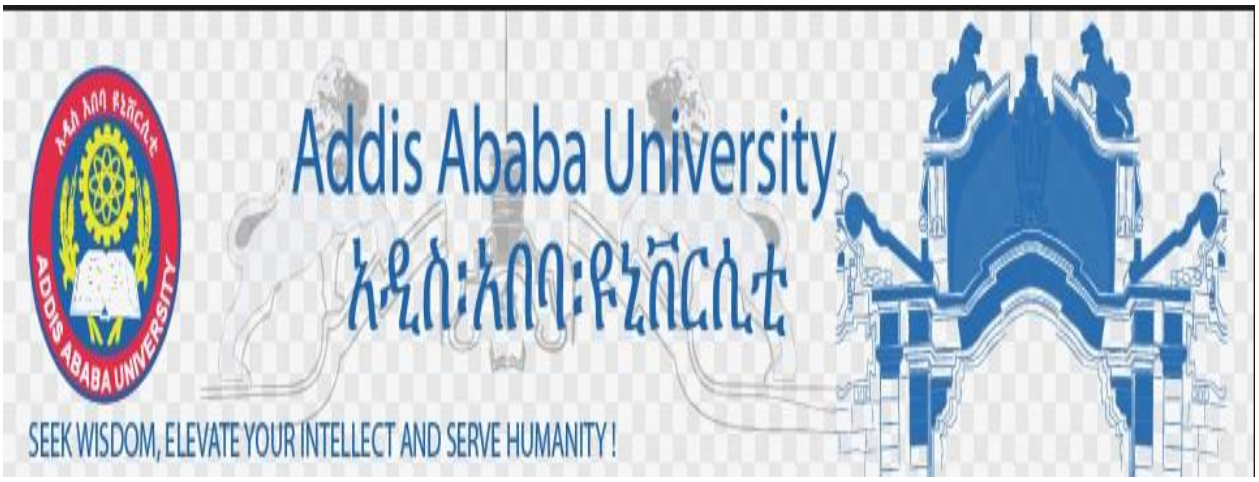

ADDIS ABABA UNIVERCITY SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSTEM

PROJECT PERFORMANCE EVALUATION PRACTICE IN ETHIO TELECOM

BY

DANIEL W/MARIAM ABEBE

PROJECT WORK SUBMITTED TO ADDISABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

ADVISOR

WUBISHET BEKALU (PHD)

SEPTEMEBR 2019

ADDIS ABABA

ETHIOPIA

"Project Performance Evaluation Practice in Ethio Telecom"

BY: DANIEL W/MARIAM ABEBE

Approval board committee

FISSEHA A. ----------

Internal Examiner signature

AFEWORK (PHD) ----------

External Examiner signature

WUBISHET B. (PHD) ----------

Research advisor signature

Acknowledgement

My special thanks go to GOD not only for this study, but also for giving healthy, motivation and commitment in my entire life. I would also like to thank my friends and class meets for their understanding and support throughout my graduate studies and this project. Mr. Abele Solomon and Mr. Alem shumiye have big stake in this project.

I would also like to express my sincere gratitude to my advisor Dr. Wubishet Bekalu for his invaluable, constructive comments and professional advice in the preparation of the thesis. I acknowledge with gratitude Management and staff of Ethio Telecom strategic planning and program management division and Telephone expansion project office.

I am highly thankful to all my friends, who have constantly been encouraging and supporting me throughout my Academic career

Finally, I want to thank all people who share me their idea and provided me moral and valuable information related to the research project.

Declaration

I, Daniel Woldemariam declare that this work entitled **"Project Performance Evaluation Practice in Ethio Telecom"** is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced this research with the guidance and suggestion of my Research Advisor, Dr. Wubishet Bekalu,

This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of Master of Art degree in project management.

Name: Daniel Woldemariam

Signature_____

Date_____

If you have any comment, you can reach the researcher of this paper through the below phone number or email.

Email- danetsu2007@gmail.com

Phone-+251- 911- 23-25-17

Certification

This is to certify that this project work, **"Project Performance Evaluation Practice in Ethio Telecom"** , undertaken by Daniel Woldemariam for the partial fulfillment of Master of Art degree in project management at Addis Ababa University of School of Commerce is an original work and not submitted earlier for any degree either at this University or any other University.

Signature _____

Date _____

Research Advisor

Abbreviation

BB	Broadband
CBS	Converging Billing System
CC	Call Center
CDMA	Code Division Multiple Access
CPM	Critical Path Method
CRM	Customer Relation Management
DAC	Development Assistance Committee
EFY	Ethiopian Fiscal Year
ETA	Ethiopian Telecommunications Authority
ETC	Ethiopian Telecommunications Corporation
FDRE	Federal Democratic Republic of Ethiopia
FL-NGN	Fixed Line Next Generation Network
G.C	Gregorian Colander
GTP	Growth and Transformation Program
ISP	Internet Service Provider
ITC	Information Communication Technology
JICA	Department Japan International Cooperation Agency
Km	Kilo Meter
KPIs	Key performance indicators
LSE	London School of Economics
LTE	Lon Term Evolution
mVAS	Multivalued added services
NGN	Next Generation Network
NGOs	Non Government Organizations
NOC	Network Operational Center
OECD	Organization for Economic Cooperation and Development
OSS	Operation Support System
PERT	Program Evaluation and Review Technique
PMBOK	Project Management Body of Knowledge
PTO	Public Telecommunications Operator
QoS	Quality of service
SPSS	Statistical Package for Social Sciences
TEP	Telecom Expansion Projects
TEP	Telecom Expansion Program
UK	United Kingdome
USD	United State Dollar
ZTE	Zhongxing Telecom Enterprise

Abstract

This paper focuses on assessing the Practices of project performance evaluation in ethio Telecom. The research is intended to answer the questions, how project performance evaluation mechanisms have been applied in ethio telecom? And what are the challenges of project performance evaluation process in ethio telecom? To answer these questions descriptive research design is used and both qualitative and quantitative methods are applied purposive sampling technique is used to determine sample and sample size. In a way, the researcher tried to assess the evaluation practice of project evaluation process and challenges in application of evolution mechanism. 53 number of respondents have been involved in the study and structured closed ended and open-ended questioners were used. The result revealed ethio telecom practiced all types of project performance evaluation, Used its own force , project manager has formal communication line with all stakeholders and follow planning, execution and reporting process but ethio telecom has limitation on involvement of third parties, in stating clear role and responsibility of project staff, on generating and using relevant, reliable and quality information and in using evaluation result to enhance individual and organizational lesson learning process. The study recommends that there should be involvement of third parties, have to use project evaluation techniques with mandatory and compliance procedure, have state clearly role and responsibility of staffs, Should improve project evaluation capacity through training to improve skill and knowledge of evaluators and have to implement automation to enhance central documentation and to make strong recently organized Project management office. Further researches are also recommended in this study.

KEY WORDS: project performance evaluation, practices, challenges, ethio telecom

Contents

I. INTRODUCTION

1.1. Background of the Study

The ultimate objective of projects is to effect positive impact on the conditions of life of the target population in question and contribute to the overall socio-economic development endeavor of a given country or region. Hence, implementing projects is not enough by itself. Its success should be measured from different dimensions. it is known that Project implementers and stakeholders measure the success of the projects they implement through a process project performance evaluation. Project performance Evaluation provides government officials, development managers, the public and private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocation of resources and demonstrating results as part of accountability to key stakeholders *(International Finance Corporation, 2008)*. It brings institutional development, refers to the creation or the capacity of an institution to reflect systematically and rigorously upon its role and function, and better enable them to carry out their responsibilities. It reflects an attempt to introduce change and development in the way the institution is organized so that it is better able to meet its mission *(World Bank, 2005).*

Undesirable project performance results across several countries have been well documented in the literature review. Identified in various forms as low productivity, delays, cost overrun, poor quality and so on, poor project performance has been noted in several countries, particularly, developing countries *(Mutijwaa and Rwelamila, 2007, as cited in Derese, 2013).* In addressing the problem Comparing with developing countries, most developed countries have resorted to the use of measures to assess project performance. This has led to the modeling of indicators and criteria in which performance could be measured as well as the factors that influence performance *(Belasi and Tukel, 1996, as cited in Derese, 2013).*

Despite the significant development of project management principles in recent years, there are still a large proportion of projects that fail, or stated differently, projects that are not classed as being a success. It makes sense then, unless some form of intervention occurs, that a large number of future projects could still be unsuccessful Hence making project performance evaluation enable project managers and to those whom work related with project activities to identify the problems which affect their project performance. By performing project performance

evaluation project managers enable to know ways in which their project deliverable meets predetermined objectives of projects *(Koelmans,2004).*

1.2. Background of Ethio Telecom

The introduction of telecommunication services in Ethiopia dates back to 1884 G.C, seventeen years after the invention of telephone technology in the world. It was Minilik II, the King of Ethiopia, who introduced telephone technology to the country around 1884, with the installation of 477 Km. long telephone and telegram lines from Harar to Addis Ababa *(Ethiopian telecommunication company profile, 2010)*

Ethiopian Telecommunication Corporation (ETC) was transformed to new structure called currently Ethio telecom by 2010 G.C. Ethiopian Telecommunications Corporation (ETC) is the oldest public telecommunications operator (PTO) in Africa. It is a state-owned enterprise, the sole telecom service provider in the country. and provides variety products and services like internet, mobile, land line connection, data and internet and ISP services (email, web site, domain name and others. Ethio telecom have mobile phone subscriber 40.8 Million, 1.2 Million Fixed line subscriber and 21.2 Million internet and data user; Total 42.4 million total subscriber and its mobile network cover 85.5% Ethiopian geographic.

Ethio telecom widely used functional and matrix project management organizational structure

1. The Functional Organization. In this budget year (2018/19) used to implementing small and self-financing projects which have operational impacts and minor network infrastructure optimization and expansion. ethio telecom used this structure to implement many projects for many years for example in 2017/18 budget year implemented 61 projects and in 2018/19 budget year 41 projects are implementing (ethio telecom 2010 EFY and 2011 EFY half year Report)
2. The Matrix Organization. Used for implementing huge program / projects through vendor financing. Two program /projects: - Next Generation Network (NGN) project and Telecom Expansion Projects (TEP) *(Ethio telecom Telephone expansion program Charter, 2013).*

Ethio Telecom in 2010 EFY and 2011 half year report reported that face a problem on project performance and its success in 2010 EFY: - 52% of the projects (32 projects) are poor and 10% project (6 project) in satisfactory and in 2011 EFY half year: - 49% of the projects (32

projects) are poor (<60%) also 7% project (3 project) in satisfactory in project performance based on company threshold; this project performance result is critical and trigger intervention and lead to cancel the project. Also put weak project management as weakness in 2019/20 strategic plan SWOT analysis. It is clear; weak projects management and failure of project performance has strong link with project performance evaluation practice *(Ethio telecom nine-month report, 2019*)

In this study the researcher attempts to assess what kind of project performance evaluation mechanism practiced, to what extent this mechanism is practice and what are major challenges in practicing project performance evaluation in ethio telecom.

1.3. Statement of the Problem

Even though the Project Management Institute (PMI) and some other professional institutions have been working intensively to improve the performance rating levels of projects (based on the three merits: cost, quality & schedule), global project success rating survey findings that are conducted by different research groups could not produce positive results. The 2015 CHAOS report of the standish group company (an independent international IT advisory firm founded in 1985, which was based on the assessment made on the performances of '50,000 Global Information System projects) indicated the low success rate facts: only 29% of projects were successful *(The CHAOS report, 2015).* Similarly, the USA Government Accountability Office described in 2008, 49% government owned projects were either poorly planned or poorly performed or both among 840 federally funded technology-based projects (Global Facts & Figures, 2016). Organizations' poor project management capability performances are mentioned as the root causes of low success ratings by the above worldwide researchers of the field. One of the enabling factors for the success of a project is the 'Project Management Monitoring & Evaluation Process (PMMEP)' capability of firms.

Monitoring and Evaluation processes are effective Project Management tools for achieving Project success, findings from the previous studies prevail their utilizations by many organizations are not satisfactory. It is quite true that International organizations like: IFRC, World Bank and UNDP have adopted their own PMMEP standards. However, the intension of these organizations is mostly to control the compliance of the programs against their standards. It

is good to know that the importance of PMMEP is wider than accountability (control); it has a learning aspect which is too important for organizations' project management maturity.

According to Ethiopia Country Program Evaluation, in Ethiopia, most of the organizations do not use monitoring and evaluation system in appropriate manner for their projects. Although, existing assessment of monitoring and evaluation capacity in Ethiopia reveal gaps both institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank, (2006). There are many misconceptions and myths surrounding M&E like; it's difficult, expensive, requires high level skills, time and resource intensive, only comes at end of a project and it is someone else's responsibility (IFC,2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets *(IFC, 2008).*

A recent study by Centre for Economic Performance at the London School of Economics (LSE) in UK on project performance management practice that bases on three aspects (lean operation, talent management and performance management) reported that Africa and Latin American countries are performing less. The assessment was conducted on 33 countries around the globe including 7 African countries. According to this report Ethiopia is the second from the last followed by Mozambique as compared to all the 33 countries in the studies and that of the 7 countries representing Africa *(Tadesse, Zakaria and Zoubeir,2016)*

Lack of adequate monitoring and evaluation expertise or capacity is one area that has been highlighted by several scholars. Monitoring and evaluation require specific skills and expertise such as monitoring and evaluation design skills particularly log frame design, indicator setting both qualitative and quantitative, design of data collecting instruments including questionnaires, focus group discussion guides. Other necessary skills include data collection skills such as conducting interviews, conducting focus group discussion, data *(Hughes, 2002)*

One of the most common challenges in project management is determining whether or not a project is successful. Traditionally, the project management metrics of time, cost, scope, and quality have been the most important factors in defining the success of a project. More recently, practitioners and scholars have determined that project success should also be measured with consideration toward achievement of the project objectives *(A Guide to the Project Management Body of Knowledge, 2017)*

Project Initiated by most developing Countries have failed due to several reasons. Notable among these for the failure of projects include poor planning of the project implementation process and the effective monitoring and evaluation of projects *(Arditi,1985).*

Based on the above and others theoretical and empirical studies; project performance evaluation is important tools which helps to make project successful due to this the researcher intended to make research on project performance of evaluation practice to answer what kind of projects evaluation mechanism and to what extent applied it by comparing with developed conceptual framework from statement of problem And literature review.

1.4. Objective of the study

1.4.1. General Objective

The general objective of this research is to assess how project performance evaluation practiced in ethio telecom,

1.4.2. Specific Objectives

- To assess the kinds of project performance evaluation mechanisms which have been applied in ethio telecom
- To examine the challenges of project performance evaluation Process in ethio telecom

1.5. Research Questions

The mains research questions in this thesis that the researcher wants to answer are:

1. How project performance evaluation mechanisms have been applied in ethio telecom?
2. What are the challenges of project performance evaluation process in ethio telecom?

1.6. Significance of the Study

Findings of this study will benefit different stakeholders, such as, ethio telecom, the Project management professionals and further researchers.

1. The finding of this research study will help for ethio Telecom Companies as benchmarking for the future project performance evaluation implementation and improvement.
2. Help for project management professional to evaluate their projects performance evaluation and for identifying the ways to improve project performance evaluation and its achievements.
3. Help to those who want further research on project performance evaluation, particularly on ethio telecom project performance evaluation.

1.7. Scope of Study

The company is managing vendor financing program / projects as well as self-financing projects. This study focused in vendor financing program /projects in assessing project performance evaluation because the program/ projects investment cost is big, takes visible long-time duration and have high impact on organization capacity despite of this facts self-financing projects considered in this assessment. The study comprised project management directors, project managers, project staffs, the newly established projects management department staffs and users of project deliverables. The research used structured questionnaires, discussion to qualify open ended question answered and document review.

1.8. Limitation of the study

The study had some limitations: - unavailability of documented data directly related project performance evaluation because project management including project performance evaluation is newly emerged discipline. In ethio telecom didn't have project management related date centrally because the organization is organized project management office recently to manage all project management issue. Fear and biasness of respondents to respond questioner genuinely and to participate freely in discussion due to security and other reasons. other limitations of the study are difficulty and inability to incorporate all projects performance evaluation practices in all implemented projects by ethio telecom due to lack of finance and time.

1.9. Organization of Paper

This research consists of five main chapters as followings:

Chapter I: Introduction: this chapter shows background of the study, background of the company, statement of the problem, the main objectives of research, significant of the study, research questions and scope and Limitation of the study.

Chapter II: Literature review: about different important concepts for the study and conceptual framework

Chapter III: Research Design and Methodology: this chapter shows the Research Design aand methodology used in this research in order to achieve required research objectives

Chapter IV: Results analysis: this chapter shows analysis, description and discussion of research results

Chapter V: Summary, Conclusions and recommendations

References

Appendix

II. LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Project

A project is a temporary endeavor undertaken to create a unique product, service, or result. Projects are undertaken to fulfill objectives by producing deliverables. An objective is defined as an outcome toward which work is to be directed, a strategic position to be attained, a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed. A deliverable is defined as any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project. Deliverables may be tangible or intangible *(A Guide to the Project Management Body of Knowledge, 2017).*

According to *Kerzner (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.

2.1.2. Project management

According to PMI Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently.

Poorly managed projects or the absence of project management may result in:

- Missed deadlines,
- Cost overruns,
- Poor quality,
- Rework,
- Uncontrolled expansion of the project,
- Unsatisfied stakeholders, and
- Failure in achieving the objectives for which the project was undertaken.

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. 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 *(Krezner,2002).*

Project management cycle refers to the various stages required to conceive of and deliver a project. In IUCN the stages that have been adopted are - situation analysis, identification and design, project approval and funding, implementation, evaluation, monitoring, reporting and communication. Often the cycle is repeated again for multiple phases of projects. Each stage of the cycle has different requirements in resources (time, money and staff) and usually institutions have standards to which they require each stage to meet. It is important to note that the cycle is not as linear as it appears *(An IUCN Training Course for Project Managers Participants Manual ,2004).*

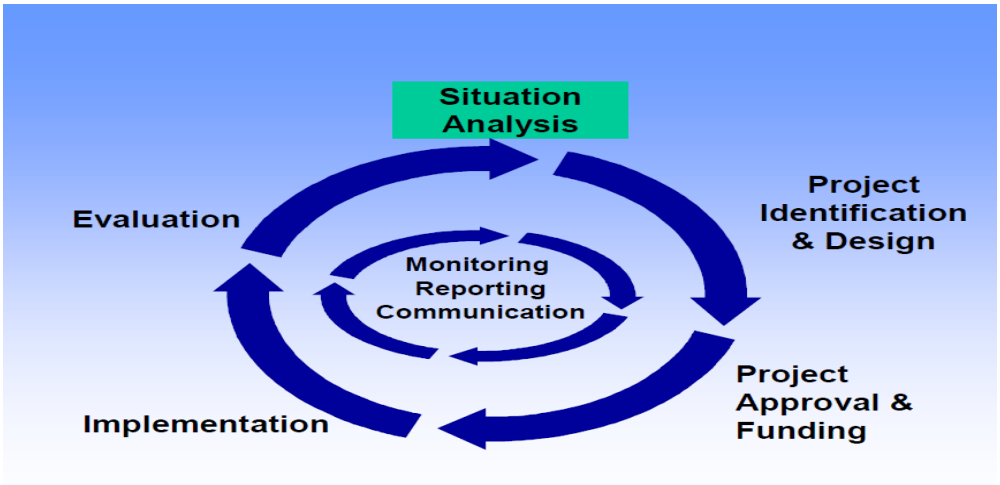

Figure 2.3- Project management cycle (IUCN, 2004)

2.1.3. Project Performance

Baccarini (*1999)* uses two distinct concepts of performance: success of project management (process view) and product success (product view). The success of the process and development, and quality management process. This view leads to the following performance criteria:

- Anticipate project requirements, meet project needs, use resources efficiently;

- Communicate effectively and resolve of cases in a timely manner;
- Establish effective coordination of and relationships between stakeholders, engage in teamwork and in participatory and consensual decision making;
- Minimize scope changes and eliminate disturbances in the organization (related to work process and culture);
- Complete project with no post-closing problems and identify and solve problems during project execution.

The success of the product is evaluated using the following criteria:

- Achieves organizational objectives according to strategic buyer / project sponsor; meets needs and purposes of users and its appropriate for use;
- Meets needs of other stakeholders of the project product.

Pinto and Slevin (1986) provide a definition of project performance that considers both internal factors, which include cost, time and quality (compliance with technical specifications), and external factors, which include use, satisfaction and effectiveness. While the internal factors are more closely related to and controlled by the manager and are thus not directly affected by the customers and users, the external factors, in contrast, are more directly related to customer behavior. The authors emphasize that the relative importance of each of the two factors (internal and external) varies with time. While internal factors, which are more subject to influence and control from the project team, are more important in the early stages of the project, while external factors, which are more specific to customer perception, assume greater importance from the time of implementation.

Internal factors External factors

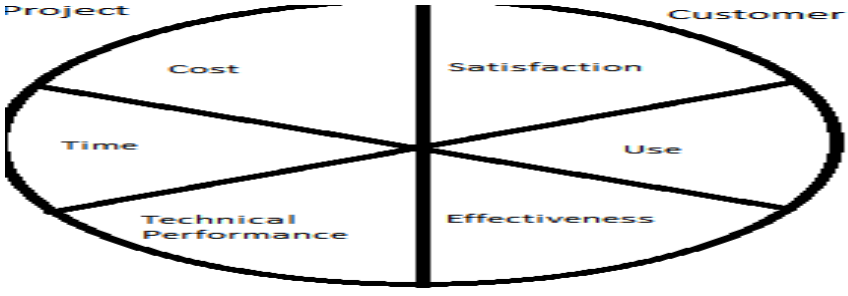

Figure 2.4- project performance factors *(Asian Development Bank, 2014)*

- **Cost** - degree of compliance with the project's initial budget
- **Time (Deadline)** – degree to which initially established deadlines are met
- **Technical performance** - degree to which the project meets implicit and explicit technical specifications
- **Use** - project is used according to its original proposal
- **Satisfaction** - satisfaction with the process by which the project is being or was conducted
- **Effectiveness -** project will directly benefit its users

Project performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time cost, quality, client satisfaction, client changes, business performance, health and safety *(DETR 2000).* Time, cost and quality are, however, the 3 predominant performance evaluation dimensions. Another interesting way of evaluating project performance is through 2 common sets of indicators *(Pheng and Chuan ,2006).*

- The first set is related to the owner, users, stakeholders, and the general public; the groups of people, who will look at project performance from the macro viewpoint.
- The second set comprises the developer and the contractor; the groups of people who will look at project performance from the micro viewpoint.

2.1.4. Project Success

The concept of success used by Dvir (1998) has two dimensions: benefits perceived by consumers and fulfillment of project goals (design). These dimensions also suggest a division of the concept of success, as the benefits perceived by consumers can only be evaluated after the implementation of the product design, unlike compliance with the specifications, which can be evaluated during development and project completion. In contrast, Shenhar (2001) do not recognize the existence of two distinct concepts of success – success and the success of product design – and instead defend the premise that the relative importance of the dimensions of project success change over time. They identify the following dimensions of success:

- Project efficiency (meeting deadlines and budgets);
- Impact on consumer (customer satisfaction and product quality);

- Success of the business (revenue generation, profit share and other benefits derived by the mother organization);
- Preparation for the future (developing organizational infrastructure and / or technology for the future).

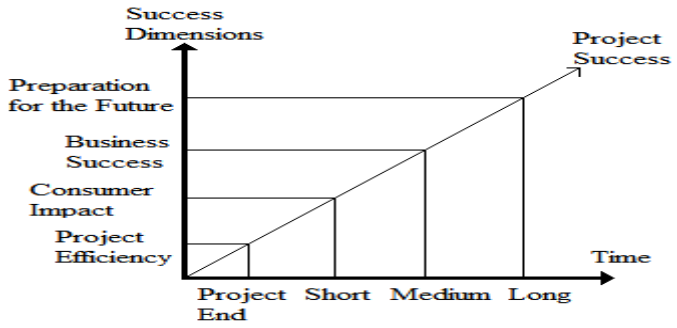

Figure 2.5- project success (Asian Development Bank, 2014)

2.1.5. Project performance indicators

The purpose of the Key Performance Indicators (KPIs) is to enable measurement of project and organizational performance. This information can then be used for benchmarking purposes and will be a key component of any organization's move towards achieving best practice. Clients, for instance, assess the suitability of potential suppliers for a project, by asking them to provide information about how they perform against a range of indicators. Some information will also be available through the industry's benchmarking initiatives, so clients can see how potential suppliers compare with the rest of the industry in a number of different areas *(The KPI Working Group, 2011).*

Key performance indicators (KPIs) include factors such as time, cost, quality, client satisfaction; client changes, business performance and safety in order to enable measurement of project and organizational performance throughout the construction industry. This information can then be used for benchmarking purposes and will be a key component of any organization move towards achieving best practice *(DETR, 2000).*

Lehtonen (2001) stated that performance measurement is a current issue in academia, as well as in business community. Samson and Lema (2002) stated that KPIs are very important in order to deliver value to stakeholders. So, companies must be sure they have right processes and capabilities in place. The KPIs also allow to trace which processes and capabilities must be competitively and distinctive, and which merely need to be improved or maintained.

2.1.6. Project performance Evaluation

According to Berhanu (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.

Project evaluation involves the systematic collection of information about the activities, characteristic and outcomes of an activity or action, in order to determine its worth or merit. It is a major part of learning and can provide a wealth of useful information on the outcomes of a project or action, and the dynamics of those who undertook the work. In other way, evaluation is a systematic way of reflecting on and assessing the value of what is being done (i.e. a project, a program, an event). Evaluation is commonly interpreted as an end product or an activity taking place at the end of a project. However, evaluation should be considered as a process, taking place across all phases of a project, used to determine what has happened and whether the initial aims of the project have been carried and achieved out. *(Dart , 1998).*

2.1.7. The Meaning of Evaluation

Evaluation is the systematic and objective assessment of an on-going or completed project, program or policy its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability."

An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Monitoring is 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 *(DAC Glossary, 2009).*

The document released by the Bido (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'' 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. Evaluation is the identification of and reflection upon the effects of what has been done and determining the effectiveness of the results. Basically, evaluation aims at determining, as systematically and objectively as possible, the efficiency, effectiveness, relevance, sustainability and impact of a project or service.

2.1.8. Evaluations Planning and Communicating

Evaluation planning should begin during or immediately after the project design stage. Early planning will inform the project design and allow for enough time to arrange for resources and personnel prior to project implementation. M&E planning should also involve those using the M&E system. Involvement of project staff and key stakeholders ensures feasibility, understanding, and ownership of the M&E system. Here a clear understanding of the log frame's hierarchy of objectives is essential for M&E planning *(Chaplowe, 2008).*

A comprehensive M&E plan includes an M&E framework, indicators, guidance on how to collect and analyze the indicators, a data quality assurance plan, a data use and reporting summary, an evaluation summary, and a budget *(PATH, 2013).* Peersman (2014) adds baseline data on these planning components that initially collected data which serves as a basis for comparison with data which is acquired at a later stage. For example, data collected before an intervention is implemented for later comparison with data collected after the intervention is implemented. Peersman also justified data collection and analysis, a conducting process in M&E which involves the collection of data by different collection tools and analyzing with different models. The challenge here is poor choice of methods and choosing the 'same old' methods regardless of their suitability to the specific evaluation are the common challenges.

Communicating Monitoring and evaluation results explained three major things in communicating monitoring and evaluation results; preparing reports, presenting result in person and using the media to communicate results.

Producing a report is one way to communicate the results with your stakeholders such as project funders, decision makers, planners, project managers, or those who act or modify their actions based on the evaluation results. The report should include those aspects of the project and its evaluation that are, based on your knowledge, important to the readers. The report should also encourage them to use the information and recommendations. Presenting evaluation results to some project stakeholders in a face-to-face two-way method gives your audience an opportunity to ask questions. It also provides you an opportunity to directly communicate with your audience and receive direct feedback not only on the project evaluation and its report but on the other needs, expectations, and concerns that they may have *(Zarinpoush, 2006).*

The overall purpose of the M&E system is to provide useful information. Therefore, information utilization should not be an afterthought, but a central planning consideration. For this reason, identifying stakeholder informational needs has been a recurring topic throughout all M&E planning steps *(IFRC, 2011).*

Using the media is another way to communicate all or part of the results to external stakeholders. By getting your results published, you can increase the visibility of your organization and contribute positively to the way its work is perceived by the public. Target the audience who may be most interested in and find potential benefits from the results *(Zarinpoush , 2006).*

2.1.9. Evaluation budget

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (McCoy, 2005). Some authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget (Kelly & Magongo, 2004). The intention with this practice is not to be prescriptive of the percentage that is adequate, but to come up with sufficient funds to facilitate the monitoring and evaluation activities. Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function.

2.1.10. Evaluation Schedule

The monitoring and evaluation activities of the project should be included in the project schedule so that they are given the due importance they require, not only done at the whims of the project manager (Handmer and Dovers, 2007).

Individuals for Monitoring and Evaluation Activities

There should also be an individual who is directly in charge of the monitoring and evaluation as a main function (Kelly & Magongo, 2004) and an identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings (McCoy, 2005).

2.1.11. Types of Evaluation by Evaluators

I. Evaluation by third parties (External Evaluation)

In order to improve the quality and objectivity of its evaluation, JICA entrusts a certain portion of its evaluation studies to external third parties that were not involved in the planning and implementation of the projects to be evaluated. For the same reason, JICA also includes those that have high expertise in the targeted fields for evaluation, such as universities, research institutions, academics, consultants, etc.

II. Internal Evaluation

In order to derive lessons and recommendations that meet the actual condition or needs of recipient countries, this evaluation is conducted mainly by JICA with the knowledge of those systems and other things that surround a project or an issue. JICA also promotes the review of such internal evaluation results by third parties (academics, journalists, NGOs, etc.) with expertise in development assistance and familiarity with JICA's undertakings to assure transparency and objectivity.

III. Joint Evaluation

This evaluation is conducted in collaboration with organizations in the target countries or with the aid agencies of other donor countries. Joint evaluation with partner countries is effective for sharing recognition with JICA about the effects of and the issues regarding those projects. It also contributes to learning evaluation methods and improving the capacity of those countries in carrying out evaluation. This evaluation is effective in promoting the mutual learning of evaluation methods and aid coordination.

2.1.12. Basic Steps on Project Performance Evaluation

I. Evaluation Results

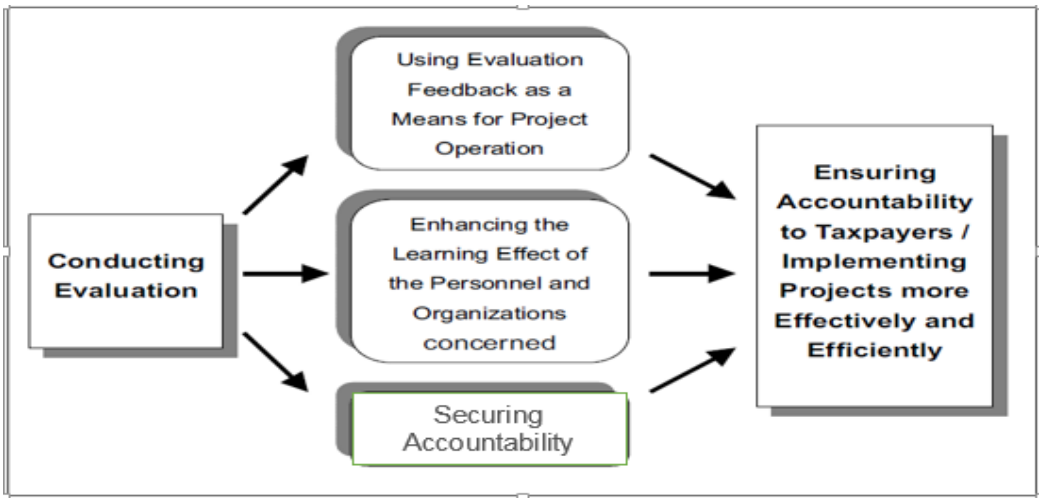

Figure 2.1- project performance evaluation results (Asian Development Bank, November 2014)

II. Evaluation Feedback

A. Feedback to improve the decision-making process

Feedback to improve the decision-making process involves direct use of evaluation results in making decisions concerning the target project. In most cases, this process forms a part of the project management procedures by the department responsible for the project. For example, the results of the ex-ante evaluation serve as an important reference for deciding whether the project in question should be executed, while those of the mid-term evaluation are considered to decide whether to make a revision of the original project plan. Similarly, the results of the terminal evaluation are used to determine whether the project should be completed, extended or followed up with additional cooperation.

B. Feedback for the organization's learning process

On the other hand, feedback for the organization's learning process involves the accumulation of evaluation information and lessons by the people involved in development aid operations with the aim of using them in formulating and planning similar projects and in reviewing organizational strategies.

C. Feedback to the Public

Feedback to the public is a process to fulfill its accountability which is one of the purposes of evaluation. Accountability means more than a commitment to publishing evaluation results. It requires a system in which the 'entrustee' of such undertakings gives a full account to the 'entrusted' (taxpayers) on how it has implemented those undertakings in a responsible manner whereby the entrusted can judge the entrustee's performance.

2.1.13. Phases in Evaluation:

Evaluation is the act of making a value judgment backed up by evidence. Also, as explained in the previous section, the proper feedback of recommendations and lessons learned to the future operation is essential. It is not satisfactory only to conclude that "objectives are achieved" or rate a project according to some scale at the end of evaluation studies *(Japan International Cooperation Agency, 2004).*

There are three phases in JICA's evaluation:

1. Assessing the performance of a project;
2. Making a value judgment on the project using Five Evaluation Criteria; and
3. Making recommendations, drawing from the lessons learned, and feeding them back to the next stage. This section explains the basic concepts of each framework.

A. Assessing the Performance of a Project: Results, Implementation Process, and Causal Relationships

Three kinds of assessment are indispensable for analyzing the actual situation and the performance of the project.

Measurement of results is to see what is achieved in a project and to what extent.

Examination of implementation process is to analyze what is happening in the process towards its achievement and how it affects the performance Lastly,

Examination of causal relationships is to examine whether the project performance resulted from project intervention by looking at causal relationships between the project and whatever effects (or to see the validity of project designs in the case of ex-ante evaluation).

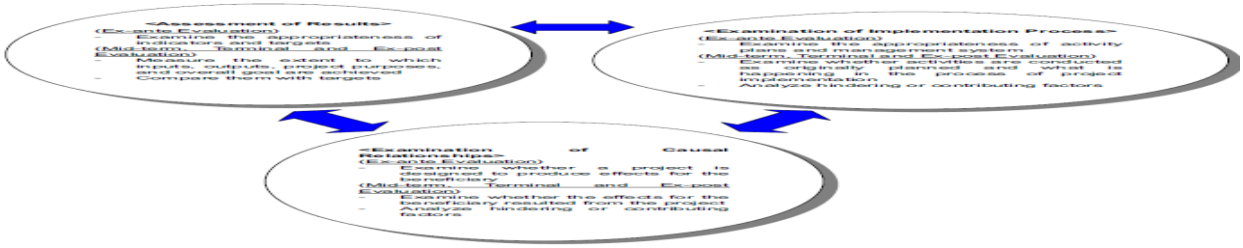

Figure 2.2- Three aspects project performance assessment *(Japan International Cooperation Agency, 2004)*

B. Value Judgment Based on Five Evaluation Criteria

Evaluation is undertaken for the purpose of making a value judgment based on the achievement of results. Five Evaluation Criteria for conducting an evaluation (mainly project evaluation), which was proposed by the Development Assistance Committee (DAC) at the Organization for Economic Cooperation and Development (OECD, 1991).

These five criteria, as shown below, are meant to be used for evaluating development assistance activities from a comprehensive range of criteria.

I. Relevance

A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project (or project purpose and overall goal) meet with the needs of target beneficiaries; whether a project intervention is appropriate as a solution for problems concerned; whether the contents of a project is consistent with policies; whether project strategies and approaches are relevant, and whether a project is justified to be implemented.

II. Effectiveness

A criterion for considering whether the implementation of project has benefited (or will benefit) the intended beneficiaries or the target society.

III. Efficiency

A criterion for considering how economic resource/inputs are converted to results. The main focus is on the relationship between project cost and effects.

IV. Impact

A criterion for considering the effects of the project with an eye on the longer-term effects including direct or indirect, positive or negative, intended or unintended.

V. Sustainability

A criterion for considering whether produced effects continue after the termination of the assistance.

Five Evaluation Criteria are used to evaluate the value of conducting a project from a comprehensive point of view. The evaluator examines the effects of a project as well as the appropriateness of the volume of resources for producing the effects (i.e. efficiency). The value of conducting a project would possibly decrease if it costs more than necessary even though it produced enormous effects, or if effects were limited despite the fact that a large scale of inputs were used. Also, in order to judge the validity of an aid intervention, the relevance of strategies is examined as well as the sustainability of the effects after the termination of the assistance. Thus, evaluating a project using the five criteria makes it possible to see the value of a project from different viewpoints, and as a result, various factors that influence the success or the failure of the project can be specified. When evaluating projects, whether to assess performance or to foresee the future, perspectives will differ depending on the timing of evaluation study in operating cycle. Focus of each criterion also will vary among projects.

C. Make Recommendations, Learn Lessons and Feedback

Results of an evaluation are meaningful only when they are utilized. JICA recognizes the evaluation as a practical management tool, and therefore specific recommendations should be made, and lessons should be drawn from the evaluation results. The recommendations and lessons learned have to be fed back to relevant departments of JICA and related organizations so that they will be utilized for the improvement of the target project or future operations.

It is indispensable to specify the hindering or contributing factors influencing a project when making such recommendations and understanding what has been learned. For instance, when the project is found to be not effective, the hindering factors should be identified by examining both the implementation process and the causal relationships, and based on those factors, recommendations or lessons learned should be proposed. As another example, if it turned out that there was a problem in the arrangement of staff in the implementing agency, some recommendations to change the situation would be needed. In the case that evaluation results tell us the need for another set of outputs to achieve intended effects, recommendations to re-design the outputs should be proposed.

2.1.14. International evaluation principles and standards

A. **Evaluation Objectivity:** In its conception and implementation every evaluation needs to achieve a maximum level of objectivity and impartiality. Statement of facts needs to be methodically clearly distinguished from assessments. It is important that different perspectives are taken into account, as well as strengths and weaknesses. Results, conclusions and recommendations need to be supported by evidence and must be comprehensible.

B. **Independence of Evaluators:** The evaluators must have expert knowledge. Credibility also includes the independence of evaluators from all staff involved operatively.

C. **Participation of all parties concerned in the entire process:** An evaluation needs to be as participatory as possible (e.g. developing jointly the Terms of Reference with the project partners, the possibility of all parties involved to comment on the results or the evaluation report).

D. **Transparency and Focus:** The evaluation assignment must be clearly defined and focused: Description of the initial situation (project program details), objectives of the evaluation, central questions, methodologies, qualifications of the evaluation team, reporting requirements. In most cases, an evaluation cannot cover all criteria to the same extent, hence a strict definition of priorities is essential.

E. **Reliability, Completeness and clarity of reports:** The utilization and preparation of basic data is necessary in order to prove the assessment and the conclusions in a credible fashion. The evaluation results stated in the evaluation report must be comprehensible.

F. **Fairness and protection of the interests of the parties involved:** Security, dignity and rights of the persons involved in the evaluation must be protected.

G. **Utility:** Evaluation recommendations are used for improving projects or programs. Feedback to political and operative decision makers must be guaranteed through a clear responsibility for the implementation of the evaluation results. (Japan International Cooperation Agency, 2004)

2.2. Empirical Review

Henry (2013) discussed the impact evaluation of a job-training program for disadvantaged youths. The results showed that although more than 95% of the trainees complete the classroom phase, training providers fail to place a quarter of trainees in internships. This failure could be the result the program's course selection and the low threshold for internship placement set by Projoven (2014) investigated on training; monitoring and evaluation practices and challenges of local nongovernmental organizations executing education projects in Addis Ababa. The study revealed that projects implemented by the local nongovernmental organizations in Addis Ababa are not effectively monitored and evaluated. This is due to various obstacles such as lack of M&E expertise, minimal budget allocation for M&E; poor involvement of stakeholders.

Most projects in developing countries in general and in Ethiopia in particular face a huge cost and time overrun. This cost and time overrun can be minimized by using effective monitoring and evaluation system in projects (Ermias, 2007). The research have been done on ethio telecom project management maturity found a gap and recommended to Conduct periodic assessments be performed on an annual basis to ensure improvements are taking root. Essentially, repeated assessments (commonly referred to as re-assessments) can be used to track progress against the project management deployment plan that would be developed as a result of the initial assessment and to establish Project Management Information Systems for its projects either through an already established project office or on individual projects (Gebrewahd, 2018.) also another researcher concluded in ethio telecom performance of ICT projects has still remained challenging. (Tsehay, 2017).

Njuki, Kaaria, Chitsike and Sanginga (2006) conducted a study on participatory monitoring and evaluation for stakeholder engagement, assessment of project impacts, and for institutional and community learning and change in Uganda. The result showed that scientists are beginning to apply the PM&E process to engage their stakeholders in joint planning, developing common objectives and vision, and in collectively assessing progress. Scientists are paying more attention to issues and concerns of stakeholders and are adjusting project outcomes, outputs, and indicators based on stakeholder priorities. At the community level, PM&E data is being applied to adjust project activities, reflect and make decisions on various aspects of community initiatives, and to plan and monitor the implementation of activities. Additionally, communities

are using these systems to hold research and development (R&D) institutions accountable to their priorities, through effective communication and feedback mechanisms. The study was done in Uganda and thus its findings may not be applicable in the Ethiopian context and in telecom sector.

Oyuga (2012) examined the determinants of adoption of participatory monitoring and evaluation in management of public secondary schools in Kisumu East District, Kenya. The findings revealed that the knowledge and skill of principal's board of governors' influence adoption of participatory monitoring and evaluation in public secondary schools. The study also established that board of governors and principals have little knowledge on policies guiding monitoring and evaluation in management and this too was found to influence adoption of participatory monitoring and evaluation in management of public secondary schools. The study was done in the education sector and its findings may not directly be applicable to telecom sector.

I tried to find the written document on project performance evaluation for telecom related projects ; however, I found few researches that are in the area of public organization, capacity building, I didn't find the research on the area of project performance evaluation in telecom projects especially in ethio telecom. In fact there are some investigations done on the area of monitoring and evaluation in Ethiopia at different places, different periods, and different subjects but not in the area telecom projects; So for the purpose of this study the researcher refers studies that are made on the issue of monitoring and evaluation of development projects. These studies gave the researcher ideas on how these development projects is evaluated

2.3. Conceptual Framework for the Study

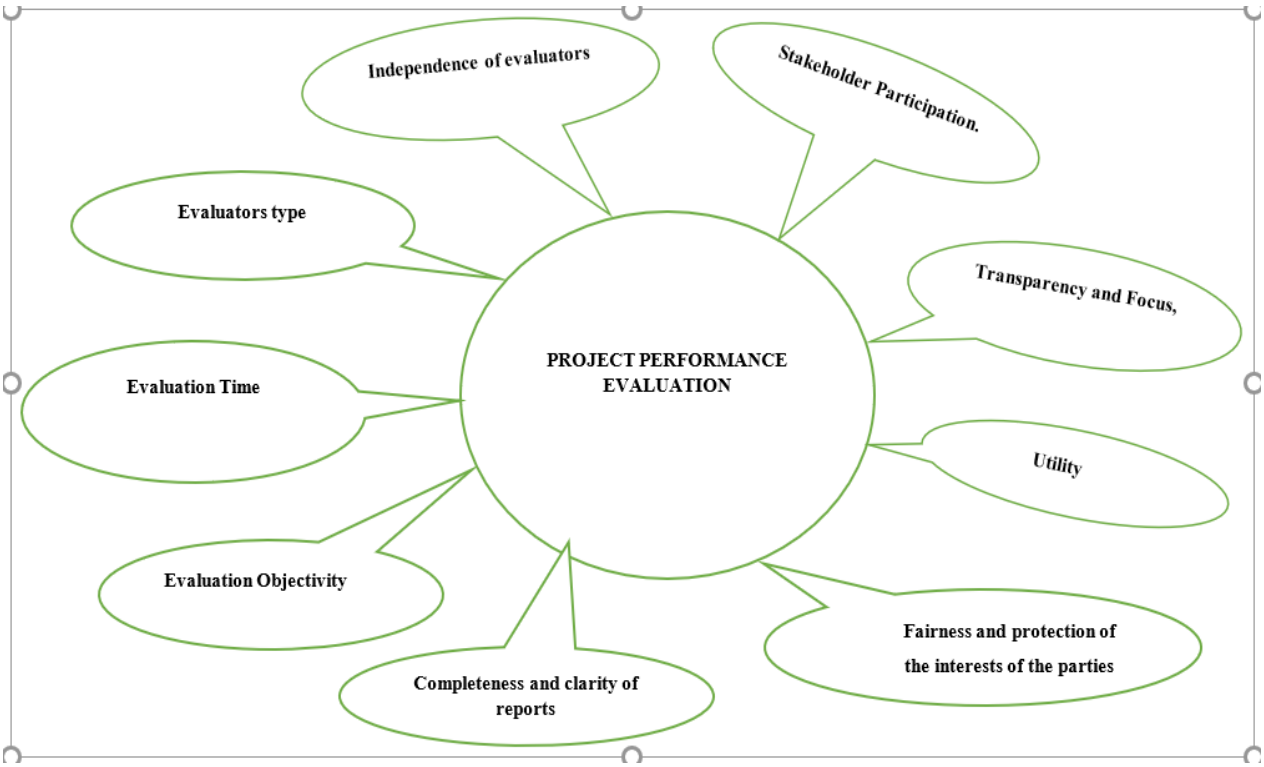

Figure 2.5- Conceptual Framework (*Asian Development Bank, November 2014, and Japan International Cooperation Agency, September 2004)*

III. RESEARCH DESIGN AND METHODOLOGY

1.1. Research Design

The researcher adopted a descriptive research design for the study. The study conducted to answer questions how project performance evaluation practice in ethio telecom and describe them against the International evaluation principles and standards to conduct project performance evaluation. The Researcher use both Quantitative and qualitative Research approach. The Researcher apply Quantitative approach for the data analysis part of from data collected from respondents through closed ended questionnaire. The researcher uses Qualitative approach for open ended question, discussion to qualify open ended Questions answers and secondary data analysis part.

1.2. Sampling Technique and Sample Size

A sample is a representative part of a population. In research it is not always possible to study an entire population. A decision is often made, therefore, to study only a small fraction of the population, or a sample‖ of it, from which conclusions can be drawn about the whole population. Sampling requires a researcher to be careful in considering: Time, cost, availability of resources and also its practicability *(ESTC, 2005).*

The study from a target population of 1053 determined a sampling unit of 53 who are the core professional doing the actual evaluation work and composed directors, Manager, Supervisor, Staff that is from target population those that are not involved in actual evaluation work are left out in framing the sample unit. Researcher purposely include individuals to collect primary data that one thinks knows most about the subject matter and have experience. The choice of the discussion participants was based on their position and experience duration in ethio telecom and was based on their level of knowledge and participation in their organization project management. The discussion objective is to qualify opened ended questioner answers and the challenges. Based on these the composition of sample indicated as follows: -

Position	Sample
Staff	32
Supervisor	8
Manager	6
Director and above	7
Total	53

1.3. Procedures of Data Collection:

Research design is the blueprint for fulfilling research objectives and answering research questions. To collect data the researcher used mainly a 1 to 5-point Likert Scale questionnaire format which were distributed to purposively selected project professionals who participated in NGN and TEP telecom expansion projects. A ratio from a difference of 1 _ 5 was used to discuss the degree of central tendency. Results were as follows:

Mean values	Ranking
1.00 <= 1.80	Strongly Disagree
> 1.80 <= 2.60	Disagree
> 2.60 <= 3.40	Neutral
> 3.40 <= 4.20	Agree and
> 4.20 <= 5.00	Strongly Agree

Table 4.1- scaling expressions (Chileshe & Yirenkyi 2012).

The resultant values of mean scores were further classified to address the limitations associated with the single point or number changing from 1 to 5 in the verbal scaling expressions *(Chileshe & Yirenkyi, 2012).*

In addition to the questionnaire the researcher have done small discussion with available project managers and director to get further qualitative information regarding the actual practices in managing project performance evaluation during the discussion , the researcher used a set of compiled questions which can quantifies and elaborate open end questions result /answered in order to get brief description and to qualify information on challenges and others issue of project performance evaluation.

1.4. Methods of Data Analysis

Descriptive research comprises surveys and fact finding enquires of different types. the main objective of descriptive research is describing the state of affairs as it prevails at the time of the study. the term ex post facto research is quite often used for descriptive research studies in social science and business research. Both quantitative and qualitative methods are employed to present, analyze and interpret the data collected from the above sources. Data from questionnaire are coded, analyzed and presented using Statistical Package for Social Sciences (SPSS) and Microsoft Excel version 2016 to facilitate the interpretation of the result of the data analyzed. Descriptive statistics involves frequencies and percentages, measures of central tendency and dispersion (mean and standard deviation respectively). Thus, this research used descriptive analyses. The analysis is aimed at showing how ethio Telcom practice project performance evaluation. Additionally, the analysis shows challenges in project performance evaluation

1.5. Data Analysis and Presentation

Both primary and secondary data are analyzed and presented using Statistical Package for Social Sciences (SPSS) and Microsoft Excel version 2016 to facilitate the interpretation of the result of the data analyzed. The results obtained from the analysis was presented in graphs and based on which concrete conclusions and recommendations are forwarded.

1.6. Ethical Issues and Considerations

The researcher considered the ethical obligations to the professionals in the industry whose input from the research questionnaire were kept confidential and will only be used for academic purposes. Respondents to the questionnaire had the right not to answer questions that they felt were not appropriate without any intimidation. Respondents were given assurance about anonymity of their responses. Furthermore, the respondents were ordered not to write any information like their name and other personal code while responding to the questionnaire.

IV. FINDING AND DISCUSSION

4.1. Reliability and Validity

The researcher used Cronbach's alpha to measure reliability (or consistency) that is, how closely related a set of items are as a group manipulating by using SPSS. it is a coefficient of reliability (or consistency). Note that a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations. (Joseph A. G. and Rosemary R. G. n.d.). Reliable measures give greater confidence that the individual indicators are all consistent in their measurements, and therefore, the model is repeatable. Based on SPSS result the reliability coefficient is 0.955 and it is "acceptable". The reliability test result is reported in the following table.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.955	43

Table 4.2-Reliability test (or consistency). (Source: own survey, July 2019)

The reliability of all 7 international evaluation principles and standards and General questions on project performance evaluation Based on SPSS result the reliability coefficient is "acceptable". The reliability test result is reported in the following table. The detail is in annex.

Evaluation Objectivity

Cronbach's Alpha	N of Items
.903	7

Independence of Evaluators

Cronbach's Alpha	N of Items
.731	7

Participation of all parties concerned in the entire process

Cronbach's Alpha	N of Items
.718	3

Transparency and Focus:

Cronbach's Alpha	N of Items
.866	5

Reliability, Completeness and clarity of reports

Cronbach's Alpha	N of Items
.911	7

Fairness and protection of the interests of the parties involved

Cronbach's Alpha	N of Items
.834	3

Utility

Cronbach's Alpha	N of Items
.889	4

General question project performance evaluation

Cronbach's Alpha	N of Items
.895	7

Table 4.3-Reliability test for each variable (Source: own survey, July 2019)

4.2. Response Rate

A total of 53 questionnaire copies were distributed and 43 (81%) respondent were fully completed representing 81% response rate. Despite several follow ups 10 respondent (19%) failed to respond all questions. (1 respondent 90% questions, 1 respondent 95% questions and the others 8 respondent 98% questions responded.)

The below table shows in demographic response rate 1 respondent missed his/her gender information and 1 respondent missed his/her work experience years. We can conclude 99.2 % of the demographic information is fully completed.

		sex	Education Level	Age	Experience	Position
N	Valid	52	53	53	52	53
	Missing	1	0	0	1	0
	Valid %	98.1%	100.0%	100.0%	98.1%	100.0%

Table 4.4- Demographic response rate (Source: own survey, July 2019)

For general performance evaluation questions: - 3 (6%) respondent missed to respond about Summative evaluation (end of project) question. We can conclude 99 % general performance evaluation questions is responded.

		About Evaluation Carry out assessment.	About Evaluation plan in your	About Separate Evolution budget	About Midterm (interim) evaluation	About Summative evaluation (end of project)	About Ex-post Evaluation (after the end of the project)	About Policy/legal framework of Evaluation
N	Valid	53	53	53	53	50	53	53
	Missing	0	0	0	0	3	0	0
		100%	100%	100%	100%	94%	100%	100%

Table 4.5- General performance evaluation response rate (Source: own survey, July 2019)

For evaluation objectivity variable questions: - all questions are responded.

		Evaluation indicators linked to the objectives of the program/project. (Budget, Schedule, quality and end user satisfaction)	Evaluation is clear and transparent enough to base for value judgment (Relevance, Effectiveness, efficiency, Impact and sustainability)	Evaluation investigate the whole process of activities (relevance of activities to produce intended output)	Evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation)	Project evaluation was done based on verifiable evidence or facts	your organization's evaluation performance use evaluation process (Planning, doing and reporting)	Evaluators are impartial (views or opinions equally and fairly)
N	Valid	53	53	53	53	53	53	53
	Missing	0	0	0	0	0	0	0
		100%	100%	100%	100%	100%	100%	100%

Table 4.6- Evaluation objectivity response rate (Source: own survey, July 2019)

For Independence of Evaluators variables questions: - 1(2%) respondent missed to respond about Project evaluation are doing by Joint Evaluation and 1 (2%) respondent missed to respond about Evaluator's credibility question. We can conclude 99 % Independence of Evaluators questions are responded.

		Evaluation are doing by third parties	Project evaluation are doing by own force/ employee	Project evaluation are doing by Joint Evaluation	involvement of experts in Evaluation processes	Valuators independence	Evaluator's knowledge	Evaluator's credibility
N	Valid	53	53	52	53	53	53	52
	Missing	0	0	1	0	0	0	1
		100%	100%	98%	100%	100%	100%	98%

Table 4.7- Independence of Evaluators response rate (Source: own survey, July 2019)

For participation of all parties' variables questions: - all questions are responded.

		Involvement of stakeholders (planning, doing and reporting)?	Project managers always update result to the stakeholders	End users Involvement including in testing
N	Valid	53	53	53
	Missing	0	0	0
		100%	100%	100%

Table 4.8- Participation of all parties' response rate (Source: own survey, July 2019)

For transparency and focus variables: - all questions are responded.

		Data is identified in evaluation planning process	Schedule for Evaluation activities (Planning, doing and reporting)?	Roles and responsibility of staff are clearly stated	Evaluation and review techniques	The information collected was comprehensive
N	Valid	53	53	53	53	53
	Missing	0	0	0	0	0
		100%	100%	100%	100%	100%

Table 4.9- Transparency and focus response rate (Source: own survey, July 2019)

For reliability, completeness and clarity of reports variables questions: - 1 (2%) respondent missed to respond about Evaluation reports are comprehensiveness and 4 (8%) respondent missed to respond about Evaluation assessment and conclusion credibility. We can conclude 98.7 % Independence of Evaluators variables questions are responded.

		Obtains or generates and uses relevant, reliable and quality information	Use Methods for data acquisition	Comparing planned input, output, overall goal and purpose of (Budget, Schedule and Quality)	Evaluate customer/user and stakeholder satisfaction on projects evaluation?	Documentation and information sharing practice (timely; complete; accurate and easily understood)	Evaluation reports are comprehensiveness?	Evaluation assessment and conclusion is credible
N	Valid	53	53	53	53	53	52	49
	Missing	0	0	0	0	0	1	4
		100%	100%	100%	100%	100%	98%	92%

Table 4.10- Reliability, completeness and clarity of reports response rate (Source: own survey, July 2019)

For Fairness and Protection of the Interest of the Parties variables questions: - in each question 1(2%) respondents are missed to respond. We can conclude 98 % this variable's questions are responded.

		The evaluator was free from any influence (stakeholders)	The evaluation information was free of political or others biasness	There was fairness and protection to evaluator security, dignity and right
N	Valid	52	52	52
	Missing	1	1	1
		98%	98%	98%

Table 4.11- Fairness and Protection of the Interest of the Parties response rate (Source: own survey, July 2019)

For utility variables: - all questions are responded.

		Using of evaluation feedback to improve future project operation	Evaluation result provided to program managers/officers to assist in decision	result implementing to make projects more efficient and effective	Using evaluation result to enhance individual and organizational lessen learning
N	Valid	53	53	53	53
	Missing	0	0	0	0
		100%	100%	100%	100%

Table 4.12- Utility response rate (Source: own survey, July 2019)

4.3. Demographic Characteristics and General Background Result

The participants gender composition, age, education qualification, work experience, and current position have described as below.

As presented by the below table 4.13: - 84.9 % respondents are Male, 13.2% respondents are Female, and 1 respondent missed to respond this information

As presented by the below table 4.13: - all respondents are degree and above (62.3% degree and 37.7% are master's degree and above

As the below table 4.13 figure depicts: - the age composition of the respondents are 20 to 50 years. The Result shows that 18.9 %, 60.4 % and 12.8% of the respondents' age are in the range 20 to 30, 31 to 40, and 41 to 50 Years respectively.

69.8 % of respondents work experience is more than 10 years, 20% respondents work experience is 6 to 10 years and 7.5% of the respondent's year work experience was below 6 Years. This

indicates respondents have adequate experience and knowledge in projects managements and performance evaluation area. Refer the result in the below table 4.16.

The below 4.11 shows respondent position is 60.4 % staffs, 15.1 % supervisors, 11.3 % managers and 13.2 % Director and above. This indicates that the questionnaire respondents were include from lower staff and supervisors that participated in daily project activities and higher position in management and director level that participated in decision making of activities

		Valid Frequency	Missing Frequency	Valid Percent	Cumulative Valid Percent
Sex		52	1	98.1%	98.1%
Age		53	0	100%	100%
Education Level	Degree	33	0	62.3%	100%
	Masters and above	20	0	37.7%	
Experience	0 to 5 years	4	1	7.5%	98.1%
	6 to 10 Years	11		20.8%	
	11 to 15 Years	19		35.8%	
	Above 15 years	18		34.0%	
Position	Staff	32	0	60.4%	100%
	Supervisor	8	0	15.1%	
	Manager	6	0	11.3%	
	Director and above	7	0	13.2%	

Table 4.13- Respondent gender composition (Source: own survey, July 2019)

4.4. Assessing General Project Performance Evaluation Questions

Evaluation question on carry out assessment respondents are responded: - 52.8% = Agree, 20.8 % = Strongly agree, 15.1%= Neither Agree nor Disagree and 11.3 % = Disagree. As table 4.22 shows this assessment question Mean result is 3.83 (approaches to 4) = Agreed result and Std. Deviation is 0.89 can expresses it is certain and considered "significant". From this result we can conclude ethion Telcom is carryout project performance evaluation.

Related with evaluation plan question respondents responded: - 58.5 % = Agree, 20.8 % = Strongly agree, 18.9 %= Neither Agree nor Disagree and 1.9 % = Disagree. As the below table 4.22 shows Mean result is 3.98 (approaches to 4) = Agreed result and Std. Deviation is 0.69 and can expresses it is certain and "significant". From this result we can conclude there is project performance evaluation plan in ethion Telcom

On separate evolution budget question respondents responded: - 30.2 % = Agree, 11.3% = Strongly agree, 41.5% = Neither Agree nor Disagree and 17.0% = Disagree. As the below table 4.22 shows Mean result is 3.36 (approaches to 3) = Neutral result (most participants were not

sure to give specified answer) and Std. Deviation is 0.90 and can expresses it is certain and "significant". From this result.; we can't conclude ethio Telcom have or don't have Separate project performance evaluation budget.

For Midterm (interim) evaluation question respondents responded: - 41.5% = Agree, 22.6% = Strongly agree, 11.3% = Neither Agree nor Disagree and 17% = Disagree. As the below table 4.22 shows Mean result is 3.77 (approaches to 4) = Agreed result and Std. Deviation is 0.99 and can expresses it is certain and "significant". From this result we can conclude there is project performance Midterm (interim) evaluation practice in ethion Telcom.

For Summative evaluation (end of project) question respondents responded: - 49.1% = Agree, 15.1% = Strongly agree, 17% = Neither Agree nor Disagree and 20.8% = Disagree. As the below table 4.22 shows Mean result is 3.54 (approaches to 4) = Agreed result but Std. Deviation is 1.01 there is deviation or un agreement among the respondents. From this result we can conclude there is Summative evaluation (end of project) practice in ethion Telcom with some uncertainty.

On Policy/legal framework of Evaluation question respondents responded: - 41.5% = Agree, 9.4% = Strongly agree, 32.1% = Neither Agree nor Disagree and 17% = Disagree. As the below table 4.22 indicate Mean result is 3.58 (approaches to 4) = Agreed result and Std. Deviation is 0.95 can expresses it is certain and "significant". From this result we can conclude there is Policy/legal framework of for project performance Evaluation in ethion Telcom.

General project performance evaluation questions	N	Mean	Std. Deviation	Sum
About Evaluation Carry out assessment.	53	3.83	0.89	203.00
About Evaluation plan in your	53	3.98	0.69	211.00
About Separate Evolution budget	53	3.36	0.90	178.00
About Midterm (interim) evaluation	53	3.77	0.99	200.00
About Summative evaluation (end of project)	50	3.54	1.01	177.00
About Ex-post Evaluation (after the end of the project)	53	3.43	0.89	182.00
About Policy/legal framework of Evaluation	53	3.58	0.95	190.00

Table 4.24- Assessing General project performance evaluation questions result (Source: own survey, July 2019)

4.5. Assessing Based on International Evaluation Principles and Standards

I. Evaluation Objectivity: -

For project performance evaluation indicators linked to the input and output of the program/project question agreed and Strongly agreed responded by 64% respondents, based on table 4.30 Mean result is 3.53 (approaches 4) = Agreed and Std. Deviation is 0.932 can expresses it is certain and "significant". From this result we can conclude ethio Telcom project performance evaluation indicators are linked to t the input and output of the program/project.

On clear and transparent enough to base for value judgment evaluation question agreed and Strongly agreed responded by 51% and disagreed and Strongly disagreed responded by 34% of respondents and based on table 4.30 Mean result is 3.19 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.110 can expresses; there is a deviation or un agreement among the respondents.

For Evaluation investigate the whole process of activities question agreed and Strongly agreed responded by 47.2% of respondents based on table 4.30 Mean result is 3.06 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.045 can expresses; there is a deviation or un agreement among the respondents.

For Evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation) question agreed and Strongly agreed responded by 47.2% of respondents and based on table 4.30 Mean result is 3.25 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.918 it is certain and "significant".

For evaluation was done based on verifiable evidence or facts question agreed and Strongly agreed responded by 45.3% of respondents and based on table 4.30 Mean result is 3.25 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.108 045 can expresses; there is a deviation or un agreement among the respondents.

For using Planning, doing and reporting process on project performance evaluation question 47% of respondents answered agreed and strongly agreed. Based on table 4.30 Mean result is 3.68

(approaches 4) = Agreed and Std. Deviation is 0.850 can expresses it is certain and "significant". From this result. we can conclude ethio Telcom used Planning, doing and reporting process in project performance evaluation.

For Evaluators are impartial (views or opinions equally and fairly) question 47% of respondents was neutral and based on table 4.30 Mean result is 3.08 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.781 can expresses it is certain and "significant".

As the below table 4.15; The statistical mean result of project performance evaluation practice in Objectivity concept is 3.29 (approaches to 3) means most participants were not sure to give specified answer and Std. Deviation is 0.963; it is certain and "significant" and tells us there is an agreement between respondents on these issues.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Evaluation indicators linked to the input and output of the program/project. (Budget, Schedule, quality and end user satisfaction)	53	2	5	187	3.53	.932
Evaluation is clear and transparent enough to base for value judgment (Relevance, Effectiveness, efficiency, Impact and sustainability)	53	1	5	169	3.19	1.110
Evaluation investigate the whole process of activities (relevance of activities to produce intended output)	53	1	5	162	3.06	1.045
Evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation)	53	1	5	172	3.25	.918
Project evaluation was done based on verifiable evidence or facts	53	2	5	172	3.25	1.108
your organization's evaluation performance use evaluation process (Planning, doing and reporting)	53	2	5	195	3.68	.850
Evaluators are impartial (views or opinions equally and fairly)	53	2	5	163	3.08	.781
Cumulative					3.29	0.963

Table 4.15- Evaluation Objectivity question result (Source: own survey, July 2019)

II. Independence of Evaluators

For Project evaluation are doing by own force/ employee question 62.3% of respondents were strongly agreed and agreed and based on table 4.38 Mean result is 3.95 (approaches 4) =Agreed and Std. Deviation is 0.952 can expresses it is certain and "significant".

For Project evaluation are doing by Joint Evaluation question 62.3 % of respondents were neutral and based on table 4.38 Mean result is 2.92 (approaches 3) = Neutral (most participants were not

sure to give specified answer) and Std. Deviation is 0.737 can expresses it is certain and "significant".

For Evaluation are doing by third parties question 47.2 % of respondents was strongly disagreed and disagreed and based on table 4.38 Mean result is 2.64 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.021 can expresses there is a deviation or un agreement among the respondents.

For Involvement of experts in Evaluation processes question 47.2 % of respondents were neutral and based on table 4.38 Mean result is 3.04 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.876 can expresses it is certain and "significant".

For Evaluator's independence question 45.3 % of respondents were neutral and based on table 4.38 Mean result is 2.89 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.776 can expresses it is certain and "significant".

For Evaluator's knowledge question 45.3 % of respondents were neutral and based on table 4.38 Mean result is 3.11 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.847 can expresses it is certain and "significant".

For Evaluator's credibility question 42.3 % of respondents were neutral and based on table 4.38 Mean result is 3.00 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.840 can expresses it is certain and "significant".

According to the below table 4.16; The statistical mean result of Independence of Evaluators is 3.01 (approaches to 3) means most of the participants were not sure to give answered and Std. Deviation is 0.840; it is certain and "significant" and tells us there is an agreement between respondents on these issues.

	N	Minimum	Maximum	Mean	Std. Deviation
Evaluation are doing by third parties	53	1	5	2.64	1.021
Project evaluation are doing by own force/ employee	53	1	5	3.45	.952
Project evaluation are doing by Joint Evaluation	52	1	5	2.92	.737
Involvement of experts in Evaluation processes	53	1	5	3.04	.876
Evaluator's independence	53	2	5	2.89	.776
Evaluator's knowledge	53	2	5	3.11	.847
Evaluator's credibility	52	1	5	3.00	.840
Cumulative				3.01	0.864

Table 4.16- Independence of Evaluators questions result (Source: own survey, July 2019)

III. Participation of all concerned parties

For Involvement of stakeholders (planning, doing and reporting) question 50.9 % of respondents were strongly agreed and agreed and based on table 4.42 Mean result is 3.36 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.982 can expresses it is certain and "significant".

For Project managers always update result to the stakeholder question 52.9 % of respondents were strongly agreed and agreed and based on table 4.42 Mean result is 3.34 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.939 can expresses it is certain and "significant".

For end users Involvement including in testing question 45.3% of respondents were neutral and based on table 4.42 Mean result is 3.21 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.863 can expresses it is certain and "significant". (For detail result refer the SPSS detail result annex)

According to the below table 4.17; in general Participation of all concerned parties statistical mean result is 3.30 (approaches to 3) means most of the participants were not sure to give answered Std. Deviation is 0.93; it is certain and "significant" and tells us there is an agreement between respondents on these issues.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Involvement of stakeholders (planning, doing and reporting)	53	1	5	178	3.36	.982
Project managers always update result to the stakeholders	53	1	5	177	3.34	.939
end users Involvement including in testing	53	1	5	170	3.21	.863
Cumulative	53				3.30	0.93

Table 4.17- Participation questions result (Source: own survey, July 2019)

IV. Evaluation Transparency

For Schedule on Evaluation activities (Planning, doing and reporting) question 56.6 % of respondents were strongly agreed and agreed and based on table 4.48 Mean result is 3.45 (approaches 3) = Agreed and Std. Deviation is 1.084 can expresses there is a deviation or un agreement among the respondents.

For Data is identified in planning process question 50.9% of respondents were strongly agreed and agreed and based on table 4.48 Mean result is 3.4 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.906 can expresses it is certain and "significant".

For Roles and responsibility of staff are clearly stated question 41.5 % of respondents were strongly agreed and agreed and based on table 4.48 Mean result is 3.08 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.124 can expresses there is a deviation or un agreement among the respondents.

For Evaluation and review techniques practice question 43,4 % of respondents were disagreed and based on table 4.48 Mean result is 2.98 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.065 can expresses it is certain and "significant".

For The information collected was comprehensive question 34 % of respondents were disagreed, 32,1 % of respondents were neutral and based on table 4.48 Mean result is 2.91 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.925 can expresses it is certain and "significant".

According to the below table 4.18; Transparency in project performance evaluation statistical mean result is 3.16 (approaches to 3) means most of the participants were not sure to give answered and Std. Deviation is 1.021; it tells us there is a disagreement between respondents on this practice.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Data is identified in planning process	53	1	5	180	3.40	.906
Schedule for Evaluation activities (Planning, doing and reporting)	53	2	5	183	3.45	1.084
Roles and responsibility of staff are clearly stated	53	1	5	163	3.08	1.124
Evaluation and review techniques practice	53	1	5	158	2.98	1.065
The information collected was comprehensive	53	1	5	154	2.91	.925
Cumulative					3.16	1.021

Table 4.18- Transparency questions result (Source: own survey, July 2019)

V. Reliability, Completeness and clarity of reports

For Obtains or generates and uses relevant, reliable and quality information question 67.9% of respondents were strongly disagreed and disagreed and based on table 4.54 Mean result is 3.08 (approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.937 can expresses it is certain and "significant".

For using of Methods for data acquisition question 58.4% of respondents were strongly agreed and agreed and based on table 4.56 Mean result is 3.41 (approaches 4) = Agreed and Std. Deviation is 0.968 can expresses it is certain and "significant".

For Comparing planned input, output, overall goal and purpose (Budget, Schedule and Quality) question 64.1% of respondents were strongly agreed and agreed and based on table 4.56 Mean result is 3.75 (approaches 4) = Agreed and Std. Deviation is 0.853 can expresses it is certain and "significant".

For Evaluate customer/user and stakeholder satisfaction on projects evaluation question 45.3% of respondents were strongly agreed and agreed and based on table 4.56 Mean result is 3.00 means Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.127 can expresses there is a deviation or un agreement among the respondents.

For Documentation and information sharing practice (timely; complete; accurate and easily understood) question 62.3% of respondents were strongly agreed and agreed and based on table 4.56 Mean result is 3.34 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.255 can expresses there is a deviation or un agreement among the respondents.

For Evaluation reports are comprehensiveness question 41.5% of respondents were strongly agreed and agreed and based on table 4.56 Mean result is 3.23 (Approaches 3) = Neutral (most

participants were not sure to give specified answer) and Std. Deviation is 1.148 can expresses there is a deviation or un agreement among the respondents.

For Evaluation assessment and conclusion is credibility question 41.5% of respondents were strongly agreed and agreed and based on table 4.56 Mean result is 3.20 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.080 can expresses there is a deviation or un agreement among the respondents.

As the below table 4.19; Reliability of project performance evaluation practice statistical mean result is 3.29 (approaches to 3) means most of the participants were not sure to give answered and Std. Deviation is 1.052; it tells us there is a disagreement between respondents on these issues.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Obtains or generates and uses relevant, reliable and quality information	53	2	5	163	3.08	.937
Use Methods for data acquisition	53	2	5	180	3.41	.968
Comparing planned input, output, overall goal and purpose (Budget, Schedule and Quality)	53	2	5	199	3.75	.853
Evaluate customer/user and stakeholder satisfaction on projects evaluation	53	1	5	159	3.00	1.127
Documentation and information sharing practice (timely; complete; accurate and easily understood)	53	1	5	177	3.34	1.255
Evaluation reports are comprehensiveness	52	1	6	168	3.23	1.148
Evaluation assessment and conclusion is credible	49	2	7	157	3.20	1.080
Cumulative	49				3.29	1.052

Table 4.19- Reliability questions result (Source: own survey, July 2019)

VI. Fairness and protection of interest of parties

For fairness and protection to evaluator security, dignity, and right question 53.8% of respondents were neutral and based on table 4.58 Mean result is 3.27 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.717 can expresses it is certain and “significant”.

The evaluators were free from any influence question 41.5% of respondents were neutral and based on table 4.58 Mean result is 3.06 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.938 can expresses it is certain and “significant”.

The evaluation information was free from political or others biasness question 43.4% of respondents were neutral and based on table 4.58 Mean result is 3.19 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.908 can expresses it is certain and "significant".

According to the below table 4.20, The statistical mean result of Fairness and protection of interest of parties practice in project performance evaluation is 3.17 (approaches to 3) means most of the participants were not sure to give answered and Std. Deviation is .854; it tells us there is an agreement between respondents on these issues.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
The evaluators were free from any influence	52	1	5	159	3.06	.938
The evaluation information was free from political or others biasness	52	1	5	166	3.19	.908
There was fairness and protection to evaluator security, dignity, and right	52	1	5	170	3.27	.717
Cumulative	52				3.17	0.854

Table 4.20- Fairness questions result (Source: own survey, July 2019)

VII. Utility

For Evaluation result provided to program managers/officers to assist in decision question 60.4% of respondents were strongly agreed and agreed and based on table 4.63 Mean result is 3.68 (Approaches 4) = Agreed and Std. Deviation is 0.915 can expresses it is certain and "significant".

For evaluation result implementing to make projects more efficient and effective question 58.5% of respondents were strongly agreed and agreed and based on table 4.63 Mean result is 3.51 (Approaches 4) = Agreed and Std. Deviation is 1.012 can expresses there is a deviation or un agreement among the respondents.

For Using of evaluation feedback to improve future project question 49% of respondents were strongly agreed and agreed and based on table 4.63 Mean result is 3.34 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 0.939 can expresses it is certain and "significant".

For using evaluation result to enhance individual and organizational lessen learning question 37.7% of respondents were strongly agreed,34% of respondents were neutral and agreed and

based on table 4.63 Mean result is 3.19 (Approaches 3) = Neutral (most participants were not sure to give specified answer) and Std. Deviation is 1.012 can expresses there is a deviation or un agreement among the respondents.

The below table 4.21 depict, the statistical mean result of project performance evaluation recommendations are used for improving projects or programs practice is 3.43 (approaches to 4) means (Approaches 4) = Agreed and Std. Deviation is .97; it tells us there is an agreement between respondents on these issues.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Using of evaluation feedback to improve future project operation	53	1	5	177	3.34	.939
Evaluation result provided to program managers/officers to assist in decision	53	2	5	195	3.68	.915
Evaluation Result implementing to make projects more efficient and effective	53	2	5	186	3.51	1.012
Using evaluation result to enhance individual and organizational lessen learning	53	1	5	169	3.19	1.020
	53				3.43	0.97

Table 4.21- Utilities questions result (Source: own survey, July 2019)

N.B :- For detail result refer the SPSS result Appendix

4.6. Challenges in project performance evaluation

Based on the data and information gathered from opened ended question, discussion and secondary data; the below listed challenges are changes that faced on project performance evaluation process in ethio Telcom.

1. Lack of experience and expertise with influence of vender and intervention of top management.
2. Lack of articulated project performance evaluation plan and schedule for projects which have interlinked out comes but different completion/deliverable time.
3. Frequent change on project scope and continues extension of projects time without centralize documentation
4. No mandatory and compliance procedure and process on project performance evaluation with weak accountability.
5. No automation in implementation project performance evaluation
6. Limitation on understanding of project performance evaluation purpose and conceptualization.

V.SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary and Conclusion

5.1.1. Practiced and Gap in Practiced

Evaluation Time: - Ethio telecom is carrying out project performance evaluation in midterm, at end of project and after the end of the project.

Evaluators type: - Ethio telecom practiced internal project evaluation type but didn't practice Joint and external project performance evaluation.

Stakeholder Participation: - Stakeholders Involved in planning, doing and reporting of project evaluation and project managers sent update result to all stakeholders but there is a gap in involvement of end users in testing process.

Independence of Evaluators: -Used its own force but didn't involve third parties in project performance evaluation process. There is limitation in involvement of experts, independency credibility and knowledge of evaluators. Also don't have separate budget for all project performance evaluation process. Based on this; we can conclude there is a gap in evaluators independency.

Evaluation Transparency: - There is clear schedule for evaluation activities, information which have to be collect is identified planning process and used method for data acquisition but have limitation in using evaluation and review techniques and stating clear role and responsibility of project staff. We can't conclude there is evaluation transparency in ethio telecom, but we can conclude there is some strong practice to make evaluation transparency and there is improvement area to make more transparency the project performance evaluations process in ethio telecom

Completeness and Clarity of Reports: - In evolution assessment practice used comparison of planned input – output and overall goal and purpose of the project and have good practice in Documentation and information sharing but there is huge limitation in Obtaining and using relevant, reliable and quality information to address the key evaluation questions and have a gap on conclusion credibility and reliability.

Evaluation Objectivities: - Ethio telecom Practiced evaluation process (Planning, doing and reporting), the indicators are linked to budget, schedule, quality and end user satisfaction also the

evaluation is clear and enough to base for value judgment (Relevance, Effectiveness, Efficiency, Impact and Sustainability)

Fairness and Protection of interest of parties: - In ethio telecom there is a gap on evaluators freedom, fairness and protection and evaluators impartiality. Due to this evaluation information influenced by biasness.

In terms of Utility: - Used evaluation feedback to assist program managers/officers to make decision and to make projects more efficient and effective but there is a gap in Using evaluation result to enhance individual and organizational lesson learning process.

5.1.2. Challenges

1. Lack of experience and expertise in project performance evaluation with influence of vender, intervention of top management leads subjectivity and biasness on project performance evaluation.
2. Frequent change on project scope and Continues extension of projects time without centralize documentation make difficult implementation of project performance evaluation and its utility
3. No mandatory and compliance procedure and process on project performance evaluation with weak accountability leads to not make project performance evaluation in all projects and biasness and subjectivity on evaluation process and result
4. No automation in implementation of project management process including project performance evaluation which influence to not meet project performance evaluation purpose and outcomes.
5. Limitation on understanding of project performance evaluation purpose and conceptualized monitoring and evaluation as indispensable project management tools and tend to be used as a single phrase / concept which leads Project staffs and top management to focus on the immediate result of the project rather than objective/ impact of the projects and failed to meet project performance evaluation purpose and impact.
6. Lack of articulated project performance evaluation plan and schedule for Projects which have interlinked out comes but different completion/deliverable time. which make difficult project performance evaluation implementation.

5.2. Recommendation

The following recommendations can be drawn from the analysis and conclusions in the reference of project performance evaluation practice and challenges in Ethio Telecom.

- Should involve third parties and have to use project evaluation techniques with mandatory and compliance procedure and clear role and responsibility of staffs.
  - To enhance participation of expertise as evaluators
  - To minimize or remove subjectivity and biasness
  - To minimize evaluators impartiality
  - To assure the involvement of end users in testing process.
  - To improve independency and credibility of evaluators and conclusions.
  - To minimize/ remove Vender influence, Intervention of top management
- Have to implement automation and make strong recently organized Project management office
  - To enhance central documentation
  - To improve report comprehensiveness
  - To obtain, generate and use relevant, reliable, quality and verifiable information
  - To make easy and support proper implementation of project performance evaluation
  - To enhance individual and organization learning process
- Should improve project management capacity including project evaluation through training
  - To manage frequent change in scope, time, budget and target
  - To minimize evaluator knowledge gap
  - To improve project performance evaluation process implementation / practice
- Should prepare separate budget to come up with sufficient funds to facilitate the evaluation activities and take place when they are due. It also ensures that evaluation is not treated as peripheral function.
- Should create clear definition and internalization the concept of project evaluation and its purpose in the organization
  - To focus on objective/ impact of the projects in addition immediate result/output projects
  - To improve project performance assessment, conclusion finding creditability and reliability

5.3. Limitation and Its Implications for further research

While these results are valuable, the limitation of this study must also be considered. Since, the questionnaire survey instrument was employed through Likert rating scale some of the variable i.e. project performance evaluation responded according to the respondent's perception and attitude.

The researcher which mentioned on the limitation of this research is Fear and bias of respondents to respond questioner genuinely and to participate freely in discussion due to security and other reasons. Therefore, the results have to be interpreted by taking this limitation, result and its interpretation into account. Future studies can examine and investigate by bringing new contextual variables and additional dimensions in order to fill the observed research and result gap to conclude and to recommend.

The study had also some other limitations: - unavailability of documented data directly related project performance evaluation because project management including project performance evaluation is newly emerged discipline and in ethio telecom didn't have project management related data centrally. There is difficulty and inability to incorporate all projects performance evaluation practices in all implemented projects by ethio telecom due to lack of finance and time.

To minimize bias of respondent and others limitation that I face; the future researcher must consider and prepare: -

- ✓ Proper screening questions:-Screening questions are often used to eliminate respondents based on their demographic, but can also be used based on a respondent's credentials or knowledge
- ✓ assure respondents about the confidentiality of their responses, and how you will use their data (e.g., for academic research) and how the results will be reported (usually, in the aggregate).
- ✓ To clarify any confusion or concerns in survey process and give information needed to correctly answer the question: Often times, assume that subjects have the necessary information to answer a question.
- ✓ Time, costs, coverage of the target population, and researcher's flexibility in asking questions.

References

Abhay, T. and Yazhini, B. (2016). Performance Evaluation of Implementation of Continuous Water Supply Projects: Two Case Studies from India. Retrieved from www.sciencedirect.com

Afsharinia, A. (2014). A NOT ON "A Case Study Approach for Developing a project performance Evaluation". *JOURNAL OF APPLIED OPERTIONAL RESEARCH, Vol. 4, No. 1, pp. 47-50*. Retrieved from www.ijorlu.ir

ALem, B., (2017). An Assessment of Project management Office Role and Type in Ethio Telecom. Retrieved from http://etd.aau.edu.et/bitstream/handle/123456789/13589/ALEM BIRHANE.pdf

Asian Development Bank, (2014). Guidelines for the Preparation of Project Performance Evaluation Reports on Non sovereign Operations. Retrieved from https://www.adb.org › final-revised-pper-nso-guidelines

Austrian Development Agency, (2009). Guidelines for Project and Program Evaluations. Vienna, Austrian Development Agency Evaluation Unit

Azmach, T. (2017). Monitoring and Evaluation Practice and Challenges of Local NGOs: Implementing Non – communicable Disease Projects in Addis Ababa. Ethiopia, Addis Ababa University School of Commerce

Bernard Phiri, (2015). Influence of Monitoring and Evolution on Project Performance, A case of African Virtual University, Kenya. Retrieved from https://pdfs.semanticscholar.org › ...

Chitram, L, (2011). Project execution: a practical approach to industrial and commercial project Management. United States of America, CRC Press is an imprint of Taylor & Francis Group

Derese, G. (2013). Project Performance Evaluation: The case study of Fixed Line –Next Generation Network project of Ethio Telecom. Addis Ababa, School of Graduate Studies of Sikkim Manipal University Sri Sai College Learning Center

Ethio telecom 2011 EFY nine-month report. (2019)

Ethio telecom Telephone expansion program Charter, (2013)

Etho Telecom Expansion Program (TEP) Closure Report, (2016)

Ethiopian telecommunication company profile, (2010)

Gebrwahd, H. (2018). Assessing the Level of Project Management Maturity in thio Telecom, The case of Telephone Expansion Projects. Ethiopia, Addis Ababa, University School of Commerce

Geremew, D. W. (2016). An Assessment of Public Project Monitoring and Evaluation Practices of Oromia: The Case of Oromia Bureau of Finance and Economic Development. Ethiopia, Addis Ababa University School of Commerce

JICA, (2004). Guideline for Project Evaluation~ Practical Methods for Project Evaluation ~, Office of Evaluation, Planning and Coordination Department Japan International Cooperation Agency. Retrieved from https://www.jica.go.jp › guides › pdf › guideline

Joseph A. G. and Rosemary R. G.(n.d.). Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales. Retrieved from https://scholarworks.iupui.edu/bitstream/handle/1805/344/Gliem+&+Gliem.pdf

Koelmans, R.G. (2004). Project success and performance evaluation. Retrieved from https://www.saimm.co.za › Conferences › 229_Koelmans

Lynn, C. (2005). Senior management perceptions of project management competence. *INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT*, *Volume* 23, *pp.* 7–16. Retrieved from www.sciencedirect.com

Mideksa, A. (2017). Assessment on Performance and Challenges of Ethio Telecom Infrastructure Expansion Project Implementation, Monitoring and Evaluation. Ethiopia Addis Ababa University School of Commerce

Mohammad, I., (n.d.) Developing a Model to Evaluate project Performance; Contractor Company's Viewpoint. Iran Ilbeigi@ut.ac.ir, University of Tehran. Retrieved from www.irbnet.de › daten › iconda › CIB15848

Nimo, J. (2018). Effect of participatory Monitoring and Evaluation on Project Performance at Kenya Marine and Fisheries Research Institute. *INTERNATIONAL ACADEMIC JOURNAL OF INFORMATION SCIENCES AND PROJECT MANAGEMNT, Volume 3, Issue 1, pp. 1-15*. Retrieved from http://www.iajournals.org/articles/iajispm_v3_i1_1_15.pdf

Patience, T.O., Timothy, O.M., Olabosipo, I.F., Ignatius, O.O., and Opeyemi, J. (2016). Construction Project Performance: A Case of Construction SMEs in Lagos. Nigeria. Retrieved from https://www.researchgate.net/publication/312516028

Project Management Institute, (2017). A guide to the project management body of knowledge (Sixth Ed.) Retrieved from https://lccn.loc.gov/2017032505

Radek, D., Stanislav, Š. and Petra O. (2016). Success Evaluation Model for Project Management. DOI: 10.15240/tul/001/2016-4-012

Renato, d. O. M. and Fernando, J. L. (2013). Performance Evaluation of IT Projects -The Shenhar and Dvir Model. *JOURNAL OF TECHNOLOGY MANAGEMENT & INNOVATION, Volume 8, Special Issue ALTEC*. DOI: 10.4067/S0718-27242013000300002

Sheu, H. C. and Hong T. L. (2007). Performance evaluation model for project managers using managerial practices, *INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT, Volume 25, Issue 1, pp. 543–551*. Retrieved from www.sciencedirect.com

Tadesse, A., Zakaria D., Zoubeir and LAFHAJ. (2016) Assessment on Performance and Challenges of Ethiopian Construction Industry, Journal of Architecture and Civil Engineerin, Volume 2, No. 11, pp. 01-11. Retrieved from www.questjournals.org

Tamrat, B. (2010). Fixed Line Telephone Service Failure and Recovery: A case study in Ethiopian Telecommunication Corporation. Ethiopia, Addis Ababa University in partial

Tsehaye, G. (2017). Assessment of Factors Affecting ICT Project Performance at Ethio Telecom. Addis Ababa, St. Mary's University

Violet M, M. and Esther K. (2015). Role of Monitoring and Evaluation on Performance of Public Organizational Projects In Kenya, A Case of Kenya Meat Commission, INTERNATIONAL JOURNAL OF INNOVATIVE DEVELOPMENT & POLICY STUDIES, *Volume* 3, pp. 12-27. www.seahipaj.org

Wadugodapitiya, R. R. M. M. K. (n.d.). Building Project Performance Evaluation Model, Department of Building Economics, University of Moratuwa. Retrieved from https://www.researchgate.net › publication › 332846660_B...

Appendix

Appendix 1 :- Questionnaires

ADDIS ABABA UNIVERCITY SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION

Master of Project Management

Dear respondents, the purpose of this questionnaire is to gather data on project performance evaluation practice in Ethio Telecom. The study is purely for academic purpose and thus not affects you in any case. So, your genuine, frank and timely response is vital for successfulness of the study. Therefore, I kindly request you to respond to each items of the question very carefully.

In order to investigate project performance evaluation practice in ethio telecom, the researcher prepared the following questions; please tick (X) on the appropriate question number to indicate the extent to which you agree or disagree with each statement.

The items have five-point Likert type scales, the scales have the following meaning

1. = Strongly disagree,
2. = Disagree,
3. = Neither agree nor disagree,
4. = Agree and
5. = Strongly agree

General Instructions

- There is no need of writing your name
- Where answer options are available please tick (X) in the appropriate box.

Contact Address

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Mobile: 0911-23-25-17 or e-mail: 'danetsu2007@gmail.com')

Thank you in advance for scarifying your precious time!

QUESTIONNAIRES

VIII. Demographic characteristics of the respondents and general background: -

Please read each items and select **Using "X" mark.**

No	Items	Option/dimension	Put (X)
1	Sex:	Male	
		Female	
2	Age:	20-30 Years	
		31-40 Years	
		41-50 Years	
		51 Years & Above	
3	Educational Qualification	Certificate/diploma	
		Bachelor's degree	
		Post Graduate degree / Doctorate degree	
4	Work Experience (related to project management):	0-5 Years	
		6 -10 Years	
		11- 15 Years	
		Above 15 years	
5	Current Position:	Staff	
		Supervisor	
		Expert	
		Manager	
		Director and above	

Please read each item carefully and rate according to the knowledge you have about the Evaluation process (Planning, doing and Reporting) of your organization

Using "X" mark.

IX. General for project performance evaluation: -

Q II	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	Your organization Carryout evaluation assessment.					
2	You do have evaluation plan in your organization?					
3	Your organization have a separate Evolution budget?					
4	your organization carry out Midterm (interim) evaluation					
5	your organization carry out Summative evaluation (end of project)					
6	your organization carry out Ex-post Evaluation (after the end of the project)					
7	There is a policy/legal framework of Evaluation					

Please read each items carefully and write a practical experience of your organizations.

8. Would you, please list the main problems/challenges that affected the evaluation process?

   A. _____
   B. _____
   C. _____
   D. _____

9. Please, would you list the core intervention mechanisms used to solve the challenges with project performance evaluation process of project?

   A. _____
   B. _____
   C. _____

D. _____

10. What do you recommend to cope up any challenges and improve Evaluation system effectiveness?

A. _____

A. _____

B. _____

C. _____

11. Does your organization use specific approach (like log frame) to plan and execute Evaluation activities? If you have, please mention it

---

---

12. Please mention any other evaluation issues that might not have been covered above. Additional issue:

X. **Evaluation Objectivity: -**

Q III	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	There are indicators that are clearly linked to the input and output of the program/project that used in the evaluation? (Budget, Schedule, quality and end user satisfaction)					
2	The evaluation is clear and transparent enough to base for value judgment (Relevance, Effectiveness , efficiency , Impact and sustainability)					
3	Are evaluation investigate the whole process of activities (relevance of activities to produce intended output)					
4	Are evaluation investigation use causal relationship (investigating whether project purpose and					

Q III	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
	overall goals achieved as a result of project implementation)					
5	Project evaluation was done based on verifiable evidence or facts					
6	your organization's evaluation performance use evaluation process (Planning, doing and reporting)					
7	Evaluators are impartial (views or opinions equally and fairly)					

XI. **Independence of Evaluators: -**

Q IV	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	Project evaluation are doing by third parties (External Evaluation)					
2	Project evaluation are doing by own force/ employee (Internal Evaluation)					
3	Project evaluation are doing by Joint Evaluation					
4	your organization involve Project Evaluation experts in Evaluation processes					
5	Valuators are independence					
6	Evaluator's knowledge is good enough to involve In the evaluation system?					
7	Evaluator's credibility is good enough to involve in the evaluation process?					

XII. Participation of all Parties Concerned in the Entire Evaluation Process: -

Q V	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	There is involvement of stakeholders in the organization project Evaluation activities (planning doing and reporting)?					
2	The project managers always update project performance evaluation result to the stakeholders					
3	There is an end users Involvement during evolution process including in testing stage of projects.					

XIII. Transparency and Focus : -

Q VI	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	Data is collected and identified in evaluation planning process					
2	There is Schedule of project Evaluation activities (Planning, doing and reporting)?					
3	Roles and responsibility of staff are clearly stated (staffs who participate in Evaluation)					
4	Clear Project evaluation and review techniques are practiced					
5	The information collected was comprehensive enough to address the key evaluation questions about the project.					

XIV. Reliability of Evaluation and Completeness and Clarity of Reports :-

Q VII	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	Your organization obtains or generates and uses relevant, reliable and quality information to support proper implementation project performance evaluation.					
2	Your organization use Methods for data acquisition					
3	Your organization does compare planned input, output, overall goal and purpose of the project activities against actual (Budget , Schedule and Quality)					
4	Does your organization evaluate customer/user and stakeholder satisfaction on projects evaluation?					
5	Your organization does have Documentation and information sharing practice (timely; complete; accurate and easily understood)					
6	Project evaluation reports are comprehensiveness? (Right information is provided at the right time in the correct format to the intended management for decision making process)					
7	Project evaluation assessment and conclusion is credible					

XV. Fairness and Protection of the Interest of the Parties Involved :-

Q VIII	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	The evaluator were free from any influence (stakeholders)					
2	The evaluation information was free of political or other biasness					
3	There was fairness and protection to evaluator security, dignity and right?					

XVI. Utility: -

Q IX	Questions	Strongly Disagree,	Disagree,	Neither Agree nor disagree,	Agree,	Strongly Agree,
1	There is using of evaluation feedback to improve future project operation					
2	Evaluation result provided to program managers/officers to assist in decision-					
3	There is evaluation result implementing to make projects more efficient and effective					
4	Your organization is using evaluation result to enhance individual and organizational lessen learning					

THANK YOU FOR YOUR COOPERATION

DANIEL W/MARIAM

PHONE 0911232517

Email:- danetsu2007@gmail.com

Appendix 2 :- SPSS Result

Demographic

		sex	Education Level	Age	Experience
N	Valid	52	53	53	52
	Missing	1	0	0	1
	Valid %	98.1%	100.0%	100.0%	98.1%
		53	53	53	53
Mean		1.13	2.38	2.02	2.98
Std. Error of Mean		.048	.067	.087	.130
Median		1.00	2.00	2.00	3.00
Std. Deviation		.345	.489	.635	.939
Variance		.119	.239	.403	.882
Percentiles	100	2.00	3.00	3.00	4.00

sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	45	84.9	86.5	86.5
	Female	7	13.2	13.5	100.0
	Total	52	98.1	100.0	
Missing	System	1	1.9		
Total		53	100.0		

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	33	62.3	62.3	62.3
	Masters and above	20	37.7	37.7	100.0
	Total	53	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 30 Year	10	18.9	18.9	18.9
	31 to 40 Year	32	60.4	60.4	79.2
	41 to 50 Year	11	20.8	20.8	100.0
	Total	53	100.0	100.0	

Experiance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 to 5 years	4	7.5	7.7	7.7
	6 to 10 Years	11	20.8	21.2	28.8
	11 to 15 Years	19	35.8	36.5	65.4
	Above 15 years	18	34.0	34.6	100.0
	Total	52	98.1	100.0	
Missing		1	1.9		
Total		53	100.0		

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Staff	32	60.4	60.4	60.4
	Supervisor	8	15.1	15.1	75.5
	Manager	6	11.3	11.3	86.8
	Directoran d above	7	13.2	13.2	100.0
	Total	53	100.0	100.0	

General question

		Evaluation Carry out assessmen	About Evaluation plan in your	About Separate Evolution budget	About Midterm (interim) evaluation	About Summative evaluation (end of project)	post Evaluation (after the	Policy/legal framewor
N	Valid	53	53	53	53	50	53	53
	Missing	0	0	0	0	3	0	0
		100%	100%	100%	100%	94%	100%	100%
		53	53	53	53	53	53	53
Mean		3.83	3.98	3.36	3.77	3.54	3.43	3.58
Std. Error of Mean		.123	.095	.124	.136	.143	.122	.130
Median		4.00	4.00	3.00	4.00	4.00	4.00	4.00
Std. Deviation		.893	.693	.901	.993	1.014	.888	.949
Variance		.798	.480	.811	.986	1.029	.789	.901
Sum		203	211	178	200	177	182	190
Percentiles	100	5.00	5.00	5.00	5.00	5.00	5.00	5.00

		Evaluation Carry out assessmen	About Evaluation plan in your	About Separate Evolution budget	About Midterm (interim) evaluation	About Summative evaluation (end of project)	post Evaluation (after the	Policy/legal framewor
N	Valid	53	53	53	53	50	53	53
	Missing	0	0	0	0	3	0	0
Mean		3.83	3.98	3.36	3.77	3.54	3.43	3.58
Std. Error of Mean		.123	.095	.124	.136	.143	.122	.130
Median		4.00	4.00	3.00	4.00	4.00	4.00	4.00
Std. Deviation		.893	.693	.901	.993	1.014	.888	.949
Variance		.798	.480	.811	.986	1.029	.789	.901
Sum		203	211	178	200	177	182	190
Percentiles	100	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Your organization Carryout evaluation assessment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	11.3	11.3	11.3
	Neither Agree	8	15.1	15.1	26.4
	Agree	28	52.8	52.8	79.2
	Streongly agree	11	20.8	20.8	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.9	1.9	1.9
	Neither Agree	10	18.9	18.9	20.8
	Agree	31	58.5	58.5	79.2
	Streongly agree	11	20.8	20.8	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	17.0	17.0	17.0
	Neither Agree	22	41.5	41.5	58.5
	Agree	16	30.2	30.2	88.7
	Streongly agree	6	11.3	11.3	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	17.0	17.0	17.0
	Neither Agree	6	11.3	11.3	28.3
	Agree	26	49.1	49.1	77.4
	Streongly agree	12	22.6	22.6	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	20.8	22.0	22.0
	Neither Agree	9	17.0	18.0	40.0
	Agree	22	41.5	44.0	84.0
	Streongly agree	8	15.1	16.0	100.0
	Total	50	94.3	100.0	
Missing	System	3	5.7		
Total		53	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	17.0	17.0	17.0
	Neither Agree	17	32.1	32.1	49.1
	Agree	22	41.5	41.5	90.6
	Streongly agree	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

	N	Mean	Std. Error of Mean	Median	Std. Deviation	Variance	Sum
About Evaluation Carry out assessment.	53	3.83	0.12	4.00	0.89	0.80	203.00
About Evaluation plan in your	53	3.98	0.10	4.00	0.69	0.48	211.00
About Separate Evolution budget	53	3.36	0.12	3.00	0.90	0.81	178.00
About Midterm (interim) evaluation	53	3.77	0.14	4.00	0.99	0.99	200.00
About Summative evaluation (end of project)	50	3.54	0.14	4.00	1.01	1.03	177.00
About Ex-post Evaluation (after the end of the project)	53	3.43	0.12	4.00	0.89	0.79	182.00
About Policy/legal framework of Evaluation	53	3.58	0.13	4.00	0.95	0.90	190.00
		3.64			0.90		

Evaluation Objectivity

		Evaluation indicators linked to the objectives of the program/project. (Budget, Schedule, quality and end user satisfaction)	Evaluation is clear and transparent enough to base for value judgment (Relevance , Effectiveness , efficiency , Impact and sustainability)	Evaluation investigate the whole process of activities (relevance of activities to produce intended output)	Evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation)	Project evaluation was done based on verifiable evidence or facts	your organization's evaluation performance use evaluation process (Planning, doing and reporting)	Evaluators are inpartial (views or opinions equally and fairly)
N	Valid	53	53	53	53	53	53	53
	Missing	0	0	0	0	0	0	0
		100%	100%	100%	100%	100%	100%	100%
		53	53	53	53	53	53	53
Mean		3.53	3.19	3.06	3.25	3.25	3.68	3.08
Std. Error of Mean		.128	.153	.144	.126	.152	.117	.107
Median		4.00	4.00	3.00	3.00	3.00	4.00	3.00
Std. Deviation		.932	1.110	1.045	.918	1.108	.850	.781
Variance		.869	1.233	1.093	.843	1.227	.722	.610
Sum		187	169	162	172	172	195	163
Percentiles	100	5.00	5.00	5.00	5.00	5.00	5.00	5.00

		Evaluation indicators linked to the objectives of the program/project. (Budget, Schedule, quality and end user satisfaction)	Evaluation is clear and transparent enough to base for value judgment (Relevance , Effectiveness , efficiency , Impact and sustainability)	Evaluation investigate the whole process of activities (relevance of activities to produce intended output)	Evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation)	Project evaluation was done based on verifiable evidence or facts	your organization's evaluation performance use evaluation process (Planning, doing and reporting)	Evaluators are inpartial (views or opinions equally and fairly)
N	Valid	53	53	53	53	53	53	53
	Missing	0	0	0	0	0	0	0
Mean		3.53	3.19	3.06	3.25	3.25	3.68	3.08
Std. Error of Mean		.128	.153	.144	.126	.152	.117	.107
Median		4.00	4.00	3.00	3.00	3.00	4.00	3.00
Std. Deviation		.932	1.110	1.045	.918	1.108	.850	.781
Variance		.869	1.233	1.093	.843	1.227	.722	.610
Sum		187	169	162	172	172	195	163
Percentiles	100	5.00	5.00	5.00	5.00	5.00	5.00	5.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	20.8	20.8	20.8
	Neither Agree nor Disagree	8	15.1	15.1	35.8
	Agree	29	54.7	54.7	90.6
	Streongly agree	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.7	5.7	5.7
	Disagree	15	28.3	28.3	34.0
	Neither Agree nor Disagree	8	15.1	15.1	49.1
	Agree	23	43.4	43.4	92.5
	Streongly agree	4	7.5	7.5	100
	Total	53	100	100	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	12	22.6	22.6	24.5
	Neither Agree nor Disagree	15	28.3	28.3	52.8
	Agree	23	43.4	43.4	96.2
	Streongly agree	2	3.8	3.8	100
	Total	53	100	100	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	12	22.6	22.6	24.5
	Neither Agree nor Disagree	15	28.3	28.3	52.8
	Agree	23	43.4	43.4	96.2
	Streongly agree	2	3.8	3.8	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	35.8	35.8	35.8
	Neither Agree nor Disagree	10	18.9	18.9	54.7
	Agree	16	30.2	30.2	84.9
	Streongly agree	8	15.1	15.1	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	9.4	9.4	9.4
	Neither Agree nor Disagree	15	28.3	28.3	37.7
	Agree	25	47.2	47.2	84.9
	Streongly agree	8	15.1	15.1	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	22.6	22.6	22.6
	Neither Agree nor Disagree	27	50.9	50.9	73.6
	Agree	12	22.6	22.6	96.2
	Streongly agree	2	3.8	3.8	100.0
	Total	53	100.0	100.0	

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Evaluation indicators linked to the objectives of the program/project. (Budget, Schedule, quality and end user satisfaction)	53	2	5	187	3.53	.932	.869
Evaluation is clear and transparent enough to base for value judgment (Relevance , Effectiveness , efficiency , Impact and sustainability)	53	1	5	169	3.19	1.110	1.233
Evaluation investigate the whole process of activities (relevance of activities to produce intended output)	53	1	5	162	3.06	1.045	1.093
Evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation)	53	1	5	172	3.25	.918	.843
Project evaluation was done based on verifiable evidence or facts	53	2	5	172	3.25	1.108	1.227
your organization's evaluation performance use evaluation process (Planning, doing and reporting)	53	2	5	195	3.68	.850	.722
Evaluators are inpartial (views or opinions equally and fairly)	53	2	5	163	3.08	.781	.610
Valid N (listwise)	53				3.29	.963	

Independence of Evaluators

		Eevaluation are doing by third parties	Project evaluation are doing by own force/ employee	Project evaluation are doing by Joint Evaluation	involvement of experts in Evaluation processes	Valuators independence	Evaluator's knowledge	Evaluator's credibility
N	Valid	53	53	52	53	53	53	52
	Missing	0	0	1	0	0	0	1
		100%	100%	98%	100%	100%	100%	98%
		53	53	53	53	53	53	53
Mean		2.64	3.45	2.92	3.04	2.89	3.11	3.00
Std. Error of Mean		.140	.131	.102	.120	.107	.116	.117
Median		3.00	4.00	3.00	3.00	3.00	3.00	3.00
Std. Deviation		1.021	.952	.737	.876	.776	.847	.840
Variance		1.042	.906	.543	.768	.602	.718	.706
Sum		140	183	152	161	153	165	156
Percentiles	100	5.00	5.00	5.00	5.00	5.00	5.00	5.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	13.2	13.2	13.2
	Disagree	18	34.0	34.0	47.2
	Neither Agree nor Disagree	16	30.2	30.2	77.4
	Agree	11	20.8	20.8	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	3.8	3.8
	Disagree	8	15.1	15.1	18.9
	Neither Agree nor Disagree	10	18.9	18.9	37.7
	Agree	30	56.6	56.6	94.3
	Streongly agree	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	3.8	3.8
	Disagree	9	17.0	17.3	21.2
	Neither Agree nor Disagree	33	62.3	63.5	84.6
	Agree	7	13.2	13.5	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	52	98.1	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	13	24.5	24.5	26.4
	Neither Agree nor Disagree	25	47.2	47.2	73.6
	Agree	11	20.8	20.8	94.3
	Streongly agree	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	18	34.0	34.0	34.0
	Neither Agree nor Disagree	24	45.3	45.3	79.2
	Agree	10	18.9	18.9	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	24.5	24.5	24.5
	Neither Agree nor Disagree	24	45.3	45.3	69.8
	Agree	13	24.5	24.5	94.3
	Streongly agree	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	14	26.4	26.9	28.8
	Neither Agree nor Disagree	22	41.5	42.3	71.2
	Agree	14	26.4	26.9	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	52	98.1	100.0	

	N	Minimum	Maximum	Mean	Std. Deviation
Eevaluation are doing by third parties	53	1	5	2.64	1.021
Project evaluation are doing by own force/ employee	53	1	5	3.45	.952
Project evaluation are doing by Joint Evaluation	52	1	5	2.92	.737
Involvement of experts in Evaluation processes	53	1	5	3.04	.876
Valuators independence	53	2	5	2.89	.776
Evaluator's knowledge	53	2	5	3.11	.847
Evaluator's credibility	52	1	5	3.00	.840
Valid N (listwise)	51			3.01	0.864

Participation of all Parties Concerned in the Entire Evaluation Process

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Involvement of stakeholders (planning, doing and reporting)?	53	1	5	178	3.36	.982	.965
Poject managers always update result to the stakeholders	53	1	5	177	3.34	.939	.882
end users Involvement including in testing	53	1	5	170	3.21	.863	.745
Valid N (listwise)	53				3.30	0.93	

		Involvement of stakeholders (planning, doing and reporting)?	Poject managers always update result to the stakeholders	End users Involvement including in testing
N	Valid	53	53	53
	Missing	0	0	0
		100%	100%	100%
		53	53	53
Mean		3.36	3.34	3.21
Std. Error of Mean		.135	.129	.119
Median		4.00	4.00	3.00
Std. Deviation		.982	.939	.863
Variance		.965	.882	.745
Sum		178	177	170
Percentiles	100	5.00	5.00	5.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	11	20.8	20.8	22.6
	Neither Agree nor Disagree	14	26.4	26.4	49.1
	Agree	22	41.5	41.5	90.6
	Streongly agree	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	11	20.8	20.8	22.6
	Neither Agree nor Disagree	13	24.5	24.5	47.2
	Agree	25	47.2	47.2	94.3
	Streongly agree	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	3.8	3.8
	Disagree	7	13.2	13.2	17.0
	Neither Agree nor Disagree	24	45.3	45.3	62.3
	Agree	18	34.0	34.0	96.2
	Streongly agree	2	3.8	3.8	100.0
	Total	53	100.0	100.0	

Transparency and Focus

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Data is identified in evaluation planning process	53	1	5	180	3.40	.906	.821
Schedule for Evaluation activities (Planning, doing and reporting)?	53	2	5	183	3.45	1.084	1.176
Roles and responsibility of staff are clearly stated	53	1	5	163	3.08	1.124	1.263
Evaluation and review techniques	53	1	5	158	2.98	1.065	1.134
The information collected was comprehensive	53	1	5	154	2.91	.925	.856
Valid N (listwise)	53				3.16	1.021	

		Data is identified in evaluation planning process	Evaluation activities (Planning, doing and reporting)?	Roles and responsibility of staff are clearly stated	Evaluation and review techniques	The information collected was comprehensive
N	Valid	53	53	53	53	53
	Missing	0	0	0	0	0
		100%	100%	100%	100%	100%
		53	53	53	53	53
Mean		3.40	3.45	3.08	2.98	2.91
Std. Error of Mean		.124	.149	.154	.146	.127
Median		4.00	4.00	3.00	3.00	3.00
Std. Deviation		.906	1.084	1.124	1.065	.925
Variance		.821	1.176	1.263	1.134	.856
Sum		180	183	163	158	154
Percentiles	100	5.00	5.00	5.00	5.00	5.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	8	15.1	15.1	17.0
	Neither Agree nor Disagree	17	32.1	32.1	49.1
	Agree	23	43.4	43.4	92.5
	Streongly agree	4	7.5	7.5	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	28.3	28.3	28.3
	Neither Agree nor Disagree	8	15.1	15.1	43.4
	Agree	21	39.6	39.6	83.0
	Streongly agree	9	17.0	17.0	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.7	5.7	5.7
	Disagree	17	32.1	32.1	37.7
	Neither Agree nor Disagree	11	20.8	20.8	58.5
	Agree	17	32.1	32.1	90.6
	Streongly agree	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	23	43.4	43.4	45.3
	Neither Agree nor Disagree	9	17.0	17.0	62.3
	Agree	16	30.2	30.2	92.5
	Streongly agree	4	7.5	7.5	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	3.8	3.8
	Disagree	18	34.0	34.0	37.7
	Neither Agree nor Disagree	17	32.1	32.1	69.8
	Agree	15	28.3	28.3	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

Reliability of Evaluation and Completeness and Clarity of Reports

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Obtains or generates and uses relevant, reliable and quality information	53	2	5	163	3.08	.937	.879
Use Methods for data acquisition	53	2	5	180	3.40	.968	.936
Comparing planned input, output, overall goal and purpose of (Budget , Schedule and Quality)	53	2	5	199	3.75	.853	.727
Evaluate customer/user and stakeholder satisfaction on projects evaluation?	53	1	5	159	3.00	1.127	1.269
Documentation and information sharing practice (timely; complete; accurate and easily understood)	53	1	5	177	3.34	1.255	1.575
Evaluation reports are comprehensiveness?	52	1	6	168	3.23	1.148	1.318
Evaluation assessment and conclusion is credible	49	2	7	157	3.20	1.080	1.166
Valid N (listwise)	49				3.29	1.052	

		Obtains or generates and uses relevant, reliable and quality information	Use Methods for data acquisition	Comparing planned input, output, overall goal and purpose of (Budget , Schedule and Quality)	Evaluate customer/user and stakeholder satisfaction on projects evaluation?	Documentation and information sharing practice (timely; complete; accurate and easily understood)	Evaluation reports are comprehensiveness?	Evaluation assessment and conclusion is credible
N	Valid	53	53	53	53	53	52	49
	Missing	0	0	0	0	0	1	4
		100%	100%	100%	100%	100%	98%	92%
		53	53	53	53	53	53	53
Mean		3.08	3.40	3.75	3.00	3.34	3.23	3.20
Std. Error of Mean		.129	.133	.117	.155	.172	.159	.154
Median		3.00	4.00	4.00	3.00	4.00	3.00	3.00
Std. Deviation		.937	.968	.853	1.127	1.255	1.148	1.080
Variance		.879	.936	.727	1.269	1.575	1.318	1.166
Sum		163	180	199	159	177	168	157
Percentiles	100	5.00	5.00	5.00	5.00	5.00	6.00	7.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	32.1	32.1	32.1
	Neither Agree nor Disagree	19	35.8	35.8	67.9
	Agree	13	24.5	24.5	92.5
	Streongly agree	4	7.5	7.5	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	26.4	26.4	26.4
	Neither Agree nor Disagree	8	15.1	15.1	41.5
	Agree	27	50.9	50.9	92.5
	Streongly agree	4	7.5	7.5	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	7.5	7.5	7.5
	Neither Agree nor Disagree	15	28.3	28.3	35.8
	Agree	24	45.3	45.3	81.1
	Streongly agree	10	18.9	18.9	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	13.2	13.2	13.2
	Disagree	11	20.8	20.8	34.0
	Neither Agree nor Disagree	11	20.8	20.8	54.7
	Agree	23	43.4	43.4	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	11.3	11.3	11.3
	Disagree	10	18.9	18.9	30.2
	Neither Agree nor Disagree	4	7.5	7.5	37.7
	Agree	26	49.1	49.1	86.8
	Streongly agree	7	13.2	13.2	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	17	32.1	32.7	34.6
	Neither Agree nor Disagree	11	20.8	21.2	55.8
	Agree	16	30.2	30.8	86.5
	Streongly agree	6	11.3	11.5	98.1
	Total	52	98.1	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	32.1	34.7	34.7
	Neither Agree nor Disagree	9	17.0	18.4	53.1
	Agree	21	39.6	42.9	95.9
	Streongly agree	1	1.9	2.0	98.0
	Total	49	92.5	100.0	

Fairness and Protection of the Interest of the Parties Involved

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
The evaluator were free from any influence	52	1	5	159	3.06	.938	.879
The evaluation information was free from political or other biasness	52	1	5	166	3.19	.908	.825
There was fairness and protection to evaluator security, dignity and right?	52	1	5	170	3.27	.717	.514
Valid N (listwise)	52				3.17	.854	

		The evaluator were free from any influence (stakeholders)	The evaluation information was free of political or other biasness	There was fairness and protection to evaluator security, dignity and right
N	Valid	52	52	52
	Missing	1	1	1
		98%	98%	98%
		53	53	53
Mean		3.06	3.19	3.27
Std. Error of Mean		.130	.126	.099
Median		3.00	3.00	3.00
Std. Deviation		.938	.908	.717
Variance		.879	.825	.514
Sum		159	166	170
Percentiles	100	5.00	5.00	5.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	7.5	7.7	7.7
	Disagree	8	15.1	15.4	23.1
	Neither Agree nor Disagree	22	41.5	42.3	65.4
	Agree	17	32.1	32.7	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	52	98.1	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	10	18.9	19.2	21.2
	Neither Agree nor Disagree	23	43.4	44.2	65.4
	Agree	14	26.4	26.9	92.3
	Streongly agree	4	7.5	7.7	100.0
	Total	52	98.1	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	4	7.5	7.7	9.6
	Neither Agree nor Disagree	28	52.8	53.8	63.5
	Agree	18	34.0	34.6	98.1
	Streongly agree	1	1.9	1.9	100.0
	Total	52	98.1	100.0	

Utility

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Using of evaluation feedback to improve future project operation	53	1	5	177	3.34	.939	.882
Evaluation result provided to program managers/officers to assist in decision	53	2	5	195	3.68	.915	.837
result implementing to make projects more efficient and effective	53	2	5	186	3.51	1.012	1.024
Using evaluation result to enhance individual and organizational lessen learning	53	1	5	169	3.19	1.020	1.041
Valid N (listwise)	53				3.43	0.97	0.95

		Using of evaluation feedback to improve future project operation	Evaluation result provided to program managers/officers to assist in decision	result implementing to make projects more efficient and effective	Using evaluation result to enhance individual and organizational lessen learning
N	Valid	53	53	53	53
	Missing	0	0	0	0
		100%	100%	100%	100%
		53	53	53	53
Mean		3.34	3.68	3.51	3.19
Std. Error of Mean		.129	.126	.139	.140
Median		3.00	4.00	4.00	3.00
Std. Deviation		.939	.915	1.012	1.020
Variance		.882	.837	1.024	1.041
Sum		177	195	186	169
Percentiles	100	5.00	5.00	5.00	5.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	10	18.9	18.9	20.8
	Neither Agree nor Disagree	16	30.2	30.2	50.9
	Agree	22	41.5	41.5	92.5
	Streongly agree	4	7.5	7.5	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	11.3	11.3	11.3
	Neither Agree nor Disagree	15	28.3	28.3	39.6
	Agree	22	41.5	41.5	81.1
	Streongly agree	10	18.9	18.9	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	22.6	22.6	22.6
	Neither Agree nor Disagree	10	18.9	18.9	41.5
	Agree	23	43.4	43.4	84.9
	Streongly agree	8	15.1	15.1	100.0
	Total	53	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	1.9	1.9
	Disagree	14	26.4	26.4	28.3
	Neither Agree nor Disagree	18	34.0	34.0	62.3
	Agree	14	26.4	26.4	88.7
	Streongly agree	6	11.3	11.3	100.0
	Total	53	100.0	100.0	

Appendix 3 :- Cronbach's Alpha result

Evaluation Objectivity

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
There are indicators that are clearly linked to the objectives of the program/project that used in the evaluation? (Budget, Schedule, quality and end user satisfaction)	19.49	.900
The evaluation is clear and transparent enough to base for value judgment (Relevance , Effectiveness , efficiency , Impact and sustainability)	19.83	.875
Are evaluation investigate the whole process of activities (relevance of activities to produce intended output)	19.96	.874
Are evaluation investigation use causal relationship (investigating whether project purpose and overall goals archived as a result of project implementation)	19.77	.880
Project evaluation was done based on verifiable evidence or facts	19.77	.890
your organization's evaluation performance use evaluation process (Planning, doing and reporting)	19.34	.896
Evaluators are impartial (views or opinions equally and fairly)	19.94	.897

Independence of Evaluators

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Project evaluation are doing by third parties (External Evaluation)	18.41	.747
Project evaluation are doing by own force/ employee (Internal Evaluation)	17.59	.745
Project evaluation are doing by Joint Evaluation	18.14	.731
your organization involve Project Evaluation experts in Evaluation processes	18.04	.685
Valuators are independence	18.20	.655
Evaluator's knowledge is good enough to involve In the evaluation system?	17.94	.651
Evaluator's credibility is good enough to involve in the evaluation process?	18.04	.668

Participation of all parties concerned in the entire process

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
There is involvement of stakeholders in the organization project Evaluation activities (planning doing and reporting)?	6.55	.690
The project managers always update project performance evaluation result to the stakeholders	6.57	.369

There is an end users Involvement during evolution process including in testing stage of projects.	6.70	.762

Transparency and Focus:

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Data is collected and identified in evaluation planning process	12.42	.840
There is Schedule of project Evaluation activities (Planning, doing and reporting)?	12.36	.827
Roles and responsibility of staff are clearly stated (staffs who participate in Evaluation)	12.74	.802
Clear Project evaluation and review techniques are practiced	12.83	.808
The information collected was comprehensive enough to address the key evaluation questions about the project.	12.91	.893

Reliability, Completeness and clarity of reports

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Your organization obtains or generates and uses relevant, reliable and quality information to support proper implementation project performance evaluation.	19.96	.906
Your organization use Methods for data acquisition	19.71	.904
Your organization does compare planned input, output, overall goal and purpose of the project activities against actual (Budget , Schedule and Quality)	19.33	.897
Does your organization evaluate customer/user and stakeholder satisfaction on projects evaluation?	20.04	.892
Your organization does have Documentation and information sharing practice (timely; complete; accurate and easily understood)	19.80	.894
Project evaluation reports are comprehensiveness? (Right information is provided at the right time in the correct format to the intended management for decision making process)	19.78	.898
Project evaluation assessment and conclusion is credible	19.88	.890

Fairness and protection of the interests of the parties involved

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
The evaluator were free from any influence (stakeholders)	6.46	.881
The evaluation information was free of political or other biasness	6.33	.725

There was fairness and protection to evaluator security, dignity and right?	6.25	.681

Utility

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
There is using of evaluation feedback to improve future project operation	10.38	.847
Evaluation result provided to program managers/officers to assist in decision-	10.04	.861
There is evaluation result implementing to make projects more efficient and effective	10.21	.820
Your organization is using evaluation result to enhance individual and organizational lessen learning	10.53	.897

General question project performance evaluation

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Your organization Carryout evaluation assessment.	21.68	.884
You do have evaluation plan in your organization?	21.58	.889
Your organization have a separate Evolution budget?	22.30	.875
your organization carry out Midterm (interim) evaluation	21.86	.861
your organization carry out Summative evaluation (end of project)	22.08	.907
your organization carry out Ex-post Evaluation (after the end of the project)	22.22	.867
There is a policy/legal framework of Evaluation	22.00	.871