

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT

**Assessment of Project Monitoring and Evaluation Practices of Ethiopian
Airport Enterprise and Factors that Affect Its Effectiveness**

By: Habtamu Kelemework

A Project Work Submitted to Addis Ababa University College of Business and Economics School of Commerce in Partial Fulfillment of the Requirements for the Degree of Master of Arts in Project Management

June, 2018

Addis Ababa

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Advisor: Seifu M. (Ato)

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By: Habtamu Kelemework

Approved by:

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

Acknowledgements

First of all, I would like to owe a great debt of gratitude to my advisor, Ato Seifu M., whose able guidance and kind cooperation helped me to complete this study. I am deeply indebted to my parents for their support in all aspect. My special appreciation and thank goes to Ato Tibebe Birhanu, Paulos Debebe, Abera Ahmed, Abebe Tadesse, Mulugeta Worku and Destaw Gisme whose support encouraged me to succeed in this study. Last but not least, I would like to extend my appreciation to all of the respondents who were participated on the study by sacrificing their precious time to fill the study questionnaire and to those who cooperate in giving me the necessary information without which successful completion of the study would have been difficult.

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Abbreviations

CDF= Constituency Development Fund

CIDA= Canadian International Development Agency

CSFs= Critical Success Factors

EADI=European Association of Development Research and Training Institutes

EAE= Ethiopian Airports Enterprise

ECPE= Ethiopian Country Program Evaluation

Ibid= in the same place

IFC= International Finance Corporation

IFRC= International Federation of Red Cross and Red Crescent Society

IKM= Information and Knowledge Management

IMED= Implementation Monitoring and Evaluation Division

IUCN= International Union for Conservation of Nature

LFA= Logical Framework Approach

M & E= Monitoring and Evaluation

MA= Master of Art

MfDR= Managing for Development Results

MoFEC= Ministry of Finance and Economic Cooperation

MoFED= Ministry of Finance and Economic Development

MoT= Ministry of Transport

MSC= Most Significant Change

NGOs= Non-Governmental Organizations

OECD= Organization for Economic Co-operation and Development

PhD= Doctor of Philosophy

PMBOK= Project Management Body of Knowledge

PMI= Project Management Institute

PRA=Participatory Rapid (or Rural) Appraisal

RBM= Result Based Management

SMECI= Strengthening Monitoring and Evaluation Capabilities of IMED

SPSS= Statistical Package for Social Scientists

UNDP= United Nations Development Programme

UNICEF= United Nations Children's Fund

US= United States

Abstract

The main purpose of the study was to assess project M&E practices of Ethiopian Airport Enterprise and factors that affect its effectiveness. The assessment was basically focused on identifying the enterprise's project M&E system, project M&E practices and factors that affect effectiveness of the enterprise's project M&E. A descriptive research method was used in order to achieve the intended purpose of the study. Questionnaire, interview and review of secondary data sources were used for the purpose of collecting required data for the study. The primary data sources were collected from the enterprise's employees who are directly involved on project M&E practice. The target populations were 30 employees who are

directly involved on project M&E and 16 management members. Purposive sampling technique was employed in selecting the samples. Ninety percent of the questionnaires were returned out of 30 questionnaires which were distributed to the respondents. The data were analyzed using frequency distribution, percentage and mean score. Multiple response analysis was used to analyze questionnaire items with multiple responses. The study found out that the enterprise has no separate project M&E plan document and its project M&E lesson learning and documentation practice is poor. The study also indicated that the majority of project M&E process items (monitoring and controlling project work, integrated change control, scope control, schedule control, budget control, quality control and performance reporting) are applied during project M&E practice of the enterprise. It was also found out that most of the time project M&E is undertaken monthly, tools/techniques like observation, document review and checklist were mainly used and project M&E results mainly used for project improvement, decision making and budget allocation. Furthermore, the study revealed that lack of human resource capacity, management support and stakeholder engagement are the major factors that negatively affect the enterprise's project M&E effectiveness. Therefore, based on the findings, it is suggested that the enterprise should produce project M&E plan document that guides its M&E practice. On the other hand the enterprise's management should increase its commitment for project M&E; prepared a continuous project M&E related training, motivational scheme and project M&E best practice sharing mechanisms to enhance the enterprise's project M&E human resource capacity; and devise the mechanism that increases the engagement of stakeholders on project M&E activities in order to improve the enterprise's project M&E effectiveness.

Letter of Declaration

I, **Habtamu Kelemework**, declare that this study is my original work and has not been presented for a degree in any other university, and that all sources of material used for the study have been duly acknowledged.

Name: Habtamu Kelemework

Signature: _____

Date: June 2018

CHAPTER ONE

1. Introduction

1.1. *Background of the Study*

Monitoring and evaluation is a project management process that consists of those processes required to track, review, and orchestrate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes. It helps to measure and analyze project performance at regular intervals, appropriate events, or exception conditions to identify variances from the project management plan (PMI, 2013).

Good M&E system is a source of knowledge capital. It enable governments and organizations to develop a knowledge base of the types of projects, programs, and policies that are successful, and, more generally, what works, what does not, and why. It can also provide continuous feedback in the management process of monitoring and evaluating progress toward a given goal (Kusek & Rist, 2004).

Monitoring and evaluation is a practice that is useful and relevant for the actors in the development world. This is an assumed basic principle for any M&E system. However, many mainstream M&E practices tend to be isolated and disconnected from management and decision-making. Many programs and projects are driven by pre-set targets and actions, such that M&E is perceived as an additional burden by program teams and their M&E practice is limited to the fulfillment of the reporting requirements of donor (Kevin M., et. al., 2012).

An effective monitoring and evaluation is a major contributor to project success and hence the use of technology to compliment the efforts of the M&E team will strengthen it; which will in turn lead to value addition by the team (Kamau and Mohamed, 2015). Monitoring and evaluation is more critical than planning in achievement of project success according to Ika, L.A., et al. 2010. According to Marangu (2012), M&E is one of the factors that affect project implementation.

Ethiopian Airport Enterprise (EAE) is a public enterprise which is established by Council of Ministers proclamation number 82/2003 on January 2003. Construction, maintenance and

administration of airports are among the mandates given to the enterprise. Currently it administers 23 airports (4 international and 19 domestic). Based on its mandate the enterprise commits a huge amount of investment for the construction of new airports and expansion of the existing ones.

Airport projects are initiated in two major ways- from the direction given by the Government following the question of community in different parts of the country to ensure equity and based on the market demand of the sector. Projects that came into being based on the Government direction are mainly financed from the Federal Government treasury while projects which are initiated based on the market demand are financed from the enterprise's revenue. Currently, the enterprise is undertaking mega projects which include construction of runways, terminals (including service facilities) and water supply facilities. Almost all of the enterprise's projects faces schedule and/or cost overrun and scope change problems. Inadequate M&E could be one of the factors that contribute to these problems. In this regard the projects are geographically dispersed throughout the country and this could be an obstacle to conduct project M & E effectively.

Therefore, the researcher planned to assess the practice of project monitoring and evaluation of the enterprise; identify the factors that affect effectiveness of the enterprise's M & E and how they affect it. The researcher also intends to identify the relationship between M & E effectiveness and the factors that affect it and the relationship between M & E and the success of the enterprise's projects.

1.2. *Statement of the Problem*

Monitoring and evaluation help an organization to extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

One strategy to address achievement through project success need is to design and construct M&E system. M&E tracks the results produced (or not produced) by governments and other entities. It also improves management of the output and outcomes while encouraging the

allocation of effort and resources in the direction where it will have the greatest impact (Ermias H., 2007). Effective project monitoring and evaluation is one of the factors that determine the success or failure of development projects (Belassi & Tukel, 1996; Ika, L.A. et al., 2011; Fiona, F.N., et al., 2001).

Having a well established monitoring and evaluation system does not guarantee its effective implementation. Rather, organizations need to identify and try to avoid various factors that affect the effective implementation of monitoring and evaluation. For instance, Ntoyanto (2016) identified that capacity, policy alignment, support, knowledge and leadership are the biggest factors that affects monitoring and evaluation effectiveness of National Youth Development Agency of South Africa.

Other studies also reveal various factors that determine M&E effectiveness. Proper understanding of monitoring and evaluation by the staff, knowing and understanding stakeholders, planning field visits, budgeting and resource allocation, understanding the type of monitoring and evaluation by the team, and communication of monitoring and evaluation results are the factors that determine effectiveness of monitoring and evaluation (Mugambi & Kanda 2013). A study conducted by Juliet Nasambu (2016) also identified that structure of M&E, human resource capacity, data quality and methods of monitoring and evaluation are factors that influence monitoring and evaluation effectiveness. Other studies conducted in this regard also suggests that budgetary allocation, level of M&E training, stakeholder participation, technical capacity/expertise of the staff, selection of tools and techniques, role of management and political influence are the factors that affect effectiveness of monitoring and evaluation (Sammy, et. al., 2013; Mwangi, et al., 2015; Elizabeth, 2013).

In Ethiopia, most of the government organizations do not use monitoring and evaluation system in appropriate manner for their projects (CIDA, 2010). Existing assessment of monitoring and evaluation capacity in Ethiopia also reveal gaps both in 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).

As the scanty literatures in Ethiopian context shows, it is difficult to say monitoring and evaluation is in a position of playing its role in supporting successful completion of projects and serving as being a source of an informed decision making for efficient allocation and utilization of scarce resources. According to study undertaken by Geremew (2016) absence of integrated monitoring and evaluation is one of the reason for the delay of projects and hence the community couldn't reap the fruits of the projects as intended on the plan. A study conducted by Ermias (2007) also shows that monitoring and evaluation is not effectively implemented in the projects undertaken by the Ministry of Mining and Geology Survey of Ethiopia. Addis Ababa City Administration Bureau of Finance and Economic Development Project Monitoring and Evaluation department reports also describe lack of effective project monitoring and evaluation as one of the reasons of unsuccessful project implementation. In general, project cost and/or schedule overrun and quality problems are common news, almost in all sectors, in our country due to various reasons one of which is ineffective monitoring and evaluation.

Ethiopian Airport Enterprise (EAE) is not different from this real experience. EAE allocates a huge amount of financial resources annually to undertake mega airport infrastructure projects in different parts of the country. However, as indicated in the annual reports of the enterprise majority of these projects do not completed as per their agreement. Despite the huge amount of investment directed to these projects and their progress report communicated to concerned bodies, there is no well organized document that explains the monitoring and evaluation practice of these projects and its contribution to the success of these projects. There is no knowledge repository that serves as a benchmark for future decision making in this regard. Rather, insufficient monitoring and evaluation is indicated as one of the reasons for not accomplishing the projects as per the agreed upon plan.

In line with this, the study intends to assess the current project M&E practice of the enterprise. It also aimed at identifying how the major determining variables (budget allocation, human resource capacity, management commitment and stakeholder engagement) affect the dependent variable (EAE's monitoring and evaluation effectiveness). The study also sought to see the effect of project M&E on the success of the enterprise's projects.

1.3. Research Questions

The study intends to answer the following basic questions. These are;

- What the current project M&E practice of Ethiopian Airport Enterprise looks like?
- Does human resource capacity affects project M&E effectiveness of Ethiopian Airport enterprise?
- Does budget allocation affects project M&E effectiveness of Ethiopian Airport Enterprise?
- Does management support affect Ethiopian Airport Enterprise project M&E effectiveness?
- Does stakeholder engagement affect Ethiopian Airport Enterprise project M&E effectiveness?
- Does project M&E effectiveness affect the success of the enterprise's projects?

1.4. Objective of the Study

1.4.1. Main Objective

The overall objective of the study was to assess project M&E practices of Ethiopian Airport Enterprise and factors that affect its effectiveness.

1.4.2. Specific Objective

The study specifically seeks to:

- i. Assess the current project M&E practice of Ethiopian Airport enterprise.
- ii. Examine the influence of human resource capacity on project M&E effectiveness of the enterprise.
- iii. Assess the effect of budget allocation on project M&E effectiveness of the enterprise.
- iv. Assess the influence of management support on project M&E effectiveness of the enterprise.
- v. Identify the effect of stakeholder engagement on project M&E effectiveness of the enterprise.

- vi. Examine how effectiveness of M&E affects the success of the enterprise's projects.

1.5. Significance of the Study

This study helps project managers and staffs of the enterprise to know how they are implementing monitoring and evaluation activities and identify the gaps observed in the process, and take corrective measures based on the findings to improve the monitoring and evaluation process as required. It helps MoT and MoFEC to know the gap the enterprise had in the monitoring and evaluation practice and give the appropriate capacity development support in this regard. It also gives lesson to major parties involved in the aviation sector and initiates them to inspect their M&E system and fill if there is any gap. It contributes to the scanty research resources in the aviation sector project monitoring and evaluation related topics in our country. It also serves as an input for those who are interested to conduct study in this area in the future.

1.6. Scope of the Study

The study was conducted on Ethiopian Airport Enterprise. Study participants were the enterprise's staffs who participate on the project related activities planning, M&E, contract administration. Ethiopian Airport Enterprise management members were also participated on the study since they are responsible for project related issues of the enterprise. Therefore, the study was basically involves concerned bodies from the enterprise's head office since the monitoring and evaluation responsibility is solely the duty of these parties.

In relation to study variables, the research basically focused on assessing the monitoring and evaluation practice of the enterprise. In addition to this an effort was made to identify the relationship between budget allocation, human resource capacity, stakeholder engagement and management support and project M&E effectiveness. The study was also tried to indicate the relationship between effective M&E and project success.

1.7. Limitation of the Study

The study couldn't include the opinions of concerned stakeholders like MoT, MoFEC, contractors and consultants due to time and financial limitation to access these parties easily. Had the study been included the opinions of these parties the result may become different

from the current one and the threat of bias could be minimized. So, the study lacks the opinions of these parties.

1.8. *Definition of Terms*

The following terms defined in the following ways for the purpose of this study based on the definitions given by UNDP (2009) and Wysocki (2014).

- Evaluation= a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making.
- Monitoring= an ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives.
- Project= a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.
- Human resource capacity= refers to the number and capabilities of employees in an organization to perform monitoring and evaluation duties efficiently, effectively and sustainably to support the M&E system.

1.9. *Organization of the Study*

The study has five chapters. Chapter one introduced background of the study, statement of the problem, basic questions and objectives of the study, limitations of the study, definition of terms and organization of the study. The second chapter deals with review of related literatures. Chapter three discusses research methodology. Chapter four is about the presentation, analysis and interpretation of data. The final chapter is the conclusion and recommendation chapter.

CHAPTER TWO

Review of Related Literature

2. Overview

Monitoring and Evaluation (M&E) has increasingly become essential in the management of development programs and the two have become a separate field of expertise within the development sector. Quite a substantial amount of the annual budget (two to fifteen percent) of a development program is typically spent on M&E related activities such as writing proposals, designing programs, developing program frameworks, compiling action plans, collecting data, writing reports, developing and maintaining information systems and carrying out evaluation studies (Kevin M., et. al., 2012).

The importance of M&E in global efforts toward achieving environmental, economic and social development cannot be understated. A part of this importance lies in the fact that over the same period there has been a heightened awareness of the importance of tracking progress of development projects and providing relevant feedback through reporting especially at the Government level. Countries such as the United States of America have been able to achieve successful development because they have put in place effective and efficient systems that track achievement of development objectives (Kevin M., et. al., 2012).

Most of the time the term monitoring and evaluation is used as one word to emphasize the complementarities of the two terms. However, even if they are complementary processes they have also their own differences.

This chapter deals with basic monitoring and evaluation related issues by reviewing relevant literatures. Accordingly, definition of the terms monitoring and evaluation separately, their differences and complementarities, the purpose and benefits of M&E, factors that affect the effectiveness of M&E are the major issues discussed in the following sub-sections.

2.1. *Project Monitoring*

Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to establish standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management (IFRC, 2011).

Monitoring is a continuing managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives. It involves reporting on actual performance against what was planned or expected according to pre-determined standards (Presidency, 2005).

Monitoring involves observing a project frequently, regularly and collecting project information on a timely basis and sharing it with project stakeholders in the project under focus (Mulwa & Nguluu, 2003).

Although monitoring is used mainly for checking projects impact as well as establish whether it meets its goals and objectives, they are also a mandatory requirement for government sponsored projects where governments use them to determine efficient use of their funds by organizations (Wanjala, 2017).

2.2. *Project Evaluation*

Project evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making (UNDP, 2009).

Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. It should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (OECD, 2002).

2.3. *Differences and Complementarities of Monitoring and Evaluation*

The main difference between monitoring and evaluation is their timing and focus of assessment. Monitoring is ongoing and tends to focus on what is happening. On the other hand, evaluations are conducted as specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project/programme implementation, tracking outputs, budgets, compliance with procedures, etc. Evaluations may also inform implementation (e.g. a midterm evaluation), but they are

less frequent and examine larger changes (outcomes) that require more methodological rigor in analysis, such as the impact and relevance of an information (IFRC, 2011).

According to IFC (2008) monitoring and evaluation are complementary and yet distinct aspects of assessing the result of a development intervention. The function of monitoring is largely descriptive and its role is to provide data and evidence that underpins any evaluative judgments. Monitoring is ongoing providing information on where a policy, program or project is at any given time (and over time) relative to its respective targets and outcomes. The function and role of evaluation is to build upon monitoring data, bring together additional information and examine whether or not the project results have been achieved.

Apart from their differences both monitoring and evaluation are integrally linked. Monitoring typically provides data for evaluation, and elements of evaluation (assessment) occur when monitoring. Evaluation may use the information from monitoring to assess any difference the intervention made towards the overall objective or change the intervention is trying to produce (IFRC, 2011).

The aims of both monitoring and evaluation are very similar- i.e. to provide information that can help inform decisions, improve performance and achieve planned results. While monitoring provides real-time information required by management, evaluation provides more in-depth assessment. The monitoring process can generate questions to be answered by evaluation. Also, evaluation draws heavily on data generated through monitoring during the programme and project cycle (UNDP, 2009).

2.4. Methods and Techniques of Project Monitoring and Evaluation

Project monitoring and evaluation employs various methods and techniques to collect the required data. The methods and techniques used in monitoring and evaluation, as identified by IFRC (2011), include case study, checklists, community book, community interviews/meeting, direct observation, document review, focus group discussion, interviews, key informant interview, laboratory testing, mini-survey, most significant change (MSC), participant observation, participatory rapid (or rural) appraisal (PRA), questionnaires, rapid appraisal (or assessment), statistical data review, story, survey and visual techniques. The

majority of these methods also indicated in the publication of Umhlaba Development Services 2017.

2.5. Importance of Monitoring and Evaluation

Monitoring and evaluation can help an organization to extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

Programmes and projects with strong monitoring and evaluation components tend to stay on track. Additionally, problems are often detected earlier, which reduces the likelihood of having major cost overruns or time delays later. Good planning combined with effective monitoring and evaluation can play a major role in enhancing the effectiveness of development programmes and projects (ibid).

Monitoring and evaluation efforts aim at assessing relevance, effectiveness, contribution and worth of development interventions, risk factors and risk management strategies, level of national ownership and measures to enhance national capacity for sustainability of results, and key drivers or factors enabling successful, sustained and scaled-up development initiatives (UNDP, 2009).

Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region (Mwangi, K.J. et al., 2015).

Project M&E is important to different people for various reasons. First, M&E is important to project managers and their stakeholders (including donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. Second, M & E upholds greater transparency and accountability in the use of project resources, which is particularly, required by funders or development partners. Third, information developed through the M&E process is vital for improving decision-making.

M&E strengthens project implementation, improve quality of project interventions and enhance learning (Abalange, 2016).

2.6. *Steps to Conduct Project Monitoring and Evaluation*

Monitoring and evaluation steps are important to guide planning for and implementing an M&E system for the systematic, timely and effective collection, analysis and use of project/programme information. The steps are interconnected and should be viewed as part of a mutually supportive M&E system. IFRC (2011) identified six monitoring and evaluation steps. These are identifying the purpose and scope of the M&E system, planning for data collection and management, planning for data analysis, planning for information reporting and utilization, planning for M&E human resources and capacity building, and preparing the M&E budget.

Though there is no significant difference with those identified by IFRC, Umhlaba Development Services (2017) also described that establishing the purpose and scope, identifying performance questions, information needs and indicators, planning information gathering and organizing, planning critical reflections process and events, planning for quality communication and reporting and planning for the necessary conditions and capacities are the steps followed in project M&E. According to IFC (2008) the key steps in undertaking monitoring and evaluation are agreeing the starting point, identifying the approach and securing the budget, implementing the monitoring and evaluation plan, analyzing the findings and communicating the learning.

2.7. *Emergence of Monitoring and Evaluation Worldwide*

There is no agreed upon time on the emergence of monitoring and evaluation among scholars. This is may be due informal use of M&E by humans for a long period of time. According to Kusek & Rist (2004) M&E is certainly not a new phenomenon. Because, according to them, some country like Egypt regularly monitored their country's outputs in grain and livestock production more than 5,000 years ago. Modern governments have engaged in some form of traditional monitoring and evaluation over the past decades. They have sought to track over time their expenditures, revenues, staffing levels, resources, program and project activities, goods and services produced, and so forth (ibid). Monitoring

and evaluation is not a recent administrative development since it is an inherent part of any organized human activity according to Bowden, 1988. Rather what is new is its incorporation into the political and administrative systems of national governments and organizations on a regular administrative basis.

According to Segone (2006) the emergence of monitoring and evaluation (M&E) is divided into three phases. The first phase is from 1950s to 70s and at this time M&E started to be implemented in US-based organizations. By the time there was an effort to design projects according to a logical model and to establish mechanisms and indicators to measure projects' outputs. During the second phase in the 1980s, there was an expansion of interest in M&E and international agencies started institutionalizing M&E not only in the United States, but also in Europe, mainly as an accountability tool to satisfy public opinion and governments' demands to know how public aid funds were being used. The third phase is in the 1990s when international agencies have internalized the meaning of M&E systems within an organization and the need for it. During this phase, organizations are focusing on M&E as a strategic tool for knowledge acquisition, decision making and organizational learning (Segone, 2006).

Currently it become a mandatory administrative tool for all organizations-whether it Government or Non-Government organization. Kusek & Rist also explained that evolution in the field of monitoring and evaluation involves a movement away from traditional implementation based approaches towards new results based approaches. Now a day organizations like UNDP are already introduced result-based management (RBM) which leads us managing for development results (MfDR)- which aims to bring real change in people's lives (UNDP, 2009).

2.8. *Drivers of Monitoring and Evaluation Worldwide*

According to Mackay, 2000 governments migrate to M&E since it provides feedback on the performance of departments, ministerial agencies and their staff. Monitoring and evaluation also helps to improve budgeting, decision making, inter-governmental fiscal control, enhance the quality of government policy and end corruption (Mackay, 2006). Another key driver of M&E is that it is considered essential for public sector reforms aimed at changing the role of

government, as well as for good management and service delivery (Dahler-Larsen et al., 2006).

In South Africa M&E is considered as the life-blood of sound and efficient planning and implementation, and for M&E to add value to policy making, policy implementation and to the broader process of social transformation, it has to be institutionalized at all levels as indicated in the study made by Hlatshwayo, & Govender, 2015.

There are many reasons for the increasing efforts to strengthen government M&E systems. Fiscal pressures and ever-rising expectations from ordinary citizens provide a continuing impetus for governments to provide more government services and with higher standards of quality. These pressures are also reason enough to find more cost effective ways of operating so that governments can do more with less. Countries in the developing world often look to the richest countries—the members of the Organization for Economic Cooperation and Development (OECD)—and adopt the public sector management tools that these countries typically employ, such as M&E and performance budgeting. Civil society and parliaments are also putting accountability pressures on governments to publicly report and explain their performances. And international donors are being pressed to demonstrate the results of the large volumes of aid spending for which they are responsible; they in turn are working to persuade and support developing countries to strengthen their own M&E systems (Mackay, K. 2007).

Much of the original impetus behind the move toward monitoring and evaluation in developing countries came from international aid organizations, most of which require M&E in a large percentage of their projects. International agencies have had both a positive and a negative effect on the way M&E systems have evolved and are used in developing countries (Valadez & Bamberger, 1994).

2.9. The Benefits of Monitoring and Evaluation for Public Organizations

Monitoring and evaluating program performance enables the improved management of the outputs and outcomes while encouraging the allocation of effort and resources in the direction where it will have the greatest impact. M&E can play a crucial role in keeping projects on track, create the basis for reassessing priorities and create an evidence base for

current and future projects through the systematic collection and analysis of information on the implementation of a project (IFC, 2008).

Monitoring and evaluation (M&E) has the capacity to transform government departments and the public sector into a functional system that is participatory and representative. It is also argued that the M&E has the potential to support meaningful implementation, promote organizational development, enhance organizational learning and support service delivery. M&E strengthens the management of government activities within ministries and in local governments, and supports accountability relationships within civil society (Hlatshwayo & Govender, 2015).

Monitoring and evaluation is a critical tool for identifying and documenting successful projects and approaches and tracking their progress. This is especially more relevant and essential in resource poor countries, where difficult decisions need to be made with respect to resource allocation priorities (Khan, 2015).

According to Khan (2015) monitoring and evaluation can be used to demonstrate whether project has achieved the expected outcomes or not. It is essential in helping managers, planners, implementers, policy makers and funding agencies acquire the information and generate informed decision about project implementation. It also helps identify the most efficient use of resources and provide the necessary information to guide strategic planning, design and implementation of projects, and to allocate, and re-allocate resources in better ways.

When properly applied, the information produced by M&E studies can be of direct use to policymakers, planners, and managers in at least four ways. First, it can help a country improve its method of identifying and selecting projects and programs by ensuring that these endeavors are consistent with national development objectives, that they will have a good chance of succeeding, and that they are using the most cost-effective strategy for achieving the intended objectives. Second, M&E studies can determine whether the project is being implemented efficiently, is responsive to the concerns of the intended beneficiaries, and will have its potential problems detected and corrected as quickly as possible. Third, they measure whether projects and programs that are under way are achieving their intended economic and social objectives, as well as contributing to sectoral and national development

objectives. Fourth, evaluation studies can be used to assess the impact of projects on wider developmental objectives such as protecting the environment and managing natural resources, alleviating poverty, and giving women full economic, social, and political participation in all aspects of development (Valadez & Bamberger, 1994).

2.10. *Purposes of Monitoring and Evaluation for Public Organization*

Monitoring and evaluation of development activities provides government officials, development managers, private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders (World Bank, 2004; IFC, 2008).

Monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved. It improves overall efficiency of project planning, management and implementation. Various projects could be initiated to transform social, political and economic well being of citizens in a particular country (Ochieng, et. al., 2012). According to Hlatshwayo & Govender (2015) monitoring and evaluation is more than accountability, control measures and assessment of results. Rather, it includes additional purposes such as learning, programme improvement, future planning and augments capacity.

M&E systems should provide the information that project planners, implementers, and managers need at each project stages and should help determine whether a project has been implemented as planned, what problems need to be resolved, what expected or unexpected impacts have occurred, and what lessons can be learned for the selection and design of future projects (Valadez & Bamberger, 1994).

2.11. *Monitoring and Evaluation of Public Projects in Ethiopia*

Public sector projects monitoring and evaluation at different stages of projects cycle are the most crucial function to enhance the quality of project management and ensure the efficiency and effectiveness of the development intervention made by the government (Geremew, 2016). Public sectors projects monitoring and evaluation practice manifested different features during the different regime prevailing in the country. During the *Dergue* regime the Central Planning Commission was responsible for the overall monitoring and evaluation of

public sector projects activities. Quarterly, bi-annual and annual progress reports, field inspection interviews and discussions held with public sectors project implementers were used as the basic tools of data gathering for projects monitoring and evaluation (MoFED, 2008).

As the Ministry of Finance and Economic Development indicates, the overall public sectors projects monitoring and evaluation of the past system had suffered from the following basic limitations. These were, public sectors projects monitoring and evaluation system was too rigid, and lack dynamism and project managers had limited autonomy of decision making. On the other hand, there was delay of monitoring and evaluation feedbacks to both managers and implementers. There was high cost of project monitoring and evaluation and outcome evaluation did not get attention (ibid).

In the early 1990's, the responsibility of coordinating and consolidating public sectors projects M&E was provided to the Ministry of Planning and Economic Development. During this period, the Ministry had developed the standard formats that were used for both financial and physical project performance data collection and communication. Minimal field trip to conduct projects monitoring and evaluation and poor feedback system were some of the weaknesses of the public sectors projects M&E system of the period (MoFED, 2008). During the same period, the responsibility of conducting externally financed projects M&E was given to the Ministry of External Economic Cooperation. The ministry had no its own projects M&E system and was relied only on adopting donors driven projects monitoring and evaluation philosophy like field visit, review meeting and periodic monitoring. The challenges during this period were, review meetings were conducted only on annual bases which created long interval to take corrective measure on time, monitoring activities were dependent only on progress reports that had obtained from projects implementing sectors and monitoring and evaluation lacked comparative analysis of what was planned and achieved.

Following the decentralization process in the country, public sector projects M&E system has begun to be conducted at both regional and federal levels. As a result, the planning and program departments both at the Federal Ministry of Finance and Economic Development and Regional Bureaus of Finance and Economic Development are mandated to play a role of coordinating and consolidating projects monitoring and evaluation (MoFED, 2008). At the

federal level, MoFED has developed standard guidelines and formats for federal public sectors to conduct public sectors development projects monitoring and evaluation accordingly. In addition, Proclamation No.41/1993 vested power and responsibility on the Ministry of Finance and Economic Development (currently Ministry of Finance and Economic Cooperation [MoFEC]) to follow up and evaluate the implementation of capital budget, external assistance, loan and Federal subsidies granted to the regional states.

In this regard airport runway projects are financed from the federal government treasury and MoFEC is expected to properly monitor and control the progress of this projects. However, the reality didn't show this because MoFEC didn't monitoring and evaluation these projects. Rather, the ministry collects only reports from the enterprise.

2.12. Monitoring and Evaluation Practices

When we look at how organization monitor and assess their projects in the government organizations, we see a wide range of approaches. Monitoring and evaluation programs have become a big industry within the development sector, but practices seem less developed with regard to knowledge management interventions (Joitske et al., 2009). This is evident in majority of the development interventions undertaken by government organizations in Ethiopia. According to Ermias (2007) NGOs have a good practice and experience on M&E system as compared to government organizations.

Monitoring and evaluation practice deals with the issue of how to implement M&E system. It is concerned with the application of the system on the ground. Though the practice may differ from organization to organization and based on the size and complexity of projects the main issues are common more or less. The basic practices or activities associated with monitoring and evaluation include preparing M&E plan, preparing coherent framework like LFA, ensuring the availability of required M&E budget, scheduling the M&E period, identifying and assigning responsible personnel for the monitoring and evaluation activities, identifying stakeholders and ensuring their participation on the M&E, specifying the frequency of data collection, collecting data (regarding the inputs (financial and human) utilization, activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved), disseminating or reporting the M&E findings and finally capturing and documenting the lessons learned-i.e., creating a knowledge repository.

Following up whether deviations corrected as per the recommendation or not is also among the important activities in the M&E practice. As stated in the project management body of knowledge 4th edition monitoring and controlling project work, performing integrated change control, verifying and controlling scope, controlling schedule and cost, performing quality control, reporting performance, monitoring and controlling risk and administering procurement are the activities that have to be undertaken (PMI,2008).

2.13. Factors Affecting Monitoring and Evaluation Effectiveness

There are many different (soft, hard and mixed) factors that influence the success of project monitoring and evaluation (M&E), ranging from the people who communicate or implement the M&E to the systems or mechanisms in place for co-ordination and control according to a desk research conducted by Mugambi & Kanda (2013). In order to undertake an M&E effectively we should have to take these factors into account.

According to a study conducted by Hlatshwayo & Govender (2015) the monitoring and evaluation framework, which was devised by the government of South Africa, has over the years experienced both conceptual challenges and practical hindrances, as a result of weak institutional and structural arrangement, lack of skills, limited capacity, poor knowledge and information management. This indicates the importance of considering the mechanisms that helps to minimize the negative impact of these determining factors in order to enhance the effectiveness of M&E.

UNDP also emphasizes the importance of human and financial resources for the successful implementation of monitoring and evaluation. Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs (UNDP 2009).

2.13.1. Human Resource Capacity and Project M&E

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant. This

will definitely impact the success of projects (Nabris, 2002). The staff or the groups carrying out the monitoring and evaluation should be aware of what is monitoring and evaluation and should be able to know all that is expected of them. Without a proper understanding of monitoring and evaluation, this can affect the process and hence achieving inefficient results. Field visits should be planned and carried out at appropriate time so as to ensure the staff well aware of the project areas and hence enabling them to carry out monitoring and evaluation easily (Mugambi & Kanda, 213). For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive on site support to the outfield staff (Oloo, 2011).

The monitoring and evaluation team should understand well the types of M&E within the program so as to plan in advance and know what will be required during monitoring and evaluation (Mugambi & Kanda, 2013).

Competent human resource is the key for the success of organizations' objectives and hence ensuring availability of capable human resource should be the focus of every organization. When employees become capable of doing things by themselves confidently up to the required standard we can say the human resource capacity of the organization is developed and this in turn contributes positively to the effectiveness of the organization in every aspect. For organizations that have projects they need to have well equipped human resource capacity in order to enhance the effectiveness of their monitoring and evaluation endeavor which in turn boosts the success of their projects. This could be realized by developing employee's skills and abilities continuously through different mechanisms like training among others (Pearce and Robinson 2004 cited in Oloo, 2011). According to a study undertaken by Mwangi, et al. (2015) a unit increase in technical competency of M&E team increases the effectiveness of monitoring and evaluation by 28% and this shows the importance of human resource capacity. This study also found out that the level of human resource training as-well-as availability of facilities & equipments affected M&E to a large extent.

2.13.2. Stakeholder Engagement and Project M&E

Stakeholder participation is the other important issue to be considered in analyzing factors that affect the effectiveness of M&E according to the view of different researchers.

According to Mugambi & Kanda (2013) knowing and understanding the partners and all stakeholders is vital in community based projects. This can affect monitoring and evaluation in terms of funding, requirements and what information will be required by each stakeholder. For effectiveness and efficiency, a proper stakeholder analysis needs to be conducted to ensure the strengths, weaknesses, opportunities and threats of each stakeholder identified. A study conducted by Mwangi, et al. in 2015 shows that stakeholder participation significantly affects the effectiveness of monitoring and evaluation. According to Oloo (2011) stakeholder participation in the CDF projects is minimal and this in turn negatively affects the effectiveness of the projects' monitoring and evaluation. Study conducted by Ochieng, et al. (2012) also supports this idea. In the study conducted by Sammy & Daniel (2015) among 50 study participants 57% believe that stakeholder participation is critical for the successful implementation of M&E. A unit increase in stakeholder participation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015).

2.13.3. Budget Allocation and Project M&E

Another important M&E effectiveness determining factor is the level of budget allocated to implement it. Budgeting and resource allocation affects M&E and this is required to be planned well to ensure the monitoring and evaluation of community projects is done effectively (Mugambi & Kanda, 2013). 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 M&E function the due recognition it plays in project management. A monitoring and evaluation budget should be about 5 to 10 percent of the total budget (Oloo, 2011). A unit increase in budget allocation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015).

2.13.4. Management Support and Project M&E

Management has a role in enhancing project success through supporting monitoring and evaluation team. Such support may be achieved through factors such as communication, commitment, leadership style, managing politics, managing societal demands and motivation (Kamau & Mohamed, 2015). According to the study carried out by Elizabeth (2013) the role of management in the operation of monitoring and evaluation takes the second rank among

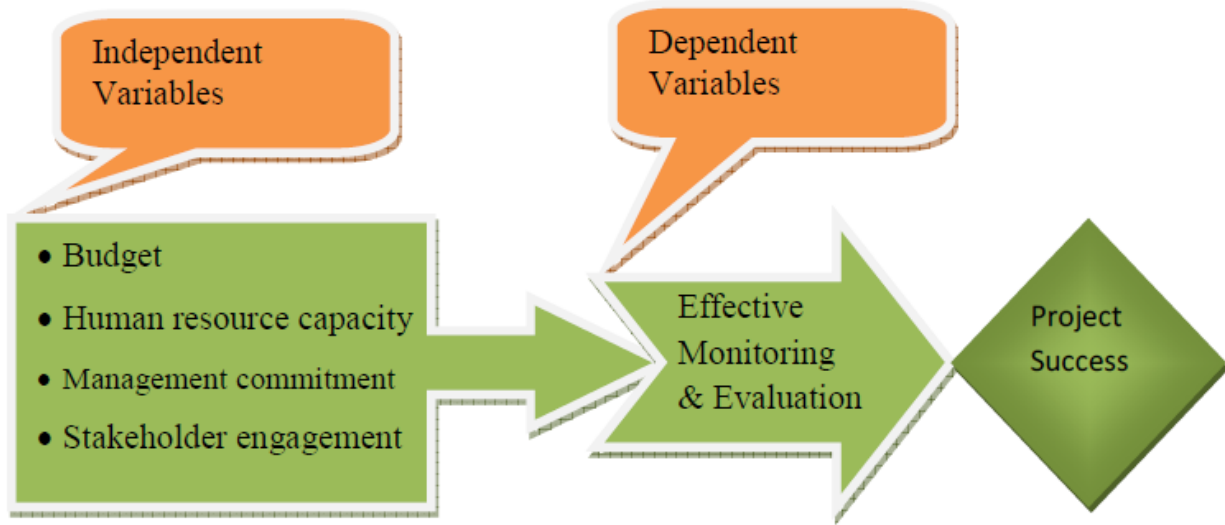
the factors that contributes to the difficulty of using monitoring and evaluation system. World Bank also indicated that management support determines the success of monitoring and evaluation because it is the management who decides the resources required for the M&E, how the M&E undertaken, and for what purpose the result will be used. These findings show the effect management support has on the effectiveness of monitoring and evaluation.

2.14. Project Success and Effective Project M&E

Project success can be judged on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives (Kamau & Mohamed, 2015). For this to be realized effective monitoring and evaluation has an indispensable contribution. Several studies have been carried out with an aim of determining the critical success factors (CSFs) which contribute to project success. The analysis of these studies shows a particular pattern of events. Some CSFs appears consistently in a number of studies. One such factor is the monitoring and evaluation function (ibid). Other researchers also assert that project monitoring and evaluation is one of the factors that determine the success or failure of development projects (Belassi, W. & Tukel, O.I. 1996; Ika, L.A. et al., 2011; Fiona, F.N., et al., 2001). In the study undertaken by Mwangi & Iravo (2015), 77.8% of the respondents said that monitoring and evaluation affects project success to a greater extent. In the same study the Pearson's correlation test shows that there is a strong positive relationship between monitoring and evaluation and project success.

2.15. Conceptual Framework of the Problem

Based o the literatures reviewed above, the following conceptual framework is developed to guide the general direction of the study. This study looks at the independent variables that influence effectiveness of monitoring and evaluation (the dependent variable). The variables are human resource capacity, budget allocation, stakeholder engagement and management support. The study will try to identify how these variables determine the effectiveness of monitoring and evaluation, and the contribution of effective monitoring and evaluation to the enterprise's project success.



CHAPTER THREE

3. Research Methodology

Methodology is the way in which a researcher conducts research. It is the way in which he chooses to deal with a particular question (which may consequently result in a problem definition). The researcher also has to consider the way in which he is going to deal with the (people of the) organization and establish his overall approach, by choosing how he wishes to conduct the research. It indicates the overall direction to be followed in undertaking a research/study (Jonker & Pennink, 2010).

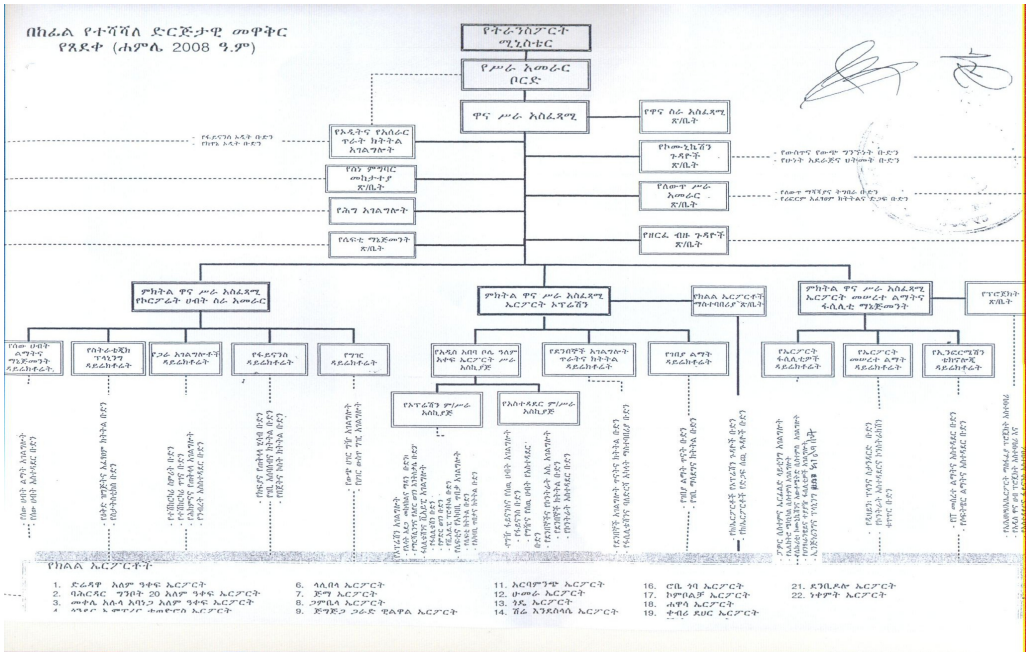
Having this in mind this chapter deals with the overall directions or processes to be followed in undertaking this study. Specifically, issues like research approach, sample and sampling techniques, data source and collection procedures, and data analysis techniques are clearly elucidated in the subsequent sub-sections.

3.1. Description of the Study Area

Ethiopian Airports Enterprise is a public enterprise which was established in 2003 by Council of Ministers regulation number 82/2003 with the mandate of building, maintaining and administering airports and providing safe and quality airport services throughout the country. With the head quarter located at Addis Ababa City Administration Bole Sub-city Woreda 01, the enterprise currently administers a total of 23 airports (4 international and 19 domestic) which are constructed in different parts of the country. The enterprise has around 1,500 employees who are working in all airports and at headquarter. Project related activities are fully the mandate of the departments which are located at the head quarter. The main reason projects administered by the head quarter departments is that regional governments have no mandate to construct and administer airports; and regional airports which are administered by the enterprise have no capacity as well as delegation to run huge projects like expansion and maintenance of the whole airport infrastructure at their disposal. This indicates that project monitoring and evaluation issues are mainly the concern of the professionals who are employed at the head quarter and the management of the enterprise.

Therefore, even though the projects of the enterprise are located in different parts of the country the study is mainly confined to the head quarter since the parties who are mainly concerned with the problem under study are resides at the head quarter. Due to these reasons the study area is limited to Addis Ababa specifically Ethiopian Airport Enterprise (the current Ethiopian Airports).

Figure 3.1: Organizational Structure of the Enterprise



3.2. Research Approach

Creswell (2014) defined research approaches as plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. In this regard, quantitative and qualitative research approaches are the basic research approaches that represent the two ends of the continuum (Creswell, 1994; Kothari, 2004). According to Creswell (2014) there is a third research approach, i.e., a mixed approach, that resides between the two continuums and which incorporates the elements of the previous two approaches. Regarding this study, the researcher planned to follow a combination of both qualitative and quantitative research approaches.

The quantitative approach is considered because of the reason that it is the right approach to analyze the effect of independent variables (budget, human resource capacity, stakeholder engagement and management support) on the dependent variable (M&E effectiveness) quantitatively. It also helps to test and describe the relationships between the study variables. On the other hand, the study employed qualitative approach because it was the right approach that helps to analyze qualitative data which was obtained through interview from the enterprise's management member. This approach is more appropriate and flexible to narrate

in detail issues related to the practices of project monitoring and evaluation of the organization under study.

3.3. Population and Sample

The target populations of the study were Ethiopian Airport Enterprise employees who are directly involved on monitoring and evaluation related issues. The enterprise has a total of 1,500 employees. Among these 30 (13 infrastructure, 5 facility, 3 project office, 5 strategic planning, 4 focal persons from other departments who primarily own the projects) employees are directly involved on the enterprise's project related issues. In addition to this the enterprise's 16 top management members were the target of the study.

Purposive sampling technique was used to select study participants in order to get the right respondents who are capable of giving the relevant and accurate information based on the practical experience they have regarding the issues under study. Since the size of target population under study was small & manageable the researcher decided to involve all 30 employees (experts, supervisors and middle level managers) on the study. On the other hand an interview session was held with 3 top management members in order to get further information regarding the M&E practice of the enterprise in addition to the information gathered through questionnaire.

Interview participants were selected purposively based on the assumption that these participants are more responsible for the issues under study since 2 participants were heads of departments which are primarily established to administer the implementation of airport infrastructure and facility projects and the other 1 participant was head of department which plan and control the effective and efficient resource utilization of these projects. In other word the interview participants were heads of strategic planning & finance directorate, airport infrastructure directorate and airport facility directorate.

3.4. Research Design

Descriptive research design is used to undertake this study because the researcher believe that this is the right design to better identify and define the opinion and attitude held by the study participants on the study subject. It is also appropriate to statistically describe the information collected and infer the result to the population.

3.5. Data Sources and Types

Primary and secondary data were utilized to undertake this study. The primary data were collected from the enterprise's officers and management members who directly have responsibility concerning issues related to project monitoring and evaluation of the enterprise since they are the right people to give the right information. Primary data were basically collected to get the opinion and practical observation of the respondents regarding the practical application of M&E activities and whether the independent variables (budget, human resource capacity, stakeholder engagement and management support) affect the dependent variable (M&E effectiveness) or not. Secondary data were collected from the enterprise's strategic plan, annual plans, project agreement documents, performance reports, policies, guidelines and procedures because these data helps to support or refute the information obtained from the primary sources. Books, reputable journals, dissertations, conference papers, and other pertinent documents were also used as a source of secondary data.

3.6. Data Collection Instruments and Procedures

Questionnaire and structured interview questions were the basic data collection instruments which were used in conducting this study. The questionnaire was taken from the researches undertaken by Papke-Shields, et al., 2009; Elizabeth, 2013 & Geremew, 2016. The reliability and validity of the instrument was tested and successful research was undertaken by the researchers. The researcher customized specific questions to the context of this study and designed and adds few question items to the questionnaire. The researcher also developed the interview guide questions in a way it can address the basic study issues.

Once the questionnaire was developed it was piloted in order to check the clarity of questionnaire items, instructions and layout; gain feedback on the validity of questionnaire items, how operational the constructs and the purposes of the research are; eliminate ambiguities or difficulties in wording; gain feedback on the type of question and its format; check the time taken to complete the questionnaire; identify redundant questions; and indentify commonly misunderstood or non-completed items. For the piloting purpose the questionnaires were distributed to three respondents who were not participated on the actual

data collection process and the necessary corrections were undertaken based on the pilot questionnaire response.

The questionnaire was distributed to the respondents and collected by the researcher himself. The researcher also held interview sessions with department heads who are primarily responsible to project monitoring and evaluation related issues. Various documents were analyzed and pertinent information retrieved and utilized to help achieve the purpose of the study.

3.7. Ethical Consideration

In order to avoid ethical problems and get an informed consent of the research participants the researcher was tried to clearly communicate the intention of the study. The researcher never tried to get information from the respondents without their consent and never disclose the response of individual respondents to third party. In other words the confidentiality of the responses that were obtained from respondents strictly valued by the researcher and it was believed that this encourages the respondents to give reliable or truthful information.

On the other hand, the researcher fully acknowledged all works of other authors that were utilized in this study in order to give credit to those works and avoid the problem of plagiarism.

3.8. Data Analysis Method

After collecting the questionnaires from the respondents a systematic data preparation (checking, editing and coding) and data entry into SPSS was undertaken in order to simplify the analysis process. Statistical Package for Social Scientists (SPSS) was the basic tool used in analyzing the quantitative data. Descriptive statistics including mean, frequencies, standard deviation and percentages were used for quantitative data analysis. Multiple response analysis was employed to analyze questionnaire items with multiple responses. Tables, charts and figures were used to present the analyzed data. Thematic analysis was also used to analyze qualitative data and the result was discussed under each study issues following the quantitative data discussions.

CHAPTER FOUR

4. Data Analysis and Interpretation

This chapter deals with a detailed presentation and analysis of the data. To collect the data required for the purpose of the study, a total number of 30 questionnaires were distributed. Out of these 27(90%) of them were returned. Therefore, the analysis presented hereafter is based on these responses.

4.1. Demographic Characteristics of the Respondents

This part deals with demographic characteristics of the respondents who were participated on the study.

Table 4.1: Respondents Demographic Characteristics

Academic Qualification, Position and Work Experience of Respondents		Sex		Total
		Male	Female	
Academic Qualification	PhD	0	0	0
	MA/MSC	7	0	7
	BA/BSC	19	0	19
	Diploma	1	0	1
	Certificate	0	0	0
	High School Graduate	0	0	0
Position	Top Level Management	1	0	1
	Middle Level Management	3	0	3
	Lower Level Management	0	0	0
	Expert	23	0	23
Work Experience	1-2 years	6	0	6
	3-6 years	7	0	7
	7-9 years	2	0	2
	>= 10 years	12	0	12

As indicated in the above table the whole respondents are male. In terms of their academic qualification 7 were MA/MSc holders, 19 were BA/BSc holders and 1 was diploma holder. Among the total respondents 12(45%) have 10 and above years of experience, 7(26%) have 3-6 years of experience, 6(22%) have 1-2 years of experience and 2(7%) have 7-9 years of experience. Regarding the position of the respondents 85% (23) were experts, 11% (3) were middle level management members and 4% (1) was top management member. The researcher believed that respondents work experience, academic qualification and their position helps them to give the right information regarding the issues under study because they are the one who experience these issues practically.

4.2. Issues Related to M&E System of the Enterprise

Respondents were asked to indicate their agreement regarding the enterprise's M&E plan document and the major contents that included in the document, M&E lesson learning and documentation and the overall M&E system. Accordingly, their response presented in the following tables and discussed based on the responses, interview results and secondary sources.

Table 4.2: Monitoring and Evaluation Plan and Its Contents

	N	Minimum	Maximum	Mean	Std. Deviation
M&E plan document	27	1	5	3.19	.962
M&E activities schedule presented in M&E plan	27	1	5	3.30	1.031
Required resources indicated in the M&E plan	27	1	5	3.07	1.035
Stakeholders specified in M&E plan	27	1	5	3.26	1.163
Data type to be collected specified in M&E plan	27	1	4	2.93	.958
M&E data collection tools/techniques specified in the plan	27	1	4	2.81	.921
M&E frequency specified in the plan	26	2	4	3.00	.800
Individuals in charge of M&E indicated in the plan	27	1	5	3.00	1.000
M&E staff & other concerned bodies role and responsibilities clearly stated in the plan	27	1	5	2.96	1.055
M&E reporting procedure clearly indicated in the plan	26	1	5	3.19	1.021
Valid N (list wise)	25				

As indicated in the table, majority of the respondents are not sure with the availability of M&E plan document and the contents included in the plan with a mean of nearly 3.0 for all items. This indicates the absence of separate project M&E plan because had it been there they should know it and utilize it. In searching the enterprise's M&E plan document the researcher also found out that the enterprise has no separate and comprehensive M&E plan document and hence these corroborates the response given by the respondents. An interview held with management members also indicated that the enterprise has no separate M&E plan document. However, the importance of M&E is described in the strategic plan document of the enterprise and in the annual plan documents in few paragraphs.

Table 4.3: Project M&E Lesson Learning and Documentation

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	1	3.7	3.7
	Disagree	9	33.3	37.0
	Not Sure	11	40.7	77.8
	Agree	6	22.2	100.0
	Total	27	100.0	

Respondents were asked to explain their extent of agreement regarding the enterprise’s project M&E lesson learning and documentation system availability. Accordingly, 40.7% of the respondents were not sure whether the enterprise has project M&E lesson learning and documentation system, 33.3% disagree and 3.7% strongly disagree with this idea. From this it is possible to say that the enterprise has no well established project M&E lesson learning and documentation system. The response obtained from interviewees also supports this idea. According to the interviewees there is no separate project M&E lesson learning system except the monthly and annual project progress reports which are part of the enterprise’s general performance report. The review of the enterprise’s document also indicates that there is no separate project M&E lesson learning and documentation system or practice except the monthly and annual performance reports.

Table 4.4: Project M&E System

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	1	3.7	3.7
	Disagree	10	37.0	40.7
	Not Sure	11	40.7	81.5
	Agree	5	18.5	100.0
	Total	27	100.0	

Respondents were also asked to give their level of agreement regarding the availability of well established project M&E system. Accordingly, 40.7% of the respondents were not sure about the availability of well established M&E system while 37% of the respondents were disagree and 3.7% strongly disagree with this idea. This indicates that the enterprise has no well established project M&E system which is clearly known, owned and practiced by the staffs who conduct

project monitoring and evaluation. The response obtained from interviewees corroborates this idea. According to the interviewees project M&E is undertaken regularly though there is no organized system that guides the practice.

4.3. Issues Regarding Project M&E Practice

Under this sub-topic respondents were asked to give their level of agreement regarding the M&E process items application, frequency of project monitoring, the tools and techniques used in M&E data collection, the types of evaluation carried out and the use of M&E information. The results presented and discussed as follows.

Table 4.5: Project M&E Process Items Application

	N	Minimum	Maximum	Mean	Std. Deviation
Project work is monitored and controlled	27	2	5	3.93	.550
Integrated change control is performed	27	2	5	3.52	.893
Scope Verification	26	2	5	3.46	.811
Scope Control	24	2	5	3.58	.717
Schedule Control	26	2	5	3.58	.809
Cost Control	27	2	5	3.67	.920
Quality Control	27	2	5	3.74	.813
Reporting Performance	27	2	5	3.78	.847
Risk Control	26	1	5	2.85	.967
Procurement Administration	25	2	5	3.40	.913
Valid N (list wise)	24				

As indicated in the above table the mean of the respondents' level of agreement regarding the application of all M&E process items is near to 4, except the monitoring and evaluation of risk and risk control process effectiveness, which reveal that the respondents agree that the processes are applied during M&E.

Table 4.6: Frequency of Project Monitoring

\$Monitoring Frequency

		Responses		Percent of Cases
		N	Percent	
How often EAE projects monitored ^a	Weekly	6	20.7%	25.0%
	Monthly	16	55.2%	66.7%
	Quarterly	4	13.8%	16.7%
	Biannually	1	3.4%	4.2%
	Annually	2	6.9%	8.3%
Total		29	100.0%	120.8%

a. Group, **Note: Respondents had more than one choice, N= Number**

Respondents were requested to indicate the frequency of project monitoring of the enterprise. As indicated in table 4.6 (multiple response analysis table) above, 66.7% of the respondents replied that the enterprise’s projects monitored monthly. For the same question 25% said weekly, 16.7% said quarterly, 8.3% said annually and the remaining 4.2% said biannually. The interview result also shows that project monitoring is conducted most of the time monthly unless there are especial cases which demands to conduct monitoring of the project weekly. In the strategic plan document of the enterprise it is stipulated that monitoring should be conducted on a monthly basis and the result reported to concerned bodies following the structure of the organization. From this we can understand that the projects should also be monitored monthly. Sometimes there is a condition in which projects monitored daily based on the status of the project according to the interviewees. For instance the Addis Ababa Bole international Airport Expansion Project day to day activity is monitored by the project office which is established solely for the administration of this project. In addition to the monitoring conducted by the enterprise’s employees the consultant staff monitors the day to day activities of the projects.

Table 4.7: Tools & Techniques Used to Collect M&E Information

\$Tools & Techniques				
		Responses		Percent of Cases
		N	Percent	
Tools & Techniques Used for Project M&E Information Collection ^a	Questionnaire	1	1.1%	3.7%
	Interview	3	3.3%	11.1%
	Survey	10	11.1%	37.0%
	Focus Group Discussion	5	5.6%	18.5%
	Case Study	4	4.4%	14.8%
	Community Meeting	7	7.8%	25.9%
	Rapid Appraisal/Assessment	4	4.4%	14.8%
	Statistical Data Review	5	5.6%	18.5%
	Observation (field visit)	20	22.2%	74.1%
	Document Review	16	17.8%	59.3%
	Checklist	13	14.4%	48.1%
	No Standard Tool/Technique	2	2.2%	7.4%
Total		90	100.0%	333.3%

a. Group, Note: Respondents had more than one choice, N=Number

Table 4.7 (based on multiple response analysis result) above indicates the response given by the respondents regarding the tools and techniques used in collecting M&E information. As indicated in the table different tools and techniques are used during project M&E to collect the required information. The respondents indicate that observation (74.1%), document review (59.3%) and checklist (48.1%) are the most frequently used tools and techniques in project M&E information collection. A significant percent (37%) of respondents also shows that survey is another tool/technique that is used in project M&E of the enterprise. For the same question 25.9% of the respondents said community meeting, 18.5% (each) said focus group discussion and statistical data review, 14.8% (each) said case study and rapid appraisal/assessment, 11.1% said interview and 3.7% said questionnaire. As indicated in the above table 7.4% of the respondents indicated that the enterprise has no standard project M&E information collection tool/technique. As we can see from the response 11 different tools/techniques are used for project M&E information gathering. This by itself tells us that the enterprise has no well

established standard project M&E information collection tool/technique. The information obtained from secondary sources (enterprise’s reports and plan documents) also supports this idea.

Table 4.8: Types of Project Evaluation Undertaken

		\$Evaluation Type		
		Responses		Percent of Cases
		N	Percent	
Type of Project Evaluation Undertaken by the Enterprise ^a	Ex-ante evaluation	12	20.7%	44.4%
	Mid-term evaluation	19	32.8%	70.4%
	Summative evaluation	12	20.7%	44.4%
	Ex-post evaluation	7	12.1%	25.9%
	Impact evaluation	3	5.2%	11.1%
	Sustainability evaluation	3	5.2%	11.1%
	Evaluation never conducted	2	3.4%	7.4%
Total		58	100.0%	214.8%

a. Group, Note: Respondents had more than one choice, N=Number

Respondents were asked to indicate the type of project evaluation carried out by the enterprise. Accordingly, as indicated in the above table 70.4% said midterm evaluation, 44.4% (each) said ex-ante and summative evaluations, 25.9% said ex-post evaluation and 11.1% (each) said impact and sustainability evaluations carried out by the enterprise. On the other hand 7.4% of the respondents said the enterprise never conducted project evaluation. As indicated in the strategic plan document of the enterprise evaluation of overall activities is conducted bi-annually as a whole and this indicates that projects are also evaluated two wise per annum. However, the practice doesn’t show this because the department which is mandated to coordinate and implement this activity, i.e. strategic planning and finance directorate, do not effectively undertake this activity continuously as indicated by the interviewees.

Table 4.9: M&E Information Use

\$M&E Information Use				
		Responses		Percent of Cases
		N	Percent	
Information Obtained from Project M&E is Used for? ^a	Decision Making	17	19.5%	68.0%
	Strategy Formulation	6	6.9%	24.0%
	Planning	13	14.9%	52.0%
	Project Improvement	19	21.8%	76.0%
	Project Impact Assessment	6	6.9%	24.0%
	Budget Allocation	16	18.4%	64.0%
	Managing Project Change Requests	10	11.5%	40.0%
Total		87	100.0%	348.0%

a. Group, Note: Respondents had more than one choice, N=Number

Respondents were asked to indicate the use of information obtained from project monitoring and evaluation. Accordingly, as indicated in table 4.9 above M&E information is used for project improvement, decision making, budget allocation and planning as replied by 76%, 68%, 64% and 52% of the respondents. For the same question 40% of the respondents said M&E information is used for managing project change request and 24% (each) of the respondents said that M&E information is used for strategy formulation and project impact assessment. According to the interviewees from airport infrastructure directorate and airport facility directorate information obtained from project M&E is mainly used for project improvement, decision making and budget allocation while the interviewee from strategic planning and finance directorate emphasizes that project M&E information is used for budget allocation and planning. In the strategic plan of the enterprise it is indicated that information obtained from M&E is used for the next time improvements, for the next year annual plans and medium term strategic plans.

4.4. Factors that Affect Project M&E Effectiveness

Under this section respondents were asked to give their response regarding issues related to major factors that determine the effectiveness of project M&E of the enterprise.

4.4.1. Human Resource Capacity and Project M&E

Human resource capacity determines the effectiveness of organization’s M&E effectiveness. Nabris (2002) said that M&E carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant.

In this regard respondents were asked to give their level of agreement regarding the issues related to human resource capacity. The response presented in table 4.11 below.

Table 4.10: Human Resource Capacity Related Issues

Items	Response											
	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
The enterprise has adequate skilled human resource who can conduct M&E.	1	4	7	26	9	33	8	30	2	7	27	100
Personnel who conduct project M&E get relevant training on a regular basis.	4	15	13	49	6	22	2	7	2	7	27	100
There is a motivation scheme for personnel participating on the M&E activity.	1	4	14	52	7	26	4	14	1	4	27	100
M&E best practice experience sharing undertaken within the enterprise or with other organizations to enhance staff capacity.	2	7	13	48	7	26	4	15	1	4	27	100

As indicated in the above table, 30% and 7% of the respondents agree and strongly agree respectively with the idea that says the enterprise has adequate skilled human resource who can conduct M&E while 26% and 4% respectively disagree and strongly disagree with this idea. On the other hand 33% of the respondents are not sure whether the enterprise has adequate skilled human resource who can conduct M&E.

M&E personnel do not get relevant training on a regular basis according to the majority of the respondents. In this regard 15% of the respondents strongly disagree and 49% disagree with the idea that says personnel who conduct M&E get relevant training on a regular basis. Only 7% (each) agree and strongly agree while 22% were not sure whether relevant training is given to the M&E personnel.

Another human resource related issue respondents were asked to give their agreement was availability of motivational schemes. Accordingly, 52% of the respondents disagree and 4% strongly disagree that there is a motivational scheme for M&E staff. On the other hand 26% of the respondents were not sure whether there is motivational scheme or not for M&E staff. The remaining 14% and 4% respectively agree and strongly agree that there is a motivational scheme for M&E staffs.

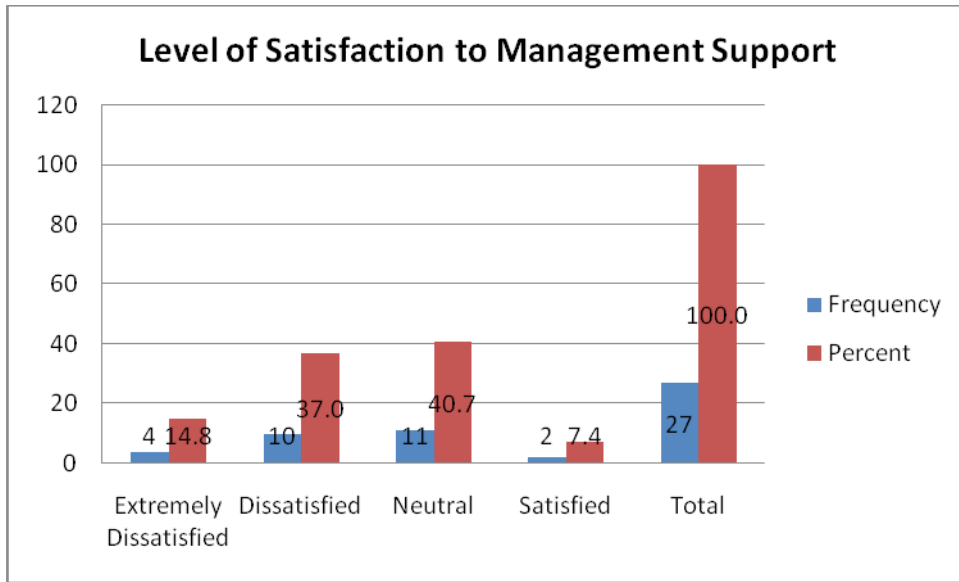
M&E best practice experience sharing is another issue respondents were requested to give their level of agreement regarding the idea. Accordingly, 48% of the respondents disagree and 7% strongly disagree with the idea that says M&E best practice experience sharing undertaken to enhance M&E staff capacity. On the other hand 15% of the respondents agree and 4% strongly agree that there is M&E best practice sharing within and between other organizations to enhance the capacity of M&E staff. The remaining 26% of the respondents were not sure whether there is an M&E best practice sharing within and between other organizations to enhance the capacity of M&E staffs.

In this regard, the interviewees were believed that the enterprise has adequate human resource capacity that can conduct project M&E especially technical staffs. However, the enterprise's M&E staffs didn't get project M&E related trainings on a regular basis. Rather the training is provided to the M&E staffs rarely. Absence of motivational scheme

for project M&E staffs and M&E best practice experience sharing are the areas of the enterprise’s weakness that the interviewees were admit.

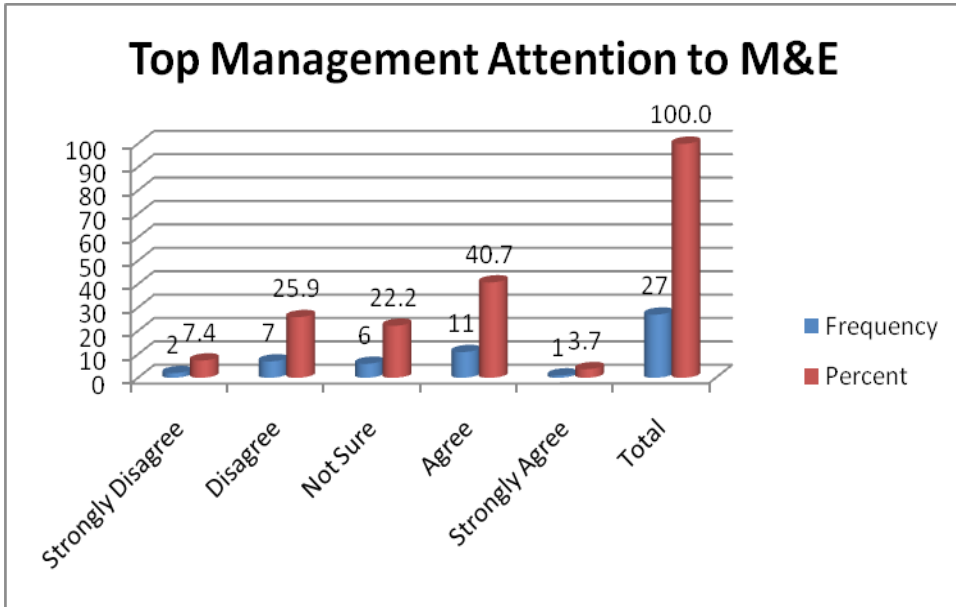
4.4.2. Management Support and Project M&E

Figure 4.1: Satisfaction Level to Management Support Given to Project M&E



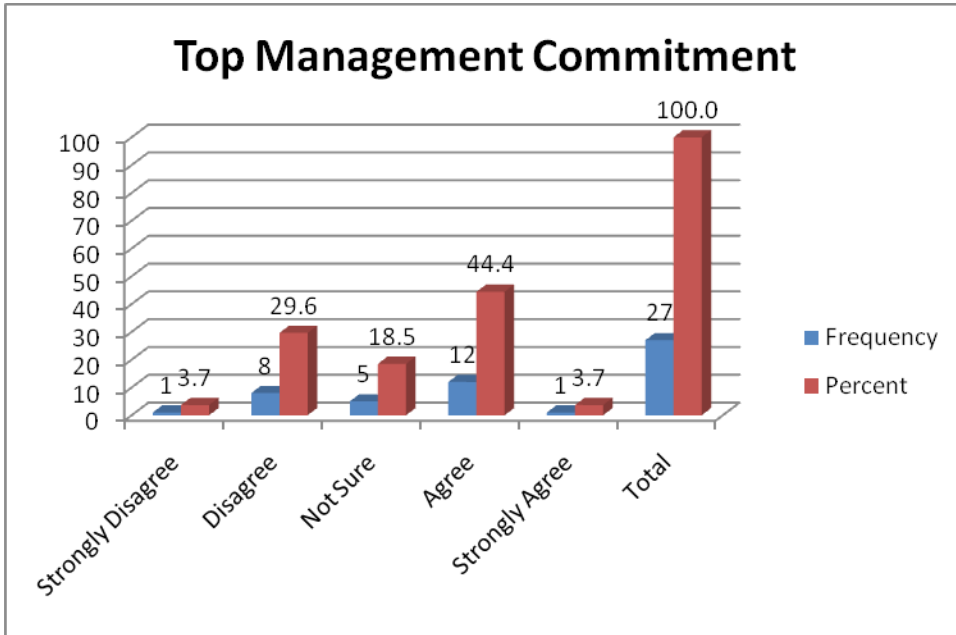
Respondents were requested to indicate their level of satisfaction regarding the management support given to M&E. As we see from the above figure 37% of the respondents were dissatisfied and 14.8% were extremely dissatisfied with the support given to M&E by the management. On the other hand 40.7% were neutral while 7.4% were satisfied with management support given to M&E.

Figure 4.2: Top Management Attention to Project M&E



Respondents were requested to show their level of agreement to the level of attention given by the management to project M&E and the result presented in figure 4.2 above. According to 44.4% (40.7% agree and 3.7% strongly agree) of the respondents top management of the enterprise give high attention to project M&E. On the contrary the enterprise's top management didn't give high attention to project M&E according to 33.3% (25.9% disagree and 2.4% strongly disagree) of the respondents. The remaining 22.2% of the respondents were not sure whether the enterprise gives high attention to project M&E or not.

Figure 4.3: Top Management Commitment to Respond to Project M&E Results



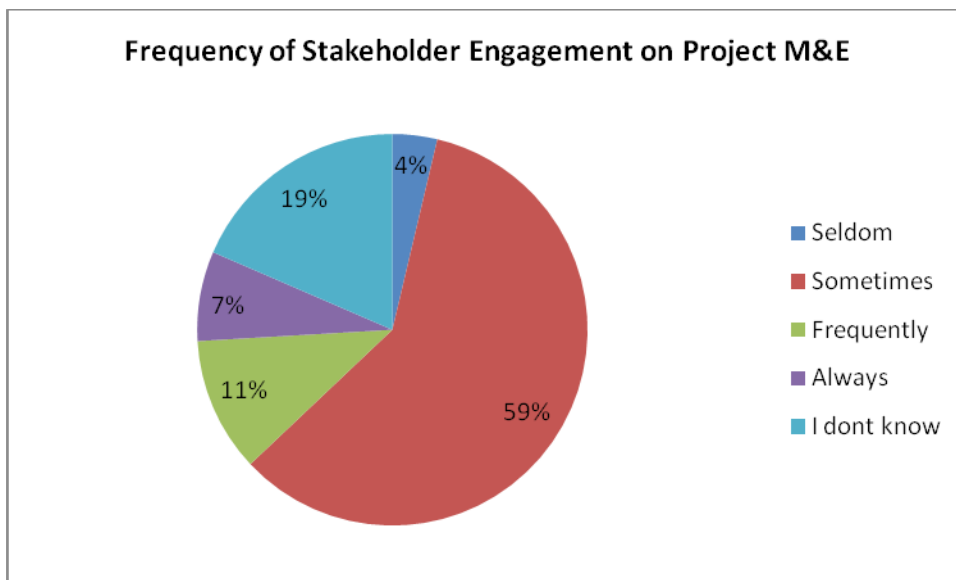
As indicated in figure 4.3 above, 44.4% and 3.7% respectively agreed and strongly agreed that top management is committed to project demands and improvements which are identified through M&E. On the other hand 29.6% and 3.7% of the respondents respectively disagree and strongly disagree with the idea of top management commitment to respond to project demands and improvements that are identified through M&E while 18.5% of the respondents were not sure with this idea.

In relation to management support the interviewees were said that the enterprise’s top management is highly committed and high attention is given to project M&E related issues. However, sometimes quick decisions may not be taken regarding project related issues which are identified through M&E. Some issues take longer time to get decision because they may need support from higher government bodies and the enterprise’s board of directors. For instance the new airport hub feasibility study, site selection and master plan preparation project was delayed for a long period of time since the top management and other concerned stakeholders couldn’t come to consensus on the issue.

4.4.3. Stakeholder Engagement and Project M&E

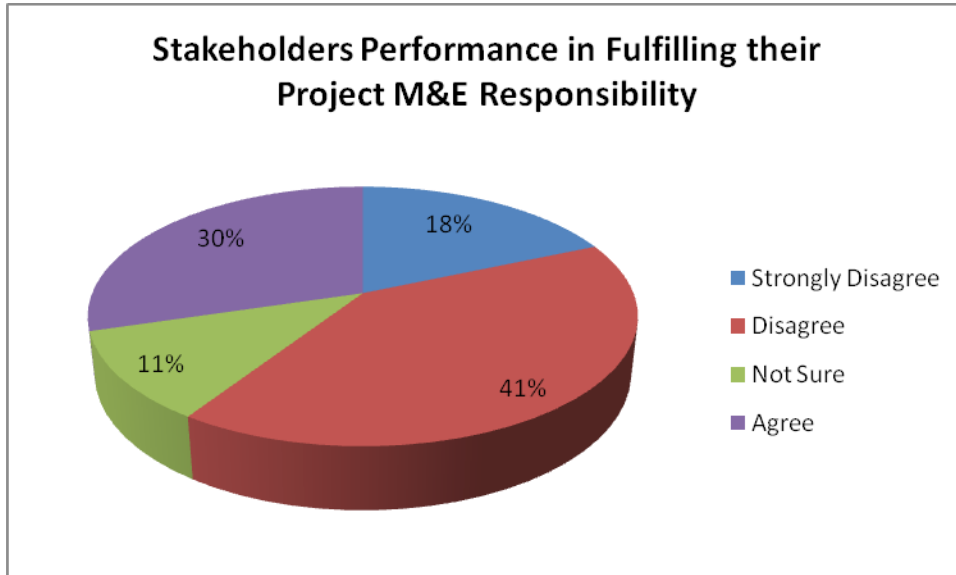
Stakeholder participation significantly affects the effectiveness of monitoring and evaluation (Mwangi, et al. 2015; Oloo, 2011). In this regard respondents were asked to indicate how frequently stakeholders participate on the enterprise's projects M&E and whether they perform their responsibility properly. The response presented in the following figures.

Figure 4.4: Stakeholders Participation Frequency on the Enterprise's Project M&E



As indicated in the above figure 59% of the respondents said that stakeholders participate on the enterprise's project M&E sometimes while 11% of the respondents said stakeholders participate frequently on the enterprise's project M&E. Seven percent of the respondents said stakeholders always participate on project M&E and 4% said seldom. On the other hand a significant percent of respondents (19%) do not know how frequent the stakeholders are participate on the enterprise's project M&E activities.

Figure 4.5: Stakeholders Performance in fulfilling their Project M&E Responsibility



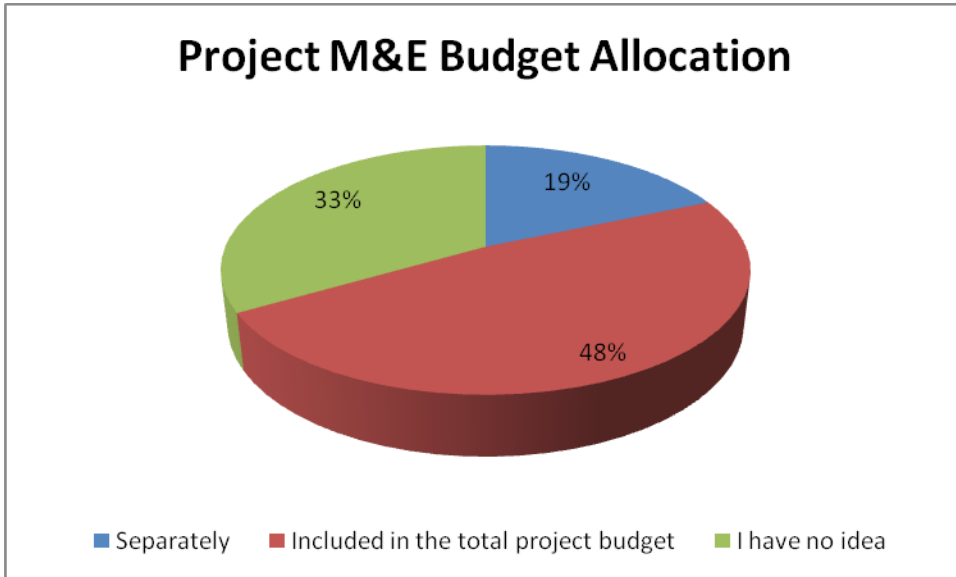
As indicated in the above figure stakeholders did not properly perform their responsibility in the enterprise's project M&E according to 59% (41% disagree and 18% strongly disagree) of the respondents. On the contrary 30% of the respondents agreed that stakeholders properly fulfill their responsibility of monitoring and evaluating the enterprise's projects while 11% of the respondents were not sure whether the stakeholders properly perform their responsibility.

Regarding the engagement of stakeholders interviewees believed that concerned ministerial organizations do not participate actively on the enterprise's project M&E. On top of that prompt response is not given to project M&E related issues because of the long bureaucratic chain they follow while project consultants and contractors actively involved on project M&E related activities. Especially, for consultants project M&E is their day to day activity for which they are hired by the enterprise.

4.4.4. Budget Allocation and Project M&E

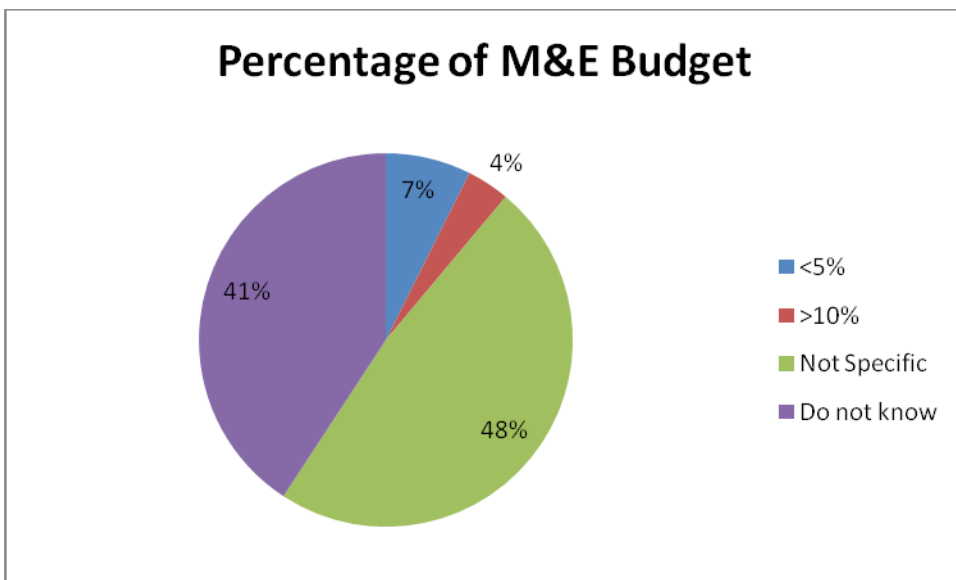
Budget allocation affects the effectiveness of monitoring and evaluation (Mugambi & Kanda, 2013; Oloo, 2011; Mwangi, et al., 2015). In this study respondents were asked to give their opinion regarding project M&E budget allocation of the enterprise and their response is presented in the following figures.

Figure 4.6: Allocation of Project M&E Budget



As shown in the above figure project M&E budget is included in the total project budget according to 48% of the respondents while 19% of the respondents said it is allocated separately. On the other hand 33% of the respondents have no idea how project M&E budget is allocated in the enterprise.

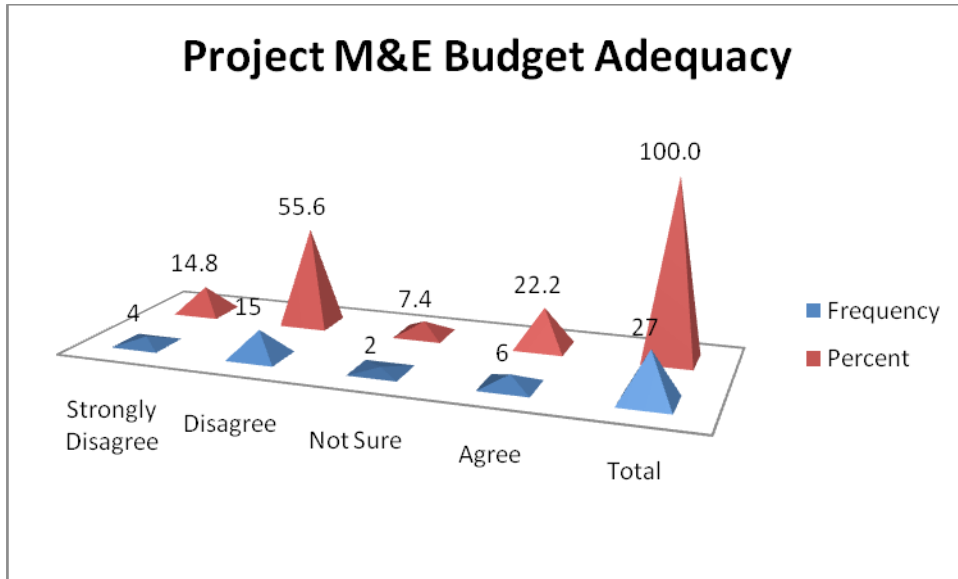
Figure 4.7: Percentage of Project M&E Budget



Regarding the percentage of project M&E budget 48% said the budget is not specific while 41% replied that they didn't know how much percentage of budget allocated for

M&E. On the other hand 7% of the respondents said <5% of the total project budget is allocated for M&E while 4% said >10% of the total project budget is allocated for M&E.

Figure 4.8: Project M&E Budget Adequacy



As indicated in figure 4.8 above 70.4% (55.6% disagreed and 14.8% strongly disagreed) of the respondents disagreed regarding the adequacy of the enterprise’s project M&E budget. On the other hand 7.4% were not sure while 22.2% of the respondents were agreed that the enterprise’s project M&E budget is adequate.

Project M&E budget is not a problem in the enterprise according to the interview respondents. The budget is allocated in the overall annual operational budget on budget codes of peridium and transport and paid from these codes whenever the experts go to project sites for the M&E work. So, in this regard there is no problem as replied by the interviewees. However, before it is spent the M&E budget must be requested by the employess immediate manager/director, verified by strategic planning and finance directorate and approved by deputy CEO corporate service. With this procedure, the experts are not happy since they believe that the process is bureaucratic and takes time to finish the process immediately and go to their work.

4.4.5. Effect of the Human Resource Capacity, Stakeholder Engagement, Budget Allocation and Management Support on Project M&E Effectiveness

Respondents were asked to indicate the effect of independent variables (human resource capacity, stakeholder engagement, budget allocation and management support) on the effectiveness of the project M&E by giving their level of agreement to the idea regarding the four major independent variables. Accordingly, their response is indicated in the following table.

Table 4.11: The Effect of independent Variables on the Enterprise’s Project M&E Effectiveness

S/N	Items	Response						Total
		N	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
1	Lack of human resource capacity for M&E negatively affect the enterprise’s project M&E effectiveness	27	11%	41%	0	37%	11%	100%
2	Lack of M&E budget negatively affect the enterprise’s project M&E effectiveness	27	0	41%	4%	55%	0	100%
3	Lack of stakeholder engagement negatively affect the enterprise’s project M&E effectiveness	27	7%	82%	0	7%	4%	100%
4	Lack of management support negatively affect the enterprise’s project M&E effectiveness	27	30%	59%	4%	7%	0	100%

The study sought to identify whether the independent variables negatively affect the effectiveness of the enterprise’s project M&E. Accordingly, 52% of the respondents agreed that lack of human resource capacity for M&E negatively affect the enterprise’s project M&E effectiveness while 48% disagree with this idea. Most of the respondents (55%) were disagreed with the idea that lack of M&E budget negatively affects the enterprise’s project M&E effectiveness while 41% of the respondents agreed with this idea. However, 4% of the respondents were not sure regarding the negative effect of project M&E budget shortage on the enterprise’s project M&E effectiveness.

Concerning the effect of stakeholder engagement 89% (7% strongly agreed & 82% agreed) agreed that lack of stakeholder engagement negatively affect the enterprise’s project M&E effectiveness while the remaining 11% (7% disagree & 4% strongly

disagree) of the respondents do not agree with this idea. Respondents were also requested to indicate to what extent management support affects project M&E effectiveness of the enterprise. Accordingly, 89% (30% strongly agree and 59% agree) of the respondents said lack of management support negatively affects the effectiveness of the enterprise's project M&E while 7% disagree with this idea. On the contrary 4% of the respondents were not sure regarding the negative effect of lack of management support on the enterprise's project M&E effectiveness.

Interview participants were believed that the independent variables identified in this study affects the effectiveness of project M&E. The interviewees also believed that there is problem in stakeholder engagement on project M&E while lack of human resource capacity, budget and management support is not that much significantly affect the enterprise's project M&E effectiveness and this idea differs from that given by the questionnaire respondents. Rather other determining factors were suggested by the interviewees among which geographical location of the projects and political influence were the major ones.

4.5. Issues Related to Project M&E Effectiveness of the Enterprise and Its Project Success

Respondents were asked to rate the effectiveness of the enterprise's M&E practice, the contribution of the enterprise's project M&E to the success of airport projects and the status of airport projects in meeting project constraints. The response given by the respondents presented as follows.

Table 4.12: Project M&E Effectiveness of the Enterprise and its Contribution to Project Success

Items	Response						Total
	N	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
The overall project M&E practice of the enterprise is effective	27	0	33%	4%	59%	4%	100%
The enterprise's project M&E practice has significant contribution to the success of airport projects	27	22%	48%	7%	19%	4%	100%

As observed from table 4.12 above 59% and 4% of the respondents respectively disagree and strongly disagree with the statement that says the overall project M&E practice of the enterprise is effective. It is only 33% of the respondents who said that the enterprise's project M&E is effective. The remaining 4% of the respondents were not sure whether the enterprise's project M&E practice is effective or not.

Monitoring and evaluation affects the success of projects to a greater extent (Mwangu & Iravo, 2015). Regarding the contribution of the enterprise's project M&E practice to the success of airport projects respondents were requested to give their level of agreement. Accordingly, the enterprise's project M&E practice significantly contribute to the success of airport projects according to 70% (22% strongly agree and 48% agree) of the respondents. On the contrary 19% of the respondents disagree and 4% of the respondents strongly disagree with the statement that said the enterprise's project M&E practice has significant contribution to the success of airport projects. The remaining 7% of the respondents were not sure about the contribution of the enterprise's project M&E to the success of airport projects.

Table 4.13: Status of Airport Projects in Meeting Project Constraints

Items	Response						Total
	N	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
Airport projects completed within planned budget (agreed upon cost)	27	0	22%	4%	70%	4%	100%
Airport projects completed within scheduled time	27	0	4%	0	70%	26%	100%
Airport projects completed within planned scope	27	4%	29%	0	63%	4%	100%
Airport projects meet specified quality	27	4%	63%	7%	22%	4%	100%

As indicated in table 4.13 above airport projects are not completed within planned budget according to 74% of the respondents while 22% of the respondents said airport projects are completed within planned budget. The remaining 4% of the respondents were not sure about this idea.

Respondents were asked to give their level of agreement regarding airport projects completion within the schedule time. Accordingly, 96% of the respondents replied that airport projects are not completed within scheduled time frame. On the other hand 4% of the respondents said airport projects are completed within scheduled time.

Airport projects are not completed within planned scope according to 67% of the respondents. On the contrary, 33% of the respondents said airport projects are completed within the planned scope.

Another issue respondents requested to give their level of agreement was the quality of airport projects. Regarding this 63% and 4% of the respondents respectively agreed and strongly agreed that airport projects meet the specified quality standard. On the other hand 22% of the respondents and 4% of the respondents respectively disagreed and strongly disagreed that airport projects meet specified quality standard. The remaining 7% of the respondents were not sure whether airport projects meet specified quality standards or not.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1. Summary of the Major Findings

The results of the study have revealed that Ethiopian Airport Enterprise has no separate project M&E plan document and has no well established project M&E lesson learning and documentation system. It is important to note that the majority of project M&E process items, except risk & risk control process effectiveness, are applied during the project M&E

practice of the enterprise. The result indicated that the enterprise conducts project monitoring monthly and conducts mid-term evaluation most of the time. It is also important to note that observation (field visit), document review and checklist are project M&E information collection tool & techniques mostly used by the enterprise and the information obtained from project M&E is mainly used for project improvement, decision making, budget allocation and planning. The other thing worth mentioning is that shortage of M&E personnel training, absence of motivational scheme and best practice experience sharing are the specific project M&E human resource capacity related components that were raised as a problem. Majority of the respondents were dissatisfied (37% dissatisfied and 14.8% strongly dissatisfied) with management support given to project M&E. Ethiopian Airport enterprise stakeholders participate on the enterprise's project M&E sometimes according to 59% of the respondents. It is also important to note that project M&E budget allocated by the enterprise is not adequate according to 70.4% of the respondents. The study also revealed that lack of human resource capacity; stakeholder engagement and management support are the major factors that affect the enterprise's project M&E effectiveness negatively. The enterprise's project M&E is not effective according to the majority of the respondents. The study also showed that though not effective as required the enterprise's project M&E practice significantly contributed to enhance the success of airport projects. Despite the contribution of project M&E to the success of the enterprise's projects the majority of the projects of the enterprise were failed to be completed within specified budget, schedule and scope.

5.2. Conclusion

Regarding the enterprise's project M&E system, the enterprise has no separate project M&E guiding plan document. Project M&E lesson learning and documentation of the enterprise is poor according to the majority of the respondents and there is no well-established practice that enhance this process and no document that indicates the lessons learnt from past projects except the monthly and annual project M&E reports which are addressed in few pages of the enterprise's overall operational report.

In relation to the practice of the enterprise's project M&E we can conclude that the majority of project M&E process items (monitoring and controlling project work, integrated change control, scope control, schedule control, budget control, quality control and performance

reporting) are applied during project M&E practice of the enterprise except risk control. Project M&E is conducted monthly most of the time in Ethiopian Airport enterprise. The enterprise mainly used observation (field visit), document review and checklist as a project M&E information gathering tools/techniques. Ethiopian Airport enterprise mainly conducts mid-term (interim) project evaluation. Information obtained from project M&E mostly used by the enterprise for project improvement, decision making and budget allocation.

It is also possible to conclude from the analysis that human resource capacity, stakeholder engagement, management support and budget allocation affects the effectiveness of project M&E of the enterprise. Specifically, lack of human resource capacity, stakeholder engagement, and management support negatively affects the effectiveness of project M&E of the enterprise.

The other point worth to conclude from the study is that project M&E practice of the enterprise is not effective as required even if it has a significant contribution in enhancing the success of airport projects according to the majority of the respondents. Despite the positive response given by the respondents regarding the contribution of project M&E the enterprise's projects were not completed within budget, schedule and scope.

5.3. Recommendation

Based on the conclusions derived from the study result the following points were recommended by the researcher.

- The enterprise should establish a well-functioning project M&E system starting from producing a separate & comprehensive project M&E plan document.
- Stakeholders should play active role in the enterprise's project M&E practice.
- The enterprise's top management should increase its commitment to project M&E related issues.
- Project M&E related trainings and best practice sharing within and/or with other organizations should be facilitated to enhance M&E staff capacity.

- Since 50.7% of the variability in the effectiveness of project M&E of the enterprise attributed to human resource capacity, stakeholder engagement, management support and budget allocation other determining factors should be identified through further study.

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Appendixes

College of Business and Economics
School of Commerce
Department of Project Management

Dear respondent,

This questionnaire is designed to collect information for the study entitled ‘**Assessment of Monitoring and Evaluation Practices of Ethiopian Airport Enterprise Projects and Factors that Affect Its Effectiveness**’ for the partial fulfillment of Masters of Arts in Project Management. The study result contributes for the enterprise’s knowledge repository in relation to project monitoring and evaluation. I assure you that your response is kept strictly confidential and used only for academic purpose. The successful completion of this study and the value it add depends on your genuine and honest response. Hence, I kindly request your cooperation to respond to all questions.

Direction: -

- ✓ Please, read and follow the specific instructions at the beginning of each part of the questionnaire and/or specific questions since it may help you to respond accurately.
- ✓ You can use back side of the sheet if the space provided is not enough for open-ended questions.

Note:

- SA=Strongly Agree (5); A=Agree (4); NS=Not Sure (3); D=Disagree (2); SD=Strongly Disagree (1)
- M&E = Monitoring and Evaluation

Thank you in advance for your cooperation!

Habtamu Kelemework

Tel: 0933225871,

E-mail: hkelemework@gmail.com

Part I: Demographic Characteristics of the Respondents

Instruction: Put ‘x’ mark in the box’s respective to the question items.

1. Sex: Male Female
2. Current academic qualification
 PhD MA/MSc BA/BSc Diploma
 Certificate High School Graduate
Specify if other, -----
3. Experience (Service Years):
 1 - 2 years 3 - 6 years 7 - 9 years ≥10 years
4. Your position in the enterprise:
 Top level Management Middle level Management
 Lower level Management Expert

Part II: Monitoring and Evaluation (M&E) System

Instruction: Please, read each question and give appropriate answer regarding the monitoring and evaluation system of the enterprise.

1. Give your response to the sentences indicated in the following table regarding the M&E plan that guides the enterprise’s M&E activities and the contents of the plan? (Put ‘x’ mark in the response columns to indicate to what extent the sentences in the items column holds true)

S/N	Items	Response				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	The enterprise has a complete M&E plan document that guides its overall monitoring & evaluation practice.					
2	M&E activities schedule clearly presented in the plan.					
3	Resources required for M&E activities clearly stated in the plan.					
4	Project stakeholders clearly identified in the plan.					
5	The type of data to be collected during M&E clearly described in the plan.					
6	Standardized M&E data collection tools & techniques clearly indicated in the plan.					
7	Frequency of data collection (M&E) indicated in the plan.					
8	Individuals in charge of M&E clearly indicated in the plan.					

9	Roles & responsibilities of M&E staff & other concerned bodies clearly defined in the plan.					
10	M&E reporting procedure clearly identified in the plan.					

Please, specify if other aspects are included in the plan

2. The enterprise has project M&E lesson learning and documentation system. (Put 'x' mark in the box respective to your appropriate rating choice)

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

3. In general, the enterprise has a well established M&E system. (Put 'x' mark in the box respective to your appropriate rating choice)

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Part III: Monitoring and Evaluation (M&E) Practice

Instruction: Please, read each question and give appropriate answer regarding the monitoring and evaluation practice of the enterprise.

4. How do you rate the following M&E process items application in the enterprise's projects?
(Please, put 'x' mark respective to the items to indicate to what extent the items are applied during M&E).

S/N	M&E process items	Rating				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	Project work is monitored and controlled to meet performance objectives defined in the project management plan.					
2	Integrated change control (reviewing change requests, approving and managing changes) is performed in all project aspects.					
3	Scope verification performed to formalize project					

	deliverable acceptance.					
4	Scope control conducted to identify the status of project scope and manage changes to scope baseline.					
5	Schedule control conducted to update project progress & manage changes to schedule baseline.					
6	Cost control conducted to update project budget & manage changes to cost baseline.					
7	Quality control is done to assess performance of quality activities and recommend necessary changes.					
8	Project performance information collected and distributed to concerned bodies (reporting performance).					
9	Risks & risk control process effectiveness is monitored & evaluated throughout the project.					
10	Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively.					

5. How often Ethiopian Airport Enterprise projects monitored? (Put 'x' mark in the box to indicate the appropriate monitoring frequency)

Weekly	Monthly	Quarterly	Bi-annually	Annually

Please, specify if other -----

6. Which of the following tools & techniques are used to collect M&E information? (Give your response by marking 'x' in the respective boxes. You can give more than one answer)

S/N	Tools/techniques	Response	S/N	Tools/techniques	Response
1	Questionnaire		7	Rapid appraisal/assessment	
2	Interview		8	Statistical data review	
3	Survey		9	Observation (field visit)	
4	Focus group discussion		10	Document review	
5	Case study		11	Checklist	
6	Community meeting		12	No standard tool/technique	

7. Which type of evaluation do you normally carry out on the projects you implement? (Put 'x' mark under the response column to indicate the type of evaluation employed)

S/N	Type of Evaluation	Response
1	Ex-ante evaluation (at the beginning of the project)	
2	Mid-term (interim) evaluation	
3	Summative evaluation (at the end of the project)	
4	Ex-post evaluation (after the end of the project)	
5	Impact evaluation	
6	Sustainability evaluation	
7	Evaluation never conducted	

8. Information obtained from M&E is used for? (Put 'x' mark in the box under the appropriate item in the table. You can give more than one answer)

Decision making	Strategy formulation	Planning	Project improvement	Project impact assessment	Budget allocation	Managing project change requests

Please, specify if it is used for other purpose

Part IV: Monitoring and Evaluation (M&E) Effectiveness Determining Factors

Instruction: Please, read each question and give appropriate answer regarding the factors that affect the enterprise's M&E effectiveness.

9. Human resource capacity for M&E. (Put 'x' mark in the boxes respective to the items for your appropriate rating)

S/N	Items	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	The enterprise has adequate skilled human resource who can conduct M&E.					
2	Personnel who conduct project M&E get relevant					

	training on a regular basis.					
3	There is a motivation scheme for personnel participating on the M&E activity.					
4	M&E best practice experience sharing undertaken within the enterprise or with other organizations to enhance staff capacity.					

10. Management support for M&E:

10.1. How do you rate your level of satisfaction in relation to management's support given to the M&E practice? (Put 'x' mark in the boxes respective to the items for your appropriate rating)

Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

10.2. Top management give high attention for the enterprise's project M&E. (Put 'x' mark in the boxes respective to the appropriate rating scale you choose)

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

10.3. Top management is committed to respond to project demands and improvements identified through M&E? (Put 'x' mark in the boxes respective to the appropriate rating scale you choose)

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

11. Stakeholder engagement on M&E: (Put 'x' mark in the boxes respective to your appropriate choice)

11.1. How often concerned stakeholders participate on the enterprise's project M&E activities?

Never	Seldom	Sometimes	Frequently	Always	I don't know

11.2. Stakeholders properly perform their responsibility in the enterprise's project M&E?

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

12. Project M&E budget of the enterprise: (Put 'x' mark in the boxes respective to your appropriate choice)

12.1. Project M&E budget allocated:

Separately Included in the total project budget I have no idea

12.2. What percentage of the project budget allocated for M&E activities?

<5% 5-10% >10% Not Specific Do not know

12.3. The budget allocated for M&E activities is adequate?

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

13. The major factors listed in the following table negatively affect the enterprise’s project M&E effectiveness. (Put ‘x’ mark in the rating column to the respective items as per your judgment).

S/N	Determining Factors	Rating				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	Lack of human resource capacity for monitoring & evaluation					
2	Lack of monitoring & evaluation budget					
3	Lack of stakeholder engagement on monitoring & evaluation					
4	Lack of management support					

14. What are the other factors that affect the effectiveness of the enterprise’s M&E practice?

Part V: Monitoring and Evaluation (M&E) Effectiveness and Project Success

Instruction: Please, read each question and give appropriate answer regarding the success of the enterprise’s projects and effectiveness of M&E.

15. The overall project M&E practice of the enterprise is effective. (Put 'x' mark in the boxes respective to your appropriate rating scale choice)

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

16. The enterprise's project M&E practice has significant contribution to the success of airport projects. (Put 'x' mark in the boxes respective to your appropriate choice to indicate the significance level of M&E contribution to projects success)

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

17. Status of projects in meeting project constraints? (Put 'x' mark in the boxes respective to your appropriate choice)

S/N	Project Constraints	Response (Rating)				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	Airport projects completed within planned budget (agreed upon cost)					
2	Airport projects completed within scheduled time					
3	Airport projects completed within planned scope					
4	Airport projects meet specified quality					

18. What do you suggest to enhance the monitoring and evaluation practice of the organization?

THANK YOU FOR YOUR KEEN COOPERATION!

Addis Ababa University
College of Business and Economics

School of Commerce
Department of Project Management
Interview Guide Questions for Concerned Directorate Heads

Date of Interview: _____

Introduction: Greeting

The purpose of this interview is to collect required information regarding the monitoring and evaluation practices and the factors that affect its effectiveness as well as its contribution to the success of Ethiopian Airport Enterprise projects. I would like to get your experience and perspectives in this regard.

Thank you for giving me your valuable time!

1. Do you think the enterprise have a well-established project M&E system?
2. If yes, is it effectively practiced or implemented?
3. How do you explain the contribution of M&E to the success of the projects?
4. If your answer for question 1 is no, what is the reason behind and how it affects the success of the projects?
5. How do you explain management's support for M&E?
6. What factors do you think affect the enterprise's project M&E effectiveness?
7. Do the enterprise's projects meet their intended target (cost, time, scope, quality)?