



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS
AND ECONOMICS SCHOOL OF COMMERCE**

**Assessment of Monitoring and Evaluation Practices of Ethio-Telecom
Expansion Project**

By

Bekalu Yibeltal

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

Advisor: Abdurezak Mohammed (PhD.)

OCTOBER, 2020

Addis Ababa, Ethiopia.

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS
AND ECONOMICS SCHOOL OF COMMERCE**

**Assessment of Monitoring and Evaluation Practices of Ethio-Telecom
Expansion Project**

By

Bekalu Yibeltal

Approved by:

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

STATEMENT OF DECLARATION

I, Bekalu Yibeltal, declare that this study is my original work, written by me and has not been presented for a degree in any other university. All sources of materials used for the study have been duly acknowledged on the reference.

Bekalu Yibeltal

Signature: _____ Date: _____

LETTER OF CERTIFICATION

This is to certify that Bekalu Yibeltal has carried out this project work on the topic entitled “**Assessment of Mongering and Evaluation Practices in Ethio-Telcom Expansion Project**” under my supervision and guidance. This work is original in nature and, in my opinion, suitable for submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Advisor- Abdurezak Mohammed (PhD.)

Signature: _____ Date: _____

ACKNOWLEDGEMENT

First of all, I would like to thank my advisor Dr. Abdurezak Mohammed for his direction and kind cooperation helped me to complete this study. My special appreciation and thank goes to Ato Adugna Lake, Ato Yeshitela Tedla and Ato Sefefe Arage 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.

ABSTRACT

Assessment of monitor and evaluation practices used to extract relevant information from past and ongoing activities for programmatic and future planning. This project was asses monitoring and evaluation practices in ethio-telecom expansion project and determine the factors that affect its effectiveness. A descriptive type of study with purposive sampling technique; based on the criteria of their prior knowledge, capacity and experience of monitoring and evaluation was used to assess monitoring and evaluation practices. Both quantitative and qualitative research design used to collect data. According to the survey, the project has well planned and scheduled but has no well-established monitor and evaluation system. Individuals task roles and responsibilities of staff are not clearly indicated in the plan and have not a complete monitor and evaluation plan document. The study also indicated that most of the time monitor and evaluation is undertaken weekly. It was also found out monitor and evaluation results mainly used for managing project change requests, project improvement, decision making and budget allocation. The effectiveness of the project due to monitor and evaluation practices were affected by lack of skilled human resource, poor management support, lack of stakeholder engagement and inadequacy of budget allocated. The company has its own limitation in completing the expansion projects within planned budget, scope, time and quality. Therefore, based on the findings, it is suggested that ethio-telecom should develop a well-established monitor and evaluation system and it should produce project monitor and evaluation plan document to guide M&E activity.

Key words: *Monitoring and Evaluation, Decision making, Project improvement*

TABLE OF CONTENTS

STATEMENT OF DECLARATION	iii
LETTER OF CERTIFICATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT.....	vi
TABLE OF CONTENTS.....	i
LIST OF TABLES	ix
ABBREVIATIONS AND ACRONYMS	xi
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of study	1
1.2.Statement of the Problem.....	3
1.3.Research Questions	5
1.4.Objective of the Study	5
1.4.1.Main objective	5
1.4.2.Specific objective.....	5
1.5.Significance of the Study	5
1.6.Scope of the Study	6
1.7.Limitation of the Study	6
1.8.Organization of the Paper	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1.Theoretical review	7
2.1.1.Monitoring and Evaluation system	7
2.1.2.Project Monitoring	8
2.1.3.Project Evaluation.....	9
2.2.Tools and Methods used in M&E systems	10
2.3.Review of Empirical Studies on Monitoring and Evaluation Systems in the World.....	12
2.4.M& E in the Government Office Sector in Africa.....	13
2.5.Monitoring and Evaluation of Public Projects in Ethiopia.	14

2.6.Factors Affect Monitoring and Evaluation Effectiveness.....	15
CHAPTER THREE	18
RESEARCH METHODOLOGY.....	18
3.1.Description of the Study Area.....	18
3.2.Research design	18
3.3.Research approach	18
3.4.Target population	19
3.5.Sample and Sampling Techniques	20
3.6.Source of Data Collection.....	20
3.7.Method of Data Analysis	21
CHAPTER FOUR.....	22
DATA ANALYSIS AND DISCUSSIONS	22
4.1.Introduction.....	22
4.2.Demographic Profile of Respondents	22
4.3.Perception of M&E Systems of Ethio-Telecom	23
4.4.Monitoring and Evaluation (M&E) Practice in Ethio-telecom.....	25
4.5.Determinant Factors for Monitoring and Evaluation (M&E) Effectiveness	30
4.5.1.Human resource capacity for M&E	30
4.5.2.Management Support and Project M&E.....	31
4.5.3.Stakeholder Engagement in Project M&E.....	32
4.5.4.Budget Allocation and Project M&E.....	34
CHAPTER FIVE	36
SUMMARY, CONCLUSION AND RECOMMENDATION.....	36
5.1.Summary of the Major Findings	36
5.2.Conclusion	41
5.3.Recommendation	42
REFERENCES	43
APPENDIX 1:QUESTIONNAIRE	47

LIST OF TABLES

Table 4.1: Demographic Profile of Staff Respondents	22
Table 4.2 Staffs Perception of M&E Practices of Ethio-telecom	23
Table 4.3 Number of times expansion projects are monitored	25
Table 4.4 Tools & techniques used to collect M&E Information.....	26
Table 4.5 Monitoring and Evaluation (M&E) Practice in Ethio-telecom.....	27
Table 4.6 Use of M&E information results	29
Table 4.7 Human resource capacity the company for M&E	30
Table 4.8 Management’s support to M&E practices.	31
Table 4.9 Frequency of stakeholders participates on the project M&E activities.	33
Table 4.10 Stakeholders performance in meeting their responsibility in the project M&E	33
Table 4.11 Budget allocation	34
Table 4.12 Percentage of the project budget allocated for M&E activities	35

ABBREVIATIONS AND ACRONYMS

CDF- Constituency Development Fund

CIDA- Canadian International Development Agency

CSFs-Critical Success Factors

EADI-European Association of Development Research and Training Institutes

ECPE- Ethiopian Country Program Evaluation

ETC- Ethiopian Telecommunication Corporation

IFC- International Finance Corporation

M & E- Monitoring and Evaluation

MA-Master of Art

MoFEC- Ministry of Finance and Economic Cooperation

MoFED- Ministry of Finance and Economic Development

NGOs- Non-Governmental Organizations

OECD- Organization for Economic Co-operation and Development

PMBOK-Project Management Body of Knowledge

PMI- Project Management Institute

RBM-Result Based Management

SPSS- Statistical Package for Social Scientists

UNDP-United Nations Development Programme

UNICEF- United Nations Children's Fund

US= United States

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Monitoring and evaluation (M&E) is an old preparation for government organization to inspect new responsibilities in the public part by clarifying the way to bearing a readiness assessment, agree on outcomes to monitor and evaluate, select performance indicators, collect data based on the indicators, use evaluation data to support the results, report the findings, and use them to sustain the M&E within the institute (Clements 2005:1203, Davidson 2006; Stem et al. 2005)

Monitoring and evaluation is a practice that is useful and pertinent for the players in the growth world. Monitoring and evaluation (M&E) is an important part of project management. Timely and true data about the effects of different project involvements is the main to steering the project in the anticipated direction. Players at all levels of the project (beneficiaries, project staff and donors) profit from a functioning M&E system. The M&E systems of all the planned projects are based on the logical framework approach where the project identifies the inputs and processes as well as desired outputs, outcomes and impacts (World Bank 2004) and then describes indicators that are used to monitor the progress towards these goals.

Monitoring and evaluation(M&E) is a project management process that involves of those movements essential to track, review, and orchestrate the progress and performance of the project; identify any areas in which variations to the plan are vital; and initiate the corresponding changes. M&E helps to measure and study project performance at regular intervals, suitable events, or exclusion conditions to identify variances from the project management plan (PMI, 2013).Good M&E system is a basis of knowledge wealth. It enable governments and organizations to grow a knowledge base of the types of projects, programs, and policies that are effective, and, more commonly, what works, what does

not, and why. It can also offer continuous reaction in the management process of monitoring and evaluating progress toward a given aim (Kusek&Rist, 2004).

According to UNDP (2009), monitoring and evaluation benefit an organization to extract appropriate material from past and ongoing actions that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be difficult to judge if work is going in the correct way, whether growth and achievement can be claimed, and how future efforts might be amended.

Designing and constructing an M&E system is one of the approaches for getting of project success. M&E tracks the results produced (or not produced) by governments and other individuals. It also develops management of the output and outcomes while inspiring the allocation of effort and resources in the direction where it will have the greatest impact (Ermias, 2007). Effective project monitoring and evaluation is one of the issues that regulate the success or failure of development projects (Ika, L.A. *et al.*, 2011).

Ethio telecom is a sole telecom operator in Ethiopia and is one of the civic enterprises established on November 29, 2010 as per the council of Ministers Regulation No 197/2010. The company is trying to provide next generation network services based on a world class standard information technology services and to build a competent next generation network based workforce with perfect knowledge, skill, attitude, and work culture. The company has registered several accomplishments required to alter the company to a level expected from a competent and modern telecom service provider. Ethio telecom has availed full range of coherent telecom products and services for all markets and segments and undertaken high level capacity building programs which helped it to curb recurrent quality of service problems.

The company has been and applying various projects to avail its services. However, almost all of the company's projects face schedule and/or cost overrun and scope modification problems. Inadequate M&E could be one of the factors that pay 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, this research was attempt to assess the practice of project monitoring and evaluation of Ethio telecom; examine the factors that affect the project M&E effectiveness of the Ethio-Telecom and how they affect it. The researcher also intended to identify the relationship between M & E effectiveness and the success of the enterprise's projects.

1.2 . Statement of the Problem

To extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning, monitoring and evaluation help to an organization. An organization 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 without effective planning, monitoring and evaluation (UNDP, 2009).

Design and construct M&E system is one basic strategy to address achievement through project success. M&E increases management of the output and outcomes while inspiring the provision of effort and resources in the track where it will have the greatest effect (Ermas H., 2007). Actual project monitoring and evaluation is one of the factors that decide the achievement or failure of development projects (Ika, L.A. *et al.*, 2011).

Taking a well-established monitoring and evaluation system does not warranty its effective implementation. Rather, organizations want to recognize and try to avoid numerous factors that disturb the effective implementation of monitoring and evaluation. Ntoyanto (2016) recognized that capacity, policy alignment, support, knowledge and leadership are the major factors that touches monitoring and evaluation effectiveness of National Youth Development Agency of South Africa. Proper accepting 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). Similarly, a study 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; ; Elizabeth, 2013; Mwangi, *et al.*, 2015).

Although there are the scanty of literatures in Ethiopia, some studies identified the various factors which influence the effectiveness of M&E. They explained that there exists a gap in the application and practice of M&E in both governmental and non-governmental organizations. According to CIDA (2010), most of the government organizations do not use monitoring and evaluation system in suitable manner for their projects. World Bank (2006) indicated that the existing assessment of monitoring and evaluation capacity in Ethiopia reveal gaps both in institutional and individual skills development for monitoring and evaluation. According to study undertaken by Geremew (2016) absence of integrated monitoring and evaluation is one of the reasons 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.

In general, in Ethiopian context, 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. Project cost and/or schedule overrun and quality problems are common news, almost in all sectors, but in our country one of which is ineffective monitoring and evaluation.

Ethio-Telecom allocates a huge amount of financial resources annually to undertake various service expansions and networking projects in different parts of the country. However, as indicated in its reports of the company projects may be completed as per their agreement or not. M&E practices of the organizations could play their role for the

completion of projects as stated in the agreement. Thus, the study intends to assess the current project M&E practice of the Ethio telecom and its role in the success of projects as well as identify the major determinants of M&E practices

1.3. Research Questions

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

- What/how the current project M&E practice of Ethio-telecom looks like?
- What factors determine the effectiveness of project M&E practices in Ethio-Telecom

1.4. Objective of the Study

1.4.1. Main objective

The overall objective of the study was to assess monitoring and evaluation practices of Ethio- Telecom and factors that affect its effectiveness.

1.4.2. Specific objective

The specific objectives of the study are:

- i. Assess the current project M&E practice of Ethio- Telecom.
- ii. Examine the factors which affect the project M&E effectiveness of the Ethio-Telecom expansion project.

1.5. Significance of the Study

This study is expected to help the company, project managers and staffs to know how they are implementing monitoring and evaluation activities and identify the gaps observed in the process. The study could provide some insights about the company's M&E practices, the factors which affect the M&E and the possible measures to be taken to improve the monitoring and evaluation process as required based on the findings. It also contributes to the scanty research resources as a reference by other concerned body.

1.6. Scope of the Study

The study was conducted on Ethio-telecom. The participants of the study were the company's staffs who directly or indirectly participate on the project related activities planning, M&E, contract administration. Ethio-telecom management members also participate on the study as they are responsible for project related issues of the company. In relation to study variables, efforts were made to identify the relationship between various variables (budget allocation, human resource capacity, stakeholder engagement and management support) and project M&E effectiveness as well as to indicate the relationship between effective M&E and project success.

1.7. Limitation of the Study

More respondents were reluctant to fill the questionnaire because of becoming busy in day today activities and due to pandemic covid-19. The study couldn't include face to face interview from concerned bodies.

1.8. Organization of the Paper

The study is organized and presented in five chapters. The first chapter is introduction; it contains background of the study, statement of the problem, research question, objectives, significance of the study, scope and imitation of the study. Chapter two is related literature. In chapter three, research methodology with detail components of research design, sample size and sampling procedures, data sources and data collection method and chapter four is presentation and analysis of the data .Finally, the last chapter is contain summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Monitoring and Evaluation system

Monitoring and Evaluation is a combination of two processes which are different yet complementary. It is a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions ((Gorgens Kusek and Hunter, 2009).

Monitoring and Evaluation (M&E) has increasingly become vital in the management of growth programs and the two have a separate field of expertise within the development sector (Kevin M., *et. al.*, 2012). Its significance in global efforts toward doing environmental, economic and social development is paramount. 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).

Monitoring and evaluation is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project (SAMDI, 2007). According to (Guijt et al., 2002), M&E system is made up of four interlinked sections, which are: setting up of the M&E systems, implementation of the M&E systems, involvement of the project stakeholders, and communication of the M&E results. Theoretically, “an ideal M&E systems should be independent enough to be externally credible and socially legitimate, but not so independent to lose its relevance” (Briceno, 2010). Without effective monitoring and evaluation, it would be difficult to determine whether the planned outcomes are being done as intended, what remedial action may be desired to safeguard delivery of the planned results, and whether initiatives are making positive influences towards human growth activities.

Both monitoring and evaluation, provides chances at regular pre-programmed points to certify the logic of a programmer, its actions and their application and to make modifications as needed. Best planning and designs alone do not give and ensure results. Growth towards succeed results needs to be monitored. Similarly, no amount of best monitoring alone will correct pitiable programmer designs, plans and results. Evidence from monitoring needs to be used to inspire and developments or strengthen plans. Information from methodical monitoring also offers critical contribution to evaluation. It is very hard to evaluate a programmer that is not well planned and that does not scientifically monitor its progress. (UNDP, 2009)

2.1.2. Project Monitoring

Monitoring is an ongoing process of data collection and analysis for predominantly project control with an internally driven emphasis on efficiency of project (Crawford and Brye, 2003).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). 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. According to Mulwa & Nguluu (2003), 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. Monitoring is a mandatory requirement for government sponsored projects where governments use them to determine efficient use of their funds by organizations (Wanjala, 2017).

Monitoring is the everyday supervision task of gathering and revising information that reveals how an operation is happening and what aspects of it, if any, need correcting.

Monitoring is a ongoing function that uses the methodical collection of data on stated indicators to inform management and the main stakeholders of an ongoing International Federation or national society operation of the extent of progress and achievement of results in the use of allocated funds (IFRC, 2002).

Reporting is an essential portion of monitoring. Monitoring evidence is

- Collected in standard and ad hoc reports;
- Shared with applying partners, donors and heirs
- Used to draw conclusions in evaluations

2.1.3. Project Evaluation

Evaluation is systematic and independent. They are an assessment of an ongoing or finalized project including its implementation and results (Uitto, 2004).

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, programmer or policy, its design, implementation and results.. 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). IFRC (2011) explained evaluation as the systematic and objective assessment of an on-going or completed operation, programmer or policy, its design, implementation and results. The objective is to control the relevance and contentment of aims, as well as efficiency, effectiveness, Influence (overall Goal) and sustainability. An evaluation should deliver evidence that is credible and useful, permitting the combination of lessons into organization decision-making. The following below are the major types of evaluation:

- 1. Ex-ante evaluation (Start-up evaluation):** A form of evaluation conducted prior to start-up of implementation of a project/program. It is carried out in order to

determine the needs and potentials of the target group and its environment, and to assess the feasibility, potential effects and impacts of the proposed programmer/project. At a later stage the effects and impacts of the programmer/project can be compared with this base line data.

- 2. Mid-term evaluation:** This type of evaluation takes place while the implementation of the planned project is on-progress. Such evaluations are conducted relatively early in the mid-way of the project life and are usually external assessments. What distinguishes it from terminal and ex-post evaluations is that correction to the current project still can be made on the basis of findings and recommendations.
- 3. Terminal/Summative evaluation:** It is conducted when the funding for the intervention or the whole project activity comes to an end. But this may not mean that the services and inputs being supplied by the programmer/project terminate. In the terminal evaluation, in addition to the existing records, documents and outputs, an inquiry should be made for secondary data that are relevant for comparison. Recommendations from terminal evaluation are primarily directed to improve the planning and design of future projects.
- 4. Ex-post /Impact evaluation:** It is designed as in-depth studies of the sustainable impact of a programmer/project that has been already executed. It is carried some time (in most cases 3-5 years) after the programmer/project activity has been terminated in order to determine its impact on the target group and the local area. However, it is rarely done due to lack of willingness to fund from the financiers of the program/project (EMI, 2014).

2.2. Tools and Methods used in M&E systems

Project requisite different M&E, depending on the operating context, implementing agency capacity and donor requirement. According to Chaplowe (2008), at the time of formulating an M&E plans to identify methods, procedures, and tools to be used to meet the project's M&E needs is important. tools and techniques used to aid project managers

in planning and controlling project activities are project selection and risk management tools and techniques; project initiation tools and techniques; project management planning tools and techniques; project management executing tools and techniques; and project management monitoring and controlling tools and techniques (Nabris, 2002). The study show that M&E systems use different tools and approaches either complementary or substitute to each other, while others are either broad or narrow (World Bank, 2002). The M&E systems tools contain performance indicators, logical framework approach, theory-based evaluation, and formal surveys, rapid appraisal methods, and participatory methods, public expenditure tracking surveys, impact evaluation, cost benefit and cost effectiveness analysis. World Bank (2002) report on the selection of these tools depend on the information needed, stakeholders and the cost involved. According to Nabris, (2002), two main methods of data collection which are formal and less formal methods). Formal methods although expensive, have a high degree of reliability and validity and include surveys, participatory observations, and direct measurements among others.

UNDP (2009) expressed monitoring emphases on the implementation process and requests the key question how well is the program being implemented while assessment analyses the implementation process. Monitoring produces intermittent reports throughout the program cycle, focuses on project outputs for monitoring progress and making appropriate corrections, highlights areas for improvement for staff and tracks financial costs against budget (UNDP, 2009). Whereas evaluation measures how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community.

To examine the indicators used by the projects, the evaluator must first define what he/she mean by a good indicator. Indicators communicate information about progress toward chosen goals.

And evaluator enable managers to track progress establish results and take corrective actions to improve service delivery (World Bank, 2004). The design of M&E system must be scientifically valid to establish. This is because societies outside the project area

might adopt methods promoted by the project on their own and stopping them from doing so would be unethical. Main problem on evaluation and monitoring is evaluator cannot isolate the societies from external influence that could affect the miracle studied. Usually monitoring is done using an interrupted time-series design, where the area of concern is surveyed on a “before-and-after” basis.

2.3. Review of Empirical Studies on Monitoring and Evaluation Systems in the World

Monitoring and evaluation systems have been developed before a century Kusek (2004), however today, the necessities for M&E systems as project management tool to show performance and develop demand of stakeholders for responsibility and transparency. Application of the monitoring and evaluation by the NGOs and other institutions including the government performed in their sector and used as indicator of good performance (Gorgens *et al*, 2010). Development banks and bilateral aid agencies recommended applying M&E regularly to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). Many large NGOs and government are stressed with the difficult issues associated with aggregating their experience on large scale (Davies, 2000). World countries have their own M&E department of a government agency. Because M&E roles of a project were carried out by the M&E department of a government agency responsible for M&E in several projects using national guidelines. This agency had much involvement and was able to inaugurate project M&E activities at an early stage. However, the agency did not have direct access to the project's M&E resources and had limited funds. Obtaining authorization for activities and resources was a lengthy procedure during M&E. limited funds affected M&E performance so budgeting and adoption of M&E systems recommended by the project. The government agency did not prioritize M&E for all projects and so the organizational structure was hindering effective adoption of M&E systems (Furman, 2001).

Monitoring and evaluation systems in Africa focused on main programmers in the social protection sector (2012), conducted through literature review, landscape survey and in-depth interviews with project implementers, states that not many programmers in Africa

have a functional M&E systems and has not transparency and accountability. Lack of transparency and accountability on the system of M&E exposed not able to allocating the required resources at the design stage. Koffi-Tessio (2002) study show that projects approved between 1987 and 2000 in Africa, on Effectiveness and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group (Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique) through desk review and interviews. Monitoring-Evaluation systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management.

United Nations Development Programmed (UNDP) report of 2012 on Monitoring and evaluation systems in Ethiopia, the key challenges to M&E systems in Ethiopia as part of a broader review of UNDP activities supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria (UNDP, 2012) is conflict environmental developed. The findings of the report were that development and implementation of M&E systems in post-conflict environments required extensive adaptations to conventional procedures.

2.4. M& E in the Government Office Sector in Africa

The growing request for organizations to progress project outcome has enlarged the uptake of Monitoring and Evaluation. The term Monitoring and Evaluation started being used in the mid20th century (Petter, 1982). Since then Monitoring and Evaluation has taken on a center stage in organizational project development. It provides an organization with a powerful tool that improves effectiveness in resource utilization during implementation of programs and execution of development activities. There is an increased demand for results from donor funded projects in the 21st century (Kimweli J. M., 2013). There is evidence of an emerging demand for evaluation in some parts of Africa and many countries are also showing lots of interest in evaluation. While donor influence is strong in most of the countries, although somewhat less in Ethiopia, there is evidence of a growing endogenous demand for M&E evidence. However, there are still challenges of effective integration of donor and in-country systems, and ways to make sure that these are built into an integrated local system are critical (Porter, 2013).

2.5. Monitoring and Evaluation of Public Projects in Ethiopia.

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 focused on monitoring and evaluation at different stages of projects cycle (Geremew, 2016). Monitoring and evaluation practice manifested on public sectors projects based on 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 16 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). 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 (MoFED, 2008). 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 17 federal levels, 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.

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 14 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. Monitoring and evaluation is a critical tool for identifying and documenting successful projects and approaches and tracking their progress.

2.6. Factors Affect Monitoring and Evaluation Effectiveness.

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 are identified according to Mugambi & Kanda (2013).. 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. 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). The study by Mwangi, et al. (2015) a unit increases 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. According to Mugambi & Kanda (2013) knowing and understanding the partners and all stakeholders is vital in community based projects. This can touch monitoring and evaluation in terms of money, requirements and what evidence will be mandatory by each stakeholder. For effectiveness and efficiency, a proper stakeholder study needs to be showed to guarantee the strengths, weaknesses, opportunities and fears of each stakeholder recognized. 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). 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). Management 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 21 the factors that contributes to the difficulty of using monitoring and evaluation system. 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). 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

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

Ethio-telecom is one of the public enterprises which were a sole telecom operator in Ethiopia established on 29th day of November 2010 as per the council of Ministers Regulation No 197/2010. The company aims to provide next generation network services based on a world class standard information technology services and to build a competent next generation network based workforce with appropriate knowledge, skill, attitude, and work culture. Since its establishment as Ethio telecom, the company has registered several accomplishments required to transform the company to a level expected from a competent and modern telecom service provider .So far it has availed full range of coherent telecom products and services for all markets and segments undertaken high level capacity building programs within very short period of time tried to curb recurrent quality of service problems launched the first professional Call Centre in Ethiopia.

Ethio-telecom has been and is implementing various projects in the country. The company has around 12,288 employees who are working all over the country. Out of these, 253 employees are working in project related activities in monitoring and evaluation department. Project monitoring and evaluation is made by professional at the head level. 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 company. Therefore, even though the projects of the enterprise are located in different parts of the country the study was 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 the head office.

3.2. Research Design

Research design is the general plan of how the research questions would be answered. It is the theoretical construction within which study is accompanied. It constitutes a blue

print for the collection, measurement, and analysis of data (Saunders *et al.*, 2007). Descriptive research design used to undertake 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.

3.3. Research Approach

Creswell (2014) explained 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 (2014) further stated that there is a third research approach, a mixed approach, that resides between the two continuums and which incorporates the elements of the previous two approaches. In this study, both quantitative and qualitative research design (mixed) approach were applied as it provides better opportunities to answer research questions and allow better evaluating the extent to which the research findings can be trusted and inferences made from them. Thus, in this study multiple designs were employed to describe the M& E practices in Ethio-telecom.

3.4. Target population

The study is focused on assessing monitoring and evaluation practices of Telecom Expansion Project (TEP) that took place in Ethiopia by Ethio Telecom starting from 2013. The participants of the study include those who directly or indirectly involved in the project and in the monitoring and evaluation practices in the company. Special emphases were given employees who are in the M&E team. Thus, the target populations of the study were those employees of the Ethio telecom working in project related activities in general and in M&E teams. The total population source for administering quantitative method is used by employing the scientifically calculated sample size from a total of 253 program staff and cluster sampling techniques for dividing the respondents based on the role in the thematic sectors. Purposive sampling technique considers based on the criteria of their prior knowledge, capacity and experience of monitoring and evaluation. This is

purposive because of the deliberate selections of respondents with the logical reasoning of having rich knowledge in the research area. Because of this, only 38 who participated on the project monitoring and evaluation technical leaders, monitoring and evaluation head, deputy monitoring and evaluation head and program operation managers and program operation directors would approaches as key informant.

3.5. Sample and Sampling Techniques

In this study the researcher was used non-probability sampling technique. Because according to Saunders (2009), non-probability sampling provides a range of alternative techniques to select samples based on subjective judgment. From non-probability sampling techniques, this study was used purposive sampling technique as it enables to use judgment to select respondents which best suit enable to answer research questions and to meet the research objectives.

The sample of the study consists were include project directors, managers, experts and M&E expert of overall project activities in the telecom expansion program (TEP) centrally. Because of the respondents business, the researcher was also focused to project directors, project managers, monitoring and evaluation technical leaders, monitoring and evaluation head, deputy monitoring and evaluation head, program operation managers and others involved in the implementation of the program (TEP).

3.6. Source of Data Collection

The source of data in the study was both primary and secondary. The primary data were gathered through personal questionnaire on project employee. The source of secondary data were collected from records of the organization's narrative annual reports, evaluation reports, audit reports, monitoring visit reports, internet through company's website and proceedings from the different thematic sectors which helped the researcher to triangulate the findings of the primary with the secondary data.

3.7. Method of Data Analysis

The data which were collected from population encoded and analyzed using MS Excel recent version software. Tables, percentages, graphs used to analyze the data. Different descriptive statistics mean and Pearson correlation of coefficient analysis and various tests were conducted to assess the relationship of level of engagement with its determinants.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1. Introduction

The study attempted to assess M&E practices of Ethio-Telecom expansion projects and factors that affect its effectiveness. A total of 38 questionnaires were distributed for the staffs and 36 of them were completed. This made the response rate 94.74 percent. The questionnaires were distributed to the respondents via email due to the current pandemic, COVID-19.

4.2. Demographic Profile of Respondents

The demographic composition of staff respondents was explained in terms of their gender, age, education level and service year.

Table 4.1: Demographic Profile of Staff Respondents

Demographic characteristics	Category	Frequency	Percent
Gender	Male	30	83.3
	Female	6	16.7
	Total	36	100 percent
Age Categories (Years)	26-30	19	52.8 percent
	31-40	12	33.3 percent
	Above 40	5	13.9 percent
	Total	36	100.0 percent
Education Level	First Degree	16	44.4 percent
	Masters and Above	20	55.6 percent
	Total	36	100.0 percent
Experience	1- 5 years	12	33.3 percent
	5- 10 years	14	38.9 percent
	Above 10 years	10	27.8 percent
	Total	36	100.0 percent

Source: Own survey (2020)

Hence, as indicated in table 4.1, 83.3 percent and 16.7 percent of the staff respondents were male and female which indicates the majority of the respondents in the M &E department in Ethio-telecom are male. This also implies most of the staffs included in the study are male. The majority (52.8 percent) of the respondents participated in the survey were in the age group of 16-30 years. The remaining 33.3 percent, and 13.9 percent were in the range of 31-40 and above 40 years, respectively. This implies that the age of most the staff are below 40 years of age.

The table above also reveals that the majority of the staff respondents (55.6 percent) hold master degree and the remaining 44.4 percent of the respondents was first degree holder. With regard to experience, 33.3 percent, 38.9 percent and 27.8 percent of the respondents served in the department for 1-5 years, 6-10 years and above 10 years, respectively.

4.3.Perception of M&E Systems of Ethio-Telecom

Staff respondents were asked to indicate their agreement regarding the Company’s M&E practices. Accordingly, their response presented in the following tables and discussed based on the responses.

Table 4.2 Staffs Perception of M&E Practices of Ethio-telecom

Statement	Level of Agreement (%)					Overall Agreement (%)	Mean	standard deviation(SD)
	SD	D	N	A	SA			
The project has a well-established M&E system	30.6	30.6	0	19.4	19.4	38.8	2.67	1.568
M&E activities schedule clearly presented in the plan.	0	0	33.3	27.8	38.9	66.7	4.06	0.86
Project stakeholders clearly identified and participated in the plan	0	0	38.9	27.8	33.3	61.1	3.94	0.86

Individual's task of staffs of M&E clearly indicated in the plan	30.6	0	13.9	19.4	36.1	55.5	3.31	1.687
Roles & responsibilities of M&E staff & other concerned bodies clearly	13.9	30.6	0	0	55.6	55.6	3.53	1.699
The project has a complete M&E plan document that guides its overall	0	44.4	0	19.4	36.1	55.5	3.47	1.384
Resources required for M&E activities clearly stated in them plan.	0	30.6	0	50	19.4	69.4	3.58	1.131
Standardized M&E data collection tools & techniques clearly indicated	0	30.6	0	69.4	0	69.4	3.39	0.934
The type of data to be collected during M&E clearly described in the	0	30.6	13.9	16.7	38.9	55.6	3.64	1.291
Frequency of data collection (M&E) indicated in the plan.	0	30.6	0	0	69.3	69.4	4.08	1.402
M&E reporting procedure clearly identified in the plan	0	19.4		50	30.6	80.6	3.92	1.052
The enterprise has project M&E lesson learning and documentation	0	47.2	0	38.9	13.9	52.8	3.19	1.191
Over All PERCEPTION OF M&E	6.83	24.55	8.33	28.2	32.6	60.87	3.57	1.25

Note: SD- Strongly Disagree, D- Disagree, N-Neutral, A-Agree and SA-Strongly Agree

Source: Own survey (2020)

As shown in the table 4.2 above, the overall agreement level was only 38.8 percent (19.4 percent agree and 19.4 percent strongly agree) agreed that the expansions projects in Ethio-telecom has a well-established M&E System. The majority of the respondents (61.2 percent), either disagreed (30.6 percent) or strongly disagreed (30.6 percent) on this statement. This could indicate that the company may not have a well-established M&E system. The overall agreement level of the staff respondents on "M&E activities schedule clearly presented in the plan" was 66.7 percent (27.8 percent agreed and 38.9 percent

strongly agreed). This could reveal that the M&E activities are scheduled properly in the plan. Similarly, most of the respondents (61.1 percent) either agreed or strongly agreed that project stakeholders participated in the M&E plan of the company.

Respondents had similar overall agreement level (55.6 percent) on "individuals task of staff of M&E clearly indicated in the plan, roles & responsibilities of M&E staffs and other concerned bodies clearly defined in the plan, the project has a complete M&E plan document that guides its overall monitoring & evaluation practice and the type of data to be collected during M&E clearly described in the plan". Staff respondents were also asked to state their agreement level on the statements 'Resources required for M&E activities clearly stated in them plan', 'Standardized M&E data collection tools & techniques clearly indicated in the plan' and Frequency of data collection (M&E) indicated in the plan'. Their overall agreement level on these statements was 69.4 percent. Most of the respondents either agreed or strongly agreed on the statement that 'M&E reporting procedure clearly identified in the plan'. The overall agreement level on this statement was 80.6 percent which indicates the project has a clearly stated M&E reporting procedure in company's plan. The average overall agreement level for the 12 attributes the perception of M&E Practices of Ethio-telecom parameter became 60.87 percent.

4.4. Monitoring and Evaluation (M&E) Practice in Ethio-telecom

Respondents were asked about how often the Ethio-telecom expansion projects are monitored. Accordingly, their response presented in the following tables and discussed based on the responses.

Table 4.3 Number of times expansion projects are monitored

How often Ethio-telecom expansion projects monitored?	Frequency (percent)
Weekly	63.89
Monthly	36.11
Quarterly	0.0
Bi-annually	0.0
annually	0.00
Total	100.00

Source: Own survey (2020)

As shown in table above, most of the respondents (63.89 percent) replied that the expansion projects are monitored weekly. The remaining 36.11 percent of them replied that the expansion projects are monitored monthly. Thus, expansion projects are monitored at most monthly.

Table 4.4 Tools & techniques used to collect M&E Information

Which of the following tools & techniques are used to collect M&E Information	Frequency (percent)
Interview	33.33
Statistical data review	16.67
Observation (field visit)	13.9
Document review	16.7
Case study	19.44
Total	100.00

Source: Own survey (2020)

The table above presents the major tools and techniques which are used to collect information for the M&E. Respondents were free to select one or more information collection tools and techniques used in the company. Thus, interview (33.3 percent), case study (19.44 percent), statistical data review (16.67 percent), document review (16.7 percent) and observation (field visit) (13.90 percent) were selected as tools & techniques used to collect M&E Information in Ethio-telecom expansion project.

Respondents were asked to express their agreement level on the various M&E Practices of the company. Accordingly, their response presented in the following tables and discussed based on the responses after the table.

Table 4.5 Monitoring and Evaluation (M&E) Practice in Ethio-telecom

Statement	Level of Agreement (%)					Overall Agreement (%)	Mean	standard deviation (SD)
	SD	D	N	A	SA			
Project work is monitored and controlled to meet performance objectives defined in the project management plan	5.6	10.6	0	38.4	38.9	77.3	4.2	0.601
The assessments promotes accountability	0	0	0	47.2	52.8	100	4.53	0.506
The assessments promotes transparency	0	0	13.9	50	36.1	86.1	4.22	0.681
The assessments promotes learning	0	0	13.9	33.3	52.8	86.1	4.39	0.728
The assessments play its own role in the promotion of good M&E practices	0	0	13.9	50	36.1	86.1	4.22	0.681
Integrated change control is performed in all project aspects.	0	0	13.6	50	36.1	86.1	4.22	0.681
Ethio telecom expansion project provide the contact person/section responsible to Monitoring and evaluation service	0	13.9	52.8	16.7	16.7	33.4	4.22	1.017
Ethio- telecom expansion project informs the exact time needed to do a Specific Service to its customers and monitor them?	0	13.9	0	36.1	50	86.1	4.28	1.386
Scope control conducted to identify the status of project scope and manage changes to scope baseline	13.9	0	0	16.7	69.4	86.1	3.17	1.483
Quality control is done to assess performance of quality activities and recommend necessary changes	30.6	16.7	0	19.4	33.3	52.7	3.08	1.73

Project performance information collected and distributed to concerned bodies (reporting performance).	0	0	16.7	50	33.3	83.3	4.17	0.697
Risks & risk control process effectiveness is monitored & evaluated throughout the project	0	16.7	13.9	16.7	52.8	69.5	4.06	1.17
Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively	0	16.7	0	33.3	50	83.3	4.01	0.598
Monitoring and Evaluation (M&E) Practice Average	4.77	6.32	9.93	34.9	43.6 5	78.53	4.06	0.985

Source: Own survey (2020)

As indicated in table 4.5, out of the total staff respondents, 77.3 percent of them either agreed (38.4 percent) or strongly agreed (38.9 percent) on statement that ‘Project work is monitored and controlled to meet performance objectives defined in the project management plan of the company’. Staff respondents were asked to state their agreement level on assessments of M&E practices of the Ethio-telecom expansion project promote accountability, transparency, learning and its role in the promotion of good M&E practices. All the respondents either agreed or strongly agreed on the statement that assessments of M&E practices of the Ethio-telecom expansion project promote accountability. Similarly, 86.1 percent staff respondents either agreed or strongly agreed that assessments of M&E practices of the Ethio-telecom expansion project promote transparency, learning and its role in the promotion of good M&E practices. The overall agreement level for statements; “Integrated change control is performed in all project aspects; ‘Ethio telecom expansion project informs the exact time needed to do a specific Service to its customers and monitor them’ and ‘Scope control conducted to identify the status of project scope and manage changes to scope baseline’ was found to be 86.1 percent each. Staff respondents were asked to state their agreement level whether quality

control is done to assess performance of quality activities and recommend necessary changes in the company or not and 83.3 percent of either agreed or strongly agreed quality control is done in the project. On the other hand, 69.5 percent of the respondents at least agreed that project performance information is collected and distributed to concerned bodies (reporting performance) in Ethio- telecom. The overall agreement level of the staff respondents on the statements ‘risks & risk control process effectiveness is monitored & evaluated throughout the project and procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively was 83.4 percent and 83.3 percent, respectively. The average agreement level of the 14 attributes which are designed to assess the monitoring and Evaluation (M&E) Practices in Ethio-telecom was 78.54 percent.

Table 4.6 Use of M&E information results

M&E information result is used for	Frequency (percent)
Decision Making	77.3
Strategy formulation	19.44
Planning	16.67
Project Improvement	30.56
Project impact Assessment	52.8
Budget allocation	33.33
Managing project change requests	83.30

Source: Own survey (2020)

Respondents were also asked about the use of the information obtained from the M&E in the company. As shown in the table above, 83.3 percent of the respondents replied that the information obtained from the M&E results is used to manage project change requests. The information obtained from the M&E results is also used for decision making (77.3 percent and project impact assessment (52.8 percent). According to the

respondents, the information obtained from the M&E results is also used for strategy formulation (19.44 percent), planning (16.67 percent), project improvement (30.56 percent) and budget allocation (33.33 percent).

4.5. Determinant Factors for Monitoring and Evaluation (M&E) Effectiveness

The major factors that determine the effectiveness of project expansion M&E effectiveness are discussed as follows.

4.5.1. Human resource capacity for M&E

The capacity of the human resource the company has determines the effectiveness of the M&E activities. The table below presents the human resource aspect of the company related to the M&E effectiveness.

Table 4.7 Human resource capacity the company for M&E

Statement	Level of Agreement (%)					Over all Agreement (%)	Mean	standard deviation (SD)
	SD	D	N	A	SA			
There is a motivation scheme for personnel participating on the M&E activity	22.2	16.7	5.6	16.7	38.9	55.56	3.94	0.924
The company has adequate skilled human resource who can conduct M&E. training on a regular basis.	33.3	16.7	11.1	19.4	19.4	38.89	3.58	0.806
M&E best practice experience sharing undertaken within the company or with other organizations to enhance staff capacity	13	16.7	13.9	13.9	38.9	52.78	3.92	0.937
Personnel who conduct project M&E t get relevant training on regular basis.	13.9	16.7	13.9	16.7	38.9	55.56	3.50	1.502
Average	20.8	16.7	11.1	16.7	34.0	50.7	3.7	1.0

Source: Own survey (2020)

Respondents were asked to express the agreement level related to the motivation scheme for the personnel participating in the M&E activities. The overall agreement level on this issue was 55.56 percent out of which 16.70 percent agreed and 38.90 percent strongly agreed. On the other hand, 22.2 percent and 16.7 percent of them strongly disagreed and disagreed, respectively. Respondents were further asked whether the company has

adequate skilled human resource who can conduct M&E training on regular basis or not. The overall agreement of the respondents on this statement was only 38.89 percent in which 19.44percent agreed and 19.45 strongly agreed on the statement. Whereas, 33.3 percent and 16.7 percent of the respondents strongly disagreed and disagreed on the statement ‘the company has adequate skilled human resource who can conduct M&E training on a regular basis’. This could reveal the project does not have adequate man power that is able to deliver training about M&E practices.

Respondents were also asked to express their agreement whether or not the M&E best practices experience sharing is undertaken both within the company or to other organization to enhance the staffs capacity. Out of the total respondents, 38.9 percent of the strongly agreed and 13.9 percent of them agreed on the issue. This makes the overall agreement level to be 52.78 percent. In contrast, 13.9 percent and 16.7 percent of them strongly disagreed and disagreed on the statement, respectively. Finally, respondents were asked whether the personnel’s who conduct project M&E in the company get relevant training or not and the overall agreement level became 55.56 percent (16.7 percent of them agreed and 38.9 percent of them strongly agreed). But, 13.9 percent and 16.7 percent of them strongly disagreed and disagreed on the statement, respectively.

4.5.2. Management Support and Project M&E

The support from the top management of the project affects the effectiveness of the M&E activities. In this regard, the interviewees were believed that the top management of the project affects the effectiveness of the M&E activities. The response presented in the following table.

Table 4.8 Management’s support to M&E practices.

Statement	Level of Agreement (%)					Over all Agreement (%)	Mean	standard deviation (SD)
	SD	D	N	A	SA			
Top management give high attention for the company’s project M&E.	13.9	38.9	0	36.1	11.1	47.2	3.64	1.15
Top management is committed to	16.7	25	5.6	13.9	38.9	52.78	3.92	0.937

respond to project demands and improvements identified through M&E								
To management give proper support to the M&E practice.	13.9	38.9	5.6	38.9	2.7	41.6	3.72	0.92
Average	14.83	34.27	3.73	29.63	17.56	47.19	3.78	1.04

Source: Own survey (2020)

As shown in the table above, of the total respondents, 36.1 percent and 11.1 percent of them agreed and strongly agreed on the statement ‘top management give high attention for the company’s project M&E’, respectively. This makes the overall agreement level on the statement be 47.20 percent. However, about 52.8 percent of them either strongly disagreed (13.9 percent) or disagreed (38.9 percent) on the statement. Respondents were also asked about top managements’ commitment to respond to project demands and improvements identified through M&E. In line with this statement, 13.9 percent and 38.9 percent of them agreed and strongly agreed respectively from result of overall agreement level of 52.78 percent. On the other hand, 16.7 percent and 25 percent of them either strongly disagreed or disagreed on the issue, respectively. The overall agreement level on statement ‘top management give proper support to the M&E practice’ was only 41.60 percent (38.9 agreed and 2.7 percent strongly agreed). Of the total respondents 13.9 percent and 38.9 percent strongly disagreed and disagreed about top managements’ support, respectively. The average overall agreement level on the managements support to the M&E practices was 47.19 percent indicating that less management support.

4.5.3. Stakeholder Engagement in Project M&E

Respondents were asked to express their view about the frequency that stakeholders participate on the project M&E activities of the project. The response presented in the table below.

Table 4.9 Frequency of stakeholders participates on the project M&E activities.

How often concerned stakeholders participate on the project M&E activities?	Frequency
Never	0.00
Seldom	13.9
Sometimes	52.8
Frequently	33.3
Always	0.00
I do not know	0.00
Total	100.00

Source: Own survey (2020)

As indicated in the table 4. 9, 52.8 percent of the respondents confirmed that stakeholder participates on the project M&E activities of Ethio-telecom 'sometimes'. Out of the total respondents 33.3 percent of them replied that stakeholders frequently participated in the M&E activities. All staff respondents confirmed that stakeholders participate in the M&E activities in some way.

Table 4.10 Stakeholders performance in meeting their responsibility in the project M&E

Do stakeholders properly perform their responsibility in the project M&E?	Frequency
Yes	30.6
No	69.4
Total	100.00

Source: Own survey (2020)

Respondents were asked whether stakeholders properly perform their responsibility in the project M&E or not. As indicated in the table above, only 30.6 percent of the respondents

believed that the stakeholder properly performs their responsibility in the project M&E. In contrast, 69.4 percent of respondents replied that stakeholders did not properly perform their responsibility in the company’s project M&E.

4.5.4. Budget Allocation and Project M&E

Table 4.11 Budget allocation

Statement	Frequency (percent)	
	Yes	No
Do project M&E activities budgeted?	94.44	5.56
The budget allocated for M&E activities is adequate?	16.7	83.3
Project M&E budget allocated Separately	55.6	44.4

Source: Own survey (2020)

Respondents were asked whether budget allocated for Project M&E, about the adequacy of the budget allocated in the project M&E or not. The majority of the respondents (94 percent) replied that budget is allocated for M&E activities. However, only 16.7 percent of the respondents believed that the budget allocated to Project M&E is adequate. The majority of the respondents do not believe the budget allocated for the M&E is adequate. This could indicate that the budget allocated to Project M&E may not be adequate. Out of the total respondents 55.6 percent of them perceive that budget is allocated for project M&E separately and the remaining 44.4 percent of them replied that budget is not allocated for project M&E separately.

Table 4.12 Percentage of the project budget allocated for M&E activities

What percentage of the project budget allocated for M&E activities?	Frequency (percent)
Below 5 percent	11.10
5 percent-10 percent	16.7
Above 10 percent	13.9
Not Specific	30.6
I do not know	27.80
Total	100

Source: Own survey (2020)

Respondents were also asked to estimate the percentage of the project budget allocated for M&E activities. In line with this, 11.1 percent of them replied that the budget allocated for the M&E activities is below 5 percent of the total budget allocated to expansion projects and 16.7 percent and 13.9 percent of the respondents estimated the budget allocated for the M&E activities in company is between 5-10 percent and above 10 percent, respectively. Significant proportion of the respondents (30.6 percent) replied that the budget allocated for the M&E activities is not specific. On the other hand, 27.80 percent of the respondents do not know the percentage share of the budget allocated to the M&E activities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of the Major Findings

Summary of the major findings and conclusion of the quarter in revision shows the following:

- ❖ The study was conducted to assess M&E practices of Ethio- telecom expansion projects and factors that affect its effectiveness. A total of 36 staffs participated in the study and questionnaires were distributed to the respondents via email due to the current pandemic, COVID-19.
- ❖ Demographically, most of the respondents were male(83.3 percent), in the age group of 16-30 years and most of them hold Master degree (55.6 percent) and the remaining were degree holders. With regard to experience, most of the respondents (66.7 percent) served at least for 5 years in the department.
- ❖ The study tried to assess the various aspects of the M&E of expansion projects in Ethio-telecom by asking the employees perception.
 - ✓ The result from the respondents revealed that the expansions projects in Ethio-telecom has no a well-established M&E System known to the staffs as the overall agreement level on this issue was only 38.8 percent (19.4 percent agree and 19.4 percent strongly agree) which indicates the majority of the respondents (61.2 percent) either disagreed (30.6 percent) or strongly disagreed (30.6 percent) on this statement.
 - ✓ The overall agreement level of the staff respondents on "M&E activities schedule clearly presented in the plan" was 66.7 percent (27.8 percent agreed and 38.9 percent strongly agreed). This could reveal that the M&E activates are scheduled properly in the plan. Similarly, most of the respondents (61.1 percent) either agreed or strongly agreed that project stakeholders participated in the M&E plan of the company.
 - ✓ Among the 12 attributes, the overall agreement level of the respondents on the statement 'M&E reporting procedure clearly identified in the plan' was the highest one (80.6 percent of them either agreed or strongly agreed) which

indicates the company has a clearly stated M&E reporting procedure in company's pan. In general the perception of the respondents about the M&E practices of Ethio-telecom was analyzed using 12 attributes.

- ✓ The average overall agreement level for the 14 attributes of the perception of M&E Practices of Ethio-telecom parameter became 60.87 percent
- ❖ The frequency of monitoring the expansion projects of Ethio-telecom varies from weekly (63.89 percent) to monthly (36.11 percent) which indicates the Ethio-telecom expansion projects are monitored at most monthly
- ❖ The company uses various information collection tools and techniques such as interview (33.3 percent), case study (19.44 percent), statistical data review (16.67 percent), document review (16.7 percent) and observation ((13.90 percent).
- ❖ About 14 attributes were used to assess the monitoring and Evaluation (M&E) Practices implemented in Ethio-telecom.
 - ✓ The overall agreement level ranges from 33.4 percent on the statement 'Ethio telecom expansion project provide the contact person/section responsible to monitoring and evaluation service' to 100 percent on assessments of M&E practices of the Ethio-telecom **expansion project** promote accountability. The average agreement level of the 14 attributes which are designed to assess the monitoring and Evaluation (M&E) Practices in Ethio-telecom was 78.54 percent. This indicates that there exists a relatively a good agreement level on the attributes.
- ❖ The study found out that the information obtained from the M&E in the company is used for managing project change requests (83.3 percent), decision making (77.3 percent) and project impact assessment (52.8 percent). It also used for strategy formulation (19.44 percent), planning (16.67 percent), project improvement (30.56 percent) and budget allocation (33.33 percent).
- ❖ The study attempted to assess the factors determine the effectiveness of project expansion M&E practices of the company. The major determinant factors include human resource capacity, management support, stakeholder engagement and budget allocated for the M&E.

- ✓ The capacity of the human resource the company has determines the effectiveness of the M&E activities. It was measured using four attributes.
- ✓ Of the total respondents, 55.56 percent of them either agreed or strongly agreed on presence of the motivation scheme for the personnel participating in the M&E activities and about 38.9 percent of them either disagreed or strongly disagreed on the issue. Also more of them agreed, those disagreed are significant.
- ✓ The overall agreement of the respondents whether the company has adequate skilled human resource who can conduct M&E training on regular basis or not was only 38.89 percent. Accordingly, the company has a gap in having adequate skilled man power who can conduct M&E training on regular basis. In general, the average overall agreement level on the four attributes of human resource capacity in the company became 50.7 percent. This could indicate the existence some weakness on this factor.
- ✓ The support from the top management of the company affects the effectiveness of the M&E activities. Of the total respondents, 47.2 percent of them either agreed or strongly agreed on the statement ‘top management give high attention for the company’s project M&E’. However, about 52.8 percent of them either strongly disagreed (13.9 percent) or disagreed (38.9 percent) on the statement.
- ✓ According to the response of respondents, the top managements’ commitment to respond to project demands and improvements identified through M&E is more or less good(52.78 percent overall agreement).
- ✓ On the other hand, the response from the respondents indicates the existence of poor top management give proper support to the M&E practice’ (41.60 percent overall agreements).
- ✓ The average overall agreement level on the managements support to the M&E practices was less than 50 percent (47.19 percent) indicating that less management support which indicates the lack of strong management support for the M&E practices.

- ❖ Respondents were asked about the frequency that stakeholders participate on the project M&E activities and whether they properly perform their responsibility in the project M&E
 - ✓ Their response indicated that stakeholders participate on the project M&E activities of the company at some point of time (52.8 percent of said 'sometimes', 33.3 percent of them replied 'frequently' and 13.9 percent said 'seldom').
 - ✓ Only 30.6 percent of the respondents believed that the stakeholder properly perform their responsibility in the project M&E and most of them (69.4 percent) replied that stakeholders did not properly perform their responsibility in the company's project M&E. Thus, as to the respondents, stakeholders do not properly perform their responsibility in the project M&E activities of the company.
- ❖ Attempts were made to look in to the respondents perception about the budget allocated for Project M&E, the adequacy of the budget allocated in the project M&E and the percentage of the project budget allocated for M&E activities.
 - ✓ The majority of the respondents (94 percent) confirmed that budget is allocated for M&E activities though most of them believed that the budget allocated to Project M&E is adequate. This could indicate that the budget allocated to Project M&E may not be adequate.
 - ✓ About 55.6 percent of the respondents perceive that budget is allocated for project M&E separately. In contrast, significant proportion of the respondents (30.6 percent) replied that the budget allocated for the M&E activities is not specific and about 27.80 percent of the respondents do not know the percentage share of the budget allocated to the M&E activities. This could indicate the absence of transparency in the company.
- ❖ The study tried to the relationship between the Monitoring and Evaluation (M&E) Effectiveness and Project Success in the company. To this end, attempts were made to get the respondents perception on various issues such as whether Ethio-telecom expansion projects are completed within planned budget (agreed upon cost) , scheduled time, planned scope and meet specified quality or not.

- ❖ Most of the respondents (69.1 percent) do not believe that expansion projects of Ethio-telecom are completed within planned budget (agreed upon cost) which reveals the expansion projects are not completed within planned budget (agreed upon cost). On the other hand, 83.3 percent of the respondents indicated that the company's expansion projects completed within scheduled time.
 - ✓ Almost half of the respondents confirmed that projects completed within the planned scope which could indicate the presence some weaknesses in the company in completing the projects within the specified scope.
 - ✓ From quality point of view, most of the respondents (69.4 percent) believed that the company's expansion projects meet specified quality though those who do not agree were significant (30.6 percent). This reveals still more attention should be given for expansions project to meet the specified quality
- ❖ The study also tried to look into the effectiveness of the company's M&E practice, the contribution of the project M&E to the success of Ethio-telecom projects and the status of airport projects in meeting project constraints.
 - ✓ Most of the respondents (69.44 percent) believed the overall project M&E practice of the company was effective.
 - ✓ Surprisingly, all of them participated in the study had agreed on the contribution of project M&E to the success of Ethio-telecom projects.
 - ✓ About 55.6 percent of the respondents at least agreed on the overall performance of expansion projects in meeting the major project constraints. However, significant proportion of the respondents (36.1 percent) has at least disagreed on the statement. This could show the M&E projects ineffectiveness in contributing to meet the major project constraint.

5.2. Conclusion

Based on the above findings of the study, the following conclusions were made.

- The expansions projects in Ethio-telecom has no a well-established M&E System or did not disclosed to the staffs at all levels.
- The company has clearly stated M&E reporting procedure in company's pan.
- The M&E practices of the Ethio-telecom **expansion project** are good in promoting accountability.
- The effectiveness of project expansion M&E practices of the company were affected by lack of skilled human resource, poor management support, lack of stakeholder engagement and inadequacy of budget allocated for the M&E. The company has a gap in having adequate skilled man power who can conduct M&E training on regular basis and the existence of poor top management attention to proper support to the M&E practice. Although stakeholders participate in the M&E practices of the Ethio-telecom, they do not properly perform their responsibility in the project M&E activities of the company which has its own negative impact on the effectiveness of M&E practices which in turn affects the project success.
- The company has its own limitation in completing the expansion projects within planned budget (agreed upon cost), within the planned scope and as the specified quality.
- The project M&E practice of the company is not that much effective as expected regardless of its significant contribution in enhancing the success of expansion projects. In line with this, the expansion projects M&E practices in the Ethio-telecom are not as effective as they are expected in contributing to meet the major project constraints in the company.

5.3. Recommendation

The following recommendations are forwarded based on the findings and conclusions of the study.

- Ethio-telecom should develop a well-established M&E System and disclose it to the staffs at all levels
- The company should have adequate skilled man power who can conduct proper M&E and various development programs should be provided to the staffs,
- Conducive environment should be provides to enhance the stakeholders' engagement in the M&E practices of expansion projects and they should be enabled to take their own responsibility and accountability the expansion project M&E practices.
- The top management should increase its commitment to expansion project M&E related issues.
- Adequate and independent budget should be allocated the M&E of expansion projects and should be disclosed to the concerned parties.
- Proper attention should be given for expansions project to meet the specified quality

REFERENCES

Crawford, P, & Bryce .P .2003, Project monitoring and evaluation: A method of enhancing the efficiency and effectiveness of aid project implementation. International Journal of project management, 21(5):pp. 363-373

Creswell, J.W. 2014, Research Design: qualitative, quantitative and mixed research methods approaches, 4th edition, Sage Publications Inc, Thousand Oaks. PP 264-286

Dominique Baron, 2010 “The Impact of Telecommunications Services on Doing Business in Ethiopia” Ethiopia .pp. 48-66

Elizabeth, W.W.2013,“Determinants of effective monitoring and evaluation systems in Non-Governmental organizations within Nairobi county, Kenya”, MA Thesis, Kenyatta University, Nairobi. pp 66-78

Ermias, H. 2007, “Monitoring and evaluation of projects in government organizations: - expectations and practices: the case of the Ministry of Mining and Geological Survey of Ethiopia”, MA Thesis, Addis Ababa University, Addis Ababa. pp 50-56

Gaitano, S, 2011. The Design of M&E Systems: A Case of East Africa Dairy Development Project. A paper presented at INTRAC 7th Monitoring and evaluation conference 2011. pp23-15

Gorgens, M. & Kusek, J. Z.2009.Making Monitoring and Evaluation Systems Work, World Bank.

Guijt, I, Randwijk & Woodhill, J.(2002). A Guide for project M&E: Managing for Impact in Rural Development. International Fund for Agriculture Development (IFAD), Office of Evaluation and Studies (OE).

IFRC [International Federation of Red Cross and Red Crescent Societies], 2011, Project/Programmed monitoring and evaluation (M&E) guide, Geneva.

Ika, L.A., Diallo, A., & Thuillier, D., 2011, 'Critical success factors for World Bank projects: an empirical investigation', *International Journal of Project Management*, Vol. 30, pp.105-116.

Ika, 2009. Project success as a topic in project management journals *Project Management Journal*, 40 (4, 2009) Project Management Institute Published online on Wiley Inter Science. pp114-117

Ika, L. A., Diallo, A., & Thuillier, D. 2010. Project management in the international development industry: the project coordinator's perspective. *International Journal of Managing Projects in Business*, 3 (1), pp.61-93

Ika, L. A., 2012. Project management for development in Africa: why projects are failing and what can be done about it. *Project Management Journal*, 43(4), pp. 27-41.

Juliet Nasambu, 2016, "Factors influencing the performance of monitoring and evaluation system in Non-Governmental organizations in Lira District, Northern Uganda", MA Thesis, Uganda Technology and Management University. pp32-34

Kamau, C.G. & Mohamed, H. B. 2015, 'Efficacy of monitoring and evaluation function in achieving project success in Kenya: a conceptual framework', *Science Journal of Business and Management*, Vol. 3, No. 3, pp. 82-94, doi: 10.11648/j.sjbm.20150303.14.

Kevin Mulama, Peter Liguyani & Douglas Mesiega 2012, 'Effectiveness of monitoring and evaluation in enhancing performance of social development projects in Busia County- A survey of Government social development projects', *International Journal of Management Research & Review*, Vol. 4, Issue 8, Article No.2, pp.773-796.

Kothari C.R. 2014, Research Methodology, Methods and Techniques (Second Revised Edition), New Delhi: New Age International Publishers.pp72-75

Kusek, Jody Zall & Rist, Ray C. (2004). A Handbook for Development Practitioners: The Steps to A Result-Based Monitoring and Evaluation System. The World Bank, Washington, D.C pp18-20

Mugambi, F. & Kanda, E. 2013, 'Determinants of monitoring and evaluation of strategy implementation of community based projects', International Journal of Innovative Research and Development, Vol. 2, issue 11, pp.67-73

Mulwa, F. W., & Nguluu, S. N. 2003, Participatory Monitoring and Evaluation: A Strategy for Organization Strengthening, Nairobi and Eldoret: Zapf Chancery and Premise-Olivex Publishers

Mwangu, A.W. & Iravo, M.A. 2015, 'How Monitoring and Evaluation Affects the Outcome of Constituency Development Fund Projects in Kenya: A Case Study of Projects in Gatanga Constituency', International Journal of Academic Research in Business and Social Sciences, March 2015, Vol. 5, No. 3, pp.13-31, DOI: 10.6007/IJARBS/v5-i3/1491.

Nabris, K 2002, Monitoring and Evaluation, Civil Society Empowerment, Jerusalem, PASSIA.

Ntoyanto, S.S. 2016, "An investigation of the Effectiveness of the National Youth Development Agency Monitoring and Evaluation Framework", MA Thesis ,University of the Western Cape.pp15-17

OECD, 2002, Glossary of Key terms in Evaluation and results based management, Paris, retrieved from <https://www.oecd.org/dac/evaluation/2754804.pdf> on 25th April 2018

Project Management Institute 2013, A Guide to the Project Management Body of Knowledge (PMBOK® guide), 5th edn, Project Management Institute, Inc. Pennsylvania.

Saunders, M., Lewis, P. and Thornhill, A., 2007, Research Method for Business Students. England: Pearson Education Ltd.

United Nations Development Program 2009, Handbook on planning, monitoring and evaluating for development results, UNDP, New York.

UNDP. (2009), Hand book on planning, monitoring and evaluating for development results New York: Evaluation office 2009.

Wanjala, M.Y., Iravo, M.A., Odhiambo, R. & Shalle, N.I. 2017, 'Effect of monitoring techniques on project performance of Kenyan State Corporations', European Scientific Journal, Vol. 13, No. 19, pp.264-280, <http://dx.doi.org/10.19044/esj.2017.v13n19p264>

World Bank, (2004). Monitoring and Evaluation. Some methods, Tools and Approaches World Bank: Washington DC

1.4. How long have you been an employee of The Ethio-telecom expansion project?

- a. ≤ 1 year () b. 2-3 years () c. 3-4 years () d) more than 4 year

1.5 What is your current position in the organization?

- a. Monitoring & Evaluation Officer () b. Program manager () project Officer ()
 d.Field officer ()

Others () Specify.....

1.6. Have you been involved in conducting monitoring and evaluation of any project at ethio-Telecom?

- Yes () No ()

If yes in which project/specify.....

SECTION 2: PERCEPTION OF CURRENT PROJECT M&E PRACTICE

Instruction: Please, read each question and give appropriate answer to assess the current project monitoring and evaluation practice of Ethio- Telecom regarding the system of the Ethio-telecom expansion project plan. Indicate your feeling in each by SA-strongly agree (5), A-agree (4), N-neutral (Not sure) (3), D-disagree (2), SD-strongly disagree (1).

S.N		SA	A	N	D	SD
2.1	The project has a well-established M&E system and plan					
2.2	M&E activities schedule clearly presented in the plan.					
2.3	Project stakeholders clearly identified and participated in the monitoring and evaluation					
2.4	Roles & responsibilities of M&E staff & other concerned bodies clearly defined in the plan.					

Section 3: Determining Factors for Monitoring and Evaluation (M&E) Effectiveness

Please, read each question and give appropriate answer regarding factors which affect the project M&E effectiveness of the Ethio-Telecom expansion project. Indicate your feeling in each by SA-strongly agree (5), A-agree (4), N-neutral (Not sure) (3), D-disagree (2), SD-strongly disagree (1).

S.N		SA	A	N	D	SD
3.1	There is a motivation scheme for personnel participating on the M&E activity					
3.2	The project has adequate skilled human resource who can conduct M&E training on a regular basis.					
3.3	M&E best practice experience sharing undertaken within the enterprise or with other organizations to enhance staff capacity					
3.4	Personnel who conduct project M&E get relevant information on project objective.					
3.5	The project has enough resources and budget for M&E activities.					
3.6	Top management give high attention for the enterprise's project M&E.					
3.7	Top management is committed to respond to project demands and improvements identified through M&E?					
3.8	Ethio telecom expansion project informs the exact time needed to do a specific Service to its customers and monitor them?					
3.9	stakeholders participate on the enterprise's project M&E activities					
3.10	Schedule ,Integrated change ,Scope Quality and Risks control are					

	performed in all project M&E aspects					
3.11	Ethio telecom expansion project informs the exact time needed to do a specific service to its customers and monitor.					
3.12	Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively					
3.13	Stakeholders properly perform their responsibility in the project M&E					

3.14. The major factors listed below negatively affect the enterprise’s project M&E effectiveness.

Lack of human resource capacity for monitoring & evaluation

Lack of monitoring & evaluation budget

Lack of stakeholder engagement on monitoring & evaluation

Lack of management support

Others , specify_____

Section 4: Monitoring and Evaluation (M&E) Effectiveness and Project Success

Please, read each question and give appropriate answer regarding the success of the projects and effectiveness of M&E.

1. The projects completed within planned budget

Yes No

2 The projects completed within scheduled time

Yes No

3 The projects completed within planned scope

Yes No

4 The projects meet specified quality

Yes No

5. The overall project M&E practice of the enterprise is effective

Strongly agree Disagree
Agree strongly disagree
Neutral (Not sure)

6. The enterprise's project M&E practice has significant contribution to the success of ETP projects.

Strongly agree Disagree
Agree strongly disagree
Neutral (Not sure)

7. Status of projects in meeting project constraints?

Strongly agree Disagree
Agree strongly disagree
Neutral (Not sure)

8. M&E information result is used for? (You can select more than one)

Decision-making Strategy
Formulation Planning Project
Improvement Project impact
Assessment Budget allocation
Managing project change requests

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

THANK YOU!