



# **ADDIS ABABA UNIVERSITY**

## **SCHOOL OF COMMERCE**

Factors Influencing Effectiveness of Monitoring and Evaluation Systems:  
The Case of Addis Abeba Bole International Airport Terminal 2  
Expansion Project

A Thesis Submitted to the Addis Ababa University, School of Commerce  
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Art in Project Management

By

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Factors influencing effectiveness of monitoring and evaluation systems:  
the case of Addis Abeba Bole International Airport Terminal 2  
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## Declaration

I, Nebiyu Hailu, hereby declare that this thesis entitled-- Factors Influencing Effectiveness of Monitoring and Evaluation Systems: The Case of Addis Abeba Bole International Airport Terminal 2 Expansion Project--is my own original work and has not been submitted in its entirety or in part, to any other institution of learning for an examination or an academic award.

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## Statement of Certification

This is to certify that Nebiyu Hailu has carried out this research project work on the topic entitled -- Factors Influencing Effectiveness of Monitoring and Evaluation Systems: The Case of Addis Abeba Bole International Airport Terminal 2 Expansion Project under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project Management.

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## Abstract

Project management has five basic functions which include project initiation, planning, execution, Monitoring and evaluation and closure. Monitoring and evaluation is a continuous process of assessing the activities of the project with an opportunity for feedback that can be used for future learning and growth. An effective monitoring and evaluation system plays an important role in realizing the goals of a project. This study aims to determine the factors affecting the implementation of M&E in the case of Addis Ababa Bole international airport (AABIA) Terminal 2 expansion project. Guided by results of previous related studies, the study sets out to determine whether and how factors such as technical competency, budgetary allocation, stakeholders' involvement and politics within the project affect the implantation of M&E systems on the case project. To this end, the study followed a qualitative approach by employing a case study design. Purposive sampling technique was adopted using employee's position, years of experience and employer as criteria to identify participants of the study. Through this processes, three employees from the three major stakeholders of the case project which includes the contractor, consultant and client were selected. A semi-structured interview guide was used to collect data from the participants. Data was analyzed using deductive thematic analysis method. The findings reveal that Stakeholders' involvement and politics were found to have a negative impact on the implementation of M&E whereas budgetary allocation and technical competency did not impact the implementation of the M&E on the case project. Finally, based on the findings it was recommended that more emphasis should be given on how to handle negative outcomes of M&E by the stakeholders as they can be used to identify gaps within the project which in turn can maximize the efficiency of the project if dealt with in good

time, more involvement of the stake holders on the data collection and analysis part of M&E and trainings should be given to the staff, especially on the client's side, in order to maximize their efficiency.

## Table of Contents

Acknowledgement .....	9
CHAPTER ONE: INTRODUCTION .....	10
1.1 Background .....	10
1.2 Background of the organization.....	12
1.3 Objectives of the study .....	13
1.4 Statement of the problem .....	13
1.5 Research Questions .....	15
1.6 Significance of the study .....	16
1.7 Scope of the study .....	17
1.8 Organization of the paper .....	17
CHAPTER TWO: LITERATURE REVIEW .....	18
2.1 construction project management .....	18
2.2 Monitoring and evaluation - an overview.....	19
2.3 Benefits of Monitoring and Evaluation .....	20
2.4. Factors affecting the implementation of M&E. ....	21
2.4.1 Budgetary allocation .....	22
2.4.2 Technical Capacity.....	22
2.4.3 Quality of data .....	22
2.4.4 Stakeholders involvement .....	23
2.4.5 Politics .....	23
2.4.6 Weak link between M&E and Planning.....	24
2.4.7 Institutional capacity.....	24
2.5. Empirical studies on Factors Affecting the Implementation of Monitoring and Evaluation .....	24
2.6 Conceptual Framework of the Study .....	32
CHAPTER THREE: METHODOLOGY .....	33
3.1 Introduction .....	33

3.2. Research approach.....	33
3.2.1 Research design .....	33
3.3 Study context .....	34
3.4 Study population, Sample size and sampling technique .....	35
3.5 Data collection methods and instrument .....	35
3.6 Data analysis .....	36
3.7 Data validity .....	37
3.8 Data reliability .....	37
CHAPTER FOUR: RESULTS AND DISCUSSION .....	38
4.1 Introduction .....	38
4.2 Results and Discussion .....	39
4.2.1 Participants' background .....	39
4.2.2. Budget allocation and implementation of M&E processes .....	40
4.2.3 Stakeholder involvement and implementation of M&E processes .....	42
4.2.4 Technical Capacity and implementation of M&E processes:.....	44
4.2.5 Organizational politics and implementation of the M&E processes: .....	46
CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS .....	51
5.1 Introduction .....	51
5.2 Summary .....	51
5.3 Conclusion.....	52
5.4 Recommendation.....	53
5.5 Limitations and Suggestions for Future Study .....	54
REFERENCES:.....	56
Appendix: Interview questions .....	60



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## CHAPTER ONE: INTRODUCTION

### 1.1 Background

A project is a temporary process, which has a clearly defined start and end time, a set of tasks, and a budget, that is developed to accomplish a well-defined goal or objective. Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project (PMI, 2014).

Project management has five functions which includes, project initiation, planning, execution, monitoring and evaluation and closure. All of these functions have important roles to play in the successful completion of a project. More specifically, monitoring and evaluation (M&E) focuses on continuous review of project activities with feedbacks creating the opportunity for learning and growth. Monitoring is the process that provides information and ensures the use of such information by management to assess project effects and their impacts. Evaluation draws on the data and information generated by the monitoring system as a way of analyzing the trends in effects and impact of the project (OTIENO, 2019).

In modern days the success of any organization is highly dependent on the success rate of the projects being run within the organization. M&E plays a major role in tracking the progress of projects and assuring they are completed within the agreed quality, time and cost. A greater benefit of effective monitoring and evaluation is the assurance that project activities are done right the first time to eliminate rework (which is a likely contributor to increased project budget

and extended project duration) arising from design and construction errors (Tengan, Aigbavboa and Didi, 2019.)

M&E also plays a major role in national economies. For instance, the Great Ethiopian Renaissance Dam (GERD) which is being delayed by more than five years, has resulted in a significant loss of revenue that the country could have obtained if the project had been finalized on time, is a reflection of how much unsuccessful projects impact the national economy. We can also consider the amount of additional cost being incurred due to the delay. It may not be all due to Poor implementation of M&E that GERD is not completed on time but from the information made public by the government, poor implementation of M&E takes the lion's share. Countries like Chile carry out M&E system to closely follow projects run by the government and the reports are publicly disclosed annually (Lopez et al, 2010; Mackay, 2007). In Africa, according to Lopez et al (2010) Uganda has had a number of successful M&E systems.

For developing countries, the stakes are even more higher as most funds are acquired through loans and projects should be completed on time, within budget and with the agreed up on quality so that they will be able to pay back the loans. Delays in projects will lead to more costs being incurred dragging the organizations and the country as a whole into more debts. Thus making successful implementation of M&E, which has a pivotal role in determining status of projects, is mandatory. To this end, the current global construction industry challenges require project M&E to demonstrate accountability and project impact (Barasa, 2104).

Therefore, it's imperative to identify the key determinants for successful implementation of project M&E. This study tries to identify these key factors on one of the construction projects being conducted at Ethiopian Aviation Group.

## 1.2 Background of the organization

Ethiopian Group, formerly known as Ethiopian airlines, is the national Airline of Ethiopia with its main hub at Bole International Airport. It was founded in 1945 and commenced operations on 8th April 1946. Ethiopian Airlines is the fastest growing Airline in Africa. In its seventy plus years of operation, Ethiopian has become the continent's leading carrier, unrivalled in efficiency and operational success commanding the lion's share of the Pan-African passenger and cargo network operating the youngest and most modern fleet to more than 125 international passenger and cargo destinations across five continents.

As a business model Ethiopian group has seven strategic business units each generating their own revenue. These are Ethiopian international Passenger services, Ethiopian regional airline, Ethiopian cargo, Ethiopian MRO services, Ethiopian Aviation academy, Ethiopian In-flight catering services and Ethiopian ground services.

In order to provide passengers seamless end to end services, the former Ethiopian airports enterprise is restructured and merged with Ethiopian group starting from July 1, 2017. In order to increase the passenger capacity of the Addis Ababa bole international airport (AABIA) to 22 million per year, the Ethiopian airlines group is undergoing an expansion project on its terminal 2 with an estimated cost of 250 million USD.

### 1.3 Objectives of the study

The general objective of this study is to identify the factors that affect the successful implementation of M&E of terminal 2 expansion project at Addis Ababa Bole International airport. The specific objectives that will guide the proposed study include:

- To determine how the technical competency of the staff affects the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project.
- To determine how budgetary allocation affects the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project.
- To determine how the interest of stakeholders affect the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project.
- To determine how organizational politics affect the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project.

### 1.4 Statement of the problem

Even though M&E has a major role in successful completion of projects its implementation has had some setbacks especially on projects conducted in developing countries. M&E is included in projects as a formality rather than a tool to get the maximum out of the resources forwarded for the project. For an organization like Ethiopian group which is competing with organizations on a global scale such overlooks will have a major impact on its performance. A study by Papke-shields et al (2010) revealed that conformity to project specification (cost, quality and budget) would be achieved when projects are effectively monitored and evaluated. From the informal

conversation I have had with an employee of the case organization, M&E concepts still are not being fully applied on projects being conducted within the organization.

To ensure that monitoring and evaluation is successfully implemented, a study by Musomba et al (2013) has identified four independent variables that need to be considered; the budget allocated for M&E, the involvement and participation of the stake holders, competency of the M&E team and the role of politics in the M&E implementation. In addition, availability of resources such as time, finance and technical competency have also been identified as factors that affect successful implementation of M&E (Hardlife and Zhou, 2013). On the other hand, a study by Seasons (2003) has identified the lack of indicators that can measure the goals and the outputs is one of the contributors for the unsuccessful implementation of project M&E.

Based on the informal conversation I have had with employees who are directly involved in the specific project being considered in this study and the researcher's experience as a senior employee in the case organization, identified the challenges faced in implementing the M&E activities of the project under study. In addition, some key factors that are believed to have an impact on the successful implementation of project M&E are identified. These include competency of the employees, lack of stakeholders' involvement, lack of sufficient budget and politics in the organization.

The interest of stakeholders should be taken into consideration when implementing M&E system in projects as they are the ones who provide the finance, the technical capacity and

general demands of the project (Kyalo, et al. 2012). The budget for project M&E is usually estimated at the time of planning. However the problem is securing enough financial resources for the implementation of M&E (UNDP, 2009). Politics within the organization also plays a major role in implementing M&E. Bringing result based monitoring and evaluation in projects can bring change to organizational relations, budgeting and personal agenda. This could lead the counter reformers within the organization to oppose the implementation of the M&E (Kusek and Rist, 20014). Technical competency of the employee plays a major role in successfully implementing project M&E. There should be a dedicated technical staff that is capable of designing indicators, collecting and analyzing data and timely recording project performance (Kusek and Rist, 2004).

The current study, therefore, will assess the factors that impact the successful implementation of the M&E of the terminal 2 expansion project at Addis Ababa Bole International airport. In doing so this research project aims to fulfill the following objectives.

## 1.5 Research Questions

The following are specific research questions that will guide this study

- How does the competency level of the staff affect the effectiveness of the M&E at Ethiopian aviation group's terminal 2 expansion construction project?
- To what extent does the budget allocation influence the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project?

- To what extent does the interest of stake holders influence the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project?
- How does organizational politics influence the effectiveness of M&E at Ethiopian aviation group's terminal 2 expansion construction project?

## 1.6 Significance of the study

In general, the findings of this study have significance to local, national and regional organization involved in the construction industry. The results of the study can be used to improve or address factors affecting the successful implementation of M&E in the industry so that projects can achieve their goals. The insights gained are applicable to other local big projects that involve multi-stakeholders as well as those that are found in similar context such as similar projects in other developing economies.

For the case project the results of the study will enhance organizational learning and stakeholders' insights on factors that have an impact on the successful implementation of M&E. The information obtained will communicate the need for active participation of the stakeholders in designing a robust and effective M&E system.

The recommendations of the study will improve effectiveness of M&E in project and provide comprehensive guidance on how to set up and implement a monitoring and evaluation system that will effectively assess the activities of the project and report any gaps observed so that actions will be taken in good time in order to achieve goals of the project.



## 1.7 Scope of the study

The study mainly concentrates on the discussion relating to the factors influencing the successful implementation of M&E systems at Addis Ababa Bole international airport (AABIA) Terminal 2 expansion project. It is conceptually limited on determining the extent to which budgetary allocation, technical competency of the staff, stakeholders' involvement and politics impact the successful implementation of M&E systems on the case project. Although different factors may have impacts on the implementation of M&E systems, the study focuses on these main four factors that are often reported on related literature and that are considered as applicable to the context and by considering the nature of the project. In addition, the study employed case study design and the study population was limited to be those who are working on the case project and representing the three parties, which are the client, the contractor and the consultant. Considering the available few number of professionals at the leadership position on the project, the study used purposive sampling technique to select three participants. The data collected by the interview was analyzed by using deductive thematic analysis method.

## 1.8 Organization of the paper

This study was organized in five chapters. Chapter one is about introduction of the study which contains background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study and organization of the paper; chapter two is about review of related literature; chapter three is about methodologies utilized during the study comprising all methods and tools which are employed to achieve the stated objectives; chapter four states results and discussion; and the final part of this research will present conclusions, recommendations and limitations which are drawn based on the findings.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 construction project management

According to Maksimovic, (2014) construction is a sequence of preparing and forming buildings and building systems. He further mentions that the construction sequence begins with planning, design, and financing which continues until the project is ready for occupancy. Thus construction project management is the overall planning , coordination and control of a construction process from beginning to completion that includes the initiation, planning, execution , monitoring and evaluation and closure phases.

An article by IKIGAI consulting has tried to point out some of the outstanding features of construction projects (2014 accessed online on Dec, 2020). According to the article, construction projects are classified as Type 1 or engineering type projects based on the goals and method matrix developed by Turner and Cochrane. They are different from other type of projects as their goals and methods are clearly defined. They are highly resource intensive and place a major focus on activity-based planning. Construction is typically undertaken at a fixed location or site, requiring a closer look at the logistical complexities involved. The building materials and resources required will have to be procured and taken to the site. Where the works are significant in scope, working space, traffic management, security, public health and safety, and the environmental impact of the operations will all have to be given consideration. Unlike many other projects weather creates the biggest uncertainty in construction projects.

Here in Africa rain takes the major share unlike other parts of the world where hurricanes, snow and temperature have also a major impact on project schedules.

## 2.2 Monitoring and evaluation - an overview

A project is a temporary process, which has a clearly defined start and end time, a set of tasks, and a budget, that is developed to accomplish a well-defined goal or objective. Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project (PMI, 2014). Project management has five functions which includes, project initiation, planning, execution, monitoring and evaluation (M&E) and closure. All of these functions have important roles to play in the successful completion of a project. (Otieno F A O, 2000).

Of the five functions mentioned above, M&E is the only project activity which begins with the project initiation until project closure. A greater benefit of monitoring and evaluation is the assurance that project activities are done right the first time to eliminate rework (which is a likely contributor to increased project budget and extended project duration) arising from design and construction errors (Tengan and Aigbavboa, 2018).

According to Kusek and Rist, (2014) Monitoring gives information on the progress of work at any given time (and overtime) relative to the planned or desired targets and outcomes, which is descriptive. Evaluation, on the other hand, gives evidence of the extent to which targets and outcomes are being achieved and it mainly seeks to address issues of causality. The authors also indicated that evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, if progress towards target is

lagging and that project duration will not be achieved), then good evaluative information can help address the major issues causing the delays.

Menone, Karl and Wignaraja, (2009) have defined monitoring as an ongoing series by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives while evaluation is an independent assessment of either completed or ongoing activities to determine the extent to which they are achieving desired objectives and contributing to decision making within the organization.

### 2.3 Benefits of Monitoring and Evaluation

Studies indicate that cost, time and quality targets of projects can only be met by the successful implementation of monitoring and evaluation (Papke-Shields, Beise and Quan, 2010). According to Tengan and Aigbavboa (2018), the implementation of monitoring and evaluation seeks to guarantee the achievement of immediate project outcomes. The authors also argue that M&E is the only project activity which begins with the project initiation until project closure. Effective project M&E practice ensures a healthy project implementation environment where all stakeholders are well represented on the project and given the opportunity to contribute to the project and scarce project resources are committed to judicious use. A greater benefit of monitoring and evaluation is the assurance that project activities are done right the first time to eliminate rework (which is a likely contributor to increased project budget and extended project duration) arising from design and construction errors

Beyond the above mentioned benefits Chipato, 2016 has argued that with the full implementation of M&E organizations are awarded with the opportunity to learn from previous practices and activities to help improve current and future project implementation and better decision making

In a study conducted by Masawe and Isanzu , (2020) the lack of implementing M&E in projects properly will have a negative impact on organizational performance related with minimizing fraud, public fund misappropriation, risks management and improving transparent and integrity within the organization internal politics, employee's commitment and bureaucracy in management.

In sum, by effectively implementing M&E systems organizations can guarantee efficient and effective utilization of resources, avoid rework, enhance organizational learning from past experience and improves organizational culture with respect to integrity, transparency and fraud.

#### **2.4. Factors affecting the implementation of M&E.**

The section of the literature review presents findings of related literature on factors affecting the implementation of M&E of projects in different contexts. Factors identified in the literature ranges from budgetary allocation, the technical capacity of project employees, quality of data, stakeholders' involvement, politics in the organization, a weak link between M&E and Planning and low institutional capacity in projects.

### 2.4.1 Budgetary allocation

Budgetary allocation is needed for the functioning of a monitoring and evaluation system, namely; travel expenses; consultation expenses; data collection and analysis expenses; equipment expenses; communication expenses; publication expenses; and information dissemination expenses (UNDP, 2009). Literature shows that absence of adequate budgetary allocation may therefore cripple the functioning of a well designed and developed monitoring and evaluation system. Timely release of M&E funds as and when it is required will save any delays in M&E and ultimately promote the smooth running of the project (Gilbert, 2020).

### 2.4.2 Technical Capacity

Technical capacity in project management involves the unique and practical knowledge possessed by the project monitoring and evaluation team. This capacity is evident in the ability of the M&E team to accomplish the set objective of the M&E in achieving project success. It includes the ability of the team members to collect and analyze/interpret data gathered regarding the progress of the project (Muiga, 2015)

### 2.4.3 Quality of data

M&E should offer comprehensive and relevant data that will support decision making. While monitoring and evaluation is concerned with the continuous gathering of project information on activities regarding process and the utilization of project resources; materials, human and financial, the quality of the data on the project must be sufficient, reliable, accurate, valid and

acceptable. Data collected should serve the purposes for which it was gathered. The quality of project data cannot be overemphasized for resource planning and interventions to prevent re-work therefore its importance in monitoring and evaluation (Kusek and Rist, 2004)

#### 2.4.4 Stakeholders involvement

Stakeholder involvement in the implementation of a monitoring and evaluation system has various benefits. This includes: facilitating communication of 'early wins' to increase support; enlist engagement of those who were reluctant to participate; ensure access to early products and services meant for the beneficiaries; mobilize additional resources to fill resource gaps; and ensure effective use of lessons learned in future decision making (Kyalo, 2012). While implementing a monitoring and evaluation system, the interest of the stakeholders should also be considered. This is perhaps because the project within which a monitoring and evaluation system is being implemented is usually geared towards serving the needs of the stakeholders. Additionally, stake holders can come in with finances, technical capacity, and general demands which can jumpstart the implementation of a monitoring and evaluation system (UNDP, 2009).

#### 2.4.5 Politics

Politics refers to the organizational relationships, budgeting, personal agenda, public perceptions of the project effectiveness and the opinion of counter reformers within the project organization. Kusek and Rist (2004) argue that these factors play a major role in the successful implementation of M&E systems as the results from this system might not be welcomed by all stakeholders considering the above factors.

#### 2.4.6 Weak link between M&E and Planning

M&E begins with project initiation and ends with project closure. So there should be a direct link between project planning and M&E. The Budget and other resources for M&E should be identified at the planning phase of the project and provided at the outset in order to avoid any shortages while the project is on progress.

#### 2.4.7 Institutional capacity

Institutional capacity refers to the process of developing and strengthening the skills, instincts, abilities processes and resources that organization and communities need to survive, adapt and thrive in the fast changing world (Ann Philbin, 1996).

In sum, the researcher has reviewed articles that are related with the factors affecting the implementation of M&E in construction industry in an African/ developing countries context in order to relate to the existing situation in our country. Technical capacity of the M&E staff, budgetary allocation for M&E systems, stake holders' involvement and politics within the organization were identified as the common factors affecting the effective implementation of M&E systems.

### 2.5. Empirical studies on Factors Affecting the Implementation of Monitoring and Evaluation

A study was conducted recently to understand the factors affecting the implementation of M&E in an African context reviewed previous attempts done by Centers for Learning on Evaluation and Results – Anglophone Africa(CLEAR-AA) to relate the M&E practices in Africa with that of the rest of the world (Caitlin & Linda, 2018). The review discovered that most of the tools used



to identify the factors affecting the implementation of M&E systems are focused on the technical and contextual aspects. Furthermore the relationship between Technical factors, the organizational culture and the institutional element have not been considered. After their finding, the researchers have categorized the factors affecting implementation of M&E into three broad categories. These are technical, institutional and political perspectives of an M&E system. The technical category includes the availability of human and financial resources among many other factors. The institutional category includes the stakeholders' involvement and internal operational systems. The political category includes the leadership capability and culture of M&E within the organization. In their study the authors identified the need for further studies targeting the causal linkages between different elements of M&E systems.

Tengan and Aigbavboa (2018) have argued that M&E in the construction industry has not been given the deserved attention when compared with other project management areas. The study used a desk research in order to show the importance and gains of implementing M&E and identify the factors having a negative impact in its implementation. The findings of the study showed the critical role M&E plays in providing adequate resources, technical capacity building and providing a conducive project environment. The study has also categorized the factors affecting the implementation of M&E into three broad categories. These are technical Level, organizational level and project level challenges. The organizational level challenges include the lack of M&E units within the organization and for those organizations that have M&E, lack of technical capacity, skills and knowledge among M&E staff were taken as major factors affecting the implementation of M&E. The study also showed at the project level limited financial resources affect M&E processes. While identifying weak linkage between planning and

monitoring and evaluation was identified as a technical challenge for implementation of M&E (Tengan and Aigbavboa, 2018).

In the study which was aimed at evaluating the barriers for effective implementation of monitoring and evaluation in the Ghanaian construction industry, Tengan and Aigbavboa (2016), have identified ten possible factors. They have administered forty questionnaires to the major stakeholders in the Ghanaian construction industry in order to identify which factors, out of the ten, has more impact on the successful implementation of M&E. The collected data was analyzed using the one sample T-test. After analyzing the data, the study identified weak institutional capacity, limited resources and budgetary allocations for monitoring and evaluation, weak linkage between planning, budgeting and M&E and poor data quality among the top four factors.

Similar to findings stated above Gilbert (2020) has argued that poor implementation of M&E has resulted in project start up delays, delivery of poor services; increase in projects environmental and social costs; delays in achievement of project objectives; and lack of sustainability of projects. The researcher has conducted a desk research to identify the factors affecting the successful implantation of M&E. Budgetary allocation, Technical capacity, stakeholders' involvement and politics within the organization were identified as major factors impacting the implementation of M&E on projects according to the study. Technical capacity refers to the ability to design indicators, means to collect, aggregate, analyze and report performance data. Stakeholders involvement is taken as a factor as they are the ones who can jump start the M&E system by providing the means. According to the study sufficient budget is mandatory for proper functioning of M&E systems. This budget is needed to cover costs related

with data collection and analysis, travel expenses equipment expenses and the likes. The study also shows, among the four mentioned factors, politics within the organization is the least significant factor. The researcher has tried to point out the drawbacks of implementing M&E system as it can change the dynamics of institutional relations, public perception of project effectiveness and budgetary allocation. And this might not interest some internal and external bodies to the organization and might lead to strong resistance in its implementation.

Mwangi, Nyang'wara and Ole Kulet (2015) have performed a study aimed at identifying the factors affecting the effectiveness of M&E on the constituency development fund (CDF) projects in Kenya. What motivated the study was the question that was being raised by the local community on the effectiveness of the CDF projects. The authors hypothesized Technical capacity, political influence, stakeholders' participation, availability of facilities and equipments and budgetary allocation as factors having a negative impact on the successful implementation of M&E. To test their hypothesis the authors used Descriptive research design as a method to conduct the study. Questionnaires were used as a means of data collection from the target group which included members from the project management committee (PMC) and the CDF.

Based on the findings of the study, technical capacity and availability of equipments and facilities were ruled out as a negative factor. It was reported that members of the M&E team have taken training related with M&E and are competent enough. Majority of the respondents have also confirmed that the necessary equipments and facilities were available. The researcher has found out that budget allocation to M&E system has a moderate effect on the implementation of M&E. The study showed that politics played a major role in determining the

effectiveness of the M&E systems indirectly. According to the study politics had a direct effect in the selection of the CDF and PMC members and these employees were the ones that bear the responsibility of the successful implementation of M&E. Finally, according to the study stakeholders were found to be involved and it was ruled out as a factor having a negative impact on the implementation of M&E. As a recommendation the researcher has suggested further studies to be performed on the effect of government legislation on the successful implementation of M&E.

Kamau (2017) proposed staff training, funding, and adherence to corporate governance practices and selection of tools and techniques as factors affecting the implementation of M&E in NGOs in developing countries. He conducted a study regarding these factors on projects under the Aga Khan foundation, Nairobi Kenya. He used a descriptive survey design method to test the hypothesis and administered questionnaires to the target group consisted of 5 employees from the management group and 25 employees from the monitoring and evaluation team. In addition to the questionnaires the study employed interviews to collect data from the target group. The data collected was subjected to both qualitative and quantitative analysis techniques. According to the hypothesis, adequate training was ranked as first, allocated budget for M&E was ranked second, the role played by the management was ranked third and the M&E tools and techniques used was ranked fourth based on the impact they have on the successful implementation of M&E systems. After the analysis, the researcher have identified that more than half of the management and M&E staff have attended a training related with M&E which effectively ruled out staff training as a factor for this specific project . Less than 10% of the total foundation's fund was used for M&E, which is below the industry standard that sets

the funding to be at least above 10% of the total budget. The respondents have ranked the involvement of the management as high. They believe that the management acts promptly to project demands. The respondents have also shared the idea that the tools used by the foundation such as logical framework and site visits were effective enough to guarantee the successful implementation of M&E systems. As a recommendation the researcher has suggested, considering adequate training of staff is ranked first in its impact on M&E, the preparation of a harmonized training curriculum where employees can refresh in a given period of time so that they will be up to date with the current industry practice. The study also suggests the preparation of database that will enable employees to learn from previous experience.

Njama (2015) studied the factors influencing the implementation of M&E in African Medical and Research Foundation (AMREF), a health services organization in Kenya. The researcher selected one of the project; Water, Sanitation and Hygiene (WASH), from the organization to conduct the study. The objective of the study was to assess the extent to which availability of funds, stakeholders' participation and organization leadership influences the effectiveness of M&E system. The study adopted descriptive survey research design as method to solve the research problem. The study used questionnaires and interviews with key figures in the organization to collect primary data. The questionnaire was distributed to 66 employees of the AMREF, Kenya. The rate of respondents was at 88%. Based on the analysis of the data the result showed availability of funds, organizational leadership and stakeholders' participation have a positive correlation with effectiveness of M&E systems. In case of AMREF, even though the organization allocated separate funds for M&E, the funds were not sufficient. Stakeholders'

involvement was mainly on lower level activities not adequate on higher level activities. According to the study leaders in AMREF were not doing enough to support and improve the implantation of M&E systems

Ngatia, (2014) has studied institutional factors that have an influence on the successful implementation of M&E systems especially on those projects which are community based in Kibera slum, Kenya. The researcher adopted descriptive type research design. To obtain primary data the researcher used self-administered questionnaires where data was collected from a sample population of 230 using Kothari (2004) formula from a total of 571 stakeholders in kibera slum. After the analysis the study concluded that staff competency, adequacy of resources, institutional accountability and management support had influence on the implementation of M&E systems. The study showed that staffs with long term experience are more competent in implementing M&E systems. The study also showed that adequate finance is necessary to develop a functioning M&E system as this resource is vital in developing infrastructure and proper communication network. The study showed that institutional accountability which includes transparency in project execution and auditing of resources has paved the way for the successful implementation of M&E systems. Finally, the study concluded that management support significantly affects implementation of M&E systems. This is so, as such support enhances the motivation of staff and promotes effective transformational leadership style in project implementation of participatory monitoring and evaluation.

Tengan, Aigbavboa and Thwala (2019) have conducted a study aimed at conceptually describing the key determinants of effective monitoring and evaluation system. During the study, the

researchers have used a two stage research approach, review of literature and questionnaires, to conduct the study. The researchers were able to identify 19 factors from the literature review and the questionnaire survey was used to rank these factors. The questionnaire was administered online to participants from Ghana, Nigeria and South Africa who were involved in the construction industry. After analyzing the data, the top five factors ranked by the study were; budgetary allocation, Data Quality, Technical capacity, leadership and M&E information systems (MEIS). According to the study budgeting is imperative to achieve effective monitoring and evaluation. Allocation of clear and adequate financial resource for effective M&E has become topical and imperative for the successful implementation of M&E. The respondents to the study have given great emphasis on the quality of data gathered as it should be sufficient, reliable, accurate, valid and acceptable in order to have an efficient and effective M&E system. The study showed that Technical capacity is the unique and practical knowledge possessed by the project monitoring and evaluation team. This capacity is evident in the ability of the M&E team to accomplish the set objective of the M&E in achieving project success. According to the study leadership is essential for the successful implementation of M&E processes, managing different interests of the stakeholders, choosing the appropriate tools and techniques of M&E and motivating members of the M&E team to achieve defined objectives. The study concluded that a Monitoring and Evaluation Information system (MEIS) is vital in acquiring quality data that can be used as an input during the implementation of M&E systems. M&E information can also be preserved for future use in its original format while ensuring effective communication among M&E team members.

## 2.6 Conceptual Framework of the Study

The review of related literature in this study indicates that from the factors that are reported as impacting the implementation of M&E in projects, four factors were consistently reported as having significant impact. These factors include the technical capacity of project employees, budgetary allocation, stakeholders' involvement and politics in the organization and/or on projects (Caitlin & Linda, 2018; Tengan& Aigbavboa, 2018; Gilbert, 2020; Kamau, 2017; Njama, 2015; Ngatia, 2014; Tengan, Aigbavboa & Thwala, 2019). Therefore, this study aims to employ the following conceptual model to evaluate the factors that impacts the implementation of M&E of the terminal 2 expansion project at Addis Ababa Bole International airport.

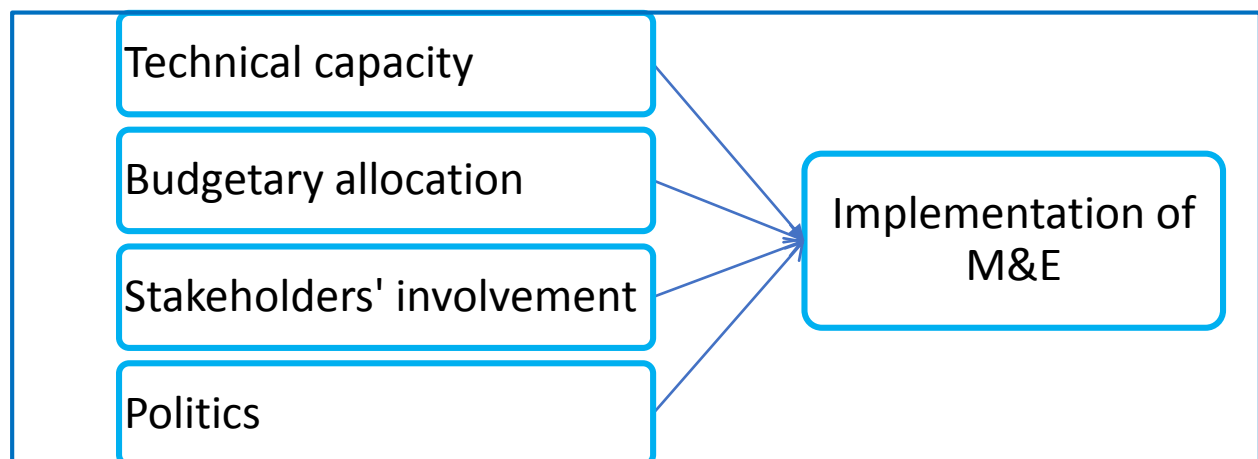


Fig. 1 Conceptual Model (Source: Developed for the study)



## CHAPTER THREE: METHODOLOGY

### 3.1 Introduction

This chapter presents the research design, the research context, population of the study, sample size, sampling technique, data collection and analysis methods employed to answer the research questions.

### 3.2. Research approach

Creswell (2013) broadly classifies the research approaches into two as qualitative and quantitative research approaches. Quantitative research, according to the author is an approach that consists of numerical data and which is expressed in forms such as statistics, percentages etc. On the other hand, qualitative research is empirical study that consists of descriptive data that is expressed in words (McLeod, 2019 accessed online on February 2021). For the present study the researcher has chosen qualitative research approach because it suited the purpose of exploring in depth to understand the factors affecting the successful implementation of M&E on AABIA terminal 2 expansion project.

#### 3.2.1 Research design

Research design is a plan that specifies how the research will be carried out (Pickard, 2000). It also refers to the arrangement of conditions for collection and analysis of data so as to answer the research question (Kathori, 2005). Studies report that there are various types of research designs that include exploratory research design, descriptive research design, case study,

experimental and quasis - experimental designs. For this study the researcher has chosen case study research design to fulfill the above stated study objective.

### 3.3 Study context

Ethiopian Aviation Group, formerly known as Ethiopian airlines, is the national Airline of Ethiopia with its main hub at Bole International Airport. It was founded in 1945 and commenced operations on 8th April 1946. Ethiopian Airlines is the fastest growing Airline in Africa. In its seventy plus years of operation, Ethiopian has become the continent's leading carrier, unrivalled in efficiency and operational success commanding the lion's share of the Pan-African passenger and cargo network operating the youngest and most modern fleet to more than 125 international passenger and cargo destinations across five continents.

In order to provide passengers seamless end to end services, the former Ethiopian airports enterprise is restructured and merged with Ethiopian group starting from July 1, 2017. In order to increase the passenger capacity of the Addis Ababa bole international airport (AABIA) to 22 million per year, the Ethiopian aviation group is undergoing an expansion project on its terminal 2 with an estimated cost of 225 million USD.

As in any projects, the expansion project has the five basic functions which include project initiation, planning, execution, monitoring and evaluation and closure. This study is focused on identifying the factors affecting the successful implementation of M&E.

### 3.4 Study population, Sample size and sampling technique

According to Marc (2011), population is a complete set of elements with some common observable characteristics that researcher's may target to select their study samples from. The study targets members from the client, consultant and contractor side of the project. The study has chosen one employee from the consultant, contractor and client side to conduct the study. Strauss and Corbin (2015) describe sampling as the process of selecting units (for example people, organizations) from a population of interest so that by studying the sample we may fairly generalize and/or understand our results back to the population from which they were chosen. According to Trochim (2006) sample size is a part of the population chosen for a study. For this specific study the researcher has chosen three people representing their respective section.

According to Alvi (2016), sampling technique is the method of choosing samples. The study took samples from the target population that have the right experience and have the necessary information to share regarding the specific project. Such kind of sampling technique is called purposive sampling. Purposive sampling technique bases its selection on the objective of the study and the nature of the project being explored.

### 3.5 Data collection methods and instrument

To gather data and analyze the factors affecting the successful implementation of M&E, a qualitative research based on interviews is used by the researcher.

Interview is chosen as a method because it is the best method to collect richer source of information from a small number of people. Furthermore, interviews explain, help better understand, and explore research subjects' opinions, behavior, experiences, phenomenon, etc. Interview questions are usually open-ended questions so that in-depth information will be collected (Virgin Tech university (2018), accessed online on Jan, 2021)

Data collection instruments are used to check for the appropriateness of the data that was collected. Boyce and Neale (2006) describe an interview guide as a document which lists questions or issues to be explored during an interview and also directs the researcher on how to approach each topic during the interview. For the study Semi-structured interview questions are prepared in English. The questions are primarily focused on the employee's background history and current responsibilities within the organization, their qualification and their views on the factors affecting the successful implementation of M&E as identified in the literature review section. The questionnaire is adopted from a study conducted by Njama, 2015.

### **3.6 Data analysis**

Data analysis is a process of inspecting, cleansing, transforming and generating meaning from data with the aim of obtaining useful information that enables drawing valid conclusion and support decision making (Creswell, 2013). The researcher used deductive analysis approach to the qualitative data gathered by the interview. Deductive analysis requires a structured or predetermined approach where by a researcher will build categories in advance of his or her analysis. Then, he/she map connections in the data to those specific categories (Canary 2019, accessed online on Jan, 2021). In this study we have already identified the factors affecting the

successful implementation of M&E in projects. Through the interview, the researcher has identified which of the listed factors has impacted the subject project's M&E implementation.

### **3.7 Data validity**

It refers to the process of checking whether the data collection method serves its intended purpose (Salomon, 2011). The researcher intends to validate the interview questions using face validity to ensure it serves its purpose. This is done by consulting an individual who has a vast experience in the field of project management academically. Face validity is a subjective form of measurement to show how suitable the content of a test seems on the surface (Middleton 2019, accessed online on Jan, 2021)

### **3.8 Data reliability**

Data Reliability refers to the consistency of a measure (Jhangiani 2013, Accessed online on Jan, 2021). The interview questions have been validated for reliability using internal consistency method by an individual who has a vast experience in the field of project management academically. Internal consistency refers to the consistency of people's response across the items on a multiple item measure. (Jhangiani 2013, Accessed online on Jan, 2021)

## CHAPTER FOUR: RESULTS AND DISCUSSION

### 4.1 Introduction

The aim of this qualitative study is to identify factors that impact successful implementation of M&E processes of projects. Specifically, the study explored the effects of budget allocation, stakeholder involvement, technical capacity and politics within the organization on the successful implementation of M&E processes in the expansion project of the AABIA terminal 2. This section presents the data gathered through interviews conducted with participants of the study in depth interview was conducted with three officials related to the project and the interview session lasted for an average period of 60-80 min. In addition to the in depth interview conducted with the participants the researcher had an opportunity to frequently meet with the participants to get a better insight into the project implementation processes and the overall challenges and project management experiences of the selected case project. Being an employee of the airline company has also helped the researcher in getting better and frequent access to project staff as well as other print company personnel which was utilized under the permission of the concerned officials at the company. The researcher recognizes the bias that may arise from being an insider to the organization and having prior knowledge about the process and performance of the project. Therefore, the researcher through the process of data collection, analysis and interpretation of the findings deliberately made efforts to remain objective by staying close to the data, discussing the results with peers or colleagues and by seeking expert opinion and/or comments on the study results.

The data gathered will be analyzed deductively using thematic analysis methods (Guest, Macqueen & Namey, 2012) using the factors that are often reported in literature as having effects on using deductive analysis. Results as well as limitations of the study will be discussed in relation with reviewed articles.

## **4.2 Results and Discussion**

This sub-section presents the results of the analysis organized thematically. The sub-section begins by describing the background characteristics of participants and further summarizes the main results of the study using themes that were identified inductively from literature including budget allocation, stakeholder involvement, technical capacity and organizational politics.

### **4.2.1 Participants' background**

To meet the objective, the study followed case study design and conducted in-depth interviews with three participants who are involved in the case project. Among them one participant works as a deputy construction manager at the project and a client to the project under study. The second participant is working for the contractor as contract administrator and the third participant works as contract administrator for the consultant. The education background of the participants ranges from B.SC Degree in civil engineering to PHD in economics. The working experience of the participants varies from four to eight years.

The deputy project manager has been working for Ethiopian Aviation Group, which is a client for the project, for the past eight years. The contract administrator has been working for the consultant, a foreign consulting company, for the past six years. The third participant of the study has been working as contract administrator for the past four years for the contractor.

#### 4.2.2. Budget allocation and implementation of M&E processes

As indicated by the reviewed articles in chapter two, absence of adequate budgetary allocation may cripple the functioning of a well designed and developed monitoring and evaluation system. Timely release of M&E funds as and when it is required will save any delays in M&E and ultimately promote the smooth running of the project (Gilbert, 2020).

In the study, participants were asked to share if there is a separate budget for M&E processes, how the budget provisioning process is like and how is the controlling and follow up of budget utilization carried out. Answering to these questions the deputy contract manager, shared that the budget allocations for the project is based on add measurement where by payments are released depending on the amount of work accomplished. This study has identified that there is no separate budget for M&E processes on the contractor side. According to Njama (2015) having a separate fund does not guarantee a successful implementation of M&E and a study conducted by Gilbert (2020) indicates that not having a separate fund does not necessarily affect the M&E systems negatively. The major factor related with budget is its adequate allocation and timely release. According to the participant from the contractor side, expenses for the M&E processes will be covered from the total budget of the project. Whereas in the case of the consultant and the client, the entire budget for the office is being utilized for M&E processes." *That's the main reason we are here: to evaluate and monitor the status of the project*" said participant 1 during the interview. In this quote we can learn that the major day to day activity of the client and the consultant is to conduct M&E on activities related with the construction. The same idea is shared by the participant from the consultant side. Both



participants of the study from the consultant and client side have agreed that the budget is provisioned and all expenses are audited monthly to counter check the funds are being utilized according to their intended purposes.

*We take cost seriously. Our expenses are checked and verified on monthly basis by the finance department to make sure every penny is spent for its intended purposes*

Said participant 2 during the interview. The above quotation shows that the project periodically monitors its cost. According to Tengan, Aigbavboa and Thwala (2019) such regular monitoring of funds to ensure adequate budget allocation to activities and to ensure the budgeted funds are allocated for the intended purposes enables the project achieve its target.

*There was a time whereby we didn't receive any payment from the client for seven months and everything was running smoothly. You can take this as an indication that the budget allocated for M&E processes is sufficient*

Said the participant 2 when asked whether the budget allocated is sufficient or not. Tengan and Aigbavboa, in their study conducted in 2018 and 2016 which was aimed at identifying the factors affecting the implementation of the M&E processes in Ghanaian construction industry, have implicated that adequate budgetary allocations had a major impact on M&E processes.

Therefore, the analysis shows that there is no lack of budget for the implementation of M&E processes in the project under study. Instead, it revealed that there is a periodic and/or regular check of expenses by that is intended to ensure adequate budget allocation to activities and allocated funds are used for its intended purposes. This finding is also in line with similar studies by Tengan, Aigbavboa and Thwala (2019) which states that such regular monitoring of funds to

ensure adequate budget allocation to activities and to ensure the budgeted funds are allocated for the intended purposes enables the project achieve its target.

#### 4.2.3 Stakeholder involvement and implementation of M&E processes

While implementing a monitoring and evaluation system, the interest of the stakeholders should also be considered. This is perhaps because the project within which a monitoring and evaluation system is being implemented is usually geared towards serving the needs of the stakeholders. Additionally, stakeholders can come in with finances, technical capacity, and general demands which can jumpstart the implementation of a monitoring and evaluation system (UNDP, 2009)

During the interview the participants of the study have identified the stakeholders as: Ethiopian Aviation Group, airport security, Consultant Company, suppliers, other Airlines, Ethiopian transport minister and the sub-contractors. When asked about how much the stakeholders are involved during the M&E processes, the deputy project manager replied saying:

*Participation by the stakeholder in the design of the M&E systems is minimal but they participate in designing ways to report the findings of the M&E results. The GCEO (Group Chief Executive Officer) especially has recommended two methods of reporting the M&E systems one of which is the use of the Green, yellow and red light reporting systems which were overlooked by both the consultant and contractor while reporting their performance. The other system related with M&E which was recommended by the stakeholders' is the use of tri-party M&E systems which includes consultant, contractor*

*and client and is aimed at resolving issues that are identified as obstacles to the progress of the project by M&E system.*

As respondent 1 discloses, there is a limited involvement of the identified stakeholders in the implementation of M&E processes in the project. The respondent also shared how the recommended guidelines for M&E reporting were not followed by both the consultant and the contractor in their reporting. This may have an implication on the implementation of M&E systems as stake holders can come in with finances, technical capacity, and general demands which can jumpstart the implementation of a monitoring and evaluation system (UNDP, 2009).

The same idea is shared by the rest of the participants. Regarding means of reporting the M&E results, the analysis revealed that there are three mechanisms that are being used to report the results of M&E systems to the stakeholder. Participant 2 shared:

*One is a bi-weekly meeting held between the client representatives, consultant office and the contractor. The other platform is the weekly meeting between the Airports enterprise CEO, the contractor and the consultant. A three-month meeting between the contractor, consultant, CEO, Ethiopian airports and GCEO Ethiopian Aviation Group is another platform where the results of the M&E processes are communicated.*

As shared by participant 2 there are a number of periodic or regular meetings scheduled between stakeholders and client representatives to communicate the results of the M&E systems. This process appears to help in facilitating communication of 'early wins' to increase support; enlist engagement of those who were reluctant to participate; ensure access to early

products and services meant for the beneficiaries; mobilize additional resources to fill resource gaps; and ensure effective use of lessons learned in future decision making (Kyalo, 2012)

When asked about whether the contractor assigns responsibilities to specific section to conduct the M&E processes, participant 3 replied by stating that it is the responsibility of the planning department to collect data, analyze and report the findings from the contractor side. With regard to the question whether there is a clear responsibility assigned to the stakeholders related to M&E processes from the consultant side, respondent 2 shared saying *“The contract document has assigned clear responsibilities to the stakeholders which include roles during the M&E processes”*. These responses indicate that all stakeholders are well aware of their responsibility when it comes to M&E and their disengagement from M&E activities can be attributed to other factors which include their busy working schedule according to the informal discussion I had with participants of the study. In sum, the study has revealed that the stakeholders do not involve in the data collecting and analysis stages of the M&E system where as they are well represented in the reporting stage. Their involvement in the reporting system has positive impact in the successful implementation of M&E systems whereas their lack of involvement in the design of data collection and analysis systems has a negative impact in the successful implementation of M&E systems.

#### 4.2.4 Technical Capacity and implementation of M&E processes:

Technical capacity in project management involves the unique and practical knowledge possessed by the project monitoring and evaluation team (Tengan, Aigbavboa and Thwala, 2019). It includes the ability of the team members to collect and analyze/interpret data

gathered regarding the progress of the project (Muiga, 2015). The consultant has 20 employees with engineering backgrounds engaged on the project. The client has 10 employees all with engineering background ranging from civil to electro mechanical engineers engaged on the project. The contractor has employees with different set of skills engaged on the project which includes employees with engineering, accounting, project management and supply chain management background. When asked about the technical capacity of the staff in executing M&E systems respondent 1 shared:

*The office is mostly consisted of employees with engineering background. This makes it easy to gather progress data. But the employees do not have the competency to analyze and produce a report. In order to resolve this problem the client's office heavily depends on the data forwarded by the consultant office to produce their progress report*

The researcher forwarded the same question to the participant 2 and the response by the participant was:

*The employees can execute the tasks assigned to them. All of them have engineering background which makes it easier to collect the data. The consultant office has given them short training on data analysis and reporting in order to increase the efficiency of its employees. Refresher trainings related with M&E have been given for employees on numerous occasions*

Participant 3 replied to the same question saying:

*The planning department team, which is responsible for collecting data, analyzing and reporting, is consisted of expats with vast experience in airport construction. Their competency is even verified by the consultant prior to them being hired*

The above response indicates that all personnel involved in the M&E system on the project, from the sides of the client, the consultant and the contractor, are reported to be well trained and competent enough to collect and analyze data and formulate progress report except those employees from the client side. As shared by the respondent from the client side, they try to mitigate the gap by collecting the analysis of the data gathered from the consultant. In addition to the engineering background that most of the staff shared, as reported by the participants, short-term and refresher trainings offered by the consultant targeting the skill needs of the staff was also reported as a means to build the technical capacity of the staff at the consultant side. This appears to provide the consultant a confidence on the technical capacity of its employees. Furthermore, the vast experience of staff from the contractor side, along with the verification given by the consultant on the adequacy of the recruits' expertise is shared by the respondent indicates that technical capacity doesn't seem to have a negative impact on the successful implementation of the M&E systems.

#### **4.2.5 Organizational politics and implementation of the M&E processes:**

Politics refers to the organizational relationships, personal agenda, public perceptions of the project effectiveness and the opinion of counter reformers within the project organization (Kusek and Rist, 2004). The authors argue that these factors play a major role in the successful

implementation of M&E systems as the results from this system might not be welcomed by all stakeholders considering the above factors.

The researcher asked how negative results are managed among the different stakeholders of the project. Participant 3 replied by saying:

*Like any other projects negative results have a lot of consequences in this project What makes this different is both the client and the contractor are government owned entities. Any poor performance will be escalated to their respective governments putting lots of pressure on the ground. In order to avoid such scenarios some data might be tampered with to favor the contractor regarding the progress of the project.”*

The above response indicates how two of the stakeholder in the project, owned by two different governments might put pressure on the outcomes of M&E and how data may get manipulated so that the result favors the contractor. Studies like the one conducted by Ngatia, (2014) shows that institutional accountability which includes transparency in project execution and auditing of resources has paved the way for the successful implementation of M&E systems. On the contrary, this study has indicated that there was no transparency on the results of the M&E processes and data was tampered with to meet the demands of the contractor.

However, this idea is not shared by the other two participants. When responding to the same question participant 1 replied as:

*We will use the data forwarded to us by the consultant side to formulate weekly and monthly reports. So, there is no means for us to tamper with the data*

The researcher received the same response from participant 2. From the conversation I had with participant 3, he shared with me an incident that happened one time where a complaint letter was written by the GCEO directly to the head quarter of the contractor based in China through the Chinese embassy in Ethiopia. This incident had created lots of stress on the contractor at the time. In order to avoid such circumstance the contractor will do anything to make sure the progress reports favor its interests. According to the study this is the main reason for the differences in handling of progress reports in regards to unfavorable outcomes which refers to missing deadlines and the failure to meet cost, quality and time targets.

Personal agenda, that might have an impact on the successful implementation of M&E, is not entertained in this project. When responding to the question whether personal agenda has an impact on the implementation of M&E participant 2 replied as:

*Once you are through the front gate there is no place for employees to entertain their personal thoughts, be it regarding the project or any other issue. That's mainly put in place by all stakeholders in the project in order to create a healthy working environment where by all employees engage in a team work to accomplish the task at hand and reach the target set out for them.*

This idea is shared by all three participants. When asked the same question participant 1 replied as:

*Especially considering the current political situation in the country personal agenda is not entertained within the project as it will destabilize the team work and lead to failures in achieving targets. The team is comprised of people from different background with*



*different views towards the current situation within the country but every once in a while we all brief our crew on how they should put personal interests aside and work as a team to meet the target as a whole nation is eagerly waiting for us to deliver the product as promised.*

The researcher tried to emphasize the point that personal agenda does not only mean employees perception of the current situation within the country but also it refers to employees need to seek promotions and personal success at the expense of their team members , participant 1 replied as:

*Even those ideas are not entertained in the project. We always push our employees towards team work so that they will concentrate on team effort and achieve their goals. Whenever we achieve success we always reward the team, who performed well, as a whole so that the employees understand that the team is above their personal interest.*

The findings reported above indicate that politics within the organization has a negative impact in the successful implementation of the M&E processes as one of the participants confirmed M&E data is tampered to favor a certain group within the project. This result aligns with the findings of the study conducted by Kusek and Rist (2004). In their study the authors have reached to a conclusion that due to politics with the organization which includes personal agenda and the unwillingness to accept unfavorable outcomes, the M&E results are tampered with reflecting a different scenario than the one exhibited on the ground. This, based on their study, has led for the complete failure and discreditation of the M&E systems.

In sum, the study conducted in depth interviews with three participants from the different section within the project. The participants were purposely selected considering their experience on the project, expert knowledge and the position in their respective organization and the key role they play on the project. A semi-structured interview guide was used including questions that are aimed to reveal the impacts of the identified factors on the successful implementation of M&E on the case project. For instance, questions related to budget allocation, to what extent are the stakeholders involved in the project and the competency level of employees are among those included in the guide. After analyzing the data the study has indicated that budgetary allocation and technical capacity do not have a negative impact on the successful implementation of M&E systems. Stakeholder involvement has an average negative impact on the implementation of M&E systems as the stakeholders do not participate in the data collection and analysis stage of the M&E systems whereas they are well represented in the reporting stage of the M&E system. The major factor that appears to have a negative impact in the successful implementation of M&E systems in this project is the politics within the organization. The study has shown that data is tampered with in order to favor the interest of the contractor.

## CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

### 5.1 Introduction

This study was conducted to determine the major factors affecting the implementation of M&E processes in the expansion project of AABIA terminal 2. The study builds on the fact that M&E is the vital process among the five processes of Project management as it is implemented throughout the project lifecycle, from start to finish. The study employed case study design to conduct an in depth analysis of the implementation of M&E processes at the chosen project. The researcher used purposive sampling to select participants that are believed to have direct link to the project under study. In depth interview was utilized as a means to collect data from the participants of the study which included one employee from the consultant, the contractor and the client side. This composition of the sample group helped the researcher to get a better view of the project regarding the implementation of M&E processes from different perspective. From the reviewed literature the researcher has chosen four factors that had an impact on the implantation of M&E processes in other related projects. The factors identified were budgetary allocation, technical capacity, stakeholders' involvement and politics within the organization. After conducting the interview the researcher used deductive analysis approach to thematically analyze the data collected and identify the effects of these factors on the implementation of M&E.

### 5.2 Summary

The main aim of the study was to determine the effects of budgetary allocation, stakeholders' involvement, technical capacity and politics has on the successful implementation of M&E

processes on projects. To establish this, the study utilized a case project that is the expansion project of AABIA terminal 2. According to the study the participants of the project from the consultant and contractor side are well trained and equipped to conduct the M&E processes. Furthermore, the vast experience of staff from the contractor side, along with the verification given by the consultant on the adequacy of the recruits' ensure that technical capacity doesn't seem to have a negative impact on the successful implementation of the M&E systems. The analysis also revealed that enough budget is allocated for the project to conduct M&E processes. This budget can be used to cover expenses related with data collection and analysis, equipment, communication, publication and information dissemination expenses. Therefore both factors have been ruled out as factors affecting the implantation of M&E in the case project. On another hand stakeholders' involvement has been identified as a factor having some impact on M&E processes. The analysis showed that, stakeholders are involved in the reporting stage of the M&E process where as their involvement is very limited in the data collection and analysis stage. And finally the study has identified politics as a factor having a major impact on the successful implementation of M&E activities. One of the factors included under politics is institutional accountability which includes transparency. The study has revealed that M&E results are tampered whenever negative results are encountered and to satisfy the needs of few stakeholders.

### 5.3 Conclusion

Form the study the researcher has concluded that there is enough fund for M&E process on the project. Thus budget wise the M&E processes are not affected by budget. According to the study the stakeholders have a minimal role to play in the design of the M&E systems but they

closely follow the results of the M&E process and even suggest different ways of reporting the results in order to give priority to results that seek their attention. The study has concluded that stakeholders involvement have an average negative impact on the implantation of M&E processes. Regarding the technical capacity of the staff conducting the M&E, they are well trained and equipped in the case of the consultant and the contractor. But in the case of the client the study has shown that there is a lack of skill in analyzing and reporting the data collected. Nevertheless this issue has been resolved by the client's efforts in working closely with the consultant to close the gap on the lack of technical capacity of its employees. Thus the study has concluded that technical capacity does not have a negative impact in the implementation of the M&E systems. The researcher has approached all three parties with questions whether politics within the organization affects the implementation of the M&E systems. The consultant and the client has both assured the researcher that there are no way politics like personal agenda, unwillingness to accept the M&E results can affect the implementation of the M&E processes. But the study showed that in the case of the contractor the unwillingness to accept the results of the M&E systems, especially negative results, has an impact on the implementation of the M&E systems. Thus the researcher has concluded that politics within the project has a negative impact in implementation of M&E systems,

## 5.4 Recommendation

Depending on the findings of the study the following are the recommendations:

- According to the study the fear of escalation of negative results to higher and government officials has led the contractor not to accept negative result. This in turn led

to tampering of M&E findings. On the contrary the contractor should embrace the negative results as they are indications to problems in the system. Once the gaps are identified, it should work on closing those gaps so that in the future scenarios like this can be avoided and the target is achieved.

- The client should give short trainings to its staff so that they can analyze and report the data they gathered instead of depending on the analysis report from the consultant.
- Stakeholders involvement in the design and implementation of M&E processes is the key for the success of a project (Kyalo, 2012). According to the study their involvement in this particular project is limited to the reporting stage only. To alleviate this problem there should be regular meetings with the parties involved which includes, the contractor, the client, the consultant and the major stakeholders like Ethiopian Aviation Group to discuss ways of data collecting, analyzing and reporting such that inputs on how to measure the progress of the project can be shared among the stakeholders which makes it easy to track the progress of the project.

## 5.5 Limitations and Suggestions for Future Study

One of the limitation of the study is the lack enough participants for the study. Due to the busy schedules of the study target group with their day to day obligations and the language barrier, as most of the project participants are expats, the researcher was unable to get as many participants as needed. To cover for this the researcher opted to conduct interviews instead of preparing and handing out questionnaires as it is the best method to collect richer source of information from a small number of people ( Research Methods Guide: Interview Research , accessed online on Jan, 2020).

The other limitation of the study is the COVID-19 pandemic. Since the method of collecting data chosen by the researcher for the study was conducting an interview, Participants of the study were unwilling to meet face to face to conduct the interview in order to avoid contracting the virus. Nevertheless the researcher has taken all the necessary precautionary measures to convince all the participants and take part in the study.

Last but not least, time is one of the limitations for the study. The time given to review literatures and conduct the study on factors affecting the successful implementation of M&E systems was inadequate. This is has greatly impacted the amount of literatures that should have been reviewed to cover all areas of M&E systems. To compensate for this, the researcher has reviewed articles that are conducted in environments similar to the subject project with respect to geographical location and culture of the society.

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## Appendix: Interview questions

### A. Employee background / Demographics

1. What's your educational level?
2. How long have you been working in Ethiopian Airlines?
3. What is the current position you hold in the section?
4. Have you worked for other sections within Ethiopian airlines? If so what were your responsibilities?
5. Were you involved in other projects before? If yes; in how many projects? Could you describe what they were?"

### B. Determinants for effective implementation of M&E systems

#### 1. Budgetary allocations

- (a) Could you briefly describe how the budget allocation is like in the project?
- (b) Is there a separate budget allocation for M&E?
- (c) Do you think the organization allocate enough funds for monitoring and evaluation activities? [Follow up: if so could you describe how this contributes to project implementation?]
- (d) How is the budget provision processes like in the project? [Follow-up does the organization ensure there is timely provision of funds for M&E? If not, what are the consequences?]

(e) How is the controlling and follow up of the budget utilization carried out on the project you are working on? [Follow up: Is there a means to guarantee funds allocated for M&E are used for intended purposes only? If not, what's its implication?]

## 2. Stakeholders involvement

(a) Who or which entities are considered as a stakeholder for your project?

(b) To what extent stakeholders get involved in designing and planning of M&E Systems and activities? [Follow up- the implication of their level of involvement]

(c) To what extent stakeholders get involved in the M&E decision making processes? [Follow up- how they are involved and the implication of their level of involvement]

(d) To what extent stakeholders are involved in the M&E data collection processes? [Follow up- How they are involved and the implication of their level of involvement]

(e) Is stakeholder's feedback sought during M&E processes? How's the process is like?

(f) Do stakeholders participate in preparing time tables for M&E activities?

(g) Does the organization assign clear responsibilities to stakeholders during M&E processes?

(h) Is there a practice and/or mechanism to communicate the results of M&E to stakeholders? [Follow up: Can you describe the process?]

(i) Are there any other activities that stakeholders get involved in with regard to M&E of the project?

3. Technical capacity

A. How do you evaluate the general technical capacity of the project management team?

B. Have you taken any training that is related with project management? Can you describe when?

C. Have you taken any training that is related with project M&E?

D. How do you evaluate your subordinates' capacity in effectively executing the tasks related with M&E? Follow up: Do you believe they have the necessary skills to accomplish the task? Follow up: How do you evaluate their capacity regarding activities such as data collection, interpretation, analysis and reporting?

4. Politics

(a) How do you describe your colleagues' perceptions to changes within the organization that might affect their day to day activities? [Follow up; Was there a time you executed a change in the project? How was the response from your colleagues? What challenges did you face?]

(b) From your previous experience, can you tell me how the success of projects within the organization is perceived by those employees not involved in the project? [Follow up: have you experienced such reactions for your current project?]

(c) Is there a chance for employees within the organization to exercise their personal agenda that might affect the successful implantation of M&E? Have you experienced such situation? What was the consequence?

(d) How do you evaluate the stakeholders' willingness to accept the results from M&E? Can you describe situations where good and bad results were communicated to stakeholders? How was their reaction?