ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSING THE PRACTICE OF PROJECT MONITORING AND EVALUATION:

THE CASE OF ETHIO-TELECOM PROJECTS

BY: Yemisrach Ayenew

A THESIS TO BE SUBMITTED TO THE DEPARTMENT OF PROJECT MANAGEMENT
AS A PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

Advisor: MULUADAM ALEMU (PhD)

February, 2021

Addis Ababa, Ethiopia

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December, 2021

ADDIS ABABA, ETHIOPIA

DECLARATION

I hereby declare that this thesis report entitled "ASSESSING THE PRACTICE OF PROJECT MONITORING AND EVALUATION: THE CASE OF ETHIO-TELECOM PROJECTS" is submitted to the Department of Project Management, Faculty of Business and Economics, St. Marry University. It is a confident work undertaken by me and it is not submitted to any other University or Institution for the award of any degree diploma, certificate or published any time before.

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 Yemisrach Ayenew   Signature   Date

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

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Dr. Muluadam Alemu (Advisor)   Signature   Date

ST. MARY'S UNIVERSTY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS

ASSESSING THE PRACTICE OF PROJECT MONITORING AND EVALUATION: THE
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BY: Yemisrach Ayenew

APPROVED BY THE COMMITTEE OF EXAMINERS

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Dean, Graduate Studies   Signature

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Advisor   Signature

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External Examiner   Signature

_____   _____

Internal Examiner   Signature

LETTER OF CERTIFICATION

This is to certify that Yemisrach Ayenew has carried out this project work on the topic assessing the practice of project monitoring and evaluation: the case of Ethio-telecom projects under my supervision. This work is original and suitable for the submission in partial fulfilment of the requirement for the award of Master of Arts degree in project management.

_____ _____ _____

     Advisor   Signature   Date

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LIST OF ACRONYM

AVU	African Virtual University
CDF	Community Development Funds
ECPE	Ethiopian Country Program Evaluation
EMI	Ethiopian Management Institute
ETA	Ethiopian Telecommunications Authority
ETC	Telecommunications Corporation
ICT	Information Communication Technology
IT	Information Technology
IFC	International Finance Corporation
IFRC	International Federation of Red Cross and Red Crescent Societies
IFRS	International Financial Report Service
M & E	Monitoring and Evaluation
MoFED	Ministry of Finance and Economic development, Ethiopia
NGOs	Non-governmental organizations
RTEs	Real-time Evaluations
SPSS	Statistical Package for Social Science
ToC	Theory of change
UNAID	United nation Agency for International Development
UNDP	Ministry of Finance and Economic development, Ethiopia
USAID	United States Agency for International Development
WASH	Water sanitation and hygiene

ABSTRACT

Monitoring and evaluation are a very vital component of project management and is an indispensable tool that is significant in ensuring the primary objectives and goals of projects are achieved. The general objective of this thesis was assessing the monitoring and evaluating practice in information system projects of Ethio telecom. For the achievement of its objective, the study employed descriptive research approach and both primary and secondary data were used. Questionnaires and interview were, therefore, used as data collection tools. Furthermore, it employed random sampling and convenience sampling technique. For data analysis and presentation purpose, the research employed tables, frequency and percentage. Ethio telecom employed all stages of evaluation and the tasks that were carried out mostly in monthly, quarterly, mid-term and annual bases in planned manner. Hence, the study revealed that the most Ethio telecom projects monitoring and evaluation process was participatory involving stakeholders through meetings and discussions held at different stages. The other finding is that there were limited human resources both in terms of quality and quantity to conduct monitoring and evaluation at all levels. Competition over projects resource was also other obstacle identified by this study. The study recommended that conducting information system projects outcomes evaluations; reconsidering the human resource structure; Hire qualified and experienced local consultants, providing adequate resources for Ethio telecom implemented project coordination office; providing separate plan and allocated separate for M&E; organize documentation of lesson learned during project implementation, and improving its monitoring and evaluation manual by including projects monitoring and evaluation principles and standards were some points.

Key words; *Monitoring and evaluation, Ethio telecom, project*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation are a very vital component of project management and is an indispensable tool that is significant in ensuring the primary objectives and goals of projects are achieved. The primary purpose of Monitoring and Evaluation projects is to allow project teams to run projects effectively, ensuring they have the desired results for beneficiaries (Linda, 2018). Applying monitoring and evaluation system as an activity during project implementation cycle time has a significant role in improving project performance (Westland, 2006).

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

Project M & E performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety (Fitzgerald, 2009). Time, cost and quality are, however, the predominant performance evaluation dimensions. Another interesting way of evaluating project performance is through common sets of indicators (World Bank, 2004)

However, there are many misconceptions and myths surrounding M&E namely: it's difficult, it's expensive, it requires high level skills, it is time and resource intensive, it only comes at the end of a project and it is someone else's responsibility. There is often a sense of frustration because two expectations of M&E activities appear to outstrip resources and skill sets. This might relate to the context within which M&E is designed, who is responsible for designing the processes and who is responsible for the analysis. Many projects in third world countries fail to be successfully completed due to several reasons. Among these are lack of understanding of the need for monitoring and evaluation (Faootieno, 2012).

The increased level of emphasis given to results (outcomes), as opposed to activities and output, has also brought some major changes in the focus, approach and application of M&E systems whereby as focus of management changes from activities to results, focus of M&E also changes from the traditional M&E system, which focuses on assessing inputs and implementation process (progress monitoring) to results-based M&E system, which emphasizes assessment of the contributions of interventions to development outcomes (Gebremedhin *et al*, 2010). Building and sustaining a result based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, time, effort, and resources. In addition, it may take several attempts before the system can be tailored to suit a given governmental or organizational policy, program, or project; but it is feasible (Kusek & Rist, 2004).

According to Abera (2017), project M&E is important to different people for various reasons. M&E is important to project managers and their stakeholders (including donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. M&E upholds greater transparency and accountability in the use of project resources, which is particularly, required by funders or development partners. Properly functioning monitoring and evaluation system very important for effective and efficient project management and implementation.

Several mega public projects in Ethiopia have been informally positioned (sited) as failed projects like sugar projects, fertilizer factory project, irrigation dame project, power plant projects etc. Ethio- telecom is as one of the public profits making project oriented has an ambitious vision but projects under Ethio- telecom are over budget, under quality, face time overrun and scope change problems. Therefore, the purpose of this research is assessment of practices monitoring and evaluation the current project in case of Ethio telecom.

1.2 Background of the Organization

According to Getaw (2016), Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Then the interurban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the Empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeats between the distant calling parties. First, the management of the service was under the Imperial Court of Menelik II in the name of the Central Administration of Telephone and Telegraph System of Ethiopia‖ from 1890 up to 1907. After the independence from the Italian occupation, the re-established Ministry of Post, Telegraph and Telephone took over the running of Telephone, Telegraph and Radio communications. It, therefore, rehabilitated the network of the whole country.

Under the Imperial Regime: The Imperial Board of Telecommunications of Ethiopia (IBTE) was established by the proclamation No. 131 on October 15, 1952. In 1960 IBTE looked after the operational matters of central Ethiopia, a Regional office was created at Addis Ababa. And at the same time, Radio Division was created separated from the receding Technical Division bringing the number of Division Offices to seven during the same period. Under the Dergue Regime (1974-1991): Under the Dergue regime, the telecommunication services had made a major change of technology ranging from Automatic to Digital technology and the Ethiopian telecommunications was renamed as follows:

In October 1975, the organization was renamed as The Provisional Military Government of Socialist Ethiopia Telecommunication Services. It was renamed again as Ethiopian Telecommunications Authority (ETA) on January 1981. It retained its name as ETA up to November 1996. Under the Federal Democratic Republic of Ethiopia: The telecommunications sector was restructured and two separate independent entities namely the Ethiopian Telecommunications Authority (ETA) and the Ethiopian. Telecommunications Corporation (ETC) was established by Proclamation No. 49/1996 on November 1996.

The Establishment of Ethio Telecom: - Ethio telecom is a sole telecom operator in Ethiopia established as a public enterprise 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 by introducing different projects.

1.3 Statement of the Problem

Currently, there is high demand for achieving development projects results and demonstrate effective M&E to maximize organizational performance in Ethiopia to bring tangible change in community livelihoods. This calls for having effective project monitoring and evaluation practice in place for sustainable improvement and quality of performance in any organizational activities (Bido, 2014). Besides assessment of existing M&E capacity in Ethiopia reveal gaps in both institutional and individual skills development for monitoring and evaluation. According to a report on capacity building in Africa (Ethiopia), there are many misconceptions and myths surrounding M&E like: it's difficult, expensive, requires high level skills, time and resource intensive, and only comes at end of a project and it is someone else's responsibility (IFC, 2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets (IFC, 2008).

In the telecommunications industry, implementation of projects has, often been left to the implementation teams. Studies show that almost 90% of the projects in the telecommunications industry do not have an elaborated monitoring plan thus end up not delivering according to the pre-set objectives. During the conceptualization stages, most of these projects are conceived with hope and a lot of plans. There are, however, problems that occur during implementation that can be minimized if there is an elaborated plan to carry out monitoring and evaluation of these projects (Watiti, 2018). Currently, Ethio telecom has executing project in three domains i.e., Information System projects such as e-TOP UP, e-CAF, IAT, SS7, ISP, Customer Visit Management, etc.).

It is a frequently expressed concern that the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of

ongoing project development and new initiatives (Mulandi, 2013). What this gap represents is often the absence of mechanisms for learning in the practice of M&E systems. Even when learning mechanisms exist, they are often of a lower priority than accountability mechanisms, so the gap may remain and important opportunities for learning from experience and using this learning are missed (Asnat, 2018).

One strategy to address achievement through project success need is to design and construct M&E system. M&E tracks the results produced (or not produced) by governments and other entities. It also improves management of the output and outcomes while encouraging the two allocations of effort and resources in the direction where it was have the greatest impact (Ermias, 2007). Effective project monitoring and evaluation is one of the factors that determine the success or failure of development projects (Belassi & Tukel, 1996; Ika, *et al*., 2011; Fiona, et al., 2001).

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

Most project managers acknowledge that monitoring and evaluation of projects are important for effective project management. Watiti's (2018) study revealed that there is a positive and significant relationship between the strength of monitoring and evaluation team and project success.

Although, existing assessment of monitoring and evaluation capacity in Ethiopia reveal gaps both institutional and individual skills development for monitoring and evaluation (World Bank, 2006). There are many misconceptions and myths surrounding M&E like; it's difficult, expensive, requires high level skills, time and resource intensive, only comes at end of a project and it is someone else's responsibility (IFC, 2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets (IFC, 2008).

Most projects in developing countries in general and in Ethiopia in particular face a huge cost and time overrun. This cost and time overrun can be minimized by using effective monitoring and evaluation system in projects (Ermias, 2007). There are many misconceptions and myths surrounding M&E like it's difficult, expensive, requires high level skills, time and resource intensive, only comes at end of a project and it is someone else's responsibility (IFC,2008).

To the extent of the researcher knowledge, there is not any research conducted on the practice of project monitoring and evaluation via those domains at Ethio telecom. So, the researcher in this study has tried to examine the existing project monitoring and evaluation practices in Ethio telecom and to assess the possible managing mechanisms that are being used by Ethio telecom to ensure their transparency and accountability and enhance project performance. So that the main intention of this study was to assess and evaluate critically the status, performance, and contests of Ethio telecom's project monitoring and evaluations practice.

1.4 Research Questions

The following are basic research questions for this research.

1. What are the current practices of monitoring and evaluation of projects in Ethio-telecom?

2. To assess the knowledge status of the employees of ethio-telecom regarding monitoring and evaluation.

3. To examine the project monitoring and evaluation practice of ethio telecom.

1.5 Objectives

1.5.1. General Objective

The general objective of this research is to assess the practice of monitoring and evaluation of projects in case of Ethio telecom, Head Office, Addis Ababa.

1.5.2. Specific Objective

The specific objectives include the following:

- To assess the existence of functional monitoring and evaluation practices of Ethio-telecom Projects.
- To examine the challenges effect of a monitoring and evaluation system of Ethio-telecom Projects.
- To identify the coping mechanisms adopted by Ethio-telecom of project monitoring and evaluation.

1.6 Significance of the Study

The research helps experts, project managers; top managements of the organization under study to have a deeper understanding about monitoring and evaluation in their decision making. Findings can be used for organizational learning and improve projects planning, implementation, and management. The result of this study can be adopted by any organization realistically to plan and formulate its projects policies that are geared to improving the overall performance.

This study will be helpful to technology and finance vendor stakeholders to understand the overall project monitoring and evaluation system and to negotiate on the gaps to be fulfilled. It is also beneficial for researchers who want to study further in monitoring and evaluation system of projects to bring improvement on M&E system of the organization.

1.7 Scope and limitation of the Study

The study was conducted at Ethio Telecom to assess project monitoring and evaluation activities. As per many Ethio telecom projects have been implemented under the control of head office so that the study was conducted this specific area. The study covers the projects

that were being undertaking from 2018/19-2020/21 focusing on the projects monitoring and evaluation practices, contests faced and is coping mechanism.

This research was limited on assessing the monitoring and evaluation practice level of projects within an itemized questionnaire and identifying the sets of contests observed in monitoring and evaluation phase at Ethio telecom. The data collection was very difficult due to coved-19, shortage of cost, shortage of time and willingness to respond questionnaire from respondent.

1.8 Organization of the study

The research study was organized by five chapters, chapter one addresses introduction, background of the study, statement of the problem, objectives of the study, research questions, hypothesis, significance of the study, and scope of the study. Chapter two deals with an overview related literature which includes definitions of terms, theories, empirical studies, and conceptual framework of the study. Chapter three dictates the research methodology that focuses on data collecting, data analysis techniques and research approaches. The fourth chapter presents findings of the study and discussion of the findings within the context of previous studies and the theories that supports the study. The fifth chapter discusses summary of findings, conclusions, and recommendations based on the findings of the research study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1   Theoretical Literature

2.1.1 The Concepts of Monitoring and Evaluation

Monitoring and Evaluation as SOAS, CeDEP (2017) is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and to highlight whether there are any unintended (positive or negative) effects from a project and its activities. It is an integral part of the project cycle and of good management practice.

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 & 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. *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, *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.

Monitoring, as well as evaluation, provides opportunities at regular predetermined points to validate the logic of a programme, its activities and their implementation and to adjust as needed. Good planning and designs alone do not ensure results. Progress towards achieving results needs to be monitored. Equally, no amount of good monitoring alone was correct poor programme designs, plans and results. Information from monitoring needs to be used to encourage improvements or reinforce plans. Information from systematic monitoring also provides critical input to evaluation. It is very difficult to evaluate a programme that is not well designed and that does not systematically monitor its progress (UNDP, 2006).

A Monitoring and Evaluation practice represents all the things that need to be undertaken before, during and after program implementation, in order to track and measure progress (and success) in achieving the goal (Brown, 2016).

2.1.2. Comparing Monitoring and Evaluation

The main difference between monitoring and evaluation is their timing and focus of assessment. Monitoring is ongoing and tends to focus on what is happening. On the other hand, evaluations are conducted at specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project/programme implementation, tracking outputs, budgets, compliance with procedures, etc. Evaluations may also inform implementation (e.g. a midterm evaluation), but they are less frequent and examine larger changes (outcomes) that require more methodological analysis, such as the impact and relevance of an intervention (IFRS, 2011). it also states that "Recognizing their differences, it is also important to remember that both monitoring, and evaluation are integrally linked; monitoring typically provides data for evaluation, and elements of evaluation (assessment) occur when monitoring" (IFRS, 2011 :43).

When monitoring and evaluation is effective knowledge should accumulate in the experience and expertise of staff, in the documented institutional memory of the organization and its partners, and in their planning and management procedures. SOAS,

CeDEP (2017). Monitoring provides managers and other stakeholders with regular information on progress relative to targets and outcomes. It is descriptive and should identify actual or potential successes and problems as early as possible to inform management decisions. Evaluation, on the other hand, gives information about why the project is or is not achieving its targets and objectives. Some evaluations are carried out to determine whether a project has met (or is meeting) its goals.

2.1.2.1. Monitoring

Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, programme or other kind of support to an outcome (UNDP, 2002)

Project Monitoring is the regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives for the purpose of the management and decision making (MoFED, 2008)

Monitoring is the day-to-day management task of collecting and reviewing information that reveals how an operation is proceeding and what aspects of it, if any, need correcting. Monitoring is a continuing function that uses the systematic collection of data on specified 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 integral part of monitoring. Monitoring information is compiled in standard and ad hoc reports; Shared with implementing partners, donors and beneficiaries. Used to draw conclusions in evaluations

The Macmillan English dictionary (2007) Defines Monitoring as regularly checking something or watch someone in order to find out what is happening whereas, evaluation as to think carefully about something before making a judgment about its value, importance, or quality. Having this in mind let us see what other scholars say about the concept.

Computerized systems for monitoring:

Computerized systems for monitoring offer opportunities for the following: efficient data storage, flexibility and speed of analysis, cross-comparisons, trend analysis, and preparation of simple graphs. However, before deciding on what computer programme to use you should check the following: Do existing manual systems work efficiently? If yes, then computerization may not be an immediate concern.Was data be collected extensively for a significant period, and be analyzed quantitatively? If yes, then computerization is likely to offer considerable efficiency gains. What is the best programme or software to use? This was depending on the staff skills, equipment and funds available, the type of data required, and the type of analysis planned. Relatively simple computerized systems using Microsoft Excel or Access exist and information on existence, strengths and weaknesses of such systems can be accessed.

Whatever system is chosen, the organization should ensure detailed plans for computerization should be prepared as part of the monitoring and evaluation system design, to ensure that the necessary physical and financial resources are provided for and ensure provision for back up to the system in case of computer breakdown. In addition, skilled staff will be required to operate and maintain the system and to undertake the necessary analysis (UNDP, 2002)

Conducting good monitoring:-

The credibility of findings and assessments depends to a large extent on the manner in which monitoring, and evaluation is conducted. Good principles (also called minimum standards) for monitoring are as follows:

 Good monitoring focuses on results and follow-up. It looks for what is going well‖ and what is not progressing in terms of progress towards intended results. It then records this in reports, makes recommendations and follows-up with decisions and action.

 Good monitoring depends to a large measure on good design. If a project is poorly designed or based on faulty assumptions, even the best monitoring is unlikely to ensure its success. Particularly important is the design of a realistic results chain of outcome, outputs and activities. Offices should avoid using monitoring for correcting recurring problems that need permanent solutions.

Good monitoring requires regular visits by staff that focus on results and follow-up to verify and validate progress. In addition, the programme manager must organize visits and/or bilateral meetings dedicated to assessing progress, looking at the big picture and analyzing problem areas. The programme manager ensures continuous documentation of the achievements and challenges as they occur and does not wait until the last moment to try to remember what happened.

Assessing the relevance, performance, lessons learned, and success of projects also enhances monitoring. The organization should ask critical questions about the continued relevance of the support to the activity and strives to judge performance and success or lack thereof based on empirical evidence. The findings are used for decision-making on programming and support.

Monitoring also benefits from the use of participatory monitoring mechanisms to ensure commitment, ownership, follow-up and feedback on performance. This is indispensable for outcome monitoring where progress cannot be assessed without some knowledge of what partners are doing. Participatory mechanisms include outcome groups, stakeholder meetings, steering committees and focus group interviews.

Monitoring does more than look at what projects deliver. Its scope includes assessing the progress of projects, programs, partnerships and soft assistance in relation to outcomes as well as providing managers with information that was be used as a basis for making decisions and taking action (UNDP, 2002).

2.1.2.2. Evaluation

Evaluation is the systematic and objective assessment of an on-going or completed operation, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, as well as efficiency, effectiveness, Impact (overall Goal) and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons into management decision-making (IFRC, 2002).

Project Evaluation is a useful tool for managers to use to carry out deep assessments of the design, efficiency, effectiveness, implementation, or impact of programs, and for identifying improvements of the projects. According to MoFED (2008) and Berhanu *et al*. (2010),

project evaluation can be defined as a process that attempts to determine, as systematically and objectively as possible, the achievement of result in light of relevance, efficiency, effectiveness, impacts and sustainability of project activities.

Types of Evaluation

Evaluation can be divided in terms of periods on which the evaluation is conducted, who conducts the evaluation and evaluation Technicality or Methodology. In terms of the periods on which the evaluation is conducted there are four types of evaluations: Ex-ante evaluation, mid- term evaluation, terminal evaluation and ex-post evaluation.

Based on Periods on which the evaluation is conducted: (EMI, 2014) has discussed each of the above as follows: -

Ex-ante evaluation (Start-up evaluation): A form of evaluation conducted prior to startup 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 programme/project. At a later stage the effects and impacts of the programme/ project can be compared with this base line data

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 based on findings and recommendations.

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 programme/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.

Ex-post /Impact evaluation: It is designed as in-depth studies of the sustainable impact of a programme/project that has been already executed. It is carried some time (in most cases 3-5 years) after the programme/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 financers of the program/project.

Based on who conducts the evaluation, evaluation can be internal or external.

Internal Evaluation: is performed by people involved in the program/project. Ongoing or formative evaluation is usually carried out by the program implementation office or main financer of the program.

External Evaluation: it is carried out by people from outside the program/project. Terminal and ex-post evaluations are often conducted by external evaluators. Donors often prefer external evaluators because it is believed that they can bring a range of expertise and experience that might not be available within the organization, and they may have more independence and credibility than an internal evaluator.

Based on Technicality or Methodology, evaluation can be Real-time evaluations, Meta-evaluations, thematic evaluations, Cluster/sector evaluations, and Impact evaluations. On Bekalu. (2017) each of them is discussed as follows:

Real-time Evaluations (RTEs) are undertaken during project/program implementation to provide immediate feedback for modifications to improve ongoing implementation.

Meta-Evaluations are used to assess the evaluation process itself. Some key uses of meta-evaluations include take inventory of evaluations to inform the selection of future evaluations; combine evaluation results; check compliance with evaluation policy and good practices; assess how well evaluations are disseminated and utilized for organizational learning and change, etc.

Thematic Evaluations focus on one theme, such as gender or environment, typically across several projects, programs or the whole organization.

Cluster/Sector Evaluations focus on a set of related activities, projects or programs, typically across sites and implemented by multiple organizations (e.g. National Societies, the United Nations and NGOs).

Impact Evaluations focus on the effect of a project/ program, rather than on its management and delivery. Therefore, they typically occur after project/program completion during a final evaluation or an ex-post evaluation. However, impact may be measured during project/program implementation during longer projects/ programs and when feasible.

2.1.3. Practice of Monitoring and Evaluation Systems

According to UNAID trainings (2019) the monitoring and evaluation (M&E) profession has developed as a field of practice rather than a traditional academic discipline. As Maimula (2017) stated that monitoring and control of project work is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan". It further explains that monitoring includes status reporting, progress measurement, and forecasting.

M&E practice is a helpful tool to manage the project/program to gather data from a giver intervention and evaluate and assess for the current process. It also keeps the information for the managers to enable them to realize whether the project/programs are running as expected or not and also it is a tool for the project management and experts to apply it properly to arrive to the decisions to set the project/program's goal and objectives (Goyder, 2009).

Monitoring refers to a continuing function that uses the systematic collection of data on specific indicators of an on-going development intervention and Evaluation is the systematic and objective assessment of an on-going or completed project, program, or policy by focusing on its design, implementation, and results (Tizikaram, 2014).

Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens & Kusek, 2009). It is then a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome or impact against the project or program intentions (Hunter, 2009). An M&E system, on side is a set of components which are related to each other within a structure and provide a common purpose of tracking the implementation and results of a project or program in organizations (Samdi, 2007).

Monitoring and evaluation are therefore an integrated system of reflection and communication that support program implementation. An M&E system is comprised of four interlinked sections, which are: setting up of the M&E system, implementation of the M&E system, involvement of the program stakeholders, and communication of the M&E results (Guijt *et*

al., 2002). Theoretically, an ideal M&E system supposed to be independent enough to be externally credible and socially lawful, but not so independent to lose its relevance' (Briceno, 2010). It should therefore be able to influence policy making from recommendations of lessons learned as well as be sustainable overtime for it to be responsive to the needs of the stakeholders at organization at large.

Practices in M&E refer to the patterns that have been identified to be efficacious in improving project performance. Such practices have been accepted by practitioners as an effective way to implement M&E in projects (Webb & Elliot, 2000).

M&E practices start with baseline data collection through the gathering of basic information about a project (Estrella & Gaventa, 2010). This data is later used to provide a comparison for assessing the overall effect of the project (United States Agency for International Development (USAID), 2010).

The second practice deals with planning that underlies the assumptions on which the achievement of project goals depends. Armstrong and Baron (2013) categorized M&E planning into resources of budget, capacity, feasibility, timeline and ethics.

M&E structural framework is the third practice and is targeted at identifying the reasons behind performance measurement and project elements, how related they are, and their underlying fundamentals (Muzinda, 2007).

The fourth practice is the M&E budget. To ensure proper M&E, it is important for the budget of the project to make a clear and adequate provision for the activities (Muzinda, 2007).

The fifth practice of M&E deals with scheduling. M&E must be scheduled so that it is given the required importance and it is not carried out only at the whims of the project manager. Specifying the frequency of data collection follows scheduling (Muzinda, 2007).

ICT usage is the seventh practice, and this has a very important value in the process of M&E practices. In cases of data analysis, for instance, the computers and computer-aided programs are normally relied upon for data analysis .M&E teams employ computer and computer -aided programs in data analysis, which reduces too much paperwork and also results in an efficient construction design (Kelly & Magongo, 2004).

The eighth practice is the midterm and end evaluation that determines the impact of the project and the way it contributed to the attainment of the project goal. The midterm and end

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evaluation help in ascertaining how project fared in terms of the input and in terms of the level of output. It is important that after the implementation of the project, lessons learnt are documented to be incorporated into subsequent projects and shared with other stakeholders (Kelly & Magongo, 2004).

Finally, in the M&E activity, there should be a plan for dissemination of M&E findings. These findings should be disseminated to the stakeholders by way of reports to the donors, depending on the requirement, scope and environmental performance of projects. Measuring the cost performance of a project is the easiest and commonest approach for determining the success of the project. The overall success of a construction project is affected by the contractor's ability to effectively plan resources, estimate, and budget and control cost. The quality of a project is achieved when the legal, aesthetic and functional needs of the project customers or beneficiaries are achieved. Therefore, in the construction sector, quality is determined by the project's ability to conform to the set standards. Thus, project scope describes the totality of a project. A major contribution to unsuccessful projects is the lack of understanding of project scope (Kissl *et al,* 2019).

2.1.4. Monitoring and Evaluation Framework

2.1.4.1. Laying the Foundation for M&E Framework

Before you dive into M&E, key questions, approaches and indicators, it is useful to have the following three things in place in your research project:

1. A good theory of change (ToC)

2. Identified knowledge roles and functions.

3. Clear M&E purposes/framework

These first two aspects are essential parts of the project strategy and provide an understanding of, and a plan for, where, why and how research is expected to contribute. Clear M&E purposes make sure there is a shared understanding of what and how M&E was used. Having all these things in place was support the design of a coherent and fit-for-purpose M&E framework. (Pasanen & Shaxson, 2016).

1. A good theory of change

A well-thought out and regularly revisited ToC (also known as a _programme theory) can be a very useful tool and provides the backbone 'of your intervention and M&E structure. If you aim to influence policy, it is essential to think through how you expect change to happen. A ToC will also guide your choice of key evaluation questions, which are expected to address critical points in the ToC. This was in turn making sure that your indicators are set up to measure all relevant steps and processes, and not only to address one level, such as outputs. A strong ToC also helps review processes – whether these are mid-term reviews or end-of-project/programme evaluations – and allows you to put any unanticipated or unintended outcomes (if they arise) in context. (Pasanen & Shaxson, 2016).

A theory of change defines the pieces and steps necessary to bring about a given long-term goal. A theory of change describes the types of interventions (whether a single programme or a comprehensive community initiative) that bring about the results hoped for. A theory of change includes the assumptions (often supported by research) that stakeholders use to explain the process of change.

A theory of change: Demonstrates the pathway of how to get from here to there (i.e. what is needed for goals to be achieved). Requires underlying assumptions to be detailed out in a way that they can be tested and measured. Puts the emphasis first on what the organization wants to achieve rather than on what the organization is doing.

2. Identified knowledge roles and functions.

Identifying knowledge roles and functions of project personnel and partners is an important part of strategic planning – and this makes it an important component of monitoring. The process of engaging with policymakers is not a simple one: there are different roles that need to be played to ensure the information is available, understandable and that it is actively used to inform policy debates. Clarifying who should play each role and what they should do makes it easier to monitor the contributions each stakeholder makes to the aim of the project (Pasanen &Shaxson, 2016)

3. A Clear M&E Purpose/Framework

Thinking through and agreeing on the purposes, or the uses, of an M&E system was help develop a common understanding of why it is being done. Is it for accountability to the funder? Was it support the decision-making or inform the next phase of the project? Or is it

mainly meant for wider, external learning? Thinking through the purpose of the M&E system can be a way to build relationships between partners and other key stakeholders (Pasanen & Shaxson, 2016).

Agreed among the key stakeholders at the end of the planning stage, is essential in order to carry out monitoring and evaluation systematically. This framework serves as a plan for monitoring and evaluation, and should clarify: What is to be monitored and evaluated?; The activities needed to monitor and evaluate. Who is responsible for monitoring and evaluation; activities? When monitoring and evaluation activities are planned (timing); how monitoring and evaluation are carried out (methods) and what resources are required and where they are committed?

In addition, relevant risks, and assumptions in carrying out planned monitoring and evaluation activities should be seriously considered, anticipated and included in the M&E framework. (USAID, 2012).

2.1.4.2. Types of Monitoring and Evaluation Frameworks

Though there is no ideal framework and different frameworks are used for different situations, three of the most common are conceptual frameworks, results frameworks, and logical frameworks/logic models. (Frankel & Gage, 2007)

1. Conceptual framework

 Conceptual frameworks are diagrams that identify and illustrate relationships among relevant organizational, individual, and other factors that may influence a programme and the successful achievement of goals and objectives. They help determine which factors was influence the programme and outline how each of these factors (underlying, cultural, economic socio-political etc.) might relate to and affect the outcomes. They do not form the basis for monitoring and evaluation activities but can help explain programme results. (Frankel & Gage, 2007)

2. Results Frameworks

Results frameworks sometimes called strategic frameworks illustrate the direct relationships between the intermediate results of activities all the way to the overall objectives and goals. They show the causal relationship between programme objectives and outline how each of

the intermediate results/ outputs and outcomes relates to and facilitate the achievement of each objective, and how objectives relate to each other and the ultimate goal. Results frameworks do form the basis for monitoring and evaluation activities at the objective level. (Frankel & Gage, 2007).

3. Logical Frameworks

Logical frameworks or logic models provide a linear, ―logical‖ interpretation of the relationship between inputs, activities, outputs, outcomes and impacts with respect to objectives and goals. They show the causal relationship between inputs, activities, outputs, outcomes and impact vis-à-vis the goals and objectives. Logical frameworks outline the specific inputs needed to carry out the activities/processes to produce specific outputs which will result in specific outcomes and impacts. Logical frameworks do form the basis for monitoring and evaluation activities for all stages of the program.

Logic models are valuable tools for:

Program Planning and Development: The logic model structure helps think through your program strategy to help clarify where the program is and where the program should be.

Program Management: Because it "connects the dots" between resources, activities, and outcomes, a logic model can be the basis for developing a more detailed management plan. Using data collection and an evaluation plan, the logic model helps track and monitor operations to better manage results. It can serve as the foundation for creating budgets and work plans.

Communication: A well-built logic model is a powerful communications tool. It can show stakeholders at a glance what a program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two.

Logical frameworks are presented as diagrams connecting program inputs to processes, outputs, outcome and impact as they relate to a specific problem or situation. Logic models show what resources the program was need to accomplish its goals; what the program was do; and what it hopes to achieve, emphasizing links between these aspects. A series of if-then relationships connect the components of the logic model: if resources are available to the program, then program activities can be implemented; if program activities are implemented successfully, then certain outputs and outcomes can be expected. The logical

framework does not try to account for all of the factors that may influence a program's operation and results like a conceptual framework. Instead, the logic framework focuses on the program's inputs, activities, and results. This narrow focus assists program managers and monitoring and evaluation planners as they clarify the direct relationships among elements of interest within a specific program (Gage & Dunn, 2009).

2.1.5. The Purposes and benefits of Monitoring and Evaluation

Chimwendo (2004) extensively discusses the purpose of monitoring and evaluation and proceeds to the key benefits of monitoring and evaluation distinguishing the benefits at sectoral. And project level. Monitoring and Evaluation systems provide managers and other stakeholders with regular information on progress relative to targets and this enables managers.

Accountability: demonstrating to donors, taxpayers, beneficiaries and implementing partners that expenditure, actions and results are as agreed or can reasonably be expected in the situation.

Operational management/Implementation: provision of the information needed to coordinate the human, financial and physical resources committed to the project or programme, and to improve performance.

Strategic management: provision of information to inform setting and adjustment of objectives and strategies.

Capacity building: building the capacity, self-reliance and confidence of beneficiaries and implementing staff and partners to effectively initiate and implement development initiatives.

Organizational learning and adaptive management. In line with the purposes, Chimwendo (2004), as mentioned earlier, tried to state the benefits of monitoring and evaluation both at sectoral and project level as follows.

Benefits at a sector level: Improve project and programme design through feedback provided from baseline, midterm, terminal and ex-post evaluations. Inform and influence sector and country assistance strategy through analysis of the outcomes and impact of interventions, and the strengths and weaknesses of their implementation, enabling governments and organizations to develop a knowledge base of the types of interventions that are successful

(i.e., What works, what does not and why). Provide the evidence basis for building consensus between stakeholders.

Benefits at the project level: Provide regular feedback on project performance and show any need for 'mid-course' corrections. Identify problems early and propose solutions. Monitor access to project services and outcomes by the target population. Evaluate achievement of project objectives. Incorporate stakeholder views and promote participation, ownership and accountability.

2.1.6. The Challenges of Monitoring and Evaluation System

There are many misconceptions and myths surrounding M&E namely: it's difficult, expensive, requires high level skills, time and resource intensive, it is only coming at the end of a project and it is someone else's responsibility (IFC, 2008). Although, IFC concern that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources skill sets. This might relate to the context within which M&E is designed, who is responsible for designing the processes and who is responsible for the analysis.

1. Lack of Monitoring and Evaluation Expertise

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

2. Inadequate Financial Resources

Lack of adequate financial resources to carry out monitoring and evaluation is another challenge faced. Most organizations lack adequate funding for their activities: this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation is looked at as an expense that they cannot afford. If any is done, then it is done superficially, just recording a few activates and irregularly (Hughes d'Aeth, 2002). Lack of funds means that organizations may not be in passion to

bring in external evaluators: they may not be able to adequately collect all the necessary data. It may also mean that they may not be able to afford computers and any other technology to serve the monitoring and evaluation function. Even in the case I am studying, there is not enough attention or if there is there is little attention to go and visit the project site at least once in a year (Hughes d'Aeth, 2002).

3. Data Quality

The source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings. Furthermore, while primary data are collected directly by the M&E system for M&E purpose, secondary data are those collected by other organizations for purposes different from M&E (Asnat, 2018).

Frequent data collection means more data points; more data points enable managers to track trends and understand intervention dynamics hence the more often measurements are taken, the less guess work there was be regarding what happened between specific measurement intervals. But the more time that passes between measurements, the greater the chances that events and changes in the system might happen that may be missed (Asnat, 2018).

4. Loose M&E planning

Local nongovernmental organizations often cut out M&E during the planning process because donors less likely take an interest in and commit to M&E activities (Mlyam, 2011). Failure to plan M&E activities at the beginning of a project may result in loss of data that staff cannot make up at a later stage.

5. Insufficient stakeholders' involvement

Neglecting pertinent stakeholders in monitoring and evaluations could lead to a low degree of ownership of findings and reduces the likelihood that project implementers were incorporate findings in decision-making processes. It also can lead to lack of collaboration, or even the development of an adversarial relationship, among beneficiaries, Monitoring and Evaluation experts, the government, donors, stakeholders, and implementers (EMI, 2014).

According to (Florin, 2011) the main difficulties with monitoring and evaluation to get expected results are: Lack of experience in applying most of the project management tools.

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

2.2. Empirical Literature

Monitoring and Evaluation practices better applied in developed country than undeveloped. Even though the researcher could not find the research on the area there is currently studying, there are some investigations done on the area of monitoring and evaluation in Ethiopia at different places, different periods, and different subjects but not in the area of government organizations specially telecom sectors. Accordingly, this section is concerned with other case study conducted on other land in similar discipline. The first case study that was taken as an empirical framework is a case study conducted by Njama (2015) in his study tried to break down the determinants affecting viability of an observing and assessment framework for AMREF Kenya WASH program. The investigation was guided by the following goals: to build up how much accessibility of M&E funds impacts the effect of M&E framework, to assess the degree to which partners involvement influence the viability of M&E structure and to decide the degree to which organizational leadership impacts the adequacy of M&E framework. The study adopted a descriptive survey research design. The findings of the investigation on partner inclusion demonstrated that partners support, association is mainly on lower-level activities yet sufficient in higher level activities. These are essential factors that add to the achievement and manageability of any

community activity. Now and again, the participatory procedure was promote change in individual attitudes and community standards, since the project development and implementation process necessitate that community members reflect and analyze their own attitudes, beliefs, and behaviors.

Wausi (2016) completed study on the influence of monitoring and evaluation strategies on internet banking performance with reference to benchmarking, monitoring and evaluation planning, budgeting and piloting. This study used an exploratory and descriptive survey research design the study found out that competitive benchmarking helped improve firm's products, services or work processes to enhance its competitive strategy and performance. The study found out that monitoring and evaluation planning ought to be a vital element of any planned ICT program and also ought to be taken into account during the planning stage, before a project begins.

The study also found out that budgeting assisted in decision-making and facilitated more efficient allocation of resources for project implementation and performance. Among the objectives of the study monitoring and evaluation planning came out clearly on the ICT integration in banking were key components of planning need to be put in place right from the start of project. Whereas the investigations only examined M&E planning in internet banking projects and its performance, it opens an area of research in other sectors of economy and how proper M&E planning can boost projects performance.

Phiri (2015) in is examine on assessing the impact of M&E on project performance at African Virtual University (AVU) contends that mid-term audits, project completion reports and other evaluations judge progress to a great extent in view on comparisons with the information from the Baseline Study. Some of the objectives studied include: to evaluate the impact of monitoring and evaluation training on performance of projects; to decide how baseline surveys impact performance of project; and build up the impact of data frameworks on project performance. The methodology used in the study was through a mixed research design of ex-post facto and survey. Finding of the study presumed that baseline survey has positive impact the management of the AVU system. This investigation emphasized only on

effects of baseline survey on virtual University which leaves exploration on other fields open for research.

Shurie (2013) completed an investigation community factors that affected M&E community development funds in Dujis, Constituency. Objectives studied were to determine the extent to which society was engaged with developing M&E tools of CDF projects in Dujis Constituency. The researchers embraced descriptive survey design in carrying out the research. Findings of the study demonstrated that the public did not partake in creating M&E tools in their territory. For instance, lion's share 5(71.4%) of the advancement council showed that the public did not take an interest in planning. The adjacent community was proposed to be involved in the CDF panel decision process and minorities and marginalized to be considered in election process, project plan, Performance and Monitoring and evaluation exercises and that gender balance in advisory group ought to be set up. Community level of education, tribalism in venture dissemination thwarted community participation. Religious components where a couple of individuals were of the supposition that the errand was used draw them into changing their religious status and culture was likewise an impediment where by and large lady's portrayal in any open movement was not respected. There is additionally absence of political goodwill in project evaluation. Shurie (2013) examined stakeholder involvement in area which can be categorized as marginalized communities and the findings may hold water in that setting of responded but this creates a room to investigate if other communities in different environmental setting are influenced different during projects implementation.

Owur, *et al*. (2011) at Ainamoi District under the title „"effectiveness of monitoring and evaluation of constituency development fund projects". This study was meant to monitoring and evaluation framework conducted by constituency fund Committee members and looks at the effectiveness of monitoring and evaluation of district development projects. The case study employed research design that involved constituency development committee members, projects management committee and district development officers. They used questionnaires and interviews as tools data collection and analyzed using both quantitative and qualitative approaches. Concerning the findings of this study, Owur, *et al.* (2011) concluded that the projects management Committee, Constituency Development Fund

Committee and external assessors were involved in monitoring and evaluation of the projects with very low participation of the beneficiaries, which, in turn, affect the viability of the project and finally recommended the importance of frequent and holistic involvement of all stakeholders in projects monitoring and evaluation.

Another case study was conducted by Uisso (2009) in Tanzania. This study sought to explore the effectiveness of the local community participation in forest management and conservation project monitoring and evaluation, in Kisarawe and Kibaha districts of Tanzania. A total of 86 respondents were involved in the study by which the data was obtained through questionnaires, structured and unstructured interviews and focus group discussion, and was analyzed using both quantitative and qualitative approaches. The findings of the study marked that there were ineffective participation of the local community in their projects monitoring and evaluation. Among the reasons stated are lack of capacity and lack of motivation for villagers who took part in the community forest management. The study recommended the importance of capacity building and motivating the local community to ensure the sustainability of forest management and conservation projects.

Temesgen (2004) conducted an assessment of monitoring and evaluation of Health Bureau's Hospitals construction projects. This study was guided by the general objective, to assess the project monitoring and evaluation of Health Bureau in relation to hospital construction. The study employed descriptive research approach and the participants were selected through judgmental sampling. The study includes both qualitative and quantitative data analysis. Generally, the result of the study indicated that there is weak monitoring and evaluation practice of Hospital construction projects in the Bureau. Finally, the study recommended that, the Bureau has to organized well-structured monitoring and evaluation department, prepare monitoring and evaluation guidelines, using systematically organized planning. Past research conducted by Temesgen (2004), Uisso (2009), evaluation tools are inadequate for addressing such a complex as change in socio-economic wellbeing of the community. On the other hand, there is high demand for ensuring development projects results at grassroots level. This indicate that there is growing consensus that tangible benefits from development projects could result by placing and applying adequate tools and methods for projects monitoring and evaluation.

Mekonen (2013) studied development business organizations Monitoring and Evaluation System in Addis Ababa. Out of 24 development business organization in Addis Ababa he studied 8 of them. He found that the correlation between expectation and practices is r = -0.597, and 90% of his respondents were answered there is no separate budget for monitoring and evaluation system.

Table 2.1 Knowledge gaps addressed by the study.

Author(year)	Objective of Study	Findings of Study	Research Gap
Njama(2015)	The study examined how availability of M&E ,stakeholder participation, organization leadership influence effective of M&E system of Wash projects in AMREF	Different people in the field of project management understand project performance Stakeholder involvement was mainly in lower-level activities	Understanding the criterion of project performance Study examined stakeholder participation in relation to wash problems and it did not bring out the effect in other social projects
Wausi(2016)	The investigation on influence of M&E strategies on internet banks performance with reference to benchmarking, M&E planning, budgeting and piloting.	The study found out that competitive benchmarking improves firm products. M&E planning need to be a vital element of any planned ICT program and ought to be put into account during planning stage of a project	The practices discussed can be based on other sectors other than banking sectors
Phiri(2015)	The study examined how training of M&E staff, use baseline surveys and influence of information systems on performance of projects.	The study found that M&E training of staff, M&E planning positively affected performance of IT virtual universities in Kenya.	The study looked into system M&E System on performance at African virtual university(AVU)
Shurie(2013)	The study objectives researched included the extent to which community was involved ,factors influencing the process of appointment of CDF M&E	Stakeholder involvement in M&E activities help to bring effective social change and not impose an external culture and also contribute to project success the community was involved in committee selection	Understanding the influence of stakeholder involvement have on performance of county funded education projects

Owur, et al.(2011)	To monitoring and evaluation framework conducted by constituency fund Committee members and looks at the effectiveness of monitoring and evaluation of district development projects	The projects management Committee, Constituency Development Fund Committee and external assessors were involved in monitoring and evaluation of the projects with very low participation of the beneficiaries, which, in turn, affect the viability of the project.	The practices discussed can be based on different sectors other than constituency fund Committee members
Uisso (2009)	Explore the effectiveness of the local community participation in forest management and conservation project monitoring and evaluation, in Kisarawe and Kibaha districts of Tanzania	There was ineffective participation of the local community in their projects monitoring and evaluation. Among the reasons stated are lack of capacity and lack of motivation for villagers who took part in the community forest management	Evaluation tools are inadequate for addressing such a complex as change in socio-economic wellbeing of the community
Temesgen (2004)	To assess the project monitoring and evaluation of Health Bureau in relation to hospital construction.	There is weak monitoring and evaluation practice of Hospital construction projects in the Bureau	Evaluation tools are inadequate for addressing such a complex as change in socio-economic wellbeing of the community
Mekonen (2013)	Studied development business organizations Monitoring and Evaluation System in Addis Ababa	No separate budget for monitoring and evaluation system	The study looked in to system M&E System on development business organizations not service sector.

2.3. Conceptual Framework

A combination of factors determines the success or failure of a project and influencing these factors at the right time makes success more probable.

M&E is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and

to highlight whether there are any unintended (positive or negative) effects from a project and its activities (Midesa, 2017).

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

Thus, by considering different literatures and studies the below was be used as a framework for this study, by identifying the major M&E practices in Ethio Telecom projects.
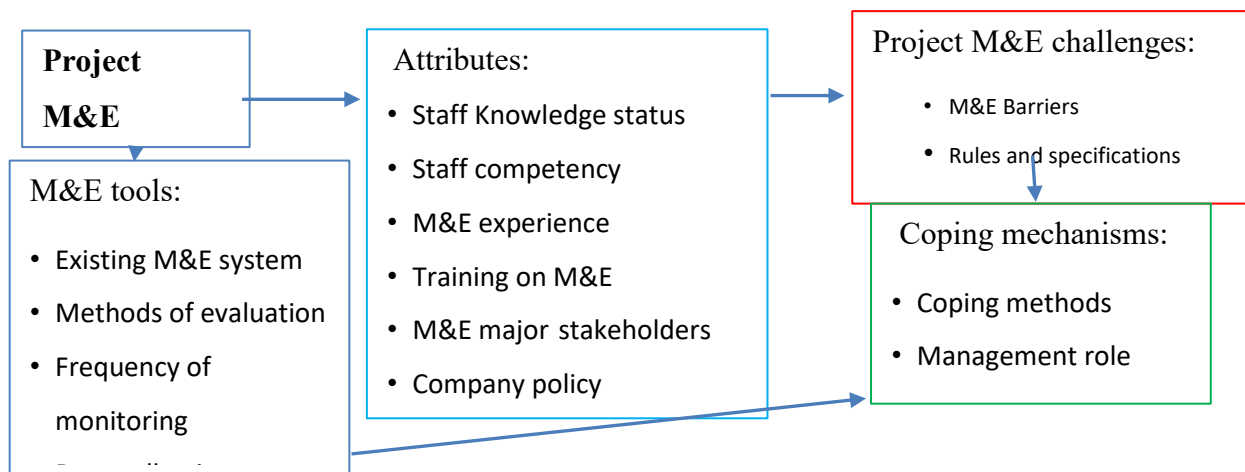

Figure 2.2. Conceptual framework

Source: Researcher own design from Literature reviews, 2021

CHAPTER THREE

RESEARCH METHODOLOGY

3.1.   INTRODUCTION

This chapter comprises of the method and the design that was be using to conduct the research. It is a quantitative research in which the data is collect using questionnaires. The population is making of expert technical as well operational and manager who are selecting by random sampling and convenience sampling technique. There is collection of both primary and secondary data. The primary data was be obtaining by using questionnaires while the secondary data was be gather from the literature. In addition, this chapter also presents the questionnaire design, the different sections of the questionnaires, the scale as well as the pilot study that was be conducting to ascertain the reliability of the questionnaire.

3.2.   Research Design

The purpose of this study is to assess the practice of monitoring and evaluation of projects in case of Ethio telecom, Head Office, Addis Ababa. The study used descriptive designs. The major purpose of descriptive research in this study was to describe and assess the practice of monitoring and evaluation of project. This method of research design helps to clearly describe relevant aspects of the phenomenon of interest about a particular individual, group, or situation (Sekaran, 2003)

3.3.   Target population and Sampling

3.3.1. Target Population

The target population was the permanent employees of the Ethio telecom who are currently working on project monitoring and evaluation and related activities. These are Network division project management section, Information system division project management section, sourcing and facility division project management section, and company program department employees. Employees in these divisions are assigned for a specific section which was structured to perform project management activities and for project monitoring and evaluation. Thus, the total population is 302 permanently dedicated staffs in all

divisions and program management department in Addis Ababa. And as a study site was be undertaken as per those offices at head office.

3.3.2. Sample Size and Sampling Method

In this research, the researcher were Stratified sampling technique, and then following random sampling procedure to chosen employees within the stratum from each department of the total population, and distribute questionnaire and collect the require information from the samples determine. This technique chose to assist in minimizing bias when dealing with the target population. With this technique, the sampling frame is organizing into relatively homogeneous groups (strata) before selecting elements for the sample. According to Janet (2006), this step increases the probability that the final sample would be representative in terms of the stratified groups. The researcher selected this technique because employees were selected from different section so that it can be proportionally distributed among the targeted divisions of Ethio telecom.

To determine the sample size and representative of the target population, the study has used statistical formula. As of Yemane (1967), a research with high population size needs to use the formula.

$$Sample\ Size\ formula$$

$$n = \frac{N}{1 + N(e)^2} \text{ -- -- -- -- -- -- -- -- -- -- -- -- (1)}$$

Where, $n = is\ desired\ sample\ size,\ N = it\ is\ target\ population,$

$$e = margin\ of\ error$$

To get, the desired sample, the calculation was.

n = N/ (1+N (e) ^{2}),   n = 302/ (1+302(0.06) ^{2})   n = 144

Appling a 6% error margin, the sample size of employees for the study was collect from 144 members of the sample calculated population. Using the above statistical formula, the sample size of the study is determined as follows.

3.4.　　Data collection

The researcher collected both primary and secondary data. With regard to primary data, the data was collected through questionnaire filled by the employees of the organization; the questionnaire is the main tool for collecting data from respondents in the study. In this study, the researcher utilized a self- administered questionnaire for collecting data from respondents.

3.5.　　Variable definition

Projects: A Project in the context of this research is defined as a temporary work to get a unique service and result.

Project planning: in this study, this will refer to prior consideration done before deciding whether there is a need for the goods or services in a project.

Project monitoring: in this study, this will refer to the systematic collection and analysis of information as a project progress.

Project evaluation: In this study this was mean a continuous process of ensuring that the procurement plans and system in use is properly implemented to meet the intended objectives; obstacles towards achieving intended objectives are identified and mitigated; and feedback is provided to all those involved in the system for further improvement.

Challenge: A challenge is something new and difficult which requires great effort and determination to overcome.

Coping Mechanism: an adaptation to a certain environmental challenge or situation that is brought based on conscious or unconscious choice. Whereby, this adaptation enhances/creates a possible solution to control over a certain challenge or situation.

Knowledge: is a familiarity, awareness, or understanding of something, such as facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning.

Practice: A method, procedure, process, or rule used in a field or profession; a set of these regarded as standard. It is doing something regularly to be able to do it better.

3.6. Analysis of Data

Data analysis is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). The data gathered from the project staffs of Ethio-telecom project were analyzed by Statistical Package for Social Science (SPSS). The study has employed descriptive analysis techniques. The descriptive analysis was done using frequencies, percentages, mean and standard deviation. These results are presented by used univariate charts and tables. The descriptive analysis was used to assess the existing M&E practices, and how M&E systems are effectively supporting organizational learning. The researcher carried out a descriptive analysis so as to determine the relative and cumulative effects of perceptions towards M&E, budget allocation, human resource capacity, use of information systems, and stakeholder involvement on the effectiveness of M&E systems.

3.7. Data Reliability and Validity

The quality of data collection instruments is check by using validity and reliability test. Validity of the questionnaire was be obtained by checking all questioners using professional experts; including the researcher's advisor and construct validity is determined by expert judgment. Creswell (2009) states that employing multiple data collection instruments help the researcher to combine strengthen and amend some of the inadequacies and for triangulation of the data. Triangulation means compensating the use of single data collection methods and a simple study design with the use of several information sources and different methods simultaneously, to generate information about the same topics. A reliable study produces consistent information if it is repeated following the exact same procedures described by the initial researcher (Yin, 2009).

3.8. Ethical Considerations

Ethics are norms or standards of behavior that guide moral choices about our behavior and our relationships with others. The goal of ethics in research is to ensure that no one is

harmed or suffers adverse consequences from research activities (Cooper & Schindler, 2003). Obeying ethical rules is vital in conducting research. Hence, the following ethics was being considered while conducting this research: - Quantitative survey respondents and qualitative survey informants were be provided with detail explanation about the overall objective of the study ahead of time.

Participants of the study was be informed that the data was be used only for the intended academic purpose; and Respondents was be inquired in highly respected manner.

CHAPTER FOUR:
RESULT AND DISCUSSIONS

4.1. Descriptive Result

This chapter presents the results of the study and discusses findings in detail. It begins with presentation of descriptive results. It then assesses the practice of project monitoring and evaluation by using descriptive statistics such as frequencies, percent, mean, standard deviation.

4.1.1. Response Rate

Response rates sometimes known as rate of return refer to the number of people who responded to the questionnaire. According to AAPOR (2008), response rate is expressed in the form of percentages. This study targeted a total number of 144 respondents from selected area situated in Ethiopia nevertheless out of 144 questionnaire that were distributed to respondents 107 were returned, giving a response rate of 74.30 percent. According to Mugenda (2003) as cited by Ngatia (2015) a response rate of 50 percent is enough. Based on this reality, the response rate for this research was suitable for analysis.

4.1.2. General Characteristics of Respondents

Data for the analysis in this study were collected from 107 sample respondents of ETHIO-TELECOM projects staffs. Fortunately, all selected sample subjects participated in the study and the overall response rate was 74.3 percent. The following table summarizes the sample respondents' individual demographic characteristics such as sex, age, marital status, educational level, and Position of respondent.

4.1.2. General characteristics of respondent

Question		Frequency	Percent	Cum. percent
Sex	Male	61	57.0	
	Female	46	43.0	
	Total	107	100.0	
Age	24-40	48	44.9	44.9
	41-56	43	40.2	85.00
	greater than 56	16	15.0	100.0
	Total	107	100.0	
Level of education	Diploma	4	3.7	3.7
	Degree	45	42.1	75.8
	Master	33	30.8	76.6
	PhD	0	0	76.6
	Below Diploma	25	23.4	100.0
	Total	107	100.0	
Work experience in organization	1-5	20	18.7	18.7
	6-10	42	39.3	57.9
	11-15	23	21.5	79.4
	above 15	22	20.6	100.0
	Total	107	100.0	
Position in organization	Specialist	52	48.6	48.6
	Supervisor	17	15.9	64.5
	Expert	12	11.2	75.7
	Manager	10	9.3	85.0
	Director	4	3.7	88.8
	Other	12	11.2	100.0
	Total	107	100.0	

Source: Own survey data (2021)

The above table 4.1.2. Presents data regards that of the total sample respondents of the project, the majority of respondents 48(44.9 percent) were aged from 24-40, 43(40.2 percent) of respondents were age 41-56 and the remaining 16(15 percent) of respondents were aged greater than 56. This finding indicated that the project staffs in Ethio telecom are productive aged and experienced staffs who are advantaged with knowledge in M&E and this can help in

assessing the performance of M & E in the organization. The total sample respondents of the project, 61(57 percent) were male and 46(43 percent) were female. Here, the data clearly indicates the numbers of male were high compared to that of female.

The above table presents the data regarding the level of education, about 45(42.1 percent) of respondent were degree holders, 4(3.7 percent) of respondent were diploma holders, 33(30.8 percent) of respondent were masters holders 0(0 percent) of respondent were PhD and 25(23.4 percent) of respondent were below diploma.

The above table presents the data regarding the Work experience of respondents in the organization. The 42(39.3 percent) of respondents have 6-10 years of work experience, 20(18.7 percent) of respondents have less than 5 years of work experience, 23(21.5 percent) of respondents have 11-15 years of work experience and the remaining 22(20.6 percent) of respondent have more than 15 years of work experience were above 15 respectively.

Out of the total respondents the majority 52(48.6 percent) of respondents were specialists, 17(15.9 percent) of respondents were supervisors, 12(11.2 percent) of respondent were experts, 10(9.3 percent) of respondents were manager, 4(3.7 percent) of respondents were Directors, and remaining respondents 12(11.2 percent) holds other position in organization. This indicates that the respondents are well positioned to understand the overall M&E practice and can provide adequate information.

4.2. Knowledge regarding project monitoring & evaluation

Accessing the result knowledge of different monitoring and evaluation issues from experienced experts and managers in Ethio-Telecom presented in the following:

Table 4.2 result of experience, M & E training in organization of respondent

Question		Frequency	Percent	Cum. percent
Do you have any monitoring and evaluation experience	Yes	23	21.5	
	No	84	78.5	
	Total	107	100.0	
If Yes to Q1, how many years of monitoring and evaluation experience?	less than 2	8	34.78	34.78
	2-5	7	30.43	65.22
	6-9	6	26.09	91.30
	above 9	2	8.70	
	Total	23	100	100
What monitoring and evaluation training do you possess?	formal training only	22	20.6	
	in service training only	37	34.6	
	formal and in service	17	15.9	
	None	18	16.8	
	Other	13	12.1	
	Total	107	100.0	

Source: Own survey data (2021)

The above table 4.2 presents the data regarding the monitoring and evaluation experience" of respondents. Accordingly, about 84(78.5 percent) of respondents do not have any experience on monitoring and evaluation and, the remaining 23(21.5 percent) do have some sort of project monitoring and evaluation experience. This indicates that most of respondent has no monitoring and evaluation experience. Thus most of Ethio telecom project staffs have no experience of monitoring and evaluation.

Out of the total respondents about 8(34.78 percent) of respondents have less than 2 years of project monitoring and evaluation experience, 7(30.43 percent) of respondents have 2-5 years of project monitoring and evaluation experience, 6(26.09 percent) of respondents have

6-9 years of project monitoring and evaluation experience and the rest 2(8.07 percent) of respondents have 9 years of project monitoring and evaluation experience.

Regarding the training exposure of respondents on project monitoring and evaluation experience, about 22(20.6 percent) of respondents were received a formal training only, 37(34.6 percent) of respondents received in service training only, 17(15.6 percent) of respondents were received both method a formal and in service, 18(16.8 percent) of respondents not received any training from organization and 13(12.1 percent) of respondents were received in other method of training.

Table 4.3 Perception of respondents regarding the importance of trainings on project

Question		Frequency	Percent
How would you rate the trainings importance in enhancing your project monitoring and evaluation knowledge?	very important	38	35.5
	Important	39	36.4
	moderate important	18	16.8
	Slightly important	12	11.2
	Total	107	100.0
What is the competence of other relevant staff members in handling project monitoring and evaluation tasks?	Very competent	27	25.2
	Competent	44	41.1
	Incompetent	12	11.2
	very incompetent	11	10.3
	don't know	13	12.1
	Total	107	100.0
Are there systems that assist staff in capturing, managing, and analyzing data?	Yes	85	79.4
	No	22	20.6
	Total	107	100.0

Source: Own survey data (2021)

The above table presents the data regarding the rate importance of training to enhance project monitoring and evaluation knowledge of respondents. Accordingly, about 39(36.4 percent) of respondents were rate very important training to enhanced of project monitoring and evaluation knowledge, 38(35.5 percent) of respondents were rate important training to enhanced of project monitoring and evaluation knowledge, 18(16.8 percent) of respondents were rate moderate important training to enhanced of project monitoring and evaluation knowledge and the remaining 18(16.8 percent) of respondents were rate slightly important training to enhanced of project monitoring and evaluation knowledge. This result indicates

that most of respondent were responded the rate of the training are very important and important so Ethio telecom provided training are important.

The table also presents the data regarding the competence of other relevant staff members in handling project monitoring and evaluation tasks of respondents. About 44(41.1 percent) of respondents were other relevant staffs have competent performance to handling project monitoring and evaluation tasks, 27(25.2 percent) of respondents were other relevant staffs have very competent performance to handling project monitoring and evaluation tasks, 12(11.2 percent) of respondents were other relevant staffs have incompetent to handling project monitoring and evaluation tasks, 11(10.3 percent) of respondents were other relevant staffs have very incompetent to handling project monitoring and evaluation tasks and the remains 13(12.1 percent) of respondents were other relevant staffs have not shown performance to handling project monitoring and evaluation tasks. In this result showed the competence of the other relevant staff are competent in handling project monitoring and evaluation tasks.

The other issue for the data considering the system assist staff in capturing, managing, and analysing data" of respondents, majority of 85(79.4 percent) respondents were have a system to assist staff in capturing, managing, and analysing data and the remains 22(20.6 percent) of respondents were have no system to assist staff in capturing, managing, and analysing data respectively. This descriptive discussion show that most of the respondents were responded the system have that assist staff in capturing, managing, and analysing data.

4.3. Ethio-telecom Project Monitoring and Evaluation Practice

The practice of project monitoring and evaluation system is instrumental for the general accomplishment of a project objective, if and only if it can meet its targets set at the early stage of the project; if it is performed with quality and homogeneous with other systems of the firm (Hobson, Mayne & Hamilton, 2014). The basic objectives of implementing M&E system are: prompting accountability to the sponsors; supporting risk management; providing corrective actions; informing decision making and upholds organizational learning (Hughes & Newenhuis, 2005). The study had measured the practice level of M&E at Ethio telecom Project based on ten selected factors. The practices of different monitoring

and evaluation issues by monitoring and evaluation in Ethio-telecom are presented in the following:

Table 4.4 result of importance, participation and computerization in organization of respondent

Question		Frequency	Percent
Who are the major stakeholders involved in project monitoring and evaluation at Ethio telecom Information System projects?	all project staffs	30	28.0
	only M and E staffs	47	43.9
	Donors	22	20.6
	Community	8	7.5
	Total	107	100.0
Does Ethio telecom use computerized in project monitoring and evaluation system?	Yes	78	72.9
	No	29	27.1
	Total	107	100.0

Source: Own survey data (2021)

The above table presents the data regarding the major stakeholders involved in project monitoring and evaluation at Ethio telecom Information System projects of respondents. Accordingly, about 30(28.0 percent) of respondents were all project staffs have participation as major stakeholders to involved in project monitoring and evaluation at Ethio telecom Information System projects, 47(43.9 percent) of respondents were only M and E staffs have participation as major stakeholders to involved in project monitoring and evaluation at Ethio telecom Information System projects, 22(20.6 percent) of respondents were donors have participation as major stakeholders to involved in project monitoring and evaluation at Ethio telecom Information System projects and the remains 8(7.5 percent) of respondents were community have participation as major stakeholders to involved in project monitoring and evaluation at Ethio telecom Information System projects.

In this table presents the data regarding Ethio telecom use computerized in project monitoring and evaluation system of respondents. The Majority of 78(72.9 percent) of respondents confirmed that Ethio telecom have used computerized project monitoring and evaluation system and the remains 29(27.1 percent) of respondents were not confirmed that Ethio telecom have used computerized project monitoring and evaluation system.

Table 4.5. Results of role, method and guide of project P&E

Question		Frequency	Percent
How would you rate the role of management towards the implementation of project monitoring and evaluation system?	very adequate	19	17.8
	Adequate	53	49.5
	Inadequate	16	15.0
	very inadequate	19	17.8
	Total	107	100.0
What is the most common method of project monitoring and evaluation for data collection?	Questioners	24	22.4
	site observation	37	34.6
	document review	6	5.6
	Case study	2	1.9
	attendance forms	21	19.6
	focus group discussion	11	10.3
	no standard tools or technique	4	3.7
	Others	2	1.9
	Total	107	100.0
Does Ethio telecom has written project monitoring and evaluation plan that guide Information System project execution?	Yes, for all projects.	44	41.1
	Yes, for some projects.	48	44.9
	No	15	14.0
	Total	107	100.0

Source: Own survey data (2021)

Respondents were asked to explain how they rate the role of management towards the implementation of project monitoring and evaluation system. Majority 53(49.5 percent) of respondents indicated that it is adequate, 19(17.8 percent) of respondents confirmed that it is very adequate, 16(15 percent) of respondent indicated that it is inadequate, and the remaining 19(17.9 percent) of respondents confirmed that it is very inadequate. This result shows that Ethio telecom management role is adequate toward implementation of project monitoring and evaluation.

The above table presents the data regarding the most common method of project monitoring and evaluation for data collection. Accordingly, about 37(34.6 percent) of respondents were confirmed that site observation one of common method to data collection, 24(22.4 percent) of respondents were confirmed that Questioners is one of the data collection method, 6(5.6 percent) of respondents were indicated that document review is common method of project monitoring and evaluation for data collection, 2(1.9 percent) of respondents were specified that Case study is one common method of data collection of project monitoring and evaluation, 21(19.6 percent) of respondents were confirmed that attendance forms is one common method of data collection of project monitoring and evaluation, 11(10.3 percent) of respondents were indicated that the one of common method to data collection is focus group discussion, 4(3.7 percent) of respondent were confirmed that there is no standard tools or technique to data collection and the remains 2(1.9 percent) of respondents were confirmed that there is other method to data collection. This shows that the majority of the respondents (above 75%) that replied tools and techniques to collect data used by the method were questioners, attendance forms and site observation.

The other issue the respondent were asked Does Ethio telecom has written project monitoring and evaluation plan that guide Information System project execution? About 44(41.1 percent) of respondents reacted for all projects of Ethio telecom has written project monitoring and evaluation plan that guide Information System project execution, 48(44.9 percent) of respondents confirmed that for some projects of Ethio telecom has written project monitoring and evaluation plan that guide Information System project execution and the remains 15(14 percent) of respondents indicated that project of Ethio telecom has no written project monitoring and evaluation plan that guide Information System project execution respectively.

Table 4.6 Result of ME performance, impacts and expr.challenge of PME

Item	n= 107	Str.agree	Agree	Nuetral	Disagree	Str.disagree
The choice of indicator in setting up monitoring and evaluation systems influence their performance	Freq. Per.	17 15.9	59 55.1	20 18.7	4 3.7	7 6.5
My knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems	Freq. Per.	6 5.6	60 56.1	24 22.4	11 10.3	6 5.6
I experience challenges when applying project monitoring and evaluation system	Freq. Per.	14 13.1	30 28.0	33 30.8	21 19.6	9 8.3

Source: Own survey data (2021)

The above table 4.6 presents the data regarding the choice of indicator in setting up monitoring and evaluation systems influence their performance. Accordingly, the majority 71 percent of respondents were agreed both agree and strongly agree with the choice of setting up indicator the monitoring and evaluation systems influence their performance; while 10.3 percent of respondents argue that the choice of setting up indicator the monitoring and evaluation systems influence their performance. This indicates that the majority of respondents the choice of indicator in setting up monitoring and evaluation systems influence their performance were responded agree.

The above table presents the data regarding the knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems. Accordingly, about 61.7 percent of respondents shown that agree and strongly agree the knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems,

While 15.9 percent of respondents argued that disagree the knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems. This indicates that the majority of respondents my knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems were responded agree. Therefore, the Ethio-telecom project monitoring and evaluation performance influenced by knowledge of impacts, outcome, outputs and inputs.

The other issues of the table result present that the experience challenges when applying project monitoring and evaluation system. About 41.1 percent of respondents have experience of challenge when applying project monitoring and evaluation system while 27.9 percent of respondents have no face any challenge when applying project monitoring and evaluation system. This indicated that the Ethio telecom project has challenge to applying project monitoring and evaluation system.

Table 4.7 Result of ME adoptability, tools and types of PME

Question		Frequency	Percent
How would you rate the adoptability of this project monitoring and evaluation plan?	Very easy	19	17.8
	Easy	52	48.6
	Difficult	24	22.4
	Very difficult	12	11.2
	Total	107	100.0
Which of the following project planning and project monitoring and evaluation tools does Ethio telecom use?	Logical framework	25	23.4
	Theory of change	15	14.0
	Result framework	35	32.7
	Outcome mapping	8	7.5
	Most significant change	11	10.3
	Others	13	12.1
	Total	107	100.0
What type of evaluations has Ethio telecom been part?	Internal (own force)	54	50.5
	External consultant	13	12.1
	Both	36	33.6
	None	4	3.7
	Total	107	100.0

Source: Own survey data (2021)

The above table 4.7 presents the data regarding respondent were asked to rate the adoptability of project monitoring and evaluation plan. The result showed that the 72(66.4 percent) of respondents confirmed that Ethio telecom has easy the adoptability of project monitoring and evaluation plan, 24(22.4 percent) of respondent indicated that Ethio telecom has difficult to adoptability of project monitoring and evaluation plan, and the remains 19(17.9 percent) of respondent shown that Ethio telecom has very difficult to adoptability of project monitoring and evaluation plan. This results shown that the Ethio telecom projects have easily adoptability monitoring and evaluation plan.

The table presents the data regarding the project planning and a project monitoring and evaluation tool does Ethio telecom use of respondent. Accordingly, about 35(32.7 percent) of respondents shown that the tools of project planning and a project monitoring and evaluation is Result framework, 25(23.4 percent) of respondent confirmed that the tools of project planning and a project monitoring and evaluation is Logical framework, 15(14 percent) of respondent indicated that the tools of project planning and a project monitoring and evaluation is Theory of change, 8(7.5 percent) of respondent shown that the tools of project planning and a project monitoring and evaluation is Outcome mapping, 11(10.3 percent) of respondent confirmed that the tools of project planning and a project monitoring and evaluation is Most significant change, and the remains 13(12.1 percent) of respondent shown that the tools of project planning and a project monitoring and evaluation is others tools apply.

The other issue table presents the data regarding the type of evaluations has Ethio telecom been part. About 54(50.5 percent) of respondent reacted Ethio telecom is used Internal (own force) for evaluation, 13(12.1 percent) of respondent confirmed that the Ethio telecom is used External consultant to evaluate project, 36(33.6 percent) of respondent confirmed that the Ethio telecom is used both External consultant and internal to evaluate project and the remains of respondent 4(3.7 percent) indicated that the Ethio telecom is not used none of method neither internal nor external to evaluate project respectively.

Table 4.8. Result of ME project executed, input DM and effectively of

Question		Frequency	Percent
Which of the following type of evaluations do carry out on projects executed by Ethio telecom?	Ex-ante evaluation (Start-up evaluation)	39	36.4
	Mid-term evaluation	36	33.6
	Terminal/Summative evaluation	21	19.6
	Ex-post /Impact evaluation	11	10.3
	Total	107	100.0
Does Ethio telecom use inputs from project monitor and evaluation findings for various decisions making?	Yes, always	85	79.4
	Yes, sometimes	12	11.2
	No	10	9.3
	Total	107	100.0
Does your organization normally monitor how project resources of the organization like equipment are effectively employed to the project?	Yes	72	67.3
	No	21	19.6
	Partially	14	13.1
	Total	107	100.0

Own survey data (2021)

The above table 4.8 presents the data regarding the type of evaluations do carry out on projects executed by Ethio telecom. Accordingly, about 39(36.4 percent) of respondents confirmed that evaluation to project executed by Ethio telecom used Ex-ante evaluation (Start-up evaluation), 36(33.6 percent) of respondents indicated that evaluation to project executed by Ethio telecom used Ex- Mid-term evaluation, 21(19.6 percent) of respondent indicated that evaluation to project executed by Ethio telecom used Terminal/Summative evaluation and the remains 11(10.3 percent) shown that evaluation to project executed by Ethio telecom used Ex-post /Impact evaluation respectively.

Out of the total respondents of the asked were does Ethio telecom use inputs from project monitor and evaluation findings for various decisions making of respondent. The majority 85(79.4 percent) of respondents the Ethio telecom always used inputs from project monitor and evaluation findings for various decisions making projects. About 12(11.2 percent) of

respondents the Ethio telecom sometimes used inputs from project monitor and evaluation findings for various decisions making projects, and the remains 10(9.3 percent) of respondents the Ethio telecom not used inputs from project monitor and evaluation findings for various decisions making projects.

The other variable data present regarding to the organization normally monitor how project resources of the organization like equipment are effectively employed to the project. The majority 72(67.3 percent) of respondents the Ethio telecom projects monitor organization how project resources of the organization like equipment are effectively employed to the project, 21(19.6 percent) of respondent the Ethio telecom projects not monitor organization how project resources of the organization like equipment are effectively employed to the project and the remains 14(13.1 percent) of respondents the Ethio telecom projects partially monitor organization how project resources of the organization like equipment are effectively employed to the project.

Table 4.9 Result of projects monitored comparing the planned activities with actual-accomplishment

Question		Frequency	Percent
Over all progress of the projects monitored comparing the planned activities with actual- accomplishment is conducted:	Fortnights	4	3.7
	Monthly	48	44.9
	Annually	17	15.9
	Quarterly	32	29.9
	Never	4	3.7
	Bi-annual	2	1.9
	Total	107	100.0

Own survey data (2021)

The above table 4.9 presents the data regarding the Overall progress of the projects monitored comparing the planned activities with actual accomplishment is conducted. The majority 48(44.9 percent) of respondents the overall progress of the projects monitored comparing the planned activities with actual accomplishment is conducted per Monthly, 4(3.7 percent) of respondents the overall progress of the projects monitored comparing the planned activities with actual accomplishment is conducted per fortnights, 17(15.9 percent) of respondents the overall progress of the projects monitored comparing the planned activities with actual

accomplishment is conducted per annually, 32(29.9 percent) of respondents the overall progress of the projects monitored comparing the planned activities with actual accomplishment is conducted per quarterly, 4(3.7 percent) of respondents the overall progress of the projects not monitored comparing the planned activities with actual accomplishment is conducted and the remains 2(1.9 percent) of respondents the overall progress of the projects monitored comparing the planned activities with actual accomplishment is conducted per bi-annual respectively.

4.4. Challenges in implementing monitoring and evaluation

Monitoring and evaluation practice is highly exposed to different challenges. It is not different for Ethio telecom to confront with such challenge as do in other project undertakings. Participants of the study forwarded their opinion towards the challenges in their monitoring and evaluation practice of Ethio telecom project.

Table 4.10 Result of barriers that hindered, progress and rule and procedure of PME

Question		Frequency	Percent
What are the major barriers that hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation?	Policy/legal framework	55	51.4
	Lack of expertise	26	24.3
	Insufficient baseline data	26	24.3
	Total	107	100.0
To what extent do you think that company rules and procedures negatively affects Ethio telecom project monitoring and evaluation practice?	Very highly	29	27.1
	Highly	50	46.7
	Moderately	12	11.2
	Low	13	12.1
	No	3	2.8
	Total	107	100.0

Own survey data (2021)

The above table 4.10 presents data regarding the major barriers that hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation. The majority 55(51.4 percent) of respondents identified that Policy/legal framework is the major barriers that hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation the project M&E endeavour at Ethio telecom, About 26(24.3 percent) of respondents confirmed that Lack of expertise is the major barriers that hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation the project and 26(24.3 percent) of respondents indicated that Insufficient baseline data is the major barriers that hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation the project respectively.

This result indicates that the major barriers of hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation is policy/legal framework the other challenge lack of expertise and insufficient baseline data are proceed. The analysis findings also confirm the major barrier to effective monitoring and evaluation is the policy or legal framework, referencing again to CSA's Proclamation 621/2009, in addition lacks of M&E experts is also a huge issue as Ethio telecom only has mismatch experts who have taken that position through work experience. The findings above concur with Coninck et al, (2008) who argue that baseline survey is supposed to be done at the beginning of the project implementation. Baseline information is important for two main reasons; one, the baseline information becomes the benchmark upon which progress is measured and, secondly, it is used for monitoring achievements of the project's targets.

The considering variable responded of the total respondents of asked to what extent do you think that company rules and procedures negatively affects Ethio telecom project monitoring and evaluation practice. The majority 79(73.8 percent) of respondents confirmed that the company rules and procedures have negatively affects Ethio telecom project monitoring and evaluation practice, 12(11.2 percent) of respondent were moderately, 16(14.9 percent) of respondent of respondents indicated that the company rules and procedures have not negatively affects Ethio telecom project monitoring and evaluation practice or low effect. This result indicates that the Ethio telecom rules and procedures have affected negatively for project monitoring and evaluation practice.

Table 4.11 result of FRS, challenge past 2 and rule and access to achieve of PME

Question		Frequency	Percent
To what extent does Vendors requirements like FRS and formats are negatively affect the implementation of project monitoring and evaluation?	Extremely unlikely	21	19.6
	Unlikely	10	9.3
	Neutral	24	22.4
	Likely	30	28
	Extremely likely	22	20.6
	Total	107	100
Overall, the existing challenges in conducting project monitoring and evaluation compared to the past 2 years is:	Becoming more challenging	50	46.7
	Improving	45	42.1
	About the same as it was	12	11.2
	Total	107	100
Does your organization regularly analysis data in order to assess achievements and success?	Yes	68	63.6
	No	19	17.8
	i don't have idea	20	18.7
	Total	107	100

Own survey data (2021)

The table present data regarding respondents were asked what extent does Vendors requirements like FRS and formats are negatively affecting the implementation of project monitoring and evaluation. About 52(50.6 percent) of respondents indicated that likely and extremely likely extent vendors requirements like FRS and formats are negatively affecting the implementation of project monitoring and evaluation, while 31(29.9 percent) of respondents indicated that unlikely and extremely unlikely extent vendors requirements like FRS and formats are negatively affecting the implementation of project monitoring and evaluation.

The above table presents the data considering variable responded of the total respondents of the existing challenges in conducting project monitoring and evaluation compared to the past 2 years of respondents. Accordingly, about 50(46.7 percent) of respondents indicated that the last two years project monitoring and evaluation becoming more challenging the existing challenges in conducting project monitoring and evaluation compared to the past 2 years, 45(42.1 percent) of respondents confirmed that last two years project monitoring and evaluation improved the existing challenges in conducting project monitoring and evaluation compared to the past 2 years and the remains 12(11.2 percent) of respondents shown that last two years project monitoring and evaluation the same that as it was the existing challenges in conducting project monitoring and evaluation compared to the past 2 years. This result indicates that the existing challenges in conducting project monitoring and evaluation compared to the past 2 years is becoming to challenging to implement project monitoring and evaluation at Ethio telecom.

The other variable responded of the total respondents of asked Does your organization regularly analysis data in order to assess achievements and success. The majority 68(63.6 percent) of respondents conformed that the organization regularly analysis data in order to assess achievements and success, 19(17.8 percent) of respondent indicated that the organization regularly does not analysis data in order to assess achievements and success and the remains of 20(18.7 percent) of respondent does not confirmed that the organization regularly analysis or not analysis data in order to assess achievements and success. This indicates that the organization regularly analysis data of to assess achievement and success.

Table 4.12 Result of decision-making and planning regularly and documents lessons learned PME

Question		Frequency	Percent
Is M&E information provided to program managers/officers to assist in decision-making and planning regularly?	Yes	79	73.8
	No	28	26.2
	Total	107	100.0

Own survey data (2021)

The above table 4.12 presents the data regarding to variable is M&E information provided to program managers/officers to assist in decision-making and planning regularly. The majority 79(73.8 percent) of respondents confirmed that M&E information provided to program managers/officers to assist in decision-making and planning regularly at Ethio telecom project, and the remains 28(26.2 percent) of respondents does not indicated that M&E information provided to program managers/officers to assist in decision-making and planning regularly at Ethio telecom project respectively. This indicates that Ethio telecom is monitoring and evaluation findings assist for decision making and planning of program manager or officers.

4.5. Coping Mechanism of adopt to overcome challenges

Table 4.13 Coping with challenges of project monitoring and Evalution

Question		Frequency	Percent
Which of the following methods does Ethio telecom option for in coping with project monitoring and evaluation challenges?	Allocate more budgets for project monitoring and evaluation	40	37.4
	Limit project monitoring and evaluation activities	40	37.4
	Adopt participatory approach for project monitoring and evaluation	13	12.1
	Other	14	13.1
	Total	107	100.0
Which of the following possible solutions could contribute to positively enhanced Ethio telecom project monitoring and evaluation system?	Building staff capacity	23	21.5
	Minimize the burden of data collection and reporting	12	11.2
	Develop a project monitoring and evaluation plan	35	32.7
	Computerize project monitoring and evaluation system	13	12.1
	Increased role of management	10	9.3
	Other	14	13.1
	Total	107	100.0

Source: Own survey data (2021)

The above table 4.13 presents the data regarding to variable is methods does Ethio telecom option for in coping with project monitoring and evaluation challenges. Accordingly, about 40(37.4 percent) of respondents indicated that Ethio telecom option for in coping with project monitoring and evaluation challenges has Allocated more budgets for project monitoring and evaluation, 40(37.4 percent) of respondents confirmed that the coping with project monitoring and evaluation challenges has Limit project monitoring and evaluation activities, 13(12.1 percent) of respondents confirmed that the coping with project monitoring and evaluation challenges have Adopted participatory approach for project monitoring and evaluation and 14(13.1 percent) of respondents indicated that the coping with project monitoring and evaluation challenges have other method of project monitoring and evaluation respectively.

The above table 4.15 presents the data reconsidering variable responded of the total respondents of asked which of the following possible solutions could contribute to positively enhanced Ethio telecom project monitoring and evaluation system. Accordingly, about 35(32.7 percent) of respondents confirmed that Develop a project monitoring and evaluation plan has positively affected to enhanced Ethio telecom project monitoring and evaluation system, 23(21.5 percent) of respondents indicated that Building staff capacity is positively affect to enhanced Ethio telecom project monitoring and evaluation system, 12(11.2 percent) of respondents shown that Minimize the burden of data collection and reporting has positively affected to enhanced Ethio telecom project monitoring and evaluation system, 13(12.1 percent) of respondents confirmed that computerize project monitoring and evaluation system has positively affected to enhanced Ethio telecom project monitoring and evaluation system, 10(9.3 percent) of respondents confirmed that Increased role of management has positively affected to enhanced Ethio telecom project monitoring and evaluation system and the remains 14(13.1 percent) of respondents indicated that other factor affected to enhanced Ethio telecom project monitoring and evaluation system.

Table 4.14 Result of organization documents lessons learned

Question		Frequency	Percent
Does your organization have documents lessons learned on project execution?	For all projects	52	48.6
	for effectives project	23	21.5
	Never	32	29.9
	Total	107	100.0

Source: Own survey data (2021)

The above table 4.14 presents the data reconsidering variable responded of how your organization documents lessons learned on project execution. Accordingly, about 52(48.6 percent) of respondents confirmed that Ethio telecom documented lessons learned on project execution for all projects, 23(21.5 percent) of respondents indicated that Ethio telecom documented lessons learned on project execution for effectives project and 32(29.9 percent) of respondents confirmed that Ethio telecom not documented lessons learned on project execution respectively. This result indicates that Ethio telecom has prepared project documents learn of lesson through project life and success. The study implies that while there is a good recording of data and lessons learned there is a low amount of utilizing the recorded data for decision making, for assessing challenges and achievements as well as a poor experience sharing among the staff.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The primary aim of this thesis is to assess the current practices of monitoring and evaluating activities in Ethio telecom projects. This chapter seeks to place the findings from chapter four in to the context of the aim and objectives, which represent the original motivation of the study. Accordingly, the following section presents concluding statements and then makes recommendations.

5.1. Summary

The study revealed that development project is one of the Ethio telecom interventions that is benefiting and improving service level of many since its introduction. Thus, this intervention was taken as it is aligned with Information System projects of Ethio telecom. The results of both open-ended and closed-ended questionnaires consistently identified that Ethio telecom projects have been planned and implemented in up-down approach

Regarding the participation of the communities and other stakeholder participation in monitoring and evaluation process, the results of the collected data through the above mentioned tools consistently portrayed that the process of Information System project monitoring and evaluation.

The result of study found out that Information System project monitoring and evaluation was conducted mostly in monthly, quarterly and annual bases in a planned manner while it was practiced in unplanned manner and irregularly in some cases.

Concerning the presence of designed Ethio telecom project monitoring and evaluation tools, the study found out that Ethio telecom has designed monitoring and evaluation tools including attendance forms, questionnaires, focus group discussion, field visit and observation, document review, interview, case studies.

Accordingly, it was learnt that while Ethio telecom set only Information System project evaluation criteria, it's monitoring and evaluation manual lacks project relevant principles and standards. It was also identified that Ethio telecom was not applying similar standards to evaluate all sub-projects and there was not set standards for the evaluation of each subcomponent of development projects.

In addition, human resource limitations at the specified project position and diversity of Information System projects were the most challenging factors to effectively conduct monitoring and evaluation.

In general, the strengths of Ethio telecom project monitoring and evaluation practices were: availability of designed project monitoring and evaluation tools like checklists, document review, interview, questionnaires, focus group discussion, case studies and attendance forms; in general Ethio telecom project monitoring and evaluation practices were participatory in nature; the project monitoring and evaluation tasks were conducted in a planned and regular manner.

On the other hand, the major weaknesses of Ethio telecom project monitoring and evaluation practices were found out. lack of conducting outcomes evaluation Monitoring and evaluation practices were unplanned and conducted in irregular bases; lack of baseline data analysis; lack of project evaluation principles and standards; Limitation of professional manpower, specially, the absences to deliver knowledge-based monitoring and evaluation for information system sub-components; Lack of separate budget and plan for project M&E activities

Finally, unlike the previously conducted empirical researches, this study has underlined both strengths and weaknesses of multi-sectoral community-demanded or driven projects monitoring and evaluation practices. Based on overall findings of the study, Ethio telecom has combined development project implementation as well as its monitoring and evaluation system with usual regular works rather than implementing it independently in project approach.

5.2.   Conclusion

Ethiopia has formulated different development policies, strategies, programs and projects to solve basic socio-economic problems of the society. Accordingly, different development projects have been initiated and implemented in many areas of the country. However, its monitoring and evaluation practice is not adequately studied. This study aimed that assessing Ethio telecom project monitoring and evaluation practice: the case of Ethio telecom with general objective of assessing the information system project monitoring and evaluation system by taking projects monitoring and evaluation practice of Ethio telecom in relation to the implementation of information system projects.

The aim of this study were to explore the stakeholders "expectation of monitoring and evaluation systems; to investigate the information system monitoring and evaluation practices of Ethio telecom; to assess policy/legal frameworks to follow in monitoring and evaluation of Ethio telecom projects; to identify faced in monitoring and evaluation of information system projects; and to identify the projects monitoring and evaluation tools, techniques, criteria and standards set by Ethio telecom for development projects that were implemented, to assess the project monitoring and evaluation tasks; process designed, planned and implemented at different levels and result reporting mechanisms to identify whether there was cooperation and coordination mechanism between the bureau and sector level professionals, projects steering committee and beneficiary in the process of information system project evaluation and monitoring, set of mechanisms put in place for the stakeholders participation, to identify the major gaps and forward alternative recommendations which enable Ethio telecom to fill identified gaps in areas of project monitoring and evaluation.

Research methodology employed for this study is descriptive research method and both primary and secondary data were used. Additionally, the sampling techniques employed for this research were selected by random sampling and convenience sampling technique. The collected data was then analysed using both quantitative and qualitative approaches. Triangulation technique was also applied while in all course of the study ethical consideration was observed.

The study found out that Ethio telecom had put in place project monitoring and evaluation tools like document review, field visit and observation, questionnaires, attendance forms and case studies. Moreover, efficiency, relevance, impact, sustainability, effectiveness, environment and socio-economic issues have been stated as criteria of evaluation indicators. The monitoring and evaluation tasks were conducted mostly in quarterly, mid-terms and annual bases in a planned and regular manner at district level and the system of monitoring and evaluation was found.

With regards to the utilization of monitoring and evaluation results, the study came up with the fact that the monitoring and evaluation team delivered reports at all and used the reports to take appropriate and corrective measures. Thus, the above mentioned findings were taken as the most important strengths of Ethio telecom depicted in information system projects monitoring and evaluation.

The study also revealed that absence of appropriate organizational structures which best fit to M&E activities, absence of lesson learned document that improve the project implementation in the future, absence of separate plan for M&E activities, lack of evaluation standards and principles and, lack of outcomes evaluation were some of the major gaps identified. lack of involvement of stakeholders in M&E activities and weak follow up made to completed projects,

5.3. Recommendations

In support of the highlighted conclusions, the researcher makes the following recommendations to address some of the key findings of the study.

The finding of this research highlighted information system projects are not having separate plan as well as budget for M&E of Ethio telecom projects can affect the success of project it is suggested to have separate plan and proportional budget.

➢ The findings of the research also highlight the fact that there is not much involvement of stakeholder's involvement in monitoring and evaluation activities of information system projects in Ethio telecom. Therefore, all key stakeholders in all phases of the project starting from formation up to the operation improves its monitoring and incorporating

project evaluation principles and standards into the M&E guideline helps to be consistent.

➢ The result shows qualified and experienced experts were not assigned for monitoring and evaluation activities of Ethio telecom project for deliver monitoring and evaluation. There is need for training in this aspect of monitoring and evaluation. The office should be hired qualified and experienced experts to support monitoring and evaluation activities of implemented Ethio telecom projects.

➢ The needs to reconsider the experienced human resource during project design for future Ethio telecom project implementation and the composition of the human resource alignment with sub-projects and their nature enable the implementing agent to deliver professional monitoring and evaluation.

➢ Based on finding of this study, lesson learned from Ethio telecom projects implemented were not documented adequately. An effective Lessons Learned process should prevent the project from repeating mistakes and repeat the project successes. Therefore, the project should have documented lesson learned for continuous improvement of project implementation in the future.

5.4. Agenda for future research

This empirical research has indicated a number of relevant issues in relation to the Monitoring and Evaluation practices of project focusing on Ethio telecom information management system; however the researcher did not get or have access to similar study related to Ethio telecom. In addition this study has some limitations since it has based its study on the organization Headquarter in Addis Ababa and could not get access to different regions across the country. Due to time and financial limitations the researcher focused on the challenges and practices of the project. In sum, as this study is not conclusive, regarding the effectiveness of Ethio telecom projects monitoring and evaluation, further related research work that covers a wider scope, areas, large sample size and takes more time appears to be significant.

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Appendix: Questionnaire

Dear Respondent:

The general objective of this research is to assess the practice of project monitoring and evaluation in case of Ethio-telecom Information System projects, Head Office, Addis Ababa. Thus, I kindly request you to take your valuable time and complete the questionnaire. Your responses will be kept absolutely confidential. To this end, no name, phone number, email address is required on the questionnaire

The Questionnaire has five parts.

Part 1: Demographic Profile of Respondents:

Part 2: Employees Knowledge regarding project monitoring & evaluation

Part 3: Current Monitoring and Evaluation Practice

Part 4: Challenges in executing monitoring and evaluation.

Part 5: Coping Mechanism

Part One: Demographic Profile of Respondents:

No	Question	Response
1	Sex	**1.** Male **2.** Female
2	Age	**1.** Less than 23 **2.** 24-40 **3.** 41-56 **4.** >50
3	Level of education	**1.** Diploma **2.** Degree **3.** Master **4.** PHD **5.** Others_____

4	Work experience in the organization	**1.** 1-5 years
		2. 6-10 years
		3. 11-15 years
		4. Above 16 years
5	Marital status	1. Single
		2. Married
		3. Divorced
		4. Windowed
5	Position	**1.** Specialist
		2. Supervisor
		3. Expert
		4. Manager
		5. Director
		6. Other_____

Part 2: Employees Knowledge regarding project monitoring & evaluation

1. Do you have any monitoring and evaluation experience?
   a) Yes
   b) No

2. If Yes to Q1, how many years of monitoring and evaluation experience?
   a) Less than 2 year
   b) 2 - 5years
   c) 6-9 years
   d) Over 10 years

3. What monitoring and evaluation training do you possess?
   a) Formal training only
   b) In-service training only
   c) Formal and in-service
   d) None
   e) Other (specify): _____

4. How would you rate the trainings importance in enhancing your project monitoring and evaluation knowledge?

a) Very Important

b) Important

c) Moderately Important

d) Slightly Important

e) Not Important

5. What is the competence of other relevant staff members in handling project monitoring and evaluation tasks?

a) Very competent

b) Competent

c) Incompetent

d) Very incompetent

e) Don't knows.

6. Is there systems that assist staff in capturing, managing, and analyzing data?

a) Yes

b) No

c) If no, why? _____

Part 3: Current Monitoring and Evaluation Practice

1. Does your organization have any project monitoring and evaluation experience in the past 2 years?

a) Yes

b) No

2. Who are the major stakeholders involved in project monitoring and evaluation at Ethio telecom Information System projects? (Please circle all Possible stakeholders from the below lists).

a) All project staffs.

b) Only M&E staff

c) Donors

d) Community

e) Beneficiary

f) Government

g) Other_____

3. Does Ethio telecom use computerized in project monitoring and evaluation system?

a) Yes

b) No

4. How would you rate the role of management towards the implementation of project monitoring and evaluation system?

a) Very adequate

b) Adequate

c) In adequate

d) Very inadequate

e) Don't know

5. What is the most common method of project monitoring and evaluation for data collection?

a) Questioners

b) Cite observation

c) Document review

d) Case study

e) Interviews

f) Attendance forms

g) Focus group discussion.

h) No standards tools /techniques used

i) Other: _____

6. Does Ethio telecom has written project monitoring and evaluation plan that guide Information System project execution?

a) Yes, for all projects.

b) Yes, for some projects.

c) No

7. How would you rate the adoptability of this project monitoring and evaluation plan?

a) Very easy

b) Easy

c) Difficult

d) Very difficult

8. If your answer is no to question number 6, what is the reason behind?

a) Lack of budget

b) It is irrelevant.

    c) Lack of expertise

    d) Other, specify: _____

9. Which of the following project planning and project monitoring and evaluation tools does Ethio telecom use?

    a) Logical framework

    b) Theory of change

    c) Result framework

    d) Outcome mapping

    e) Most significant change

    f) Others, please specify: _____

10. Please tick next to the appropriate column in the table below.

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
The choice of indicator in setting up monitoring and evaluation systems influence their performance					
My knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems					
I experience challenges when applying project monitoring and evaluation system					

11. What type of evaluations has Ethio telecom been part of?

    a) Internal (own force)

    b) External consultant

    c) Both

    d) None

12. Which of the following type of evaluations do carry out on projects executed by Ethio telecom?

   a) Ex-ante evaluation (Start-up evaluation)

   b) Mid-term evaluation

   c) Terminal/Summative evaluation

   d) Ex-post /Impact evaluation

   e) None

13. Does Ethio telecom use inputs from project monitor and evaluation findings for various decisions making?

   a) Yes, always.

   b) Yes, sometimes.

   c) No

14. Does your organization normally monitor how project resources of the organization like equipment are effectively employed to the project? a. Yes b. No c. partially

15. Over all progress of the projects monitored comparing the planned activities with actual-accomplishment is conducted:

a) Fortnightly

b) Monthly

c) Annually

d) Quarterly

e) Never

f) Bi-annually

Part 4: Challenges in executing monitoring and evaluation.

1. What are the major barriers that hindered Ethio telecom ability to effectively and efficiently implement project monitor and evaluation?
   a) Policy/legal framework
   b) Lack of expertise
   c) Insufficient baseline data
   d) Lack of fund for project monitor and evaluation activities
   e) Not friendly project monitor and evaluation tools
   f) Other: _____

2. To what extent do you think that company rules and procedures negatively affects Ethio telecom project monitoring and evaluation practice?
   a) Very highly
   b) Highly
   c) Moderately
   d) Low effect
   e) No effect

3. To what extent does Vendors requirements like FRS and formats are negatively affect the implementation of project monitoring and evaluation?
   a) Extremely unlikely
   b) Unlikely
   c) Neutral
   d) Likely
   e) Extremely likely

4. Overall, the existing challenges in conducting project monitoring and evaluation compared to the past 2 years is:
   a) Becoming more challenging
   b) Improving
   c) About the same as it was

5. Does your organization regularly analyze data in order to assess achievements and s?
   a. Yes   b. No   c. I have no idea

6. Is M&E information provided to program managers/officers to assist in decision-making and planning regularly?   a. Yes   b. No

7. How your organization documents lessons learned on project execution?

   a. For all projects   b. For effective projects   c. Never

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

   a._____

   b._____

9. Part 5: Coping Mechanism

1. Which of the following methods does Ethio telecom opt for in coping with project monitoring and evaluation challenges?

   a) Allot more budgets for project monitoring and evaluation.

   b) Limit project monitoring and evaluation activities

   c) Adopt participatory approach for project monitoring and evaluation.

   d) Other: _____

2. Which of the following possible solutions could contribute to positively enhanced Ethio telecom project monitoring and evaluation system?

   a) Building staff capacity

   b) Minimize the burden of data collection and reporting.

   c) Develop a project monitoring and evaluation plan.

   d) Computerize project monitoring and evaluation system.

   e) Increased role of management

   f) Other, specify: _____

   3. What do you recommend to cope up any s and improve M&E system effectiveness?

      ----

   4. What recommendation/suggestion would you give that could improve Ethio telecom project monitoring and evaluation practice and curb the challenges?

      _____

   _____

      End.

THANK YOU FOR YOUR COOPERATION