



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
GENERAL MBA PROGRAM

**AN ASSESSMENT ON THE EFFECTIVENESS OF PROJECT PERFORMANCE
APPRAISAL SYSTEM: THE CASE OF ETHIOPIAN ROADS ADMINISTRATION**

By

YORDANOS NIGUSSU

ADVISOR: MULUADAM ALEMU (PHD)

MAY, 2022
ADDIS ABABA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
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DECLARATION

I, **Yordanos Nigussu Haile**, declare that this thesis is my original work, prepared under the guidance of **Muluadam Alemu (PHD)**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other learning institution for the purpose of learning any degree.

Yordanos Nigussu Haile

Signature

Date

St. Mary's University, Addis Ababa

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Muluadam Alemu (PHD)

Signature

St. Mary's University, Addis Ababa

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Acronyms

ERA	Ethiopian Road Administration
MRAS	Municipal Road Authorities
PAS	Performance Appraisal System
RSDP	Road Sector Development Program
SWOT	Strength Weakness Opportunity Trait
WROs	Woreda Road Offices

ABSTRACT

The major objective of this study was to investigate the effectiveness of the project performance appraisal system. As a result, its effectiveness has been tested by selecting three variables to show the relationship between the three independent variables and the dependent variable. The study is required to create the level at which availability of funds, stakeholders' participation, and organization leadership influence the effectiveness of the project appraisal system. Furthermore, they have been selected based on their population size out of 1206 permanent employees. A total of 300 employees were taken as a sample by using a stratified sampling technique, and questionnaires were distributed proportionally. The findings indicate that the organization's project performance appraisal system is miss-formulated and also based on the selected effectiveness variables; it is observed that the project performance appraisal system is less effective across all the divisions. Furthermore, problems which hinder the effectiveness of the project performance appraisal system were identified and a comparison of their occurrences was also made. As a result, lack of participation of employees in the project performance appraisal process was identified as one of the major problems, while lack of a well-tailored measurement system and lack of well-designed procedures and processes were also identified as critical problems. Finally, this research enables us to see the effectiveness of the performance appraisal system of ERA and the gaps that exist in the project performance appraisal system. By giving extensive information about the organization's performance appraisal processes, the research intends to recommend to management of the organization a better project performance appraisal system in order to fill the existing gaps and/or take corrective action on the PAS in a way that enables it to achieve the objectives of the organization.

Key Words: Project Performance Appraisal, effectiveness, availability of funds, stakeholders' participation, and organization leadership

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Projects are desirable to be completed within the time frame and budgeted cost. But unfortunately, many projects take longer to complete and cost more than necessary because of lack of professional skills in the area and other various factors directly and/or indirectly related with it. In most developing countries this problem is more aggravated than those developed ones; as a result many project-sponsoring organizations are discouraged to sponsor projects in these poor countries

With the current plan, road sector development, management, and maintenance are the project is mainly implemented by the Ethiopian Roads Administration (ERA), Regional Roads Administration (RRAs), Municipal Road Administrations (MRAs) and the Woreda Road Offices (WROs). The Ethiopian Roads Administration (ERA) is a federal agency responsible for the overall network planning, federal road development, coordination, and development of road sector policies and standards in the country (ERA, 2011).

For the political and socio-economic revolution of the country, the central role and contribution of infrastructure are necessary. That is why the government has placed the development of infrastructure, in general, and roads, in particular, as one of the key priorities of its economic development strategy (MoFED, 2012).The current federal and rural road networks in the United States total more than 120 thousand kilometers. The Administration currently manages more than 28 thousand miles of federal road network. The Administration is managing hundreds of design, construction, maintenance, supervision, and technical assistance projects.

Monitoring, reviewing, and regulating are all important aspects of project scope management, time, cost, quality, human resources, communication, and risks. In view of that, the Ethiopian

Roads Administration is using different project appraisal practices at different levels to guarantee the successful completion of the projects it manages. However, the majority of its projects are running late and over budget (ERA, 2014). As a result, this study will be conducted in order to assess the impact of the project assessment system of the Ethiopian Road Administration.

The ultimate goal of projects is to make a positive difference in people's lives of the target. Population in question and contribute to the overall socio-economic development effort of a given country or region. Therefore, the project appraisal system is not enough by itself. Its success should be measured on different dimensions. If we do not measure results, we can't differentiate success from failure until we quantify results; we can't perceive success unless we measure it. We won't be able to learn from it or reward contributions. Therefore, it is authoritative that project appraisal and stakeholders measure the success of the projects through a process called evaluation.

Appraisals are a regular investigation of the value or importance of an object. Appraisals can identify criteria for success, lessons to learn, things to achieve, ways to improve the work, and the means to move forward.

This research paper is inspired to see the effectiveness of project performance appraisal system of ERA and the gaps existing in the system. By providing detail information on the performance appraisal practices of the organization the research intends to recommend for management of the organization a better project performance appraisal system in order to fill the existing gaps and/or take corrective action on the system in a way that enables to achieve the objectives of the organization.

1.2 Rationale

The Ethiopian Roads Administration was established during the time of Haleselassie in 1943 (Ethiopian calendar) to build roads all over the country. At the time, most of the roads were it was built by foreign companies from different European countries, like Italy and Holland. The

Administration has gone through a series of structural changes, the most recent one being in July 2011 by the Council of Ministers Regulation No. 247/2011. This regulation verifies the split of the operational and guiding wings as two independent entities, leaving ERA to focus on road network development and asset management rather than construction and maintenance. Therefore, the main objectives of ERA, as specified in the above-mentioned regulation, are to develop and administer roads; create helpful conditions for the coordinated development of roads; and play a leading role in the design and regulation of standards in the sector. ERA now performs its activities using RSDP (Road Sector Development Program) developed by the federal government to upgrade rural roads, maintain old roads, and construct new roads.

1.3 Statement of the problem

The project appraisal system allows the organization to monitor the process to ensure that appropriate actions are in place to complete the project on time, as well as to identify and measure the results to ensure the project's effectiveness, progress, and achievements. All these efforts make the organization capable of reporting, answering all inquiries, and being accountable for its (Fataneh Zarinpoush, 2006).

The main objective of this research is to see how successful the project performance appraisal system is at monitoring and evaluating contractors and consultants for PAS in ERA project teams over the course of contract implementation. Ethiopian Road Administration (ERA) has experienced an increasing number of severe impacts in major construction projects, including unreasonable delays and additional costs on contracts; a shortage of experienced professional managers and qualified staff; estimates that are poor matches with bids received, resulting in budgetary uncertainty and concerns about under or overpricing; and how to develop them to be able to better project appraise and see It may inform policies towards the setting up of project appraisal systems and show how project appraisal systems can be used as a powerful

management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency.

In the framework of Ethiopia, roads are the main infrastructure that provides access to rural and urban areas in the country. Roads play a key role in reducing transportation costs and supporting economic growth in the country. However, in the 1990s, road network coverage was restricted to large urban regions and certain rural areas. The majority of the country was cut off from economic hubs, marketplaces and basic social services. The current road system was primarily damaged and in bad shape (ERA, 2017). Ethiopia's government is fully aware of the country's low road network coverage. The present road network's poor state has been a source of economic weakness recovery and economic growth.

Managers, creditors, and stakeholders are interested in knowing the final result of projects and programs by a properly performed and reported appraisal. That expected evaluation must be carried out in a professional manner. It is possible to implement the appraisal by ignoring the uniform procedures, but this may lead the company to fail in achieving its objectives. ERA, as a government agency, is expected to fulfill the demand for quality road evaluation practices during the construction of roads by applying a standardized and full appraisal process.

Emphasis is given to appraisal part of the organization but reporting parts appraisal were not achieved to get the exact and correct information on projects. Even if appraisal systems influence not be perfect, some works advise some mechanisms to reduce the level of errors mainly through integrating more objective forms of appraisal.

1.4 Research questions

1. To what extent does the availability of funds influence the effectiveness of the project appraisal system for the Ethiopian Road Administration?
2. To what extent does stakeholders' participation influence the effectiveness of the project appraisal system for the Ethiopian Road Administration?

3. To what extent does an organization's leadership influence the effectiveness of the project appraisal system for the Ethiopian Road Administration?

1.5 Objectives of the study

1.5.1 General objective

The main objective of this study is to measure the effectiveness of the project appraisal system for the Ethiopian Road Administration.

1.5.2 Specific objectives:

1. To form the level at which availability of funds influences the effectiveness of the project appraisal system for Ethiopia's Road Administration
2. To measure the level to which stakeholders' participation influences the effectiveness of the project appraisal system for Ethiopia Road Administration.
3. To determine the level to which an organization's leadership influences the effectiveness of the project appraisal system for Ethiopia Road Administration.

1.6 Delimitation

Due to financial and time constraints, this study will be carried out to assess the effectiveness of the project appraisal system for specific reference to ERA, which is a federal public institution. The research will concentrate on the levels of selected people who work at the Ethiopian Road Administration (ERA) Mexico area called "Awera Godana."

1.7 Limitation of the study

As with most studies, the first limitation of this study is the sample size limit, it is impossible to study the whole population. As a result, it is required to study the head office of the Ethiopian Road Administration (ERA) population to make direct assessments about the entire population. And the other is some of the employees were not volunteers to fill the questionnaire because they are busy on their daily routine and questionnaires were not returned on time.

1.8 Significance of the study

This study will use a descriptive design method to analyze the effectiveness of the Ethiopian Road Administration's project appraisal system, as well as provide a better understanding of the system's effectiveness and how to develop it to be able to better project appraise and see the potentials of the stakeholders, as well as provide valuable information for future interferences. It may inform policies towards the setting up of project appraisal systems and show how project appraisal systems can be utilized as a strong management tool to help businesses and stakeholders work together more effectively can achieve greater accountability and transparency. Specifically, the study will be of significance to the following: private and public organizations' staff, project managers, Students in management who are active in the creation and operation of a results-based organization and effective project appraisal system. The studies also raise awareness of the parties that are involved in the project appraisal system and bring a significant change to the success of the organization.

1.9 Organization of the paper

The study contains five chapters. The first chapter contains background of the study, Definition of terms and concepts, statement of the problem, research questions, and objective of the study, significance of the study, scope of the study, limitation of the study and organization of the study. The second chapter will have review of related literature which is related with the topic of the study. The third chapter presents research design and methodology; research design, source of data, data gathering tools, sample size and sampling techniques, and method of data analysis. The fourth chapter depicts data analysis and interpretation and the fifth chapter, focuses on summary of findings, conclusion and recommendations.

1.10 Definition of Terms (Operational Term)

In this part the researcher has put operational definition of terms as used in the study.

Project performance: - We evaluate to ensure all quality standards have been met. We will consistently evaluate projects in real time to track Objectives, Quality Deliverables, and Cost Tracking & Performance

Project Appraisal: - means a written appraisal of the Property ordered by Lender and prepared by an appraiser satisfactory to Lender, as such appraisal is reviewed, adjusted and approved by Lender in its sole and absolute discretion.

Project Effectiveness: - subcontractors should regularly evaluate the effectiveness of their projects. This includes a reassessment of project activities and services to determine whether they continue to be effective.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 THEORETICAL LITERATURE REVIEW

This chapter reviews the literature correlated to the study variables in full. The chapter will review the concept of the effectiveness of a project appraisal system and discuss the independent variables of stakeholders' participation, the organization's leadership, and the availability of funds and how they determine the effectiveness of the project appraisal system. The chapter also frames the theories that present the study. Finally, the chapters will suggest a graphical representation of the relationship between dependent and independent variables in the form of a conceptual framework.

2.2 The concept of project appraisal system effectiveness

The appraisal system is a separate element within the project management cycle but is extremely dependent and commonly of major importance to project sustainability (UNDP, 1997-2002). Monitoring is the procedures throughout which the necessary characteristics of project accomplishment, such as reporting, usage of funds, record keeping, and appraisal of the project outcomes are routinely carried out with the aim of making sure the project is being implemented as per the plan (Mackay, 2007).

An appraisal is a specific and systematic approach geared towards reviewing an ongoing project to make sure that it meets the goals or objectives that were outlined. Appraisal should present complete and applicable data that will sustain decision making. Project appraisal serves several purposes, the first of which is to notify the outcome of a project. Furthermore, appraisal offers a procedure of education. Through education from the past, one is able to advance the future. Furthermore, evaluation aids project managers in developing new abilities and expanding their horizons to the measurements of effective self-criticism, gaining independence, and moving forward with future plans scheduling as a result.

Appraisal sets the bar for future appraisals of related projects. It consistently supports generating a knowledge bank for management, which is an ideal movement in the modern world where organizations are motivated by knowledge management in project management (Calder, 2013). Finally, project managers can see how projects performed in terms of economic constraints as well as productivity (Spaulding, D. T. John Wiley & Sons, 2014). The organization extends a SWOT analysis, in which the project's strengths, weaknesses, opportunities, and challenges are engaged in justification (Spaulding, 2014). System is a factor planned to screen, path, and make an appraisal of the project results compared to the specified or planned targets (SAMDI, 2007).

It is a complete task that offers management in the showing and tracing of the current project, recording data and analytically appraising the data for judgment determinations in line with the project's set goals and objectives (Kerzner, 2013). The appraisal system is a vital method for support reproduction and communication project operations that must be planned for and managed through a project's life (Nyonje, R. O., Kyalo, D. N., & Mulwa, A. S., 2015).

The key characteristics of appraisal are the setup of the system, applying the system, linking all stakeholders and co-operating the results of the monitoring and appraisal process. The appraisal system should be as applicable as possible to the organization to guarantee its consistency and individuality (Gaarder, M. M., & Briceño, B., 2010). A good active appraisal system must be able to provide specific information applied to better project success. To complete the system, any stakeholder must be able to classify the potential benefits of the project, ways of attractive showing, and provide an overview of the project's accomplishments, problems, and outcomes, as well as opportunities for future project activities (Briceno, 2010).

In order to short-term the care of the employees, an operative appraisal system must be searched for to improve communication and interface between the personnel, which will help to build up teamwork inside the project. Also, the connection of the project stakeholders must

not be downplayed as these are the people who own and are immediately impacted by the project's accomplishments and affects. (Blackstock, K. L., Kelly, G. J. & Horsey, B. L, 2007).

The success of the appraisal system depends on projected and completed activities, procedures, examining the results chain, background factors, and connections, in order to recognize successes or the lack of success. The purposes of an expansion project must be dependable with the supplies of receivers and the organization's strategies; and similarly, the scope to which they are alert to the organization's corporate plan and human development significances such as enabling and gender equality. Expansion creativity, as well as its planned outputs and outcomes, should be consistent with national and local policies, as well as significant (Kusek, J. Z., & Rist, C. R., 2004).

Funds assigned to projects must be used economically since they are limited. When running a project and you are worried about going to measure, then it is very significant to get the productivity element right. Use of the appraisal system is therefore a basis for appraising the success of project distribution procedures (Naoum, 1991) and (Ling & Chan., 2002). The appraisal method is focused with evaluating project success and employs objective criteria factors, including time, cost, and quality objectives, and subjective factors, which are concerned with the assessment of stakeholders' fulfillment.

Active project managers evaluate growth in terms of the project's schedule, economy, and excellence on a regular and systematic basis. Regular reviews permit problems to be recognized early so that helpful action can be taken to keep the project on track. For appraisal events, the appraisals can provide a clear and acceptable delivery. Appraisal budget must be defined within the complete project costing to give the appraisal function the due recognition it plays in project running (Mackay, 2007).

Competence in project planning advances general appraisal of projects, management, and operations with the sole aim of having an influence on the socio-political and economic status of the community. Project data must be created in an agreed and successful manner as the project is on-going. Monitoring is carried out in accordance with previously established goals,

and its operations are documented predetermined during the planning phase. These tasks guarantee that everything is on track and allow the project team to complete the project to detect early enough when deviations occur. If done correctly, monitoring may be a highly effective management tool as a basis for project evaluation since, through it, the sufficiency and competence of available incomes are firmed up.

Fundamentally, project monitoring involves a systematic and constant calculation of how the project is being applied in mistake of initially set plans, activities, and other distributes (Mulwa, F. W., & Nguluu, S. N. , 2003).

Projects can also have social, economic, and environmental influences that far outlive the projects themselves. The project's outcome might be concrete or immaterial. While boring elements may be present in some project deliverables and activities, this duplication does not change the important, single characteristics of the project work. According to (K, 2016) (Pinto 2016), Many components of a project may be summed up as Projects as Projects are one-time, complex processes that are constrained by economics, schedule, and resources; they are created to achieve a specific goal or set of goals; and they are customer-focused. The main outcomes of a project are the satisfaction of customer requirements within the constraints of technical, cost, and schedule objectives.

A connected issue is the topic of project success. The terms "project" and "success" are frequently used in literature, two distinctions are made are taken into consideration. The first difference is between project success that is measured against the project's overall the iron triangle is used to assess project management goals and performance (time, cost, and quality). The second distinction is between success criteria (aspects that are used to describe or evaluate something) and failure criteria. or determining whether a project is a success or failure) and success factors (aspects that contribute to a project's success or failure)are to be in place in order to guarantee that the management system will directly or indirectly lead to project success).

The triangle represents the relationship between three important aspects of a project. Time reflects the amount of time available to complete the project, cost represents the amount of money or resources available, and quality represents the project's fit-for-purpose.



Figure 1 the iron triangle

Projects are scope, time, cost, and quality. Time, cost, and quality are referred to as the “Iron Triangle.” Given any defined scope of work, you manage the remaining three variables of cost, time, and quality. It is impossible to optimize all three. Adjusting one variable will have an impact on the others.

Time covers the process from design through construction. Throughout your project, you’ll have many forces which impact project time, regardless of your desire to get the job done quickly.

Cost is your budget, including architectural fees, the contractor’s fees, other associated fees, and the cost of labor and materials.

Quality applies to the technique, materials, and supplies used. It also applies to the experience level of those employed on your project. The good news is that not all matters of quality

expand your budget, but budget and cost will directly affect the level of quality that is achievable.

A poor project manager will see the scope triangle as a strait-jacket by which their project is irrevocably constrained. A better project manager will make better use of one or more of the axes and will shift the emphasis in the project to one of the other axes. The best project managers will juggle all three like hot potatoes and will make decisions every day which effectively trade-off time vs. quality vs. resources.

Projects must systematically recognize, study, and respond to risks in order to ensure the continuation of project profits and, ultimately, achievement (J., 1975). Projects must try to find ways to support the measurements of individuals, households, communities, and formal and informal institutions that will help them manage future shakes (IFAD, 2005). Projects must cause 'no harm' to the atmosphere and must see the needs of the present group without co-operating with the skill of future generations to see their own needs (IFAD, 2005).

Appraisal helps to regulate and measure the influence of interference. Development interference refers to the direct or indirect, proposed or unplanned, positive or negative changes shaped by development interference. Computing the impact involves determining the things of movement on economic, social, environmental and other development pointers. Calculation of impact is important because it produces useful information for the decision-making process and supports responsibility for the transfer of consequences.

2.3 Availability of funds and effectiveness of the project appraisal system

Must offer a pure and satisfactory delivery for appraisal activities the appraisal financial division must obviously define from the main project budget so that appraisal unit is given some independence in operation of its resources (Gyorkos, 2003). Appraisal budget must be about 5 to 10 percent of the total projects' budget, which will give the appraisal unit satisfactory resources to ensure its effectiveness (Kelly, K., & Magongo, B., 2004).

(Frankel, Nina & Gage, N, 2007) Note that most donors and organizations recommend between 3 and 10 percent of the project's budget. The general rule of thumb is that the appraisal budget should not be so small that it compromises the accuracy and reliability of the results, nor should it consume so many resources in comparison to other project activities. Appraisal activities their costs must be projected and properly planned for to ensure that the funds required are always available. This must be done at the project plan phase so that funds are assigned specifically to appraisal and are available to instrument appraisal tasks (Chaplowe, 2008).

Resource sharing must be introduced gradually within organizations to their appraisal system to ensure that it does not jeopardize the operation of their strategy (Mugambi and Kanda, 2013). This more so must be measured strongly for donor-funded programs where the readiness of funds is not under the organization's control. Lack of satisfactory resources is an obstacle to the success of the system and process, and organizations should ensure they have set aside the necessary funds to support appraisal activities (Gwadoya, 2011) & (Oluoch, 2012) also detects that lack of sufficient funds affects the performance of the appraisal systems.

In some organizations, there are no funds definitely assigned appraisals even though there are sufficient funds for the projects. This has led to poor performance of the appraisal system, leading to poor performance and failure of projects (Chaplowe, 2008). Although it is common knowledge that appraisal is usually budgeted for, there is no precise distribution of its activities. (Barasa, 2014) In his research, he discovered that attaching the assessment budget in the strategic plan is critical and some projects have been delayed or performed poorly due to underfunding. He also notes that a budget must be all-inclusive, taking into account all potential costs and expenses that are likely to be incurred. Financial accessibility is key to applying and working with a strong and active appraisal system. IFAD perceives that most developing countries are being faced with the challenge of implementing a sound appraisal due to a lack of control over their financial resources. Consequently, the donors need to put

more importance on the foundation of sound appraisal systems by factoring this into the funding (Bank, 2002). This is the only way to guarantee that projects achieve set goals and have long-term and supportable impacts on the receivers.

2.4 Stakeholder Participation and Effectiveness of a Project Appraisal System

The stakeholders in the appraisal are those people who have a stake in the projects and programs. They are the people who take decisions based on the appraisal data and findings. These include: the community whose condition the program tries to change; project field staff who implement activities; program managers who manage program operations; funders and other decision-makers who determine the program's course of action; and supporters, opponents, and other stakeholders who influence the program environment (Davies, 1998).

Participatory development ideas are becoming increasingly prevalent in development efforts. International aid community stems from lessons learned in the past (Aubel, 1999). It was found that participation of the program stakeholders, central level decision makers, local level implementers, and communities affected by the program, in program design, implementation, and appraisal improves program quality and helps address local development needs.

Increases the sense of national and local ownership of program activities and finally helps the likelihood that the program activities and their impact will be sustainable. But, how closely program stakeholders are involved in appraisal differs according to the purpose of appraisal and the general institutional accessibility to the use of participatory approaches. In each case, program managers must decide which group of stakeholders should be involved, to what extent, and how (UNDP, 1997-2002).

2.5 Organizational Leadership and Effectiveness of a Project Appraisal System

Organizational leadership is gradually being recognized as a significant factor in appraisal effectiveness. For the process to be effective and successful, the organization's leaders must support and participate in the appraisal activities. Project managers must be directly involved,

but senior management participation from the organization must be indirect. In addition, as part of their general work, they must perform some monitoring activities and, on occasion, monitor and appraise their operations. Management's participation strengthens the appraisal process's integrity and confirms the findings' increased acceptance.

Management plays a big part in the distribution of resources, designing the system, communication of results, and making the main decisions that affect project appraisal activities. Their announcement of the operation of the appraisal system is only after this that they will confirm that satisfactory fund and other resources are assigned to the appraisal. If there is no goodwill and support from the organization's management, then the appraisal system will perform poorly, leading to ineffectiveness (World Bank, 2011).

The organization's leader's participation in operations and through the project or program cycle guarantees ownership, learning, and sustainability of results and creates active communication and utilization of resources to fill gaps. This similarly guarantees use of information found and lessons learned in future involvement and in decision making (Chaplowe, 2008). An effective appraisal system must be able to provide information for short and long-term decisions and planning.

Results from the appraisal must be used to improve the project strategy and operations. Project progress and problems must be shared with all related stakeholders to enable them to learn and find solutions together. In her study, (Wanjiru, 2013) demonstrates that the role of leaders in appraisal is very important in certifying the process is active and successful. The management must use information from the appraisal in decision making. They must act promptly to project demands and developments. Reports to funding agencies need to balance success and errors, and above all, be analytical and action-oriented. Communication of information and outcomes is the accountability of the senior management with the support of project managers (Nyonje, Kyalo & Mulwa, , 2015). The appraisal process must be committed to improving the working relationships among project and program staff, including response procedures, for learning purposes. Analysis of the current or possible linkages across

programs and projects should be as critical, objective, and complete as possible. Managers, including those at the senior level, must be involved in the complete process (Hunter, 2009).

Organizational leadership in structured appraisal systems involves confirming that strategic policy frameworks occur and are shared with effective mistake, instruction, attention to system design, and accountability. The need for greater responsibility arises both from increased funding and a growing demand to demonstrate results. Accountability is a basic part of governance that concerns the management of relationships between various stakeholders in NGOs, including individuals, households, communities, firms, governments, nongovernmental organizations, private firms, and other entities that have the responsibility to finance, monitor, deliver, and use health services.

Furthermore, the integrity of findings and assessments is heavily reliant on how monitoring and evaluation are carried out in community-based projects. Good leadership focuses on results and follow-up (UNDP). It expresses what is going well and what is not systematic in terms of progress to planned results (Pfohl, 1986).

It records this in reports, makes recommendations, and follows-up with decisions and action. Good and effective monitoring and appraisal are heavily reliant on proper and appropriate design; if a project is poorly designed or based on faulty shapes, even the best monitoring and appraisal will be insufficient to ensure its success. Largely important is the design of a truthful results chain of outcomes, outputs, and activities (UNDP).

2.6 Empirical Review

A number of studies reached numerous conclusions with respect to the effectiveness of project Performance system the purpose of this study was to develop a model of project manager leadership competence and examine the relationship between various competencies and project performance. This study identified a set of variables significantly related to project performance and tested a research model by collecting quantitative subjective survey data on projects (N = 289), and employing a hierarchical regression model and structural equation modeling. This study found direct links between the project manager leadership

competencies and project performance. Moreover, earlier leadership competencies models have critically been discussed to provide a theoretical justification for developing and testing this model. This study also addressed the limitations of (Anantatmula's, 2010) model tested through ISM with a small sample of data from 69 project managers.

The findings and conclusion from this work demonstrate that people related factors of leadership competence are positively and significantly associated with project performance, indicating that a project manager or engineering manager focusing on people-related leadership significantly improves project performance (i.e., schedule performance, cost performance, quality performance, and stakeholder satisfaction). The results provide critical insights to engineering and project managers on people-related leadership competencies for improving project performance. The findings substantiate the positive influence of project manager leadership competencies on project performance that helps to improve project performance. For greater generalizability of the study findings, further research should be conducted in other developing and developed countries that span different sectors or industries, exploring additional dimensions related to project manager leadership competence.

2.7 Conceptual Framework

Conceptual framework develops a research problem and summarizes the variables and their indicators in relation to the study objectives and reviewed literature. The framework is summarized in a representation diagram that presents the variables and their relationship. It displays the relationship of the variables under study and helps to keep the research work focused on the objectives of the study. The independent factors in this study are the availability of funding and stakeholder participation and organization's leadership. The dependent variable is effectiveness of project appraisal system.

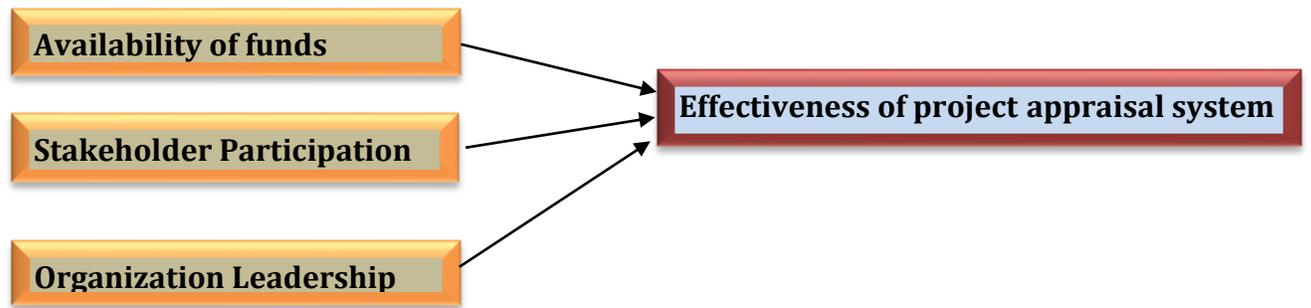


Figure 2 Conceptual Framework of Effectiveness of project appraisal system (ERA)

Source: Designed by the Researcher (2022)

The conceptual framework displays the relationship between the three independent variables and the dependent variable. The study required to create the level to which availability of funds, stakeholders' participation and organization leadership influence the effectiveness of project appraisal system. The framework also shows the indicators to be used to measure the variables.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This study area is on the Ethiopian Road Administration (ERA), which is located in Addis Ababa around the Mexican area of "Awera Godana". This chapter presents the research methodology used in the study. It exactly addresses the following: research design; target population; sampling size and sampling procedure; data collection instruments; data collection procedure; and data analysis techniques.

3.1 Research Design and Approach

The study assumed a descriptive and explanatory research design to answer the research problem. A descriptive survey research approach allows for detailed analysis and comprehension of a particular display as it occurs in its present condition (Cooper, D. R., & Schindler, P. S., 2008). In descriptive survey research design, objectives are prearranged, allowing data collection related and necessary to the study problem. The descriptive research approach provides for quantitative data gathering techniques a researcher to gather thorough information in a way that reduces the cost of the data collection. This research design consequently helped in sketch interpretations about the effectiveness of the project appraisal system at ERA in Ethiopia. The research design was selected due to its competence to fulfill the research objectives.

The quantitative research approach enables the researcher to use target estimation, evaluate the component connections, data gathering as numbers, and data analysis utilizing factual instruments. In information gathering strategy, a quantitative approach is commonly used; frequently obtained by utilizing a questioner to a sample, this information is controlled, allowing simple comparison. It likewise permits information investigation techniques. All these attributes of quantitative technique make it desirable for this investigation.

3.2 Population and Sampling Technique

The particular entire population associated with the study one, 1206 employees who also are working within 30 department /directorate in ERA. For selecting sample from each directorate stratified random sampling are used. The study population segmented on the basis of department in different Directorate and this is under DG: Ethics, Audit ,under ; Office of DDG; Communication affaire, Legal, Performance, Planning, Women & Youth, ; under ; Corporate service DDG, Change Mgt. Financial mgt. Goods Procurement & facility mgt., HRM, ICT, ; under construction project management DDG, Central, East, North, South, West, environmental ,social & occupational safety, Express way & Special project mgt. , under Project Development ,DDG ; Design mgt., Engineering procurement ,ROW mgt., under Road asset mgt. DDG , road asset mgt. coordinate D/D, road asset system mgt., road maintenance .The main purpose of stratification is to reduce sampling error, in order to increase efficiency. It involves the division or stratification of a population by partitioning the sampling frame in to non-overlapping and relatively homogeneous groups.

3.3 Sample Size

The larger the sampling size of research, the more accurate data is generated, but the sample size was different due to different situations as stated by (Malhotra and Peterson, 2006). Due to time and financial limitations and the nature of the stratified random sampling method developed by (Carvalho, 1984) it was applied to determine a sample size.

The following table summarizes the total population in each directorate and the corresponding sample taken from each directorate.

Table 1 the sample distribution of each directorate

	Directorates	No. of staff population	Proportional sample size	Sample size from each sample size
1	Director General	10	$(10 \div 1,206) \times 300=3$	3
2	Ethics & Customer Service Mgmt. Directorate	8	$(8 \div 1206) \times 300=2$	2
3	Internal Audit Directorate	20	$(20 \div 1206) \times 300=5$	5
4	Office of Director General, DDG	9	$(9 \div 1206) \times 300=2$	2
5	Communication Affairs Directorate	28	$(28 \div 1206) \times 300=7$	7

6	Legal Affairs Directorate	25	$(25 \div 1206) \times 300=6$	6
7	Performance, Quality & System Mgmt. Directorate	25	$(25 \div 1206) \times 300=6$	6
8	Planning and Program Mgt. Directorate	43	$(43 \div 1206) \times 300=11$	11
9	Women & Youth Affairs Directorate	15	$(15 \div 1206) \times 300=4$	4
10	Corporate Services DDG	10	$(10 \div 1206) \times 300=2$	2
11	Change Mgmt. & Institution Development Directorate	15	$(15 \div 1206) \times 300=4$	4
12	Financial Management Directorate	102	$(102 \div 1206) \times 300=25$	25
13	Goods Procurement and Facility Mgmt. Directorate	103	$(103 \div 1206) \times 300=26$	26
14	Human Resource Development & Mgmt.	52	$(52 \div 1206) \times 300=13$	13
15	ICT Service Directorate	23	$(23 \div 1206) \times 300=6$	6
16	Construction Project Management DDG	8	$(8 \div 1206) \times 300=2$	2
17	Central Region Construction Projects Mgt. Directorate	69	$(69 \div 1206) \times 300=17$	17
18	Eastern Region Construction Projects Mgt. Directorate	67	$(67 \div 1206) \times 300=17$	17
19	North Region Construction Projects Mgt. Directorate	88	$(88 \div 1206) \times 300=22$	22
20	South Region Construction Projects Mgt. Directorate	65	$(65 \div 1206) \times 300=16$	16
21	Western Region Construction Projects Mgt. Directorate	82	$(82 \div 1206) \times 300=20$	20
22	Environmental, Social & Occupational Safety Mgmt. Directorate	39	$(39 \div 1206) \times 300=10$	10
23	Express-way & Special Project Mgmt.	48	$(48 \div 1206) \times 300=12$	12
24	Project Development, DDG	8	$(8 \div 1206) \times 300=2$	2
25	Design Management Directorate	63	$(63 \div 1206) \times 300=16$	16
26	Engineering Procurement Directorate	62	$(62 \div 1206) \times 300=15$	15
27	ROW Management Directorate	37	$(37 \div 1206) \times 300=9$	9
28	Road Asset Management DDG	8	$(8 \div 1206) \times 300=2$	2
29	Road Asset Mgt. Coordinate Directorate	32	$(32 \div 1206) \times 300=8$	8
30	Road Asset System Mgt. Directorate	42	$(42 \div 1206) \times 300=10$	10
	Total	1,206		300

Source; HRM report (Feb.2022)

For this study, the researchers have taken tests from the overall population due to lack of materials, time and for the appropriate ERA of the data. Because the scopes were limited to ERA all branches in Ethiopia, the samples were chosen at stratified random sampling from the head office in Addis Ababa. The many approaches available were used to determine sample size. The one that was created by (Carvalho, 1984) was utilized in this paper. In order to provide the varied groupings and proportionality a greater opportunity designated between

proficient staff and administration representatives, surveys were distributed to an interest group of people whom the researcher desires and proposes to study. The target population for this study was staff in the ERA head office. Project Development Management Directorate, Director General Office, Road Asset Management Directorate, Corporate Service Directorate, and Construction Projects Management Directorate are among these directorates. The target population in this study will constitute 300 employees sampled from all the directorates located in the head office out of the total 1206 employee population.

3.4 Data Collection Method

Both primary and secondary data was collected. There are various tools for data collecting but the main ones are questionnaires as argued by (Mugenda, O. M., & Mugenda, A.G., 2003). The research instruments in this study were questionnaires. Both open and closed ended questions were functional in collecting primary data (Kothari, 2004) stated that, data collection methods for primary data include: structured and semi-structure questionnaires, mailed questionnaires, structured and semi structured (personal and telephone interviews), observation and focus group discussions. The most frequently used methods when respondents can be reached and are willing to co-operate are questionnaires. These methods can reach a large number of subjects who are able to read and write individually.

3.5 Source of Data Collection

Data collection will involve gathering of relevant and important data used for conducting a particular research work. Collection of data is the basis for any statistical analysis and the data collected must be accurate. Inaccurate and inadequate data leads to faulty analysis and decisions taken are misleading. So care must be exercised while collecting data. The data are two types of data source; primary and secondary data. The data collected by the investigator himself for specific purpose of investigation is called primary data. On the other hand, data which are not originally collected but obtained from published or unpublished sources are known as secondary data. S P Rajagopalon & R Sattanathan, (2006)

3.6 Data Collection Tools

The main data collection method is questionnaire that was distributed to employees. It includes open ended and close ended questions. According to R. Kothari, (2004), this method of data collection is quite popular, particularly in case of big enquiries. He also mentioned that using a questionnaire as an instrument has the following merits:

- There is low cost even when the universe is large and is widely spread geographically.
- It is free from the bias of the interviewer; answers are in respondents' own words.
- Respondents have adequate time to give well thought out answers.
- Respondents, who are not easily approachable, can also be reached conveniently.
- Large samples can be made use of and thus the results can be made more dependable and reliable.

The secondary data has been accessed from the organization's work processes, policies, procedures, forms and other documents which are linked with the project performance appraisal system and also from different literatures on the area. Especially, the data has been available in Performance, Quality & System Mgmt. Directorate.

3.7 Method of Data Analysis

The researcher has used SPSS version 20 for the analysis of data collected. As the study focuses on the effect of independent variables (availability of funds, stakeholders' participation and organization leadership) on dependent variable (effectiveness of project appraisal system) different statistical analysis that could show the effect between the two have been used. Data is analyzed quantitatively by statistical techniques i.e. descriptive and inferential statistics. Descriptive analysis; mean, frequencies and standard deviation are used to describe the profile of the respondents, independent variable levels and level of dependent variable. Pearson correlation test was used to determine the nature, direction and significance of the relationship between independent variable and dependent variable. Regression analysis

is used to explore the relationship between the independent and dependent variables while for testing mediation the (Saks, 2006) model used as a guiding framework.

3.7.1 Correlation Analysis

The purpose of this analysis is to explore the strength as well as the direction of the relationship among the independent variables (i.e. availability of funds, stakeholders' participation and organization leadership). The researcher used Pearson correlation analysis to explore such relationship.

3.7.2 Regression Analysis

Regression analyses is used to explore the relationship between the independent and dependent variables while for testing mediation the (Saks, 2006) model used as a guiding framework. The assumptions of simple linear relationships were carefully computed and proved to be met.

3.8 Reliability and Validity Test

The questioners that I have used is prepared by me and its validity for this study is acceptable because almost all of the questions are prepared with maximum effort to create strong alignment with the research questions and to keep the contain validity of them. The questioners also enable me in obtaining information relevant to the purpose of my study. Concerning reliability issue I was proved it by conducting a pretest of research tool to insure weather the questions with in the questioner were understood by respondents or not and to ascertain the logical sequence of questions asked. I have distributed questioners to 300 stuff members and 239 questioners is return then test their response by using percentage. There for the reliability and validity of this study are ascertained in this way.

3.9 Ethical Considerations

One of the most significant aspects of research is ethical issues. If this section is missing, the thesis may be failed. The researcher addressed topics to consider in order to effectively handling the ethical concern component of this work. Respondents' willingness to participate

in the study is critical. Furthermore, participants should be assured that they have the opportunity to withdraw from the research at any time if they so want. Respondents should participate based on informed consent. The notion of informed consent entails researchers offering adequate information and guarantees about participating so that subjects may fully comprehend the implications of involvement and make an educated, deliberate, and freely made decision whether or not to participate (Bryman, A. & Bell, E. , 2007). In the creation of questionnaires or interview questions, insulting, discriminatory, or other undesirable wording must be avoided. Respondents' privacy and anonymity are extremely important (Saunders, M., Lewis, P. & Thornhill, A., 2012).

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter focuses on presentation and analysis of the data gathered for the purposes of this study and discusses the findings, as discovered by the results of the analysis regarding effectiveness of the project performance appraisal system of Ethiopian Roads Administration. The theoretical part concerned with the project performance appraisal system is covered in the literature review; here the presentation, analysis and interpretation of data are based on the gathered information from respondents. The resource use interview and questionnaire to gather primary data and the secondary data have been obtained from different websites e.g. Journals, articles relevant to the title, books and newspapers a questionnaire was distributed to the employees of the organization in a way which enables to get reliable information. Accordingly, 300 written questionnaires were distributed and 239 were completed by the respondents and returned and the remaining 61 questionnaires are un- returned. Which means the response rate is 79.3%.

One way to see variable is effectiveness of project appraisal system as Dependent Variable and availability of funds, stakeholder's participation and organization's leadership as Independent Variables. These Dependent and Independent variables are then analyzed by the statistical software tool. The results of the analysis are presented in tabular form and based on the evidence presented in the table; descriptions are made to further make the results clear.

4.1 General Demographic Information of Respondents

Demographic Profile of the Respondents the first part of the questionnaire has five questions concerning the respondent's demographic information. It covers the personal data of respondents such as: Gender, Age, and Educational Background, working experience and marital status in ERA. The following tables will indicate the total demographic profiles of the respondents.

Table 2 Table General Demographic Statistics of respondents

Variable	Category	Frequency	Percent	Valid Percent
Gender	Male	125	52.3	52.3
	Female	114	47.7	47.7
	Total	239	100	100
Age Group	Below 26	66	27.6	27.6
	26 - 35	101	42.3	42.3
	36 – 45	38	15.9	15.9
	46 –55	29	12.1	12.1
	56 & above	5	2.1	2.1
	Total	239	100	100
Educational Status	Certificate	12	5.0	5.0
	Diploma	36	15.1	15.1
	Degree	156	65.3	65.3
	Masters and above	35	14.6	14.6
	Total	239	100	100
Service Year	0 –5	88	36.8	36.8
	6–10	68	28.5	28.5
	11 –15	46	19.2	19.2
	16 –20	11	4.6	4.6
	21 and above	26	10.9	10.9
Marital Status	Total	239	100	100
	Single	119	49.8	49.8
	Married	108	45.2	45.2
	Widowed	4	1.7	1.7
	Divorced	2	0.8	0.8
	Separated	6	2.5	2.5
	Total	239	100	100

Source: own survey result (2022)

The goal of the study would be for the researcher to determine the genders of the target respondents. Table 2 shows that male respondents accounted for 125 (52.3%) of the overall, whereas female respondents accounted for 114 (47.7%). As a result of the findings, the majority of the respondents were men.

The study's goal was to figure out how old the study's target respondents were. Table 2 shows that 66 (27.6%) of the respondents were under the age of 26, 101 (42.3%) were between the ages of 26 and 35, 38 (15.9%) were between the ages of 36 and 45, 29 (12.1%) were between

the ages of 46 and 55, and 5 (2.1%) were 56 and over. As a result, the findings revealed that the majority of the respondents were young, falling between the ages of 26 - 35.

The purpose of the research was to find out about the respondents' educational backgrounds. Table 2 shows that 5 (12%) of the respondents had a Certificate 36 (15.1%) diploma, 156 (65.3%) had a first degree, and 35 (14.6%) had a Master's degree or higher education. The findings revealed that a majority of respondents had a first-degree education, implying that the vast majority of respondents were well-educated to reply to the project performance review procedure.

As per the outcome on Table 2, respondents who were involved in this study by year of experience: 88(36.8%) have worked between 0 to 5 years, 68(28.5%) between have worked 6 to 10 years, 46(19.2%) have worked between 11 to 15 years, 11(4.6%) have worked between 16 to 20 years and 26(10.9%) have worked 21 and above Thus, As a result, the majority of the responders were somewhat experienced, according to the data.

The purpose of the study was to determine the marital status of persons who took part in it. According to Table 2, 119 (49.8%) of the respondents were single, 108 (45.2%) were married, 4 (1.7%) were widowed, 2 (0.8%) were divorced, and 6 (2.5%) were separated. The findings revealed that the majority of the respondents were unmarried.

4.2 Level of Effectiveness of the Project Performance Appraisal System

Table 3 effectiveness of project appraisal system

Results and findings from project appraisal system are relevant and useful			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
1	Respondents	Count	1	4	19	105	110	239	4.33
		Percentage	0.4	1.7	7.9	43.9	46.0	100	
The project appraisal system activities are carried out within schedule			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
2	Respondents	Count	56	101	30	33	9	239	2.20
		Percentage	23.4	46.4	12.6	13.8	3.8	100	

The cost of project appraisal system activities is always within the budget			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
3	Respondents	Count	24	81	58	63	4	230	2.64
		Percentage	10.4	35.2	25.2	27.4	1.7	100	
Results and feedback from project appraisal system are timely			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
4	Respondents	Count	56	73	32	50	28	239	2.67
		Percentage	23.4	30.5	13.4	20.9	11.7	100	
Project appraisal system resources are economically utilized			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
5	Respondents	Count	22	50	12	104	51	239	3.47
		Percentage	9.2	20.9	5.0	43.5	21.3	100	
The project appraisal system objectives are largely achieved			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
6	Respondents	Count	29	98	35	52	25	239	2.77
		Percentage	12.1	41.0	14.6	21.8	10.5	100	
The project appraisal system responsibilities and duties are clearly outlined			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
7	Respondents	Count	29	27	58	88	37	239	3.32
		Percentage	12.1	11.3	24.3	36.8	15.5	100	
Aggregate Mean			3.06						

Source: own survey result (2022)

The above Table 3 shows feedback to project performance appraisal reports. When the respondents were asked to indicate either “strongly agree”, “agree”, “neither”, “disagree” and “strongly disagree” to the statements regarding their ERA’s Employees’ Perception about the effectiveness of project appraisal system.

To started, they were asked if they agree that the results and findings from the project appraisal system are relevant and useful; their responses were 110 (46.0 %) strongly agree, 105 (43.9 %) agree, 4(1.7 %) disagree, 19 (7.3 %) neutral, and 1 (0.4 percent) strongly disagree. The majority of respondents agree that the project appraisal system is relevant and useful, as seen by this result.

The second item they were asked about was whether or not project evaluation system activities are completed on time, and their responses were 9 (3.8 %) highly agree, 33 (13.8 %) agree, 111 (46.4 %) disagree, 30 (12.6%) neutral, and 56 (23.4 %) severely disagree. This result indicates that the majority of respondents do not believe the project appraisal system activities are completed on time.

When asked if the cost of project appraisal system activities is always under budget, they responded with 4 (1.7 %) highly agree, 63 (27.4 %) agree, 81 (35.2%) disagree, 58 (25.2%) neutral, and 24 (10.4 %) definitely disagree. This finding indicates that the majority of participants believed the project appraisal system activities are always under budget.

When asked if the results and input from the project assessment system are timely, 28 (11.7%) indicated highly agree, 50 (20.9%) indicated agree, 73 (30.5%) indicated disagree, 32 (13.4%) indicated neutral, and 56 (23.4%) indicated definitely disagree. This finding indicates that the majority of respondents' project appraisal system reports and feedback are not timely.

When asked if Project appraisal system resources are economically utilized, 51 (21.3%) indicated strongly agree, 104 (43.5%) indicated agree, 50 (20.9%) indicated disagree, 12 (5.0%) indicated neutral, and 22 (9.2%) indicated strongly disagree. The majority of respondents agree Project appraisal system resources are economically utilized.

When asked if the project appraisal system's objectives have been mostly met, 25 (10.5 %) indicated highly agree, 52 (21.8 %) indicated agree, 98 (41.0 %) indicated disagree, 35 (14.6 percent) indicated neutral, and 29 (12.1%) indicated severely disagree. This finding indicates that the majority of respondents did not meet the project appraisal system's objectives

When asked if the project appraisal system's roles and tasks are clearly specified or not, 37 (15.5%) indicated highly agree, 88 (36.7%) indicated agree, 27 (11.3%) indicated disagree, 58 (24.3%) indicated neutral, and 29 (12.1%) indicated severely disagree. The majority of respondents agree that the project assessment system's tasks and obligations are well defined, as evidenced by this result.

4.3 Level of Availability of Fund

Table 4 Availability of Funds

The organization provides sufficient funds for monitoring and evaluation activities			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
1	Respondents	Count	47	101	17	40	34	239	2.64
		Percentage	19.7	42.3	7.1	16.7	14.2	100.	
There is a separate budget allocation for project appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
2	Respondents	Count	16	31	19	107	66	239	3.74
		Percentage	6.7	13.0	7.9	44.8	27.6	100	
There is independency in the budgetary decisions for the project appraisal system unit			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
3	Respondents	Count	58	84	33	53	11	239	2.48
		Percentage	24.3	35.1	13.8	22.2	4.6	100	
The organization ensures there is timely provision of funds for project appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
4	Respondents	Count	33	108	17	34	47	239	2.81
		Percentage	13.8	45.2	7.1	14.2	19.7	100	
Funds allocated are used for project appraisal system activities only			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
5	Respondents	Count	53	112	14	45	15	239	2.40
		Percentage	22.2	46.9	5.9	18.8	6.3	100	
Aggregate Mean			2.81						

Survey Data; 2022

The following statements were provided to the respondents to see how they felt about the availability of funds in the project performance appraisal, and their comments are detailed below.

The first thing they were questioned about was whether the organization offers sufficient finances for monitoring and evaluation efforts. 34 (12.2%) strongly agreed, 40 (16.7%)

agreed, 101 (42.3%) disagreed, 17 (7.1%) neutral, and 47 (19.7%) strongly disagreed. The majority of respondents disagree that the ERA provides insufficient funds for monitoring and evaluation operations, as seen by this result.

The second item they were asked about was if there is a separate budget allocation for the project appraisal system; their responses were 66.6% strongly agree, 107.6% agree, 31.0% disagree, 19.9% neutral, and 16.7% strongly disagree. The majority of respondents agree that the project appraisal system separates funding allocation, as seen by this result.

The third item, There is independence in the budgetary decisions for the project appraisal system unit, was 11 (4.6%) highly agree, 53 (22.2%) agree, 84 (35.1%) disagree, 33 (13.8%) neutral, and 58 (24.3%) severely disagree. This finding indicates that the majority of respondents believe that the performance appraisal outcome influences budgetary decisions for the project appraisal system unit.

The fourth item, "Is there timely availability of funding for the project appraisal system?" was 47 (19.7%) highly agree, 34 (14.2%) agree, 108 (45.2%) disagree, 17 (7.1%) neutral, and 33 (13.8%) severely disagree. This result demonstrates that the majority of respondents' ERAs aren't providing funds for project appraisal systems on schedule.

The fifth item they were asked about was whether funds allocated are used for project assessment system activities solely or not, and their responses were 15 (6.3%) highly agree, 45 (18.8%) agree, 112 (46.9%) disagree, 14 (5.59%) neutral, and 53 (22.2%) severely disagree. This finding indicates that the bulk of the respondents' project appraisal system actions are not limited to the allocation of funds.

4.4 Level of Stakeholder Participation

Table 5 Stakeholder Participation

Stakeholders are adequately involved in designing and planning of project appraisal system and activities			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
1	Respondents	Count	44	116	9	54	16	239	2.51
		Percentage	18.4	48.5	3.8	22.6	6.7	100	
Stakeholders participate in the organization's planning of formal meetings for project appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
2	Respondents	Count	23	118	22	56	20	239	2.72
		Percentage	9.6	49.4	9.2	23.4	8.4	100	
Stakeholders feedback is sought during project appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
3	Respondents	Count	24	27	11	126	51	239	3.64
		Percentage	10.0	11.3	4.6	52.7	21.3	100	
Stakeholders are involved in project appraisal system decision making process			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
4	Respondents	Count	45	63	13	70	48	239	3.05
		Percentage	18.8%	26.4	5.4	29.3	20.1	100	
Stakeholders are involved in project appraisal system data collection process			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
5	Respondents	Count	45	105	19	49	21	239	2.56
		Percentage	18.8	43.9	7.9	20.5	8.8	100	
The organization involves to stakeholders identification			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
6	Respondents	Count	24	117	11	59	28	239	2.79
		Percentage	10.0	49.0	4.6	24.7	11.7	100	
The organization assigns clear responsibilities to stakeholders during project appraisal system process			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
7	Respondents	Count	67	89	9	57	17	239	2.45
		Percentage	28.0	37.2	3.8	23.8	7.1	100	
Stakeholders are allowed to participate in preparing the Time table for project appraisal system activities.			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
8	Respondents	Count	40	134	7	49	9	239	2.38
		Percentage	16.7	56.1	2.9	20.5	3.8	100	
Project appraisal system results and findings are communicated to the Stakeholders			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
9	Respondents	Count	14	51	5	156	13	239	3.43
		Percentage	5.9	21.3	2.1	65.3	5.4	100	
Aggregate Mean			2.84						

Source: own survey result (2022)

The above statements were presented to the respondents in what extent to which availability of Stakeholder Participation in project performance appraisal which they have replied and their responses are explained below.

The first item they were asked about, which was that the organization was Whether stakeholders are sufficiently involved in the design and planning of project assessment systems and activities or not, as evidenced by their responses, There are 16 (6.7%) who strongly agree, 54 (22.6%) who agree, 116 (48.5%) who disagree, 9 (3.8%) who are neutral, and 16 (6.7%) who strongly disagree. The majority of respondents disagreed with the organization, as evidenced by this result. Stakeholders are sufficiently involved in the design and planning of the project evaluation system and activities.

The second item they were asked about was whether or not stakeholders participate in the organization's planning of formal meetings for the project appraisal system, and their responses were 20 (8.4%) strongly agree, 56 (23.4%) agree, 118 (49.4%) disagree, 22 (9.2%) neutral, and 23 (9.6%) strongly disagree. This result indicates that the majority of respondents disagree that stakeholders are involved in the organization's formal meeting preparation for the project appraisal system.

The third item they were asked was that if Stakeholders feedback is sought during project appraisal system, their response was 51(21.3%) denoted strongly agree, 126(52.7%) denoted agree, 27(11.3%) indicated disagree, 11(4.6%) indicated neutral and 24(10.0%) indicated strongly disagree. This result shows that majority of the respondents agree Stakeholders feedback is sought during project appraisal system.

The fourth item they were asked about was whether or not stakeholders are involved in the decision-making process of the project appraisal system; their responses were 48 (20.1 %) strongly agree, 70 (29.5 %) agree, 63 (24.4 %) disagree, 13 (5.4 %) neutral, and 45 (18.8 %) strongly disagree. This result indicates that the majority of respondents agree that they are participating in the decision-making process of the project appraisal system.

The fifth item Stakeholders are involved in the project assessment system data gathering process. Was the fifth item they were asked about, and their responses were 21 (8.8%) strongly agree, 49 (20.5%) agree, 105 (43.9%) disagree, 19 (7.9%) neutral, and 45 (18.8%) severely disagree. The majority of respondents disagree that stakeholders are involved in the data collection process for the project appraisal system.

The sixth item When asked if their organization engages in stakeholder identification, 28 (11.7%) indicated strongly agree, 59 (24.7%) agreed, 117 (49.5%) disagreed, 11 (4.6%) indicated neutral, and 24 (10.0%) strongly disagreed. The majority of respondents disagree that the organization is involved in stakeholder identification.

The seventh item they were asked about was whether the organization assigns clear responsibilities to stakeholders during the project appraisal system process; 17 (7.1%) indicated strongly agree, 57 (23.8%) indicated agree, 89 (37.2%) indicated disagree, 9 (3.8%) indicated neutral, and 67 (28.0%) indicated strongly disagree. As shown by this result, the majority of respondents disagree that the business offers clear obligations to stakeholders during the project assessment system process.

The eighth item Stakeholders are allowed to participate in the preparation of the timetable for project appraisal system activities was the eighth statement they were asked about, and their responses were 9 (3.8%) strongly agree, 49 (20.5%) agree, 134 (56.1%) disagree, 7 (2.9%) neutral, and 40 (6.7%) strongly disagree. According to the majority of respondents, stakeholders are allowed to participate in the preparation of the time table for project appraisal system activities.

The ninth item they were asked about was whether the results and findings of the project appraisal system are communicated to stakeholders, and their responses were 13 (5.4%) strongly agree, 156 (65.3%) agree, 51 (21.3%) disagree, 5 (2.1%) neutral, and 14 (5.1%) strongly disagree. The majority of respondents agree that the project assessment system results and findings are communicated to stakeholders, as seen by this outcome.

4.5 Level of Organization Leadership

Table 6 Organization Leadership

The organization uses appraisal system findings in decision making			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
1	Respondents	Count	0	0	5	180	54	239	4.21
		Percentage	0.0	0.0	2.1	75.3	22.6	100	
Leaders always and clearly communicate appraisal system results			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
2	Respondents	Count	46	114	15	116	48	339	4.28
		Percentage	13.6	33.6	4.4	34.2	14.2	100	
Leaders take active part in designing the appraisal system systems			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
3	Respondents	Count	24	33	7	139	36	239	3.54
		Percentage	10.0	13.8	2.9	58.2	15.1	100	
Management ensures sufficient resources are allocated to appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
4	Respondents	Count	24	142	14	46	13	239	2.51
		Percentage	10.0	59.4	5.9	19.2	5.4	100	
Leaders ensure that staff are trained on appraisal system regularly			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
5	Respondents	Count	13	167	7	38	14	239	2.47
		Percent	5.4	69.9	2.9	15.9	5.9	100	
ERA's project management policy supports appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
6	Respondents	Count	3	42	21	141	32	239	3.66
		Percentage	1.3	17.6	8.8	59.0	13.4	100	
Senior management recognizes and supports the role of appraisal system			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
7	Respondents	Count	2	35	10	104	88	239	4.01
		Percentage	0.8	14.6	4.2	43.5	36.8	100	
The management takes part in some of the appraisal system activities			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
8	Respondents	Count	9	55	26	130	19	239	3.40
		Percentage	3.8	23.0	10.9	54.4	7.9	100	
There is supportive supervision and guidance from leaders			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
9	Respondents	Count	23	155	4	51	6	239	3.40
		Percentage	9.6	64.9	1.7	21.3	2.5	100.	
Aggregate Mean			3.39						

Source: own survey result (2022)

The following assertions were provided to the respondents, who were asked to answer to the extent to which organizational leadership is available in project performance review, and their responses are outlined below.

The first item they were questioned about was if the organization employs appraisal system findings in decision making, to which they responded with 54 (22.6%) highly agree, 180 (75.3%) agree, 0 (0.0%) disagree, 5 (2.1 percent) neutral, and 0 (0.0%) severely disagree. This result indicates that the majority of respondents agree that the organization makes decisions based on evaluation system findings.

The second item they were asked was Leaders always and clearly communicate appraisal system results, their response was 48(14.2%) denoted strongly agree, 116(34.2%) denoted agree, 114(33.6%) indicated disagree, 15(4.4%) indicated neutral and 46(13.6%) indicated strongly disagree. This result shows that majority of the respondents agree Leaders always and clearly communicate appraisal system results.

The third item Leaders always and clearly convey assessment system outcomes was the second item they were asked about, and their reaction was 36 (15.1 %) highly agree, 139 (58.2 %) agree, 33 (13.8 percent) disagree, 7 (2.9 %) neutral, and 24 (10.0 %) severely disagree. The majority of respondents disagreed, as seen by this result. Leaders always and clearly convey assessment system outcomes.

The fourth item they were asked about was Management ensures sufficient resources are allocated to appraisal system, and their responses were 24 (10.0%) highly agree, 46 (19.2%) agree, 142 (59.4%) disagree, 14 (5.9%) neutral, and 13 (5.4%) severely disagree. The majority of respondents disagreed, as seen by this result. Management ensures insufficient resources are allocated to appraisal system.

The fifth item they were asked about was whether or not leaders ensure that staff are trained on the appraisal system on a regular basis; 14 (5.9%) indicated strongly agree, 38 (15.9%)

indicated agree, 167 (69.9%) indicated disagree, 7 (2.9%) indicated neutral, and 13 (5.4%) indicated strongly disagree. This result indicates that the majority of respondents disagree. Leaders ensure that employees are frequently trained on the appraisal method.

The sixth item they were asked was if ERA's project management policy supports appraisal system or not, their response was 32(13.4%) denoted strongly agree, 141(59.0%) denoted agree, 42(17.6%) indicated disagree, 21(8.8%) indicated neutral and 3(1.3%) indicated strongly disagree. This result shows that majority of the respondents agree ERA's project management policy supports appraisal system.

The seventh item when asked if senior management acknowledges and supports the importance of the evaluation system, they responded with 88.8% strongly agreeing, 104.5% agreeing, 35.6% disagreeing, 10.2% neutral, and 2% strongly disagreeing. The majority of respondents agree that top management understands and supports the purpose of the appraisal system, as evidenced by this outcome.

The eighth item they were asked about was not whether management participates in parts of the appraisal system's operations; 19 (7.9%) indicated highly agree, 130 (54.4%) indicated agree, 55 (23.0%) indicated disagree, 26 (10.9%) indicated neutral, and 9 (3.8%) indicated strongly disagree. This result shows that the majority of respondents agree that management participates in some aspects of the appraisal system.

The ninth item was whether or not management participates in some of the appraisal system's actions. 23 (9.6%) said they strongly agree, 51 (21.3%) said they agree, 155 (23.0%) said they disagree, 4 (1.7%) said indifferent, and 6 (2.5%) said they definitely disagree. This result indicates that the majority of respondents agree that management participates in some aspects of the appraisal system.

4.6 Rating Summary of Variables

Table 7 Table Rating Summary of Variables

Variables	Mean	Median	Standard Division
PAS	3.06	3.05	0.71
Availability of Fund	2.81	2.64	0.54
Stakeholder Participation	2.84	2.72	0.45
Organization Leadership	3.39	3.54	0.75

Source: own survey result (2022)

4.6 Rating Summary of Variables

From the above table we can summarize that Organization Leadership indicator from the three indicators with the highest mean score 3.39 this shows the result of employee have agreed to this variable The second using Stakeholder Participation indicator the mean score 2.84 shows average mean which means that most of this indicates that the majority respondent agreed Stakeholder Participation influence of effectiveness of project appraisal system at ERA. The mean score for Availability of Fund mean is 2.81 respectively this show that there is average agreed for these indicators. And the last variable which is effectiveness of project appraisal system shows that most of the respondents are disagreed with aggregate mean score of 3.06.

4.7 Correlation Analysis

Correlation analysis is used to describe the strength and direction of the linear relationship between two or more variables Pallant (2010). For this analysis, Bivariate Pearson Product-Moment Correlation Coefficient (r) has been used to see the relationship between the independent and dependent variables. Question under each sections of project performance Appraisal (availability of funds, stakeholders' participation and organization leadership) are categorized, evaluated and outcomes are presented in the respective table to show “the effectiveness of project performance appraisal system using correlation coefficient of the three variables.

Table 8 Correlation between the dependent and independent variables

		PAS	Availability of Fund	Stakeholder Participation	Organization Leadership
PAS	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	239			
Availability of Fund	Pearson Correlation	-0.57	1		
	Sig. (2-tailed)	.000	.000		
	N	239	239		
Stakeholder Participation	Pearson Correlation	-0.53	-0.21	1	
	Sig. (2-tailed)	.000	.000		
	N	239	239		
Organization Leadership	Pearson Correlation	0.08**	-0.38		1
	Sig. (2-tailed)	.000	.000		
	N	239	239		
<p>**. Correlation is significant at the 0.01 level (2-tailed).</p> <p>Source; Respondents Survey Test, 2022</p>					

From the above it can be seen that items have a positive and negative statistical significant relationship with the effectiveness of project appraisal system although the strength of their relationship varies across the different variables identified. In the result, the Pearson correlation the effectiveness of project appraisal system and availability of funds is about - 0.57, the correlation is negative, which indicate that, organization insufficient fund to the

effectiveness of project appraisal system and as such may indicate a problem of the influence disadvantage on the effectiveness of project appraisal system of in the ERA. In the result, the Pearson correlation PAS and stakeholders' participation is about -0.53, which indicates that there is a moderate negative relationship between the variable. In the result, the Pearson correlation PAS and organization leadership is about 0.08, which indicates that there is a fairly strong positive correlation relationship between variables; this show organization leadership there is a highly significant relation and positive correlation with PAS with 0.08, R-value. The Pearson correlation between the effectiveness of project performance appraisal system and availability of funds is about -0.57, represent week and negative correlation between availability of funds and PAS.

Generally, the highest and strongest significant relationship is found between and PAS which is 0.08. The relationships that exist between PAS and organization leadership with a correlation coefficient of -0.57** were ranked second to have relationship which is regard as moderate.

4.8 Regression Analysis

This analysis shows and predicts how one independent variable predicts another dependent variable. The researcher used linear regression as an extension of correlation in which independent variable (project performance appraisal system) used to predict dependent variable (organization leadership).

Table 9 Regression Model Summary

Model	Multiple R	R Square	Adjusted R Square	Standard Error of the estimate
1	0.597	0.357	-0.029	1.50330

- a. Predictors: (Constant), availability of funds, stakeholders' participation & organization leadership

Source; own Survey result; 2022

The analysis of variance ANOVA was used to find out whether there was a regression relationship between the variables in the study. The F-ratio in the ANOVA table tested whether the overall regression model was good and fit for data. The results obtained are presented in Table

Table 10 Table ANOVA

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	6.266	3	2.089	0.924	.000 ^b
Residual	11.300	5.00	2.260		
Total	17.565	8.00			

a. Dependent Variable: effectiveness of project appraisal system

b. Predictors: (Constant), availability of funds, stakeholders' participation & organization leadership

Source; own Survey result; 2022

The result above Table 10 shows the overall good fitness of the model used in this particular study. As the P value of the ANOVA table is less than the significance level of 0.924 which is 0.000 it could be said that each of the independent variables used on this study availability of funds, stakeholders' participation & organization leadership do have a significant influence on the dependent variable effectiveness of project appraisal system.

CHAPTER FIVE

4. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides a summary of the findings of the study and the implications of these findings. It also provides conclusion followed by recommendations for improving project appraisal system of ERA. The main objective of this study is to measure the effectiveness of the project performance appraisal system for the Ethiopian Road Administration. Accordingly, this chapter summarizes the general findings of the study, the conclusions made and based on which the necessary recommendations have been forwarded.

5.1 Summary of Major Findings

This research is descriptive in nature, describing an existing situation in its current state. Out of the 1206 employees have been chosen based on their population size 239 employees were taken as a sample by using a stratified systematic sampling technique, and questionnaires were distributed proportionally. The following are the results based on this.

The study is conducted to identify the effectiveness of project performance appraisal system at ERA. To conduct this research, existing literatures and researches have been reviewed by the researcher and identified that the effectiveness of the project performance appraisal system for the Ethiopian Road Administration.

The researcher has taken PAS practices as a dependent variable that is measured by employee which is independent variable and the independent variable has three explanatory variables in this study (availability of funds, stakeholders' participation and organization leadership).

To meet the purpose of this study, the researcher has collected primary data from self-administered questionnaires which contains a total of 30 items has been distributed and collected from employee in ERA head office Addis Ababa area Both descriptive (percent, frequency, mean and standard deviation) and inferential statistic (correlation and regression) has been used while analyzing and interpreting the data. With regard to the background

information collected from respondents 47.7 were collected from female and the rest 52.3 were responded by male. In addition the majority of the questionnaires 42.3 were being filled by those whose age falls between 26 –35 respectively.

From the grand mean result it can be summarized that organization leadership indicator from the three indicators with the highest mean score 3.39 this shows the result of employee organization leadership have agreed to this variable The second stakeholders' participation indicator the mean score 2.84 shows average mean which means that most of this indicates that the majority respondent agreed stakeholders' participation influence of in the project performance appraisal system at ERA. The mean score for Availability of Fund mean is 2.81 respectively this show that there is average agreed for these indicators. From the aggregate mean score of project performance appraisal system tells us most of the respondents are low project performance appraisal system in ERA.

The correlation result indicates that the three independent variables, availability of funds, stakeholders' participation and organization leadership have a positive and negative relationship with the dependent variable (project performance appraisal system) with different degree from strong to weak correlation at 0.01 p-value 2-tailed, by scoring a Pearson Correlation Coefficient value of -0.53^{**} , -0.57^{**} , 0.08^{**} respectively.

In general, the findings of the research confirmed the existence of significant factors affecting project performance appraisal system in ERA. This research proved that variables such as availability of funds, stakeholders' participation and organization leadership influence the PAS in ERA. The dependent variable (project performance appraisal system) is better explained by the above three factors as can be seen from the regression analysis result.

5.2 Conclusions

In this part conclusions are made based on the findings and analysis objective wise. From the general analysis of project performance appraisal systems, it can be concluded that the information obtained from respondents is valid and generally acceptable. The main objective

of this study is to measure the effectiveness of the project appraisal system for the Ethiopian Road Administration.

The finding of the study from the Pearson's correlation result it is that items have a positive and negative statistical significant relationship between project performance appraisal system availability of funds, stakeholders' participation and organization leadership and PAS, while the relation availability of funds was found weak and insignificant.

Overall, the findings indicate the way of improving students' the effectiveness of the project appraisal system for the ERA should miss-formulated and also based on the selected effectiveness variables; it is observed that the project performance appraisal system is less effective across all the divisions. Lack of participation of employees in the project performance appraisal process was identified as one of the major problems, while lack of a well-tailored measurement system and lack of well-designed procedures and processes were also identified as critical problems.

Generally, Based on the respondents' engagement in project performance effectiveness, it can be concluded that practically all workers knew what project performance effectiveness meant. Furthermore, the organization has performance criteria that are critical for the company to fulfill its objectives. However, the research findings of the overall major ERA's project assessment process are erroneous and do not reflect their actual performance.

5.3 Recommendation

Based on the findings and conclusion of the study, the researcher forwards the following recommendations.

- As per the findings of the descriptive research results, I suggest that The organization should give time and training frequently about the use of the project performance appraisal method in depth for the employees being assessed, and choosing experienced employees with a good reputation is necessary.

- The organization regular reviews permit problems to be recognized early so that helpful action can be taken to keep the project on track & an active appraisal system must be able to offer definite information that can be successfully applied to better project success. The appraisal system should be as applicable as possible to the organization to guarantee its consistency and individuality.
- The connection of the project stakeholders must not be downcast as these are the people who own and are affected by the project's successes and influences. Monitoring activities as part of their general work and, from time to time, monitoring and appraising their operations. Management's participation increases the integrity of the appraisal process and confirms increased acceptance of the findings.
- Management must play an important role in the distribution of resources, designing the system, meeting results, and making key decisions that affect project evaluation activities. It has to get goodwill and support from corporate governance. An effective appraisal system must be able to provide information for short and long-term decisions and planning. And the project managers must be involved directly but the organization's senior management participation must be indirect. In addition, they must carry out some monitoring activities as part of their general work and, from time to time, monitor and appraise their operations.
- Project progress and problems must be shared with all related stakeholders to enable them to learn and find solutions together.
- The organization PAS should be open and honest with everyone because the objective of PAS is to improve the performance of project performance activities and should give opportunities to other stakeholders to assess good and effective monitoring.

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APPENDICES

Appendix 1: Questionnaire Filled by Employees of (ERA)

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION
PROGRAM**

Dear Respondents:

The purpose of this questionnaire is to collect data to see how successful effectiveness of project performance appraisal in ERA. The research contributes towards the fulfillment of the Master's Degree in business Administration (MBA).

The validity of your response has great contribution for the success of my thesis. Thus, I would like to ask with due respect to give me the right response. All responses that you provide are strictly confidential and will be used only for academic purpose. **Mobile no.0911-82-20-77/0902-50-12-57, E-mail yordinigussu360@gmail.com**

Thanks for your cooperation.

Yours Faithfully,

YORDANOS NIGUSSU

Instruction

- i. In filling the questionnaire you are not expected to write your name,
- ii. put \surd or X marks in the box provided
- iii. write your brief answers in the space provided for open-ended equation

Part One: Demographic Variables of Respondents

1. Gender: Male Female
2. Age Group: Below 26 26 - 35

- 36 – 45 46 - 55 56 and above
3. Educational Status: Certificate Diploma
 Degree Masters and above
- Other please specify _____
4. Your service year: 0 – 5 6 – 10
 11- 15 16- 20 21 and above
5. Marital status: Single Married Widowed
 Divorced Separated

Part Two: The effectiveness of project appraisal system

INSTRUCTIONS: Please put tick (√) mark in the table provided for each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement. **5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree.** Example: If you strongly agree with any of the statements given in the questionnaire, you should tick on #5 and if you strongly disagree with any statements please tick on #1 and rate others categories accordingly.. If you have any questions, please ask the researcher using mobile no. above.

	Effectiveness of project appraisal system	1	2	3	4	5
1	Results and findings from project appraisal system are relevant and useful					
2	The project appraisal system activities are carried out within schedule					
3	The cost of project appraisal system activities is always within the budget					
4	Results and feedback from project appraisal system are timely					
5	Project appraisal system resources are economically utilized					
6	The project appraisal system objectives are largely achieved					
7	The project appraisal system responsibilities and duties are clearly outlined					

S/N	Availability of Funds	1	2	3	4	5
1	The organization provides sufficient funds for monitoring and evaluation activities					
2	There is a separate budget allocation for project appraisal system					
3	There is independency in the budgetary decisions for the project appraisal system unit					
4	The organization ensures there is timely provision of funds for project appraisal system					
5	Funds allocated for project appraisal system used for the same source					

	Stakeholder Participation	1	2	3	4	5
1	Stakeholders are adequately involved in designing and planning of project appraisal system and activities					
2	Stakeholders participate in the organization's planning of formal meetings for project appraisal system					
3	Stakeholders feedback is sought during project appraisal system					
4	Stakeholders are involved in project appraisal system decision making process					
5	Stakeholders are involved in project appraisal system data collection process					
6	The organization involves stakeholders identification					
7	The organization assigns clear responsibilities to stakeholders during project appraisal system process					
8	Stakeholders are allowed to participate in preparing the Time table for project appraisal system activities.					
9	Project appraisal system results and findings are communicated to the Stakeholders					

	Organization Leadership	1	2	3	4	5
1	The organization uses appraisal system findings in decision making					
2	Leaders always and clearly communicate appraisal system results					

3	Leaders take active part in designing the appraisal system systems					
4	Management ensures sufficient resources are allocated to appraisal system					
5	Leaders ensure that staff are trained on appraisal system regularly					
6	ERA's project management policy supports appraisal system					
7	Senior management recognizes and supports the role of appraisal system					
8	The management takes part in some of the appraisal system activities					
9	There is supportive supervision and guidance from leaders					

-----**Thank you very much for your time &Co-operation.** -----