ASSESSMENT OF THE PRACTICES AND CHALLENGES OF PROJECT MONITORING AND EVALUATION IN ETHIO TELECOM: THE CASE OF FIXED NETWORKPROJECTS

BY

AzebDesalegn- SGS/0266/2013A

June, 2022

Addis Ababa, Ethiopia

Assessment of the practices and challenges of project monitoring and evaluation in Ethio telecom: the case of fixed network projects

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Advisor: Dr. MaruShete (Assoc. Prof)

A Thesis Submitted to St. Mary's University Department of project Management in Partial Fulfillment of the Requirement for the Degree of Master of Arts in Project Management

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Statement of Declaration

I, AzebDesalegn, have carried out independently a research work on the topic entitled Assessment of the practices and challenges of project monitoring and evaluation in ethio-telecom, in case of fixed network projects in Addis Ababa in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Dr. MaruShete (Assoc. Prof).

This study is my own work that has not been submitted for any degree or Master program in this or any other institutions.

AzebDesalegn

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Date _____

St. Mary's University, Addis Ababa, Ethiopia

Statement of Certification

This is to certify that AzebDessalgn has carried out this research work on the topic entitled ― Assessment of the practices and challenges of project monitoring and evaluation in ethio-telecom, in case of fixed network projects under my supervision.

This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

Dr. MaruShete (Assoc. Prof)

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Date _____

St. Mary's University, Addis Ababa, Ethiopia

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES FACULTY OF BUSINESS

Thesis for MA in Project Management

By

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Approved by Board Examiners

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ACRONYMS AND ABBREVIATIONS

HIV	Human Immunodeficiency Virus
IBTE	Imperial Board of Telecommunications
IFC	International Finance Corporation
IFRC	International Federation of Red Cross
IT	Information Technology
ITPM	Information Technology Project Management
M&E	Monitoring and Evaluation
MA	Master of Art
MMS	Multimedia Messaging Service
MS	Microsoft
NGO	Non-Governmental Organizations
PMBOK	Project Management Body of Knowledge
SMART	Specific, Measurable, Attainable, Relevant and Timely
SPSS	Statistical Package for Social Sciences
TV	Television
UKAID	United Kingdom Agency for International Development
UNDP	United Nations Development Program
UNDP	United Nations Development program
USAID	United States Agency for International Development

ABSTRACT

Monitoring and Evaluation of projects is one of the key processes of project management through the gathering of information and assessment of it to determine whether progress is being made towards pre-specified goals and objectives and to highlight whether there are any unintended (positive or negative) effects from a project and its activities. The purpose of this study is to assess the practices and challenges of monitoring and evaluation of ethio-telecom, in the case of fixed network projects. A descriptive type of study with purposive sampling technique; based on the criteria of their prior knowledge, capacity and experience of monitoring and evaluation and quantitative research design to collect data was used to assess monitoring and evaluation practices. A total of 36 respondents were drawn from different levels, which included the officials in ethio-telecom fixed network project. Questionnaires have been used as data collection tools, data analysis was done through a special program known as Statistical package for social Science (SPSS) and Microsoft excel,2022 findings of this study showed that the current M&E practices applied in ethio-telecom had a good practice in M&E planning but also indicates the existence of poor motivation scheme for personnel participating on the M&E activity to improve effectiveness of M&E and Stakeholders perform their responsibility is ineffective. The effectiveness of the project due to monitor and evaluation practices were affected by that lack of having effective project in planning, lack of expertise for monitoring and evaluation, lack of stakeholder engagement on monitoring and evaluation, lack of management support, unavailability of funding for M&E, inaccuracy in data collection, failure to process and analyze data, percent failure to have appropriate evaluation design .Therefore, based on the findings, it is suggested that training, motivation should be provided to enhance the stakeholders in the M&E practices This is important to have a common understanding across the stakeholders since in a project different stakeholders involve too and further help to conduct effective project M&E.

***Keywords**: Evaluation, fixed network project, Monitoring, project management, Stakeholders*

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CHAPTER ONE

1 INTRODUCTION

1.1 Background of the study

Information technology is building communications networks for a company, safeguarding data and information, creating and administering databases, helping employees troubleshoot problems with their computers or mobile devices, or doing a range of other work to ensure the efficiency and security of business information. Fixed network is using the wires in this category you are talking about the fixed-line systems that offer services such as fixed broadband and telephone. Through the use of a cable, users can gain Internet or voice calls from end users. IT project management is the process of managing the plan, organization, and accountability to achieve information technology goals. Since the reach of IT spans across most of a business or enterprise, the scope of these projects can be large and complex.

Project monitoring and evaluation is used to measure a project's progress. Monitoring and evaluation helps with identifying the most valuable and efficient use of resources. Monitoring and evaluation together provide the necessary data to guide strategic planning, to design and implement programmers and projects, and to allocate, and re-allocate resources in better ways. A project monitoring and evaluation system covers all the work carried out during or after a project to define, select, collect, analyses and use information. It is where everything comes together, from the initial selection of objectives and indicators through to the final evaluation of a project.

According to UNDP (2009), attention needs to be placed on some of the common areas of weakness in projects to improve the chances of project success. One of the four main areas of focus identified is monitoring and evaluation of the remaining three areas of Planning, stakeholder involvement, and Communication as to focus during project management. Projects with strong monitoring and evaluation components tend to stay on track and also problems are often detected earlier, which reduces the likelihood of having major cost overruns or time delays later.

In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results (UNDP, 2009). To conduct effective monitoring and evaluation for project success M&E: should be conducted ethically and legally (IFRC, 2011); engage stakeholders in monitoring and evaluation, have a good Organizational Arrangement of M&E (UNDP, 2009); reference point used for comparison with monitoring or evaluation data

collected during or after the implementation of a strategy, project, or activity (USAID, 2017); setting relevant, clear and SMART indicators to assessing the progress of a plan and setting a plan to disseminate the results of M&E (IFRC,2011) are the necessary factors.

Even if M&E have crucial for project success there are several constraints and challenges faced in conducting effective M&E activities among them are Weak institutional capacity, limited resources and budgetary allocations for monitoring & evaluation, the weak linkage between planning, budgeting, and monitoring & evaluation, weak demand for and utilization of monitoring and evaluation results, poor data quality, data gaps and inconsistencies (Callistus & Clinton, 2018).

From the above narration, it is possible to understand the importance of project monitoring and evaluation and the existence of challenges in doing so. Therefore, this study aims to assess the practice and actually faced challenges of monitoring and evaluation activities on Ethio telecom Fixed network projects.

The introduction of telecommunication in Ethiopia dates back to 1894. In 1996, the Government established a separate regulatory body, the Ethiopian Telecommunication Agency (ETA) by Proclamation 49/1996, and during the same year, by regulation 10/1996, the Council of Ministers set up the Ethiopian Telecommunications Corporation (ETC). The company is a Matrix Organization which both the functional and project managers share their respective authorities. There are four main project division in ethio-telecom these are Network project, civil project, information system project and information security projects. The Network project also have four divisions which are fixed network focused on optical fiber expansion of networks, wireless network, Infrastructure-Power & Environment, Infrastructure-Transport Network, and National Operation & Service Management.

1.2 Statement of the Problem

Project Monitoring and Evaluation is one of the critical elements of the project management cycle. Monitoring and evaluation help to an organization to extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. An organization impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved without effective planning, monitoring and evaluation (UNDP, 2009). Actual project monitoring and evaluation is one of the factors that decide the achievement or failure of development projects (Ika, L.A. et al., 2011).

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

In general, in Ethiopian context, it is difficult to say monitoring and evaluation is in a position of playing its role in supporting successful completion of projects and serving as being a source of an informed decision making for efficient allocation and utilization of scarce resources. Project cost and/or schedule overrun and quality problems are common news, almost in all sectors, but in our country one of which is ineffective monitoring and evaluation.

According to study undertaken by Yibeltal **(**2020) Addis Ababa University shows that the effectiveness of project expansion M&E practices of the company was affected by lack of skilled human resource, poor management support, lack of stakeholder engagement and inadequacy of budget allocated for the M&E. The company has a gap in having adequate skilled man power who can conduct M&E training on regular basis and the existence of poor top management attention to proper support to the M&E practice. Although stakeholders participate in the M&E practices of the Ethio-telecom, they do not properly perform their responsibility in the project M&E activities of the company which has its own negative impact on the effectiveness of M&E practices which in turn affects the project success.

Ethio-Telecom allocates a huge amount of financial resources annually to undertake various service expansions and networking projects in different parts of the country. However, as indicated in its reports of the company projects may be completed as per their agreement or not. Even though there are problems related to keeping projects on schedule, within budget and at agreed quality to satisfy the ultimate users of telecommunication services. One of the critical success factors of project is linked to performance, experience and competence of project monitoring and evaluation these projects.

There are even cases such as even if the project was finalized on time, the deliverables have not been used for instance, MMS is not used because of problems related to the objective and definition of requirement and above all, technology dynamism led to the service to compete with free applications like; VIBER, WhatsApp, Messenger and others, lack of proper project management practice is another problem most of Ethio telecom's projects do not follow sound project management process; ERP system is one of them, the solution couldn't handover to the

users as planned, the operation and support cost increased by additional 40% of the project cost and vendor dependency extended for three years, failing to manage the project as planned and monitoring problem are the biggest problems in the company, we can take E-top up solution as an example which has faced additional integration cost and compatibility problem with existing systems .

Thus, the study intends to assess the current project M&E practice of the Ethio telecom and it role in the success projects as well as identify the major determinants of M&E practices. The major problem addressed in this study was to understand the project monitoring and evaluation competencies needed for successful project implementation with internal capability.

1.3 Research Objective

1.3.1 General Objective

The main objective of this study is assessing of the practices and challenges of project monitoring and evaluation in Ethio-telecom fixed network projects

1.3.2 Specific Objectives

To achieve the general objective, the study had the following specific objectives in case of Ethio-telecom fixed network projects

1. To identify the practice of fixed network project monitoring and evaluation.
2. To assess the main challenges of fixed network project monitoring and evaluation.
3. To examine the extent of major challenges of the fixed network Project.
4. To describe the frequency of reports in M&E of the fixed network project.

1.3.3 Research Questions

Accordingly, the researcher raises the following basic research questions for addressing the problems to the study:

1. What are the practices of project monitoring and evaluation in case of Ethio-telecom fixed network projects?
2. What are the major challenges affecting project monitoring and evaluation process of Ethio-telecom fixed network projects?
3. What is the extent of these challenges affect the effective implementation of Ethio-telecom fixed network projects?
4. How often are the reports in M&E of the fixed network project?

1.4 Scope and Limitation

Scope of the study

The scope of the study is assessing the practices and main challenges of Project monitoring and

evaluation of fixed network project in Ethio telecom which was conducted from year 2019 to 2021 in Addis Ababa head quarter, Ethiopia. The participants of the study were the company's staffs who directly or indirectly participate on the project related activities planning, M&E, contract administration. Ethio-telecom management members also participate on the study as they are responsible for project related issues of the company. In relation to study variables, efforts were made to identify the relationship between various variables (budget allocation, human resource capacity, stakeholder engagement and management support) and project M&E effectiveness as well as to indicate the relationship between effective M&E and project success.

Limitation of the Study

Any research project like any other project endeavor could not be without shortcomings. Hence the researcher faced some limitations in the course of the research project. The first and most critical pitfall was time constraint since the time given for the research project is quite short.

Some respondents were exaggerating details of data that might reduce the accuracy of the report. To overcome this challenge, the researcher has understood the point of view of the respondent and will review and edit the data collected.

Some of the respondents were not willing to give the required information fearing that it might be used against them or against the security of the organization because the performance of M&E systems was considered sensitive by respondents. To overcome this challenge, participants were briefed on the purpose of the study that is being undertaken, and any information was given will be only used for the study. The respondents were also assured of anonymity when giving information since the questionnaires don't require a person's identity.

1.5 Significance of the Study

The findings of the study help project managers and project teams in the telecommunication environment are aware of the practices or factors related to the project management knowledge areas, management support and readiness processes on project implementation in Telecom projects in general and telecom projects in Ethiopia in particular. This is important for the implementation of similar telecommunication projects of Ethio Telecom project management success and decision making practices in future projects. It will also help for Ethio Telecom to understand the practice and challenges of Project Monitoring & Evolution of Ethio-telecom fixed network project also the recommended solutions assist them to design interventions to overcome the encountered challenges by utilizing the suitable and important suggestions for the problems indicated in the study.

1.6 Organization of the Thesis

The research report is organized in 5 chapters and it also includes references, bibliography and appendices. Chapter 1 discusses background, the problem, the research questions, research objectives, the significance, the scope and some definition terms of the study. The second chapter reviews literatures and concepts related to the study. Under this chapter, theoretical and empirical literature on which the study is founded are also discussed. Chapter 3 of this report covers the research design and methodology used to reach the findings. It includes the research design, target population, sample size, data collection techniques and procedures, validity and reliability of the data collection instrument and ethical considerations of the study. In chapter 4 the data analysis and presentation are discussed. The final section of this research paper is discussed the summary of study is covered and key findings are discussed. In addition, conclusions and recommendations are included in this chapter.

CHAPTER TWO

2 LITERATURE REVIEW

2.1 Understanding Monitoring and Evaluation

M&E cycle is started from Initial Assessment stage addressing on initial needs assessment, Planning stage Project Design Log frame, M&E Planning & Baseline study, then will arrive at Implementation, Monitoring & Evaluation stage include Midterm evaluation and/or reviews, final evaluation/end line survey and dissemination, use of lessons and possible longitudinal evaluation.

In comparing monitoring and evaluation definitions, it is evident that they have distinct functions and roles to play in the life cycle of project delivery, yet complementary. Monitoring gives information on the progress of work at any given time and overtime relative to the planned or desired targets and outcomes, which is descriptive in intent. Evaluation, on the other hand, gives evidence of the extent to which targets and outcomes are being achieved and it mainly seeks to address issues of causality. Kusek and Ristfurther explained that evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track for example, if progress towards target is lagging and that project duration will not be achieved, then good evaluative information can help address the major issues causing the delays.

Hence, M&E is part of the similar process, which is being implemented in all the phases of the project lifecycle and covers all the knowledge areas recognized in the PMBOK published by the Project Management Institute.

2.2 Understanding networking

Networking is a form of telecommunication between computers where they exchange data with a data link. One computer-network everyone is familiar with is the internet. Computer nodes or hosts can access, create, delete and alter data that is on this network. If a device can transmit information to another device, then they are considered to be networking. Networking utilizes devices such as switches, modems, routers, gateways, etc.

Telecommunication networks are transmission systems enabling information to be transmitted in analogue or digital form between various different sites by means of electromagnetic or optical signals. The information may consist of audio or video data or some other type of data. The networks are based either on wired or wireless infrastructures. Typical examples of telecommunication networks are the telephone landline network, the mobile network, cable TV networks or the internet.

In ethio-telecom network project have 4 divisions which are fixed network focused on optical fiber expansion of networks, wireless network, Infrastructure-Power & Environment, Infrastructure-Transport Network, and National Operation & Service Management. Fixed Network means network facilities and/or network services comprising the public switched telephone network and/or networks based on internet protocols for the provision of communications by guided electromagnetic energy or by point-to point unguided electromagnetic energy.

2.3 Theoretical Review

2.3.1 Program theory

The program theory was developed by Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss (1195). The focus of this theory is on how to bring about change, and who is responsible for the change. Logical models often used to represent the program theory shows how the overall logic is used in an intervention. The theory is in the body of theory of change and applied development evaluation field. The application by the proponents to this theory was on how to relate program theories to evaluation for several years.

Program theory was pragmatic tool in monitoring evaluations for many years; the theory wasfamous for its conclusive mechanism to fix problems, and addresses the need to carry our assessments to compliment the findings. It also provides tools to control influential areas in evaluation (Sethi and Philippines, 2012). Quite a number of organizations' transactions entail the human service programs that are designed to develop the societal needs; the programs are dynamic and are subject to change based on prearranged situations. The program theory hence uses logical framework methodology. The program theory is a comprehensive version of the logic model. It presented through a graphical scale to relate to the logical model. The logical model supports the stakeholders' engagement, senior management and review of outcomes (Hosley, 2009).

The theory is expected and practical model on how programs hypothetical work (Bickman, 2007). Lipsey (2011) stated that it is a proposition with regard to transformation of input into output. Measuring of the transformation by comparing the input and expected output. It illustrates the process program components are supposed to influence the results. Rossi (2012) argued that a program theory consists of an organizational plan on how to deploy resources and organize the activities of the program activities to warrant that the planned service system is established and at the same time maintained.

The theory further helps with the funds utilizations plans, and which analyses how the target persons get the required intervention. This is through the linkages of the service delivery systems. Finally, program theory provides profound information how the planned activities for

specified target persons represents the expected social benefits. Uitto (2010) illustrates the benefits of using theory-based framework in monitoring and evaluation. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program outcomes. Theory based evaluations as such enables the evaluator to understand why and how the program is working (Rossi, 2012).

The theory applied in the input output model to monitor performance, communicate findings and improve project performance. The M & E practices are the basic inputs when utilized well equates to the processing of the inputs and eventually give measurable output. Program theory explains the effects of influencing the input and processes to achieve better output, and yield good results. The inputs to the process refer to the variables that influence the outcome, which is performance; in this case, the variables are the planning process, technical expertise, stakeholder involvement and management participation. The logical model clarify the objectives of the program identify expected casual links in following the result chain; inputs, process, outputs and the overall outcome. It provides a link to identification of performance measures at each stage of the logical model. It answers the questions of uncertainty within the project by monitoring the progress and taking corrective when diversion occurs to ensure the objectives are realized. A program theory shows a single immediate outcome by which the program has achieved, it helps to understand whether there is change towards a desired performance level. Complex programs mainly found in complex projects show a series of immediate outcomes.

2.3.2 Evaluation Theory

The researcher used the Evaluation Theory as the overarching theory to guide this study. The Evaluation Theory plays several important roles in evaluation practice. Such theory and prior research can be very informative for initial needs assessment and program design. Evaluation Theory gives effective strategies for dealing with the problems of concern regarding the evaluation process. Lessons are learned about what does not work which may save program designers and evaluator's time and resources (Donaldson, 2001) Evaluation theory assesses project effectiveness in achieving its goals and in determining the relevance and sustainability of an ongoing project.

According to McCoy, (2005) evaluation theory compares the project impact with what was set to be achieved in the project plan. Shapiro (2004) Evaluations are mainly of two types depending on when they take place. These are formative and summative evaluations. Formative Evaluation is concerned more with efficient use of resources to produce outputs and focuses on strengths, weakness, and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning, Passia

(2004). Formative evaluations are sometimes called interim or midterm evaluations. A summative evaluation is carried out at the end of the project and aims at determining how the project progressed, what went right and wrong and capture any lessons learned. However, one of the limitations of evaluation theory is that for any evaluation process for projects to be successfully done must be done within a supportive institutional framework while being cognizant of political influence and which is not the case to South Sudan were there lack of institutions that would be supportive to the evaluation process of projects.

2.3.3 Challenges for Project Monitoring and Evaluation

There are several constraints facing project M&E. Akpobakah and Obioma (2002) identified some factors that can cause project failure in the public sector to include budget indiscipline, meaning implementation of projects not included in the plan or the budget while neglecting, under funding or abandoning those in the plan/budget. Also monitoring and evaluation are not conducted effectively if there are weak institutional capacity, limited resource and budgetary allocation for monitoring and evaluation, poor data quality and inconsistencies and inadequate involvement of stakeholder in monitoring and evaluation activities. Capacity building reduces the gap between the actual and the expected.

2.4 Empirical review

2.4.1 M & E Planning Process

A study conducted by Mackay & World Bank. (2007) in Washington, indicated that frequent evaluation of progress is good management practice. It aims to establish causality for the situations and trends recorded by monitoring. Clearly evaluation should respond when monitoring identifies either problems or opportunities to enhance achievements. The focus of this study was on the government projects that are majorly sponsored by World Bank. The study sought to determine how better governments can be arrived at through monitoring and evaluation of projects. This study employed the use of descriptive statistics with the findings being that a majority of the respondents indicated that there was lack of monitoring and evaluation practices in the various projects which they formed part of.

On the other hand, a study by Muhammad et al (2012) on project performance, with the variables, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, noted project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation and monitoring processes. Variable models used to identify how each stage is helpful in the process of managing project performance. To achieve this objective, information relating to different projects and models related to project

planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance.

Besides that, a study that was conducted by Singh, Chandurkar, &Dutt, (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. The objective of this study was to determine the effect of monitoring and evaluation on development projects.

However, the recommendation that was given in this study was that the management should provide full support and should fully engage themselves in the monitoring and evaluation process as this will help them in coming up with sound and well informed decisions.

2.4.2 Technical Expertise

Human capital, with notable experience is vital for the achievement of M & E results. There is need for a sound M & E human resource capital in regard to quantity and quality, hence M & E human resource strategies are needed for the achievement and maintenance of a stable M & E (World Bank, 2011). Competent employees are a major obstacle in selecting M & E practices. M & E being a new tool in project management field, it faces challenges in sustainable results and performances matrices. There is a big gap for skilled M & E professionals, capacity building of M&E systems and harmonization of project management courses and technical support by (Gorgens and Kusek, 2009). Human capitals on the project should have clear job description as well as designation matching their skill. In case they are insufficient then training assessment needs for the necessary skills should be agreed.

Musomba et al (2013) concludes organizational technical capacity in carrying out evaluations, reviewing the rate of human capital participation in the process of policymaking and motivation to challenge management decisions can be big determinants of how the M & E practices on lessons learnt, communicated and perceived. M & E practices endeavor to be independent and relevant. Ahsan and Gunawan (2010) in his study stipulate realization of independence when undertaken by persons free of the control of those appointed for the strategy and implementation of the project development intervention. This illustrate that training is an essential aspect geared towards affecting the implementation of M & E in development projects. Uitto (2010) emphasizes that human capital training needs is paramount for reliable monitoring and evaluation, stipulating that staff working must have the necessary technical expertise in M & E for them to guarantee monitoring and evaluation results that are of high quality. Employing an M & E practice that is effective requires management to selectively appoint the right skills, enhance the capacities by further developing the skill on a regular basis. The training needs assessment should be accurate, monitored and executed diligently by the team responsible for the human capital management. Project research skills in

project management encourage the team to have base data for the human capital skill retention, development and enhancement (Nabris 2002).

M & E practical training is important in capacity building of personnel because it helps with the interaction and management of the M & E systems. M & E training starts with the understanding of the M & E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (Rossi, 2012). Skills are of significant importance to a monitoring and evaluation practice that is effective; the staffneeds trained on the basics of evaluation (Bailey and Deen, 2012). In the context of project performance evaluations, it is necessary to have devoted and sufficient numbers of monitoring and evaluation staff, it is critical for these project evaluators to have the correct M & E skills.

Professionally trained staff and a budget were a key requirement in Malawi when they were implementing the monitoring and evaluation system (Rossi, 2012). There is noted unbalanced utilization of monitoring and evaluation personnel where they mainly assign tasks other than monitoring and evaluation. This create extra burden for them to concentrate on project M & E related work. The study by Mwangi, et al. (2015) a unit increases in technical competency of M&E team increases the effectiveness of monitoring and evaluation by 28% and this shows the importance of human resource capacity.

2.4.3 Stakeholder Involvement

Involving the stakeholders from the beginning in the designing of tools ensures that the project include all stakeholders needs, and is thus more responsive to their expectations. The participatory methods also create and encourage stakeholder project ownership (Clarke, 2011). These are crucial factors contributing to the project performance and sustainability. The stakeholders especially the beneficiaries are more likely to endorse the project output. In some instances, the participatory method promote change in the attitudes of individuals and community culture, and norms, since the development along with the implementation process necessitates community member's reflection and analysis of their own culture, attitudes, beliefs, and behaviors. Participatory method provides insights to the required tools for monitoring and evaluation, this itself is a capacity-building activity (Clarke, 2011).

Participation by the community groups in designing the M & E tools development determines what they would like to prepare during the evaluation. They bring out issues along with indicators that affect the evaluation and help formulate the comprehensive questionnaires. They are involved in gathering and examining data as well as presenting the end results. When a project adheres to an approach that is participatory from the initial stages, it is easy to carry out a participatory evaluation during the closeout stage (Kahilu, 2010). Participatory M & E

promotes dialogue at the lowest level and moves the group community from the dormant beneficiaries to pre-active participants, creates opportunity that helps in influencing the activities of the project on the basis of their underlined needs as well as their expressions (Robert, 2010). Additionally, information shared horizontally and vertically among the implementing entities, shared with the community group, beneficiaries, and donors.

Stakeholders' engagement in discussions on programs related to M & E usually empowers them and at the same time promotes participation that is meaningful by various groups of stakeholders, that avail to the M & E team adequate and appropriate information that is required for the exercise (Guba and Lincoln, 2011). The stakeholder engagement has to be rooted at the onset of M & E and should integrate key stakeholders along with other interested parties in making sure that the applied tool is effective (Wayne, 2010). Pamela, Joe and Nay (2013) also found that if the right persons are engaged in the whole process, there will be a great enhancement of the outcome with the recommendations being well perceived and corrective measures embraced and implemented on time.

According to Mugambi & Kanda (2013) knowing and understanding the partners and all stakeholders is vital in community based projects. This can touch monitoring and evaluation in terms of money, requirements and what evidence will be mandatory by each stakeholder. For effectiveness and efficiency, a proper stakeholder study needs to be showed to guarantee the strengths, weaknesses, opportunities and fears of each stakeholder recognized. A study conducted by Mwangi, et al. in 2015 shows that stakeholder participation significantly affects the effectiveness of monitoring and evaluation. In the study conducted by Sammy & Daniel (2015) among 50 study participants 57% believe that stakeholder participation is critical for the successful implementation of M&E. A unit increase in stakeholder participation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015). 2.13.3.

2.4.4 Management participation in monitoring and evaluation

Management's active participation in monitoring and evaluation has a significant impact on team perception. Effective communication is the result of collaboration among the various stakeholders. These include improving communication of early project wins to increase management support and soliciting those members who are unwilling to participate. Effective communication, ensuring access to high-quality products and services, meeting beneficiaries' expectations, and promoting new efforts to achieve the project's overall objectives are all priorities. The management mobilize more resources that will help in filling the resource gaps, and ensure operational use of learnt lessons for better decision-making in future (Wattoo, Ali, Khan and Shahbaz, 2010).

Management involvement provides input to better project insights, enhances the reliability of

the evaluation process. Increased level of reliability ensures improved acceptance of the findings. A strong procedure for results-management aims at engaging relevant stakeholders in reasoning in a responsive and creative manner as much as possible. The project beneficiaries figure about what they want to achieve, they are motivated to organize and achieve acceptable output. The managers structure a monitoring and evaluation process to monitor progress and utilize the information in improving the performance (Lipsey, 2011). The management is largely involved in budget allocation. Allocating the project major resources is key for decision makers. They contribute significantly in deciding the priorities, cut-offs, exceptional approvals and optimal allocation of the resources. It demands for their commitment to the implementation of monitoring and evaluation system, through this process, they review the adequacy of the budget allocations, advice on budget revisions, and revise the project work plans. The side down of the project management support is that, some managers show negligible or no importance in the implementing an active system of monitoring and evaluation (Goyder, 2009).

The managers are required to expedite delivery of expected results to a wider range of beneficiaries, each with diverse expectations. To satisfy the wide range of stakeholders within a set of standards of compliance can create a conflict of interest. Each group of management within the different stakeholders should agree on a common set of rules and process to improve the project output. The support of top management from the various unit that claim viable interest is paramount for better project performance The project manager develops a communication strategy to keep all the mangers from various interest groups appraised. Such coordination enhances the review and approval of project stages. Mangers contribute and support the project implementation when adequately provided with key information for decision-making.

2.4.5 Benefits of Monitoring and Evaluation for Organizations

The Benefits of Monitoring and Evaluation for Organizations Monitoring and evaluating program performance enables the improved management of the outputs and outcomes while encouraging the allocation of effort and resources in the direction where it will have the greatest impact. M&E can play a crucial role in keeping projects on track, create the basis for reassessing priorities and create an evidence base for projects through the systematic collection and analysis of information on the implementation of a project (IFC, 2008). Monitoring and evaluation (M&E) has the capacity to transform government departments and the organization into a functional system that is participatory and representative. Monitoring and evaluation is a critical tool for identifying and documenting successful projects and approaches and tracking their progress.

2.5 Summary of Literature Reviewed and Research Gap

The review has established the need of monitoring and evaluation practices and challenge in projects and programs interventions. It has shown that monitoring and evaluation has increasingly been recognized as an essential tool for the management of the project. addition, M & E also offers a provision for accountability in the course of the utilization of the development resources.

2.5.1 Knowledge Gap

A few researchers have mentioned that few studies have been done on the monitoring and evaluation. This study will strive to address the knowledge gap to determine the practices and challenge of monitoring and evaluation, of Ethio-telecom projects in Ethiopia.

Table 2.1 Knowledge Gap Analysis

Author	Title	Findings	Research Gap
Themistocleo us and Wearne (2010)	Project monitoring and evaluation: enhancing the efficiency and effectiveness of aid project implementation	The study found out that strength of M & E team, monitoring approach, political stability and lifecycle of the project influence the performance of projects	The study did not assess the procedural aspects leading to delays in funds disbursement
Kelly, K.& Magongo, B. (2014).	Report on Assessment of Monitoring and Evaluation - Capacity of HIV/AIDS organization in Swaziland.	planning a monitoring and evaluation keeps the entire organization in check.	In the study the researcher didn't outlined the reasons why organizations do not plan for M & E activities.
Yibeltal (2020)	Assessment of Monitoring and Evaluation Practices of Ethio-Telecom Expansion Project	The expansions projects in Ethio-telecom has no a well-established M&E System	No comparison data of projects done

2.5.2 Conceptual Framework

According to Svinicki (2010), a conceptual framework is an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts and serves as the basis for understanding the causal or correlational patterns of interconnections across events, ideas, observations, concepts, knowledge, interpretations and other components of experience.

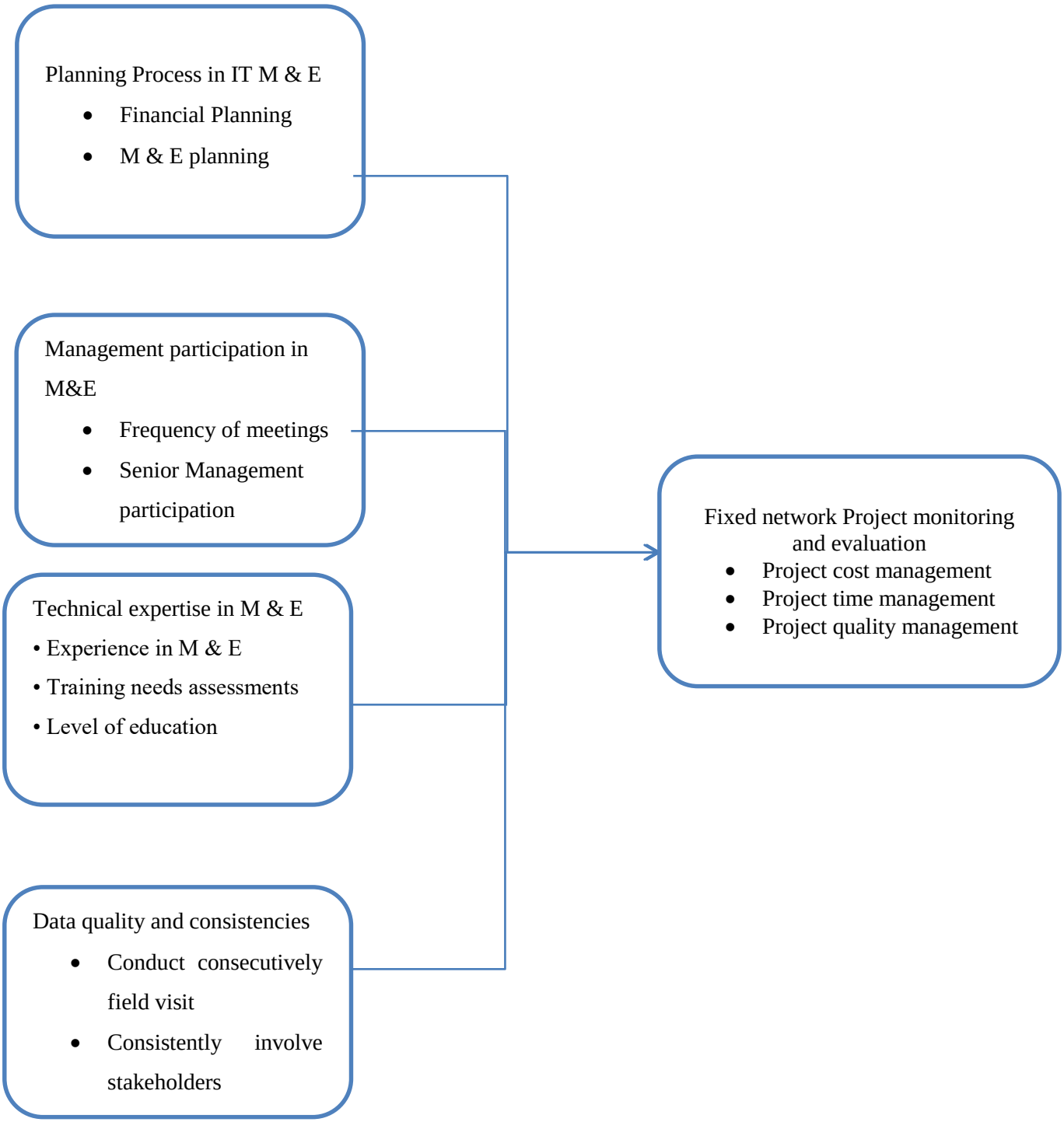


Figure 2.1: Conceptual Framework

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Research Approach

Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The main approaches that used for researches are quantitative, qualitative and mixed.

In this study Both quantitative & qualitative method of research approach applied as it provides better opportunities to answer research questions and allow better evaluating the extent to which the research findings can be trusted and inferences made from them. The study has employed Questioner to establish an understanding of the problem in practice and challenge of monitoring and evaluation.

3.2 Research Design

A research design is a model or an action plan upon which the entire study is built; dictates the manner in which a study is conducted and provides the road map of a study in terms of the sample, data collection instruments and analysis procedure (Creswell, 2009). In most the literature research can be divided into three different categories exploratory, descriptive and explanatory.

The purpose of this research is to identify the challenge and practice of project monitoring and evaluation on the company which consider describing the characteristics of the company. Thus, the researcher employed a descriptive design by using both quantitative and qualitative approaches in order to obtain the desired results and to explore detailed evidence about the problem.

3.3 Source of data and Instruments of Data Collection

There are two types of data collection method, Primary and secondary data collection. The primary data are those which are collected a fresh and for the first time, and thus happen to be original in character and collected through observation, interview method, through questionnaires while secondary data refer to the data which have already been collected and analyzed by someone else, it is either be published data or unpublished data. According to Kothari (2004, p.112), each method of data collection has its uses and none is superior in all situations, selecting the appropriate method depends on the nature, scope and objective of the study, the availability of time and fund and precision required for the study. This study mainly depends on primary source of data and to some extent secondary sources. Primary data is collected through survey method by using close ended questionnaires. Secondary data sources

were also used including Ethio-telecom internal documents, journals, books, and internet.

3.4 Variables, Data Sources and Data Collection Methods

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

3.5 Population and Sampling

The study is focused on assessing the practice and challenge of monitoring and evaluation in fixed network projects that took place in Ethiopia by Ethio Telecom starting from 2019.This research employed a Simple random sampling technique whereas people within a research population were equal chance of being interviewed. The application criterion for this technique is because the study wished to explain the predicted or generalize results of the whole research population. The participants of the study include those who directly or indirectly involved in the project and in the monitoring and evaluation practices in the company. Special emphases were given employees who are in the M&E team. Thus, the target populations of the study were those employees of the Ethio telecom working in project related activities in general and in M&E teams.

In order to get numerous perspectives in the area of the study on the issue of the practice of M&E in improving Sustainability in fixed network projects has consulted about 36 respondents

To achieve these 36 employees were given Questionnaires which include project directors, managers, experts and M&E expert of overall project activities in the telecom fixed network projects centrally.

3.6 Methods of Data Analysis

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

3.7 Validity and reliability

To ensure reliability and validity of the research, the questions are phrased logically and sequentially in simple language. Before actual data collection, piloting of the questionnaire had been carried out. The questionnaires were sent out to 7 respondents working under project

office. The researcher prepares the questionnaires with the same questions (anonymity) to all respondents. Also, the analysis has been carefully done, to ensure that the data obtained to be similar to what had thought and the time to collect data through interview and questionnaires were be neutral so as to avoid participant error. Using the developed interview guide, 2 M&E staff of Ethio telecom has been interviewed and some of the questions used to guide the interview have been modified, the irrelevant once were removed and few additional questions were added after evaluating the responses received from the interview. Validity of this study was attained through providing 36 an adequate coverage of the topic together with choosing the appropriate sample of the universe which is 36 respondents. In addition to that, the study results were compared or associated with the set of other studies done by various researchers for the purpose of identifying how many the results matches with other researcher works.

3.8 Research ethics

Ethics are acceptable standards governing research conduct and influence the welfare of human being. It is about making decision, choosing the right or wrong behavior by an individual (Bell

and Bryman, 2007). Ethical research should consider the outset of the research. It concerns in all the stages of the research such as collecting the data, data accessing or analyzing the data. It associated with the power relationship between the researcher and those who accessed the data (Saunders, 2007). The researcher will apply ethical cod promoted by the Ethiopian government and social values. Participants can consent, free from compulsion of outside pressure and they comprehend the risks and benefits involved.

CHAPTER FOUR

4 Analysis and presentation of data

4.1 Response Rate

A total of 36 questionnaires were distributed for employees of Ethio-telecom from those 34 questionnaires were returned. The response rate of the questionnaire was 94.44percent.

The response rates were considered admissible given the recommendations by Mugenda and Mugenda (2012) cited in Jacobotach*et al.* (2018) that a response rate of 50% is adequate for analysis and reporting a rate of 60% is generally good while a response rate of above 70% is excellent. Based on this assertion, this implies that the response rate for this study was adequate and increases confidence for generalization.

4.2 Demographic Data Presentation

The demographic characteristics or profile for this study include gender, age, level of education, work experience, and marital status of the respondents, this aspect of the analysis deals with the personal data on 34 respondents of the questionnaires given to them. The table below shows the details of the background information of the respondents in a cross tabulation.

Table 4.1 Demographic profiles of respondents

Demographic characteristics	Category	Frequency	Percent
Gender	Female	13	38.24%
	Male	21	61.76%
	Total	34	100.00%
Age	31-40	30	88.24%
	above 40	4	11.76%
	Total	34	100%
Education level	Degree	16	47.05%
	Master's Degree	18	52.95%
	Total	34	100%
Work Experience	1-5 years	12	35.29%
	6-10 years	14	41.18%
	>10 years	8	23.53%
	Total	34	100%

Source: Own survey (2022)

As shown in Table 4.2 above, 61.76 percent and 38.24 percent of the staff respondents were male and female which indicates the majority of the respondents in the M &E department in Ethio-telecom are male. The majority (88.24 percent) of the respondents participated in the survey were in the age group of 30-40 years. The remaining 11.76 percent were in the range of above 40 years. This implies that the age of most the staffs are below 40 years of age.

The table above also reveals that the majority of the staff respondents (52.95 percent) hold master degree and the remaining 47.05 percent of the respondents was first degree holder. With regard to experience, 35.39 percent, 41.18 percent and 23.53 percent of the respondents served in the department for 1-5 years, 6-10 years and above 10 years, respectively.

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

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

Table 4.2: Project monitoring time often in the fixed network projects

No	Project monitoring time often	Frequency	Frequency (percent)
1	weekly	20	58.82%
2	Monthly	11	32.35%
3	biannually	1	2.94%
4	Annually	1	2.94%
5	quarterly	1	2.94%
	TOTAL	34	100.00%

Source: Own survey (2022)

As shown in table above, most of the respondents (58.82 percent) replied that the fixed projects are monitored weekly. The remaining 32.35, 2.94, 2.94, 2.94 percent of them replied that the fixed network projects are monitored monthly, biannually, annually, quarterly respectively. Thus, fixed network projects are monitored at most weekly.

Table 4.3: Tools & techniques used to collect M&E Information

No	M&E data collection method	Frequency	Frequency (percent)
1	Interview	9	18.37%
2	Document review	14	28.57%
3	statically data review	13	26.53%
4	Questioner survey	1	2.04%
5	case study	0	0%
6	observation	5	10.20%
7	Check list	6	12.24%
8	other(report)	1	2.04%
		49	100%

Source: Own survey (2022)

The table above presents the major tools and techniques which are used to collect information for the M&E. Respondents were free to select one or more information collection tools and techniques used in the company. Thus, interview (18.37 percent), case study (0 percent), statistical data review (26.53 percent), document review (28.57 percent) and observation (10.20 percent), Questioner survey (2.04 percent), checklist (12.24 percent), report (2.04 percent) were selected as tools & techniques used to collect M&E Information in Ethio-telecom Fixed network project.

Respondents were asked to express their involvement on the various M&E Practices of the company. Accordingly, their response presented in the following tables

Table 4.4 Stockholder monitoring involvement

No	Stockholder monitoring involvement	Frequency	Frequency (percent)
1	Yes	22	64.71%
2	No	12	35.29%
	TOTAL	34	100%

Source: Own survey 2022

The table above presents the stockholder involvement in monitoring; most of respondent (64.71) replied that are involved in monitoring fixed network projects. The remaining 35.29 replied that they are not involved in monitoring fixed network projects. Thus, most Stockholders are involved in monitoring fixed network projects are monitored.

4.4 Descriptive Statistics

The study performed descriptive analysis of the data gathered on the variables; Project planning process, stakeholder management practices, project monitoring and evaluation practice and project monitoring and evaluation challenges in Ethio telecom. The findings are discussed in the following section.

4.4.1 Project planning process

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

Table 4.5 Staffs response of M&E Planning process of Ethio-telecom

A. Plaining process	Level of agreement(%)					Overall Agreement	Mean	Standard deviation
	SD	D	N	A	SA			

The project plans contain the M and E planning process	3.85%	7.69%	15.38%	46.15%	26.92%	73.08%	5.20	4.44
M&E activities schedule clearly presented in the plan.	0%	11.54%	19.23%	46.15%	23.08%	69.23%	6.50	3.87
At the project initial stage the project allocate funds for monitoring and evaluation	3.85%	15.38%	23.08%	34.62%	23.08%	57.69%	5.20	2.95
The planning process helps to estimate the cost of the required resource for M and E	3.85%	19.23%	23.08%	30.77%	23.08%	53.85%	5.20	2.59
The project is able to develop a control mechanism to keep the project on track	0%	11.54%	19.23%	46.15%	23.08%	69.23%	6.50	3.87
The project has a complete M&E document that guides its overall monitoring & evaluation practice.	0%	11.54%	38.46%	26.92%	23.08%	50%	6.50	2.89
Average	2%	13%	23%	38%	24%	62%	5.85	3.43

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

Source: Own survey (2022)

As shown in the table 4.7 above, the overall agreement level was 73.08percent (46.15 percent agree 26.92 percent strongly agree) agreed that the project plans contain the M&E planning process. The minority of the respondents (11.54percent), either disagreed (7.69 percent) or strongly disagreed (3.85 percent) on this statement. This could indicate that the company may contain the M&E planning process in the project plans.

The overall agreement level of the staff respondents on "M&E activities schedule clearly

presented in the plan" was 69.23 percent (46.15 percent agreed and 23.08 percent strongly agreed). This could reveal that the M&E activates are scheduled properly in the plan. Similarly, most of the respondents (57.69 percent) either agreed or strongly agreed that at the project initial stage the project allocate funds for monitoring and evaluation of the company. Respondents had similar overall agreement level (53.85 percent) on "The planning process helps to estimate the cost of the required resource for M and E ". Staff respondents were also asked to state their agreement level on the statements 'The project is able to develop a control mechanism to keep the project on track ' the overall agreement level on these statements was 69.23 percent. Most of the respondents either agreed (50 percent) or disagreed (50 percent) on the statement that ' The project has a complete M&E document that guides its overall monitoring & evaluation practice. The average overall agreement level for the 6 attributes the perception of M&E planning of Ethio-telecom parameter became 62 percent.

4.4.2 Technical expertise in M & E

Table 4.6 Staffs response of M&E Technical expertise of Ethio-telecom

B. Technical expertise in M & E	**Level of agreement(%)**					**Overall Agreement**	**Mean**	**Standard deviation**
	SD	**D**	**N**	**A**	**SA**			
Roles & responsibilities of M&E staff & other concerned bodies clearly defined in the plan.	3.85%	11.54%	23.08%	57.69%	3.85%	61.54%	5.20	5.85
The project identifies skilled personnel to carry out the monitoring and evaluation functions	4%	12%	28%	32%	24%	56%	5.00	2.92
Project staff are trained in order to equip them with technical expertise necessary to carry out M and E	3.85%	19.23%	26.92%	34.62%	15.38%	50%	5.20	3.03

Technical skills are a huge determinant on how bets monitoring and evaluation is done	3.85%	7.69%	19.23%	38.46%	30.77%	69.23%	5.20	3.83
Project training need analysis is done to ensure the right skills are acquired to manage the M and E activities.	3.70%	7.41%	22.22%	48.15%	18.52%	66.67%	5.40	4.72
There is an IT system to support M&E works and activities	9.09%	13.64%	13.64%	50%	13.64%	63.64%	4.40	3.71
Average	4.72%	11.92%	22.18%	43.49%	17.69%	61.18%	5.07	4.01

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

Source: Own survey (2022)

As indicated in table 4.6, out of the total staff respondents, 61.54 percent of them either agreed (57.69 percent) or strongly agreed (3.85 percent) on statement that Roles & responsibilities of M&E staff & other concerned bodies clearly defined in the plan. Staff respondents were asked to state their agreement level on the project identifies skilled personnel to carry out the monitoring and evaluation function. 56 percent respondents either (32 percent) agreed or (24 percent) strongly agreed. Similarly, 50 percent staff respondents either agreed or strongly agreed that project staffs are trained in order to equip them with technical expertise necessary to carry out M and E. The overall agreement level for statements; “Technical skills are a huge determinant on how bets monitoring and evaluation is done” was found to be 69.23 percent. On the other hand, 66.67 percent of the respondents agreed that project training need analysis is done to ensure the right skills are acquired to manage the M and E activities. The overall agreement level of the staff respondents on the statements “there is an IT system to support M&E works and activities” was 63.64 percent. The average agreement level of the 6 attributes which are designed to assess the Technical expertise in M & E in Ethio-telecom was 61.18 percent.

4.4.3 Stakeholder management practices

Table 4.7 Staffs response of M&E Stakeholder practices of Ethio-telecom

C. Stakeholder Involvement in	**Level of agreement(%)**					**Overall Agreement**	**Mean**	**Standard deviation**
	SD	**D**	**N**	**A**	**SA**			

M&E								
Stakeholder analysis is done to ensure relevant stakeholders are involved in project monitoring	0%	15.38%	23.08%	46.15%	15.38%	61.54%	6.50	3.79
Stakeholders feedback is well captured and analyzed for implementation	3.85%	11.54%	30.77%	34.62%	19.23%	53.85%	5.20	3.35
Communication strategy is developed to address the flow of information	3.85%	7.69%	30.77%	34.62%	23.08%	57.69%	5.20	3.56
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E.	0%	3.85%	38.46%	34.62%	23.08%	57.69%	6.50	4.04
It enables the stakeholders to influence the product acceptance based on their needs.	4%	8%	32%	44%	12%	56%	5.00	4.30
Average	2%	9%	31%	39%	19%	57%	5.7	3.8

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

Source: Own survey (2022)

The respondents were asked if the Stakeholder analysis is done to ensure relevant stakeholders are involved in project monitoring. The findings show that 61.54 percent agreed that the Stakeholder analysis is done to ensure relevant stakeholders are involved in project monitoring. Respondents had similar overall agreement level (53.83 percent) that stakeholders' feedback is well captured and analyzed for implementation in ethio-telecom.

The findings revealed that (57.69 percent) are agreed or strongly agreed that communication strategy is developed to address the flow of information. Similarly, (57.69 percent) are agreed or strongly agreed on "Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E" in ethio-telecom fixed network projects. The finding also shows that the overall agreement (56 percent) enables the stakeholders to influence the product acceptance based on their needs. Accordingly, the

average overall agreement level stakeholder involvement in M&E was 57 percent.

4.4.4 Project monitoring and evaluation implementation process

Table 4.8 Staffs response of M&E implementation process of Ethio-telecom

D. Implementation process of M&E	Level of agreement (%)					Overall Agreement	Mean	Standard deviation
	SD	D	N	A	SA			
Standardized M&E data collection tools & techniques are clearly applied on the project.	7.69%	11.54%	23.08%	46.15%	11.54%	57.69%	5.20	4.09
Current project work is monitored and controlled to meet performance objectives defined in the project management plan.	7.41%	0%	18.52%	51.85%	22.22%	74.07%	6.75	5.12
M&E reporting work in the implementation and closing project	5%	5%	25%	40%	25%	65%	4.00	3.00
Average	6.70%	5.51%	22.20%	46.00%	19.59%	65.59%	5.32	4.07

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

Source: Own survey (2022)

The respondents were asked if the standardized M&E data collection tools & techniques are clearly applied on the project, current project work is monitored and controlled to meet performance objectives defined in the project management plan and M&E reporting work in the implementation and closing project. The findings show that the overall agreement 57.69 percent, 74.07 percent, 65 percent respectively agree.

4.4.5 Project monitoring and evaluation Effectiveness

Table 4.9 Staffs response of M&E effectiveness of Ethio-telecom

E. Monitoring and Evaluation (M&E) Effectiveness	Level of agreement (%)					Overall Agreement	Mean	Standard deviation
	SD	D	N	A	SA			
There is a motivation scheme for personnel participating on the M&E activity to improve effectiveness of M&E	11.54%	30.77%	26.92%	26.92%	3.85%	30.77%	5.20	3.03
Top management give high attention for the effectiveness	7.69%	15.38%	26.92%	46.15%	3.85%	50%	5.20	4.44

of project M&E.								
Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively	3.85%	19.23%	23.08%	42.31%	11.54%	53.85%	5.20	3.77
Stakeholders effectively perform their responsibility in the project M&E	7.69%	11.54%	34.62%	30.77%	15.38%	46.15%	5.20	3.11
The enterprise's project M&E practice has significant contribution to the success of Ethio telecom IT projects	7.69%	11.54%	19.23%	38.46%	23.08%	61.54%	5.20	3.11
Reporting of M&E results is effective	8%	8%	16%	48%	20%	68%	5.00	4.12
The overall project M&E practice of the enterprise is effective	8.33%	8.33%	25%	45.83%	12.50%	58.33%	4.80	3.83
Average	7.83%	14.97%	24.54%	39.78%	12.88%	52.66%	5.11	3.63

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

Source: Own survey (2022)

The question was posed to the respondents if there is a motivation scheme for personnel participating on the M&E activity to improve effectiveness of M&E, top management give high attention for the effectiveness of project M&E, Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively, Stakeholders effectively perform their responsibility in the project M&E, Reporting of M&E results is effective and The overall project M&E practice of the enterprise is effective. The findings show that the average overall agreement was 52.66 percent, which implies that M&E are effective some way.

4.4.6 Project monitoring and evaluation challenge

Table 4.10 Staffs response of M&E challenge of Ethio-telecom

F. Challenge affect Monitoring and evaluation in fixed network Project	Level of agreement (%)					Overall Agreement	Mean	Standard deviation
	SD	D	N	A	SA			
Lack of having effective project in planning	8.33 %	8.33%	25%	41.67 %	16.67 %	58.33%	4.80	3.35
Lack of expertise for monitoring and evaluation	7.69 %	11.54 %	26.92 %	50%	3.85%	53.85%	5.20	4.92
Lack of stakeholder engagement on monitoring and evaluation	3.85 %	11.54 %	26.92 %	50%	7.69%	57.69%	5.20	4.92
Lack of management support	3.85 %	15.38 %	26.92 %	34.62 %	19.23 %	53.85%	5.20	3.03
Inadequate financial resources for monitoring and evaluation	4.55 %	18.18 %	40.91 %	27.27 %	9.09%	36.36%	4.40	3.21
Unavailability of funding for M&E	12%	16%	40%	28%	4%	32%	5.00	3.54
Inaccuracy in data collection	4.17 %	16.67 %	20.83 %	41.67 %	16.67 %	58.33%	4.80	3.27
Failure to process and analyze data	0%	30.43 %	26.09 %	30.43 %	13.04 %	43.48%	5.75	1.89
Failure to have appropriate evaluation design	0%	16.67 %	29.17 %	45.83 %	8.33%	54.17%	6.00	3.92
Problems in reporting M&E results	0%	25%	37.50 %	29.17 %	8.33%	37.50%	6.00	2.94
Average	4.44 %	16.97 %	30.03 %	37.87 %	10.69 %	48.56%	5.24	3.50

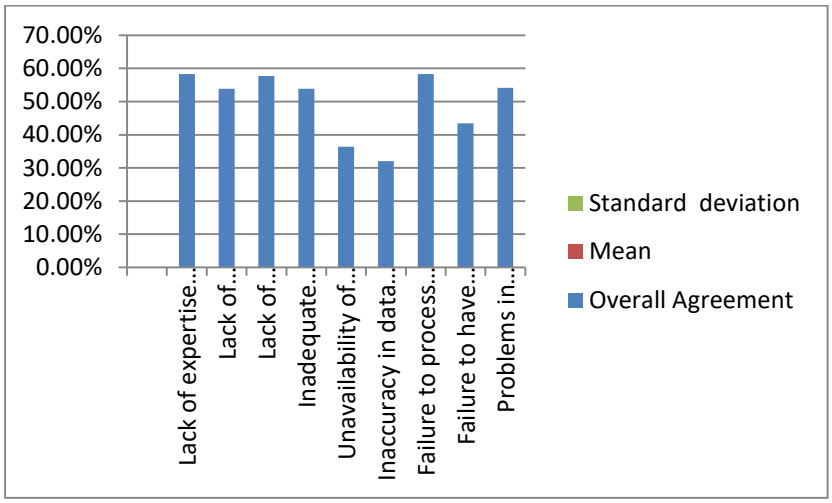
Note: SD- Strongly Disagree, D- Disagree, N-Neutral, A-Agree and SA-Strongly Agree

Source: Own survey (2022)

The study examined the challenges affect the M&E faced by Ethio-telecom fixed network projects, the results are as shown in Table 4.12.The overall Agreement were 58.33 percent

lack of having effective project in planning, 53.85 percent lack of expertise for monitoring and evaluation, 57.69 percent lack of stakeholder engagement on monitoring and evaluation, 53.85 percent lack of management support,36.36 percent inadequate financial resources for monitoring and evaluation,32 percent unavailability of funding for M&E,58.33 percent inaccuracy in data collection, 43.48 percent failure to process and analyze data,54.17 percent failure to have appropriate evaluation design,37.50 percent problems in reporting M&E results.

Figure 4.1: Challenge affects Monitoring and evaluation in fixed network Project



Source: Own survey (2022)

CHAPTER FIVE

5 Conclusions and Recommendations

5.1 Summary of finding

The study aimed at studying the practice and challenge of project monitoring and evaluation in Ethio-telecom fixed network projects in Addis Ababa, Ethiopia. In this study the researcher adopted the following specific objectives, to review the practice of fixed network project

monitoring and evaluation, to assess the main challenges of fixed network project monitoring and evaluation, to examine the extent of major challenges of the fixed network Project, to describe the frequency of meetings in M&E of the fixed network project.

The study reviewed various sources of information written and presented by different scholars about monitoring and evaluation in and out of Ethiopia. Review of related literature such as textbooks, journals, and internet sources has been done. All these sources provided necessary background to the study that provided the research gap to the researcher.

The Research methodology concerned about data collection was employed and the study included 34 respondents whereas sampling techniques and methods of data Collection (Primary data and secondary data) were employed. Data analysis was done whereby tables were drawn by using special program known as SPSS. The researcher presented analysis and discussed the findings of the study.

Summary of the major findings in revision shows the following:

- Most of the respondents were male(61.76percent), in the age group of 31-40 years and most of them hold Master degree (52.95 percent) and the remaining were degree holders. With regard to experience, most of the respondents (64.71 percent) served at least for 5 years in the department.
- The frequency of monitoring the fixed network projects of Ethio-telecom varies from weekly (58.82 percent) to monthly (32.35 percent) which indicates the Ethio-telecom fixed network are monitored at most weekly.
- The company uses various information collection tools and techniques such as interview, statistical data review, document review and observation, Check list.
- Based on program theory, the planned activities for specified target persons represents the expected social benefits to attribute project outcomes of specific projects or activities. Also the theory explained the effects of influencing the input and processes to achieve better output. So to yield good results on the M & E practices the basic variables are the planning process, technical expertise, stakeholder involvement and management participation.
- The findings from the study indicated that the fixed network projects in Ethio-telecom ensure plans contain the M and E in planning process 73.08% of respondents which indicates the company has a clearly stated M&E reporting procedure in company's plan. Followed by 69.23%, 57.69%, 53.85% and 69.23 of respondents indicated that M&E activities schedule clearly presented in the plan, at the project initial stage the project allocates funds for monitoring and evaluation the planning process helps to estimate the cost of the required resource for M&E and the project is able to develop a

control mechanism to keep the project on track respectively. Also the project has a complete M&E document that guides its overall monitoring & evaluation practice as 50 % of respondents indicated. Chandurkar, & Dutt, (2017) in their study highlighted that monitoring and evaluation was the major driving factor in development projects and recommend planning monitoring and evaluation will help in coming to make well informed decisions. So Ethio-telecom from quality point of view, most of the respondents believed that there is good planning process but reveals still more attention.

- Most of the respondents (61.54 percent) believe that there is clearly defined in the plan Roles & responsibilities of M&E staff & other concerned bodies. And most of them agree on Technical skills are a huge determinant on how bets monitoring and evaluation is done. Also the study finding indicate most respondent agreed on the Project training analysis is done to ensure the right skills that acquired to manage the M and E activities and There is an IT system to support M&E works and activities. As discussed in the literature the human capitals on the project should designation matching their skill and in case they are insufficient then training assessment needs for the necessary skills. The study by Mwangi, et al. (2015) a unit increases in technical competency of M&E team increases the effectiveness of monitoring and evaluation by 28% and this shows the importance of human resource capacity.
- Respondents were asked about the frequency that stakeholder's involvement on the project M&E activities, their response indicated that stakeholders participate on the project M&E activities of the company at some point of time with Perception average of 57 Percent. This could indicate the existence some weakness on this factor
- About 7 attributes were used to assess the effectiveness of M&E in Ethio-telecom:
  Most of the study respondents agreed that Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively, the enterprise's project M&E practice has significant contribution to the success of Ethio telecom fixed network projects, reporting of M&E results is effective and 50% are agreed that top management give high attention for the effectiveness of project M&E that still need more attention.
- The findings from the study showed that there are weaknesses in the existing monitoring and evaluation at ethio-telecom as there is no frequency as they don't frequently filed visiting to check the projects and advise the community on the proper execution of fixed network project. M&E do not provide information to the program

managers/officers to assist in decision-making and planning. Decision-making in network management requires the delivery of accurate scientific information as network is one of the most basic human needs and is indispensable to almost all economic activities. M&E do not provide information to the program managers/officers to assist in decision-making and planning. Monitoring and evaluation are not indicator that are clearly linked to the objective of the program/project at ethio-telcom.

- The response from the respondents indicates the existence of poor motivation scheme for personnel participating on the M&E activity to improve effectiveness of M&E and Stakeholders effectively perform their responsibility in the project M&E was less than 50 percent thus, as to the respondents, stakeholders do not properly perform their responsibility in the project M&E activities of the company. This could show the M&E projects ineffectiveness in contributing to meet the major project constraint.
- As discussed in study reviewed in 3.5 above the main challenges faced while conducting M&E in Ethio-telecom Fixed network Projects are also , inaccuracy in data collection , lack of stakeholder engagement on monitoring and evaluation In addition explained in the literature 3.5 the finding indicates that lack of having effective project in planning, lack of expertise for monitoring and evaluation, lack of management support, unavailability of funding for M&E, failure to process and analyze data, percent failure to have appropriate evaluation design.

5.2 Conclusion

Based on research objectives it was concluded that, fixed network projects in Ethio-telecom had a good practice in M&E planning, clear activities schedule, developing a control mechanism to keep the project on track, have adequate skilled man power. Although has its own limitation in, planning process to help the estimate cost of the required resource for M&E a complete document that guides the overall M&E practice in the planning Stage of the project.

The effectiveness of fixed network project M&E practices of the company was affected by poor motivation scheme for personnel participating, stakeholders do not properly perform their responsibility. The company has a gap in having trained project staff in order to equip them with technical expertise, captured and analyzed Stakeholders feedback well for implementation, the existence of poor top management attention to proper support to the M&E practice. The M&E data collection tools & techniques are not clearly applied on the project in the implementation process.

The project M&E practice of the company is not that much effective as expected regardless of its significant contribution in enhancing the success of fixed network project.

In the overall conclusion of the assessment the challenges affect the M&E of the company are lack of having effective project in planning, lack of expertise for monitoring and evaluation, lack of stakeholder engagement on monitoring and evaluation, lack of management support, unavailability of funding for M&E, inaccuracy in data collection, failure to process and analyze data, percent failure to have appropriate evaluation design.

5.3 Recommendation

Based on the finding of the study the researcher recommends as follows:

- This study found Ethio-telecom can improve its project monitoring and evaluation through conducting training needs assessments on employees regarding their knowledge and skills, their motivation to fulfill their responsibilities and the organizational environment within which they operate and again provide consecutive training on M&E related topics like the types of information/data needed, how collected, how analyzed& used, and also how the final report be structured, documented, presented in an informative way and how disseminate the information/findings in order to overcome some skill gaps of the employee's
- Conducive environment should be providing to enhance the stakeholders" engagement in the M&E practices.
- The top management should increase its commitment to fixed network project M&E related issues. This is important to have a common understanding across the stakeholders since in a project different stakeholders involve too and further help to conduct effective project M&E.
- Also to improve M&E of the project Ethio-telecom should arrange an organization through adequate staff, required & sufficient quantity and quality of skills and resources, clearly define the organization's responsibility who collect/captured the data, who analyses the information and who disseminate the information.

5.4 Suggestions for Further Studies

The study focused on an assessment on the practice and challenges of fixed network project monitoring and evaluation; since the researcher could not assess all issues regarding monitoring and evaluation through its vastness in nature and behavior. So issues that have not been discussed here can be encouraged in future studies. And study can also be extended in other sectors.

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APPENDIX

QUESTIONNAIRES

ST. MARY'S UNIVERSITY

MA IN PROJECT MANAGEMENT

QUESTIONNAIRE FOR STAFF MEMBERS OF ETHIOTELE FIXED NETWORK PROJECT

Questionnaire to assess the practice and challenge of project monitoring & evaluation on Ethio-telecom fixed network projects.

First I would like to thank you for your time. My name is Azeb Dessalgn. I am currently doing my MA Degree in Project Management at St.Mary's University; I am a graduate student at Arbaminch University College of Information technology. I am conducting this study for the completion of my Master's Degree in Project management. The purpose of the study is to assess of the practices and challenges of project monitoring and evaluation in Ethio-telecom Fixed network projects. Your kind cooperation will help me to find reliable data and will be used only for this study. Thank you in advance for taking your precious time to fill this questionnaire.

Please try to answer all the questions openly, as your answers will have an influence on the outcome of the research. Your 30 minutes or less will greatly contribute to the growth and advancement of knowledge in the project monitoring and evaluation.

Please mark your response with "√", If you have any question please contact me through azebdessalgn199@gmail.com

Part one: Demographic information of respondents.

1. What is your Sex? A, Female ☐ B, Male ☐
2. Age _____ Years.
3. What is the level of your education?

A, Diploma ☐ B, Degree☐ C, Master's degree ☐

D, if other, please specify_____.

4. What is your position in fixed network project?

A, Monitoring & Evaluation Manager☐ B, Monitoring and evaluation Officer ☐ C, Program manager ☐ D, Project Officer ☐ E, Field officer ☐ F, Team leader ☐ G, Project manager ☐

H, if other, please specify_____.

5. How often Ethio-telecom fixed network projects monitored?

A, Weekly ☐ B, Biannually ☐

C, Monthly ☐ D, Annually ☐ E, Quarterly ☐

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

A, Yes ☐ B, No ☐

7. Which of the following tools & techniques are used to collect M&E Information?

(You can give more than one answer)

A, Interview ☐ B, Statistical data review ☐C, Observation ☐D, Document review ☐ E, Case study ☐ F, Checklist ☐

G, Questioner survey ☐ H, if other, please specify_____.

8. How long have you been an employee of the Ethio-telecom fixed network project?

A, 1-5 year☐ B,6-10 years ☐ C,>10 years ☐

Part two: Practices and challenges of Fixed network Projects

In your experience of your organization, please indicate the practices and challenges occur on the IT project planning by taking the boxes and specify the appropriate.

The following statements are issues related to IT projects planning. Please Mark the Appropriate Answer by (√), Using numbers indicates (SD= Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly agree)

Statement	**Strongly agree**	**Agree**	**Neural**	**Disagree**	**Strongly disagree**
A. Plaining process	SA	A	N	D	SD
The project plans contain the M and E planning process					
M&E activities schedule clearly presented in the plan.					
At the project initial stage the project allocate funds for monitoring and evaluation					

The planning process helps to estimate the cost of the required resource for M and E					
The project is able to develop a control mechanism to keep the project on track					
The project has a complete M&E document that guides its overall monitoring & evaluation practice.					
B. Technical expertise in M & E	SA	A	N	D	SD
Roles & responsibilities of M&E staff & other concerned bodies clearly defined in the plan.					
The project identifies skilled personnel to carry out the monitoring and evaluation functions					
Project staff are trained in order to equip them with technical expertise necessary to carry out M and E					
Technical skills are a huge determinant on how bets monitoring and evaluation is done					
Project training need analysis is done to ensure the right skills are acquired to manage the M and E activities.					
There is an IT system to support M&E works and activities					
C. Stakeholder Involvement in M&E	SA	A	N	D	SD
Stakeholder analysis is done to ensure relevant stakeholders are involved in project monitoring					
Stakeholders feedback is well captured and analyzed for implementation					

Communication strategy is developed to address the flow of information					
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E.					
It enables the stakeholders to influence the product acceptance based on their needs.					
D. Implementation process of M&E	SA	A	N	D	SD
Standardized M&E data collection tools & techniques are clearly applied on the project.					
Current project work is monitored and controlled to meet performance objectives defined in the project management plan.					
M&E reporting work in the implementation and closing project					
E. Monitoring and Evaluation (M&E) Effectiveness	SA	A	N	D	SD
There is a motivation scheme for personnel participating on the M&E activity to improve effectiveness of M&E					
Top management give high attention for the effectiveness of project M&E.					
Procurement administration (managing procurement relationship, monitoring contract performance and making changes & corrections as needed) is monitored & evaluated effectively					

Stakeholders effectively perform their responsibility in the project M&E					
The enterprise's project M&E practice has significant contribution to the success of Ethio telecom fixed network projects					
Reporting of M&E results is effective					
The overall project M&E practice of the enterprise is effective					
F. Challenge affect Monitoring and evaluation in IT Project	SA	A	N	D	SD
Lack of having effective project in planning					
Lack of expertise for monitoring and evaluation					
Lack of stakeholder engagement on monitoring and evaluation					
Lack of management support					
Inadequate financial resources for monitoring and evaluation					
Unavailability of funding for M&E					
Inaccuracy in data collection					
Failure to process and analyze data					
Failure to have appropriate evaluation design					
Problems in reporting M&E results					

1. Please mention any other challenges in monitoring and evaluation of any project in the organization.

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

Thank you!!