ST. MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

IMPACT OF MONITORING AND EVALUATION FACTORS ON PROJECT SUCCESS: IN CASE OF TELECOM EXPANSION PROGRAM (TEP), ETHIOTELCOM.

BY

SENAIT TESFALEM

JUNE 2019

ADDIS ABABA, ETHIOPIA

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APPROVED BY BOARD OF EXAMINERS

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Declaration

I, hereby, declare that this thesis entitled impact of monitoring and evaluation factors on project success: in case of telecom expansion program (TEP): Ethio telecom, is my original work, prepared under the guidance of Dejene Mamo (Associate Professor) and has not been presented for a degree in any other university. All source 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 higher learning institution for the purpose of earning any degree.

_____ _____

Name Signature

St. Mary`s University, Addis Ababa

JUNE, 2017

Endorsement

This is to certify that Senait Tesfalem has completed her thesis entitled impact of monitoring and evaluation factors on project success: in case of telecom expansion program (TEP): Ethio telecom**,** as I have evaluated, her thesis, it is appropriate to be submitted as a partial fulfillment required for the award of Master of Art Project Management.

_____ _____

Advisor Signature

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ACRONYMS AND ABBREVIATIONS

CEO: Chief Executive Officer

EEPCO: Ethiopian Electric Power Corporation Organization

ETC: Ethiopian Telecommunications Corporation

KPI: Key Performance Indicator

M&E: Monitoring and Evaluation

MOFED: Ministry of Finance and Economic Development

PCM: Project Cycle Management

PMBOK: Project Management Body of knowledge

PMI: Project Management Institutions

PMLC: Project Management Life Cycle

PMO: Project Management Office

PRINCE: Project in Controlled Environments

SPSS: Statistical Package for Social Science

TEP: Telecom Expansion Program

USAID: United States Agency for International Development

Abstract

The growing demand for organizations to improve project outcome has increased the uptake of Monitoring and Evaluation. studies have though established that for Monitoring and Evaluation to be effective it should be inclusive. The aim of this basic research was to critically see effect of monitoring and evaluation factors on Telecom expansion project work performance in Ethio telecom. The study targeted a total of 120 respondents. Yet only 108 respondents for the questioner and 3 respondents for the interview were participated, this contributed to 92% response rate. To accomplish the objectives, the study employed both quantitative and qualitative research approaches, descriptive and explanatory research design and both primary and secondary data types were used to collect data. Collected data was analyzed by using descriptive analysis, correlation and regression analysis using SPSS version 24. As the hypothesis test implies all the factors (Monitoring and Evaluation plan, Strength of Monitoring and Evaluation Team, Stakeholder participation on M&E and Management influence on M&E) did make significant input in the effectiveness on monitoring and evaluation of Telecom expansion program. In Generally the study shows that there was positive variation in project success as a result of changes in the project monitoring and evaluation factors mentioned in the study this is at 95 percent confidence interval and the studies had addressed specific link on factors of monitoring and evaluation systems on project performance of Telecom expansion program. The overall project Monitoring and evaluation process have strong impact on project success, which means that high project monitoring and evaluation had likely to generate higher level of project success. To be more successful in projects, the study recommend that organization must focus on project monitoring and evaluation practice.

Keywords: Project Monitoring and evaluation factors, Project Success, Telecom expansion program, Ethio Telecom

CHAPTER ONE

1. Introduction

This chapter consists the introductory part of the study. It contains Background of the study, Statement of the problem, Research Hypothesis, Research Questions, Objectives, Significance of the study, Delimitation of the study, Limitation of the study and Definitions of terms used.

1.1.Background of the Study

Monitoring is an ongoing process of data collection and analysis for primarily project control with an internally driven emphasis on efficiency of project (Crawford and Brye, 2003). Evaluation is systematic and independent. They are an assessment of an ongoing or completed project including its implementation and results (Uitto, 2004). Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens and Kusek, 2009). It is a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions (Hunter, 2009). Monitoring and evaluation of development interventions provides government officials, funders, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders.

Monitoring and evaluation is a critical and donors often required means of determining whether or not development assistance programs are achieving their planned targets (USAID, 2012). According to Nyonje (2012), project M&E is important to different people for various reasons. M&E is important to project managers and their stakeholders (including donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. M&E upholds greater transparency and accountability in the use of project resources, which is particularly, required by funders or development partners (Nyonje, 2012). Information developed through the M&E process is vital for improving decision–making. M&E strengthens project implementation, improve quality of project interventions and enhance learning. According to the conceptualization of PMBOK Guide, 3rd edition, Project Management Institute, Inc., (2004) highlights various factors that may lead to project success which includes creating right teams; involving stakeholders; preparing detailed project scope; influencing

stakeholders; information; managing expectation; communication; negotiation; and monitoring and evaluation. This, therefore, implies that monitoring and evaluation is one of the critical factors of project success. Equally, several studies have been carried out focusing on the project success. For example, (L. Raymond and F. Bergeron, 2008) identified several indicators of project success identified in the literature including "reduction of the time required to complete a task, improved control of activity costs, better management of budget, improved planning of activities, better monitoring of activities, more efficient resource allocation, and better monitoring of the project schedule". Project success is defined by various scholars as delivery of the expected quality standards; achievement of project objectives; and most importantly the creation of significant net value for the organization after the project completion.

Globally, Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004). However today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government. Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). Australian government was a pacesetter in embracing M & E, way back in 1987. The government created government evaluation system, managed by the department of finance. All departments were required to prepare portfolio evaluation plans to evaluate programs (Mackay, 2005). The venture was a success since Australia enjoyed several advantages such as strong human institutional and management capacity in public sector, public service known for integrity, honesty and professionalism, well developed financial, budgetary and accounting systems, a tradition of accountability and transparency, legitimate political leaders (Mona, 2009).

According to research by (Ika, 2009) projects in Africa faces problems which can be categorized in to any of the four traps namely the one –size – fits - all technical trap, the accountability for results trap, the lack- of –project- management -capacity trap, and the cultural trap. The study suggests increase in supervision and monitoring efforts as one of the actions that should be taken to avoid some of the traps. Kontinen and Robinson (2014) identified lack of monitoring tools, difficulty in defining performance indicators and short time allocation to monitoring and evaluation as some of the challenges that constantly face the project monitoring functions. When

monitoring and evaluation faces various challenges, its effectiveness is at stake hence impacting on the project success. Monitoring and evaluation exercise involves data collection and processing. According to Berhanu et al. (2011), implementation of development project is important to reduce poverty and achieve sustainable livelihood. The success and speed with which development project is achieved depends in part on the performance of the institution working to promote the development project. Thus, any institution working in implementing development project is concerned with the need to assess and understand its performance and to improve relevance, effectiveness and efficiency of project through M&E. In addition, Berhanu et al. (2011) stated that, currently, the focus of management changes from activities to result. As a result, the focus of project monitoring and evaluation also changes from focusing on assessing inputs and progressive monitoring to the assessment of the contribution of intervention to development project outcomes or changes.

In Ethiopia, in general there are diverse development intervention projects to make significant change in community livelihoods. Therefore, this study was designed to examine the monitoring and evaluation factors that influence success of projects, a case of telecom expansion program (TEP) in Ethio Telecom.

1.2 Background of the Organization

The introduction of telecommunication in Ethiopia dates back to 1884. Ethiopian Telecommunications Corporation is the oldest public telecommunications operator in Africa. In those years, the technological scheme contributed to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country. After the end of the war against Italy, during which telecommunication network was destroyed, Ethiopia re-organized the Telephone, Telegraph and Postal services in 1941. In 1952 the Imperial Board of Telecommunications was established by proclamation No. 131/52 in 1952. The Board had full financial and administrative autonomy and was in charge of the provision and expansion of telecommunications services in Ethiopia. The Imperial Board of Telecommunications of Ethiopia, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services in the wake of the market reforms country. 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). Under the supervision of the ETA, the principal duty of ETC is maintaining and expanding telecommunication services in the country and providing domestic and international telephone, telex, and other communicate on services. In this respect, currently ETC is the only operator of any telecommunication related service. As the continuation the 2005/06-1909/10 five-year plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of telecommunication services, considering them as a key lever in the development of Ethiopia. Ethiopian Telecommunication Corporation was transformed to new structure called Ethio telecom on Monday 29th November 2010, which is a state owned company, with ambition of supporting the steady growth of our country and within the Growth Transformation Plan (GTP). Ethio telecom is the only telecom service provider in our country and provides variety products and services like internet, mobile, land line connection, data service and ISP services like email, web site, domain name and others. The Telecom Expansion Program of Ethio telecom was planned and started in 2013 to achieve the telecom sector expansion objective of the growth and transformation program specifically to solve the quality, coverage and capacity challenges of the network service.

1.3. Statement of the problem

Projects are needed to be completed within the planned time frame, budgeted cost and required quality. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (Ika et al, 2012). Thus, understanding of the reasons for failure and the circumstances and situations is the most important step towards improving of the practice, identifying the main problem areas in project activities and taking appropriate action is required. Hyvai (2006) found out that over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring and evaluation systems. This leads to project being delivered over budget, behind schedule and time frame thus affecting quality and projects performance (Ike, Diallo &Thuillier, 2012). According to Chesos (2010) and Mamer (2010) most organizations lack effective monitoring and evaluation systems due to misuse of resources, poor planning, conflict of interest and poor communication in meeting obligatory requirements; hence failing to deliver results that don't meet stakeholders needs despite monitoring and evaluation systems being in place.

Currently, there is high demand for achieving development projects results and demonstrate effective M&Es to maximize organizational performance in Ethiopia to bring tangible change in community livelihoods. This calls for having effective project monitoring and evaluation practice in place for sustainable improvement and quality of performance in any organizational activities (Bido, 2014). However, according to Ethiopian Country Program Evaluation [ECPE] (2010), in Ethiopia, most of the government organizations do not use monitoring and evaluation system in appropriate manner for their projects. Besides assessment of existing M&E capacity in Ethiopia reveal gaps in both institutional and individual skills development for monitoring and evaluation. According to a report on capacity building in Africa (Ethiopia), there are many misconceptions and myths surrounding M&E like: it's difficult, expensive, requires high level skills, time and resource intensive, and only comes at end of a project and it is someone else's responsibility (IFC, 2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets (IFC, 2008).

Ethio telecom mobilize public resources to implement development interventions projects. Yet despite huge resources these sectors mobilize and spent, except scattered reports from external studies and from reviews and evaluations commissioned by the sectors themselves, there is relatively little known about the monitoring and evaluation practices of projects executed by the company. To see specifically, one scholars Anbesse (2017) conducted study on the performance and challenges of Ethio telecom infrastructure expansion project implementation, monitoring and evaluation) using descriptive research design. Alamnew (2016) conducted an assessment of project managers' competency in Ethio telecom and details how the competency of project managers affects the output of the project. Also Adam (2007) reviewed the Ethiopian telecommunications sector performance especially on supply side analysis of policy outcomes. Moreover, an important report has been conducted on ICT development by Gebremedhin (2003) to show the development status of ICT in Ethiopia and specially the Ethiopian communication infrastructure service in rural Ethiopia. However, none of the studies had addressed specific link on factors of monitoring and evaluation systems on TEP performance.

Joitske et al. (2009) describe terms such as impact, performance, results and accountability have assumed a new status in M&E over the last five years. This urgency to demonstrate the effectiveness of projects and programs does not seem to be felt at the same level of government

office. A significant share of the failed projects was government funded or donor funded projects. These projects usually undergo the necessary monitoring and evaluation processes which are often a requirement of the law. The paradox is, despite a consensus among scholars that proper monitoring and evaluation leads to project success, there are still cases of project failure in Ethiopia. Effect of monitoring and evaluation activities implemented by public sectors is an important research question due to the following basic reasons: for public sectors, whether they utilize huge or small government budget, to meet their intended objectives as per the requirement with the government and the community, the collection, analysis and dissemination of data relating M&E is an essential part of overall project management; M&E strengthens organization's own creditability, legitimacy and accountability to the public and communities it works with/for. To the researcher's knowledge, studies linking practices of M&E of projects executed by public sectors are few. To see specifically an assessment of Monitoring and Evaluation practices of the public sector in the Oromia region conducted by Dida (2016).

This depicts a need to bridge the knowledge and practices gap in monitoring and evaluation in the Ethiopian context. It is upon this that this study sought to investigate the monitoring and evaluation factors influencing success of government projects in case of TEP, Ethio telecom.

1.4 Research Questions

The aim of this basic research question was to critically see practice of M&E and effect of monitoring and evaluation factors on Telecom expansion project work performance.

1. What do monitoring and evaluation practices look like?

2. What is the contribution of monitoring and evaluation towards the success of project?

1.5 Objective of the Study

The objectives of the research activities undertaken during this thesis study is based on the belief that to evaluate factors influencing monitoring and evaluation will become more important for a project success, especially in the complex project environment in case of Telecom expansion projects in Ethio Telecom.

1.5.1 General Objective

The purpose of this study was to evaluate the monitoring and evaluation factors affecting success of telecom expansion program in Ethio telecom. This objective was broken down into the specific Objectives and Hypotheses which were the focus of this thesis.

1.5.2 Specific Objectives

Based on the general objective of the study, this study had the following specific objectives.

1. To examine the monitoring and evaluation practices in telecom expansion program.
2. To investigate the contribution of monitoring and evaluation factors to project success.

1.6 Research Hypothesis

Based on the research focus, the theoretical background and the below-outlined research methods, hypotheses are constructed. In order to test the hypotheses, structural equation modeling is performed for the data collected from selected group.

Hypothesis 1

Ho: M&E plan does not have significant effect on success of Telecom expansion program.

Hypothesis 2

Ho: Strength of monitoring and evaluation team does not have significant effect on telecom expansion program performance.

Hypothesis 3

Ho: Stakeholders involvement on M&E systems does not have significant effect on telecom expansion program performance.

Hypothesis 4

Ho: Management support on M & E Systems does not have significant effect on Telecom expansion program success.

1.7 Significance of the Study

This study is believed to fill the existing gaps for projects monitoring and evaluation in Ethio telecom and other sectors of the country and has the following significance:

The research findings would be serving as a useful source of information for project managers, development planners, practitioners, researchers and academician who are engaged in project M&E endeavors.

The research findings would be serving as a useful mirror for Ethio telecom and public sectors to enhance development projects by filling identified projects monitoring and evaluation gaps.

The research findings would also be a useful source of information for researchers, graduate program students, public policy formulators and analysts while conducting studies on related topics.

The research will also be useful for donors, Government organizations and civil societies who want an insight in to the Monitoring and evaluation system in public sectors of the countries.

1.8 Delimitation of the study / Limitations of the study

This study sought to investigate the monitoring and evaluation factors influencing success of projects in case of Telecom expansion program in Ethio telecom. Specifically, it gives attentions to four monitoring and evaluation factors that are Monitoring and Evaluation plan, Stakeholder participation, Strength of monitoring team and Management influence.

In relation to the TEP project, Ethio telecom identified 13 telecom circles and selected companies that can implement them. this study included staff's or participant's from all circles.

Due to time and budget constraints, this study was limited to one organization and one program that is telecom expansion program and Access to some project documents was difficult due to confidentiality purpose, Vendors that participated on TEP were not included in this study since majority of the program are closed by now it was incapable to contact those Vendors easily within the given time.

1.9 Definition of Basic Terms

The following are key terms that must be given operational and conceptual definition considering the study context as well as the organization where this study is conducted in.

Monitoring: Checking the planned implementation against the actual implementation, in order to be able to report on how the project is progressing and if there is need for corrective action and to facilitate decision making.

Evaluation: Evaluation is the periodic assessment that could be end term or midterm to decide whether the project goal and objectives met or not.

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

Program: Program is a suite of related projects and ongoing operational activities managed as a whole.

Project Life Cycle: It is a series of activities which are necessary to fulfill project goals or objectives.

Strength of monitoring team: Includes sufficient personnel who are motivated and committed to the project, with the required skills and competencies for the job assigned.

Stakeholder: Those with a particularly significant interest in the project's outcome, including those providing funding or right of way for the project and property owners who are affected by the project. Stakeholders are unique for each project.

M&E Plan: Describes how the whole M&E system for the project works. This includes the indicators, who are responsible for collecting them, what forms and tools will be used, and how the data will flow through the organization.

Management Support: Management processes that organize, manage, and lead the project team.

Project success: Projects are successful if and only if the project is completed on budget, without time overrun and meeting quality standards, realizing the objectives and beneficiaries are satisfied.

Beneficiary satisfaction: The satisfaction level of beneficiaries based on the project deliverables.

Budget: Completing the project on budget without requesting no cost extension.

Objective: Meeting the project objectives or realizing the overall goal of the project.

Time: The project is completed on the planned project life span without being delayed.

Quality: The project deliverables are of meeting the national and international quality standards which enhances the effectiveness and efficiency of the project deliverables.

Telecom expansion program (TEP): program launched to achieve the telecom sector objectives in growth and transformation defined by FDRE government. It mainly targeted to solve the quality coverage and capacity challenges.

1.10 Organization of the Study

The study organized in to five chapters. The first chapter consists of background of the study, statement of the problem with basic research questions, objective of the study, significance of the study, scope and limitation of the study, and the organization of the study. The second chapter comprised of the theoretical concept, empirical studies and conceptual frame work of the study. Chapter three contains research design, research approach, Description of the Study Area, Data Type and Source, Target population and sample, Data Collection Methods and tools, Ethical Consideration, Reliability and Validity, the fourth chapter contains analysis of the results. The fifth chapter contains summary of findings, conclusion and recommendations, limitations and implication for further studies.

CHAPTER TWO

2. LITERATURE REVIEW

Introduction

This chapter determines the related literatures on the study so as to have an insight in to the research topic and briefly expose the readers to some of the major areas of the subject matter under consideration. The first section presents theoretical review of related literature in Monitoring and Evaluation. The second section presents empirical literature review of the study, third section presents Synthesis of the review and the finally section presents conceptual framework.

2.1 Theoretical Literature

According to Kerzner (2009), a project can be considered to be any series of activities and tasks that have a specific objective to be completed within certain specifications, have define start and end dates, have funding limits, consume human and non-human resources (i.e. money, people, equipment), are multifunctional (i.e. cut across several functional lines).

According to PMI (2013), a project is a temporary endeavor undertaken to create a unique product, service, or result. According to Tayntor (2010), a project is a unique, finite set of multiple activities intended to accomplish a specific goal. On the other hand, Wysocki (2014), a project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specifications.

All of the above definitions have basic similarities, i.e. a project is temporary and unique activity and has clear goal or objective and specifications. To elaborate each points more, a temporary activity does not mean something accomplished within short period of time rather it means every project has a starting and ending period. To support this, PMI (2013) states that the temporary nature of projects indicates that a project has a defined beginning and end. Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity. Similarly, Tayntor (2010), states that a project by definition has a beginning and a scheduled end.

Project management can be defined from management concept, resource utilization point and as a system. According to Kerzner (2009), project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy) (Kerzner, 2009).

In project management literature, the outcome of a project is frequently conceived of in terms of success or failure although identifying just what constitutes these can be problematic. In general, there is lack of consensus on how to define success, lack of success and failure and despite their frequent use, such terms are perceived to be vague and difficult to measure (Fowler and Walsh, 1999). Wateridge (1998) further states that success or failure is not an absolute or black and white concept. Projects may be viewed as successful to varying degrees, depending on which success criteria are met (Baccarini, 1999).

There have been various attempts over the history of project management to define suitable criteria against which to define and measure project success. Perhaps the most well recognized of these is the long established and widely used “iron triangle” of time, cost and quality (Atkinson, 1999). Ika (2009) argues that although the definition of quality is potentially very broad in relation to the iron triangle, it is often restricted to meeting scope or functional and technical specifications.

However, a number of commentators have pointed out the iron triangle dimensions are inherently limited in scope (Atkinson, 1999). Ika (2009) states that indeed a project that satisfies these criteria may still be considered a failure, conversely, a project that does not satisfy them may be considered successful. In particular, the iron triangle has been criticized for its exclusive focus on the project management process and for not incorporating the views and objectives of both the internal and external stakeholders even if the focus is on the manner in which the project was conducted. Several authors have suggested that meeting time, cost and quality specifications are not only relevant criteria; for example, project management efficiency and effective project team functioning are also important (Baccarini, 1999).

Time dimension of assessing project success is the most common aspect brought out in the literature review. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the

relative time (Chan, 2001). Peterson & Fisher (2009) established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests. Completion of the project within the budget is another dimension that is used to measure project success. Chan (2001) states that cost can be computed in form of unit cost, percentage of net variation over final cost and so on. The project monitoring and evaluation team may control the costs using Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) techniques. Projects often face cost overruns during the implementation phase; hence a proactive approach is essential for monitoring project costs and detection of potential problems (Cheng et'al, 2012). Related to cost aspect of measuring project success, is technical performance. Baker et' al (2008) identified technical performance as one of the project success factors among others such as schedule performance and cost performance. Quality achievement by projects is also another dimension of assessing project success. The quality of projects and project information has a significant influence project success (Raymond & Bergeron, 2008) Closely related to the quality and technical requirement dimensions of the scope. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones (Bredillet, 2009).

Another important dimension in project success includes customer satisfaction (Dvir, 2005). A project that in the final analysis leads to customer satisfaction would be said to be successful. Evaluating the performance of project is beneficial to both the stakeholders by enabling them to appraise the services received and to project manager by helping them to improve their services (Besner & Hobbs, 2008). Project success relates to the end product's goals in terms of performance and fulfilling the technical requirements, as well as customer satisfaction. Successful projects also contribute to company's success in long term in terms of gaining a competitive advantage; enhancing company's reputation; increasing the market share; and reaching specified revenue and profits (Al-Tmeemy, 2011). In a nutshell project success can be assessed on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives.

Success factors can be perceived as main variables that contribute to projects' success (Devir, 1998), as levers that can be operated by project managers to increase chances of obtaining the desired outcomes (Westerveld, 2003). A combination of factors determines the success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen, 2012). As a result of the numerous studies that approached the topic of project success, several lists of success factors exist. Pinto and Slevin's paper from 1987 represents a reference point by establishing a list of ten success factors, recognized by other authors as accurate (Turner, Müller, 2005): project mission, top management support, schedule and plans, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, trouble-shooting (Pinto, Slevin, 1987).

2.1.1 Project Monitoring and Evaluation

Monitoring can be defined as a systematic and continuous process of collecting, analyzing, and using information for the purpose of the management and decision making (MoFED, 2008). World Bank (2011) added that it is "a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Moreover, Berhanu et al. (2010) and MoFED (2008) stated that monitoring involves the collection of routine data that measures progress towards achieving projects objectives and helps to understand progress in the intervention performance over time. According to MoFED (2008) and Berhanu et al. (2010), project evaluation can be defined as a process that attempts to determine, as systematically and objectively as possible, the achievement of result in light of relevance, efficiency, effectiveness, impacts and sustainability of project activities. It is the process of determining the worth or significance of a development activity, policy or program to determine the relevance of objectives, the efficiency of design and implementation, the efficiency of resource use, and the sustainability of results. An evaluation should incorporate lessons learned into the decision-making process of both partner and donor. The document released by the MoFED (2008) noted that project monitoring and evaluation are synergistic and indispensable project management tools and tend to be used as a single phrase, and in many ways closely linked. Thus, "there is not much point in doing monitoring if one cannot evaluate it, and one cannot evaluate something unless monitoring is conducted earlier"

(MoFED,2008). Monitoring information is a necessary but not sufficient input to the conduct of rigorous evaluations. While monitoring information can be collected and used for ongoing management purposes, reliance on such information on its own can introduce distortions as it typically covers only certain dimensions of a project's or program's activities, and careful use of this information is needed to avoid unintended behavioral incentives.

Evaluation is the tool for proving knowledge for continued implementation. Ex-post evaluation may be used for impact assessment, Michelson, (1995). Jody and Ray (2004) identify the complementary roles of the two functions. Information from monitoring feeds into evaluation in order understand and capture any lessons in the middle or at the end of the implementation with regard to what went right or wrong from learning purposes. This could lead to redesigning the project. Norman (2005) makes clear that resources are needed for implementing M&E activities. These are both human resources and financial resources. And some other material resources are also necessary, although many of these things are likely to be available in a project for use in other activities as well as in M&E. Segone (2006) division of M&E evolution stages, it can be inferred that the start of M&E adoption was mainly by US-based development agencies then by European development organizations and finally it reached other developing countries after the Paris Declaration on Aid Effectiveness which led to country–led M&E Systems. The following paragraphs will discuss further the drivers and reasons for adopting M&E from a worldwide perspective.

a) Monitoring and evaluation for accountability: One of the main and most significant drivers for conducting M&E is accountability towards different actors for different purposes (Loveridge, 2011). During the past 15 years, NGOs have been increasingly pressured by all types of funders to demonstrate their effectiveness and document their programs outcomes as the current political and funding environment continues to stress the importance of accountability and measuring performance (Walker and Grossman, 1999; Salamon, 1999). Donors are demanding more formal accountability requirements from NGOs to ensure that their donations are being used to benefit society. In response to these demands for greater accountability, NGOs are adopting monitoring and evaluation practices (Juillet et al., 2001).

b) Monitoring and evaluation for learning and knowledge acquisition: Learning and knowledge acquisition is another main driver for conducting M&E in non-profit organizations (Unicef, 2006). In his book "Evaluating Development Effectiveness: Issues, Problems and Solutions", Cracknell (2006) introduced "knowledge perspective" which argues the "accountability perspective" for adopting M&E in non-profit organizations. Cracknell discussed that since M&E of aid first began in the early 1960s in the USA, there has been a tension and a dichotomy between the main drivers and objectives of M&E; namely, accountability and knowledge acquisition (Cracknell, 2006).

c) Organizational learning, change and strategic planning: The new concept of evaluation as a function of organizational learning and strategic planning is being accepted at both the development agency level and at the academic level (Preskill and Torres, 1997; Lysyk, 1997; Cousins, 1995). Preskill and Torres (1997) defined organizational learning as a continuous process of organizational growth and improvement that is integrated with work activities. It uses information and feedback about processes and outcomes to make changes. Organization learning does not imply only the use of information, but is based on the concept of knowledge construction. This means gathering relevant information, processing, analyzing and communicating it to other members inside the organization, and it is being understood and accepted and internalized as part of the organizational culture. This process facilitates behavior and attitude change among organization members and enables continuous adaptation of the organization according to internal and environmental changes (Lysyk, 1997).

d) Improving program performance and effectiveness: Besides being a donor requirement, Hunter (2009) argues that the most important application of M&E should be for NGOs themselves to establish if their projects are really making a difference for their beneficiaries. And if they discover that they are not, they have to learn how to improve their performance and make appropriate changes to project plans (Hunter, 2009). M&E systems provides an extremely useful tool for all stakeholders to manage ongoing activities, identify successes, and plan effectively for new initiatives and programs, and thus using the allocated resources most efficiently (Unicef, 2006). According to Rossi and Freeman (1982), the purpose of M&E is to improve planning,

administration, implementation, effectiveness, and utility of social interventions. For the U.S. Environmental Protection Agency (2004), program M&E determines how well a program is working and why these results are occurring. It can help program managers and staff: identify areas needing improvement as well as those that are working well; design strategies to effectively achieve program goals; and improve program data collection and measurement of results.

According to MoFED (2008), the major objective of projects monitoring and evaluation are to serve the following five basic purposes. These are to create good ground for day-to-day informed decision making in all matters of the project, provide information to key stakeholders, enable accountability requirements to be met, help improve performance and achieve results and to enhance the promotion of institutional learning and knowledge sharing.

Public sector projects monitoring and evaluation at different stages of projects cycle are the most crucial function to enhance the quality of project management and ensure the efficiency and effectiveness of the development intervention made by the government

As the (ibid) disclosed, public sectors projects monitoring and evaluation practice manifested different features from regime to regime. Under this part of the study, the Dergue and Federal Democratic Republic of Ethiopia (FDRE) regimes public sectors projects monitoring and evaluation features discussed.

During the Dergue regime, the centrally planned command economy, the Central Planning Commission was responsible for the overall monitoring and evaluation of public sectors projects activities. Quarterly, bi-annual and annual progress reports, field inspection interviews and discussions held with public sectors projects implementers were used as the basic tools of data gathering for projects monitoring and evaluation (MoFED, 2008). As the Ministry of Finance and Economic Development indicates, the overall public sectors projects monitoring and evaluation of the past system had suffered from the following basic limitations. These where, public sectors projects monitoring and evaluation system was too rigid, and lack dynamism and project managers had limited autonomy of decision making. On the other hand, there was delay of monitoring and evaluation feedbacks to both managers and implementers. There was high cost of project monitoring and evaluation and outcome evaluation did not get attention.

In the early 1990's, the responsibility of coordinating and consolidating public sectors projects monitoring and evaluation was provided to the Ministry of Planning and Economic Development. During this period, the Ministry had developed the standard formats that were used for both financial and physical project performance data collection and communication. Minimal field trip to conduct projects monitoring and evaluation and poor feedback system were some of the weaknesses of the public sectors projects monitoring and evaluation system of the period (MoFED, 2008).

MoFED (2008) added that during the early 1990's, the responsibility of conducting externally financed projects monitoring and evaluation was given to the Ministry of External Economic Cooperation. The ministry had no its own projects monitoring and evaluation system and was relied only on adopting donors driven projects monitoring and evaluation philosophy like field visit, review meeting and periodic monitoring. And the observed major challenges were: review meetings were conducted only on annual bases which created long interval to take corrective measure on time, monitoring activities were dependent only on progress reports that had obtained from projects implementing sectors and monitoring and evaluation lacked comparative analysis of what was planned and achieved.

Following the decentralization process in the country, during the Federal Democratic Republic of Ethiopia, public sector projects monitoring and evaluation system has begun to be conducted at both regional and federal levels. As a result, the planning and program departments both at the Federal Ministry of Finance and Economic Development and Regional Bureaus of Finance and Economic Development are mandated to play a role of coordinating and consolidating projects monitoring and evaluation (MoFED, 2008). At the federal level, the MoFED has developed standard guidelines and formats for federal public sectors to conduct public sectors development projects monitoring and evaluation accordingly. In addition, Proclamation No.41/1993 vested power and responsibility on the Ministry of Finance and Economic Development to following up and evaluate the implementation of capital budget, external assistance, loan and Federal subsidies granted to the regional states.

2.1.2 Impact of monitoring and evaluation on project success

Strength of Monitoring Team and Project Success:

Providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management.

The literature reviewed identifies the various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success. These aspects include: Financial availability, number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholder's representation, Information systems (Use of technology), Power of M & E Team and teamwork among the members (Naidoo, 2011; Ling et' al, 2009; Magondu, 2013; Hassan, 2013; Georgieva & Allan, 2008; Gwadoya, 2012) evaluation is at its maximum. The execution stage is the dangerous stage where the probability of not achieving project success is at its peak due to numerous project activities. It is during this stage that the project M&E team should be most active in monitoring and providing timely feedback. Finally, during closing down the monitoring and evaluation just like other management activities is less intensified as compared to the execution stage. Most of the monitoring activities during this stage involves reporting on the project outcome and preparing for future projects (Kyriakopoulos, 2011; Chin, 2012; Pinto and Slevin, 1988; Müller and Turner, 2007; Khang and Moe, 2008).

On the other hand, human capital, with proper training and experience is vital for the production of M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011). This is because competent employees are also a major constraint in selecting M&E systems (KoffiTessio, 2002). M&E being a new professional field, it faces challenges in effective delivery of results. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens and Kusek, 2009).

The UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation, by stating that staff working should possess the required technical expertise and skills in the area in order to

ensure high-quality monitoring and evaluation. Implementing of an effective M&E demands for the staff to undergo training as well as possess skills in research and project management, hence capacity building is critical (Nabris, 2002). In-turn numerous training manuals, handbooks and toolkits have been developed for staffs working in development projects in the government sector and NGO world, in order to provide them with practical tools that will enhance result-based management by strengthening awareness in M&E (Hunter, 2009). They also give many practical examples and exercises, which are useful since they provide the staff with ways of becoming efficient, effective and have impact on the projects (Shapiro, 2011).

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 (CPWF, 2012). Training should therefore be practical focused to ensure the understanding (CPWF, 2012). Theory of change also known as the program theory/result chain/program logic model/ attribution logic (Perrin, 2012); it is a causal logic that links research activities to the desired changes in the actors that a project targets to change. It is therefore a model of how a project is supposed to work. The function of a theory of change is to provide a road map of where the project is heading while monitoring and evaluation tests and refines that road map (CPWF, 2012 and Perrin, 2012).

The frequency or number of evaluations done on projects have an effect on the success or failure of a project. The level of project monitoring can be considered from the perspective of the regularity or time interval of these activities. Enshassi (1996) emphasizes the importance of monitoring projects at frequent intervals and on a timely basis. Stakeholders and relevant persons in charge of the project need to be aware of the importance of continuous assessing of the project from start to finish so as to track progress and make the required change in order to ensure project success.

Monitoring and Evaluation Plan and Project Success:

Project should have a monitoring and evaluation plan and developing an M&E plan requires a proper understanding of the program, inputs, processes, output and outcomes. The inputs required would include human resources with M&E technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure (IJIRD, 2013).

There should be a clear specification of how often monitoring and evaluation data is to be collected and from whom. There should also be a specification of a schedule for monitoring and evaluation reports to be written (Walter, 2014). The monitoring should be done regularly in order to be able to track the project and identify problems early enough before they go out of hand. According to the FHI (2004) A comprehensive M&E plans should describe the overall goals and objectives of the program/project specifically; the specific M&E questions, methods, and designs to be used; what data will be collected and how; the required resources; who will implement the various components of the M&E work plan; and the timeline of the M&E plan.

Developing an M&E plan requires a proper understanding of the project, inputs, processes, output and outcomes according to (Cooke, Bill, &Uma, 2001). The inputs required would include human resources with M&E technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure as noted by (Kalali, Ali & Davod K, 2011). The process would involve advocating for the need for M&E, assessing strategic information needs (including planning for M&E utilization dissemination), achieving consensus and commitment among stakeholders, particularly on indicators and reporting structure & tools, developing mechanism for M&E plan review, and preparing document for final approval (Gusfield, 1975). Detailed M&E planning commences by breaking down the components into sub-components to produce a product (deliverables) breakdown structure as far as breakdown is feasible. The next step is to produce further detail of the activities, tasks and dependencies required (the work breakdown structure), together with the sequencing of activities needed to produce the many sub-deliverables or component products. Finally, we achieve a level of granularity needed to manage the project on a day-to-day basis. This is typically represented as a schedule.

It should be noted that the M&E plan needs to be written during the initial stages of project development (Pfohl, 1986). The output would be an M&E plan that is a comprehensive document that describes the M&E system and includes the elements of an M&E plan as provided in the Introduction to M&E plan, has the approval of the governing authority and has the consensus of key stakeholders as argued by (Jody & Ray, 2004). Project changes can affect the M&E plan performance monitoring and impact evaluation. It is important to change the M&E plan as the project changes so that project performance and success can be accurately measured according to

(World Bank, 1980). Having an internal M&E capacity facilitates adjustments to the M&E plan since flexibility and regular review of program results is necessary.

An important criticism of many development projects is that they are too inflexible in planning, and that once projects are initiated the initial project plan is adhered to even if significant motivation exists to change it. This undermines the learning ethos of development. Projects should therefore plan for adaptation, specifically by trying to do the following: Design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation, and build in flexibility to respond to unplanned opportunities; Focus on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs; Budget for experimentation and for the unexpected. If the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach. Also leave a portion of the budget and staff time for activities that do not fit into established categories. The crucial thing to remember is that the development intervention is not about words in a plan, but changes in the lives of people, and in particular the intended beneficiaries. It is essential that development managers keep their focus on the intended impact, rather than on the rigidity of the planning format.

A key aspect worth including in the M&E plan is how the project's informational needs and how data will be collected, managed and analyzed, then the next step is to plan how the data will be reported as information and put to good use. Reporting is the most visible part of the M&E system, where collected and analyzed data is presented as information for key stakeholders to use. Reporting is a critical part of M&E because no matter how well data may be collected and analyzed, if it is not well presented it cannot be well used – which can be a considerable waste of valuable time, resources and personnel. Reporting project achievements and evaluation findings serves many important functions; Advance learning among project staff as well as the larger development community; Improve the quality of the services provided; Inform stakeholders on the project benefits and engage them in work that furthers project goals; Inform donors, policy makers and technical specialists of effective interventions (and those that did not work as hoped) and develop a project model that can be replicated and scaled-up.

As we can see, project planning sets the crucial foundation for project M&E, and these can significantly affect the success or failure of an M&E process. Unintentionally, M&E is often set up to fail during the initial project design. Initial project design fundamentally influences M&E through five key design weaknesses. First, during project implementation, the effectiveness of M&E will be greatly influenced by the attitude and commitment of local people and partners involved in the project and how they relate and communicate with each other. A poorly planned project will in most cases not generate positive relationships. The second design fault is when project lacks logic in its strategy of has unrealistic objectives, making good M&E almost impossible. This is because the evaluation questions and indicators often become quite meaningless and will not produce useful information. Furthermore, if you don't know clearly where you are heading then you will not know how best to use any information that might be produced. The third is when the design team does not allocate enough resources to the M&E system. Critical resources include: funding for information management, participatory monitoring activities, field visits, etc. time for a startup phase that is long enough to establish the M&E and monitor and reflect, and expertise, such as a consultant to support M&E development. The fourth factor is critical if M&E systems are to generate the learning that helps a group of project partners continually improve implementation and strategy. The more rigid a project design is, the more difficult the project team will have in adjusting it as a result of change in the context and understanding of interim impacts. Fifth, it is important that during design, the broad framework of the M&E is established. It is still unfortunately the case that most project plans do not pay sufficient attention to M&E planning, with the result that M&E is "tagged on" as an afterthought. Put simply, effective project planning is absolutely critical to the success of an M&E process, and an effective M&E process is a crucial component of successful projects.

Role of Management in M&E and Project Success:

Management and leadership as well as project teams, is also emphasized in the literature as having a significant effect on the project success. Management and leadership also play a key role in supporting monitoring and evaluation of projects. Yang et' al (2011) carried out an analysis that suggested that increases in levels of leadership may enhance relationships among team members. The study also indicated that teamwork had a statistically significant influence on project performance.

Yang et'al (2009) analyzed the various factors which are critical to the success of a project most which were centered around managing stakeholders, Assessing attributes (power, urgency, and proximity) of stakeholders, Compromising conflicts among stakeholders effectively, Formulating a clear statement of project missions, Predicting stakeholders' reactions for implementing the strategies, Analyzing the change of stakeholders' influence & relationships during the project process and Assessing stakeholders' behavior. Yang's critical success factors were mainly focused around the stakeholder's management. It's the role of management to look into the affairs of stakeholders. However, stakeholder management is not the only responsibility of management as regards project success.

Under normal circumstances the project managers implement any project as guided by government rules and regulations, organizations requirements, stakeholder's preferences and client location. It is important that management confirms the completion of promised deliverables. Performance during monitoring is compared against the original plans created during the first days of a project and measurements must be against revised and relevant baseline plans (Attarzadeh & Ow, 2008). It is the role of management to facilitate monitoring and evaluation of the projects.

Stakeholder Involvement on M&E systems:

Stakeholder representation and participation is described as a social process in which groups with shared needs living in a "certain geographical area" actively identify needs, make decisions, and set up mechanisms to achieve solutions/goals (Adesina, 2010). Stakeholders may be involved to use and coordinate their resources of personnel, time, money, goods, and services in a broad range of structures and strategies. Additionally, people- and community based organizations often participate at different levels in implementation of development projects, thus can provide useful information for M&E of the project funds. It is best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the monitoring and evaluation process since their participation helps to ensure different perspectives are considered so that the evaluation findings can be owned and act as a lesson (Gray & Larson, 2008).

Lack of stakeholder's participation at the onset of project activities lead to unclear project activities and adoption of poor projects which fail to benefit the community as a whole. Stakeholder involvement makes everyone feel part and parcel of the project, they own the project and take all necessary steps to safeguard the required standards (Kanua,2009). The concept of stakeholder's

participation in development projects has evolved over time. Its roots can be traced back to community and popular participation promoted mainly by non-governmental organizations (NGOs) in the 1950s and 1960s. In the late 1970s and 1980s multilateral agencies such as Food and Agriculture Organization (FAO) and Organizational Labor Organization (ILO) began to promote stakeholder participation in development projects and programs. The limited success of many development initiatives was attributed to failure to involve people in the adoption of Monitoring and evaluation systems for project management (FAO, 1990, World Bank, 1998). Continued stakeholder participation in monitoring and evaluation cannot be assumed - it must be institutionalized. The UNDP handbook of M & E for results endorses specific measures that must be built into program and project management processes to ensure involvement of stakeholders in an effective and rolling basis (UNDP, 2002) Kakabadse (2005) in the extensive review on the stakeholder approach expressed that Corporate Social Responsibility (CSR) and stakeholder interest complement each other. In line with this, Hillman (2001) noted that a firm has relationships with constituent stakeholders group and the processes and outcomes associated with these relationships depend on the interest. stakeholder theory is on managerial decisions making Bakabadse et'al (2005), therefore, concluded that managers should pay attention to stakeholders. Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by NGOs and other institutions, including the government (Gorgens et' al, 2010). Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as measurement for transparency (Briceno, 2010).

2.2 Empirical Literature

This part of literature review discussed related articles and journals related to the topic under study. The essence of this part of the literature review was aimed to find out the research gap that could be related to the inclusion or omission of certain independent variables, strength of the methodology that could be adopted or adapted, measure of the findings of the study with other findings.

The study conducted by Mugambi and Kanda (2013) determined factors affecting monitoring and evaluation of community based projects. Their result indicates that knowing and understanding of the M&E system by the staff, knowing and understanding of the partners and all stakeholders, Field visits, budget and resource allocation and finally communicating the M&E results are factors that affect the Monitoring and Evaluation of community based projects. They also recommended "a study to be made on challenges facing the field staff working in community based projects when carrying out monitoring and evaluation activities so as to obtain effective outcomes from the projects ".

A study conducted by Kariuki (2014) on the Community Development Projects in Kenya, analyzed the importance and the challenges of monitoring and evaluations and concluded that monitoring and evaluation were very important to ensure project accountability and necessary for ensuring that projects meet the intended rationale. It was found that a poor design of the monitoring and evaluation hindered the monitoring process which then resulted in difficulty of achieving project success.

Fred and Elizabeth (2012) conducted a study on determinants of effective monitoring and evaluation systems in non-governmental organizations within Nairobi County, Kenya with the objectives of finding out the determinants influencing the effectiveness of M&E systems in NGO's within Nairobi County, The study was used descriptive research design using qualitative and quantitative methods with stratified random sampling and open and closed ended questioner for data collection and analysis using correlation and regression of variables and findings were presented in tables and charts. The findings and results of the study was the staff's knowledge on M&E system, knowing and understanding of the partners and all stakeholders, field visits, budget and resource allocation and communicating the M&E. results have Factors that affect the M and E of community based projects.

The study conducted by Mwangi et'al (2015) on Factors affecting the effectiveness of monitoring and evaluation of Constituency Development Fund Projects in Kenya tested four variables such as technical capacity, political influence, stakeholder participation, budgetary allocation on the effectiveness of M&E. The objective of the study was to establish the factors affecting monitoring and evaluation on constituency development fund projects. Descriptive research design was used. Stratified random sampling was used to get the sample. Data was collected using questionnaires

which were subjected to content, face and construct validity tests. Descriptive and inferential statistics were used. mean, standard deviation, correlation, ANOVA and Multiple regression analysis was used to determine the effectiveness of monitoring and evaluation. The researcher concluded that without political influence the others three variables technical capacity, Stakeholder participation and Budgetary allocation have significant effect on the effectiveness of monitoring and evaluation of Constituency Development Projects in Laikipia West Constituency of Kenya.

Donaldson (2003) reports that management of stakeholders in discussion on how, why and what project activities empowers them to effectively understand the needs of the various stakeholders as well as promote inclusion and meaningful participation. Stakeholder involvement must be included in the early stages/planning stages of the evaluation process. This includes support of high profile individuals and political agents who may be interested in learning and using instruments to demonstrate effectiveness (Jones, 2008). Produlock (2009) also found out that the process of impact evaluation in particular analysis and interpretation of results can be improved through the participation of intended beneficiaries who are the primary stakeholders and the best judges of their own situation.

(Anbesse,2017) conducted study on the performance and challenges of Ethio telecom infrastructure expansion project implementation, monitoring and evaluation). The main intention of this project work is to assess and evaluate critically its status, performance and problems of Ethio telecom's expansion project implementation, monitoring and evaluations process. The study was based on primary data source and secondary data. The researcher used descriptive research design to describe the performance and challenges of telecom expansion project and for the purpose of triangulation, quantitative and qualitative approaches was utilized. Finding implied that different challenges observed during expansion project that broadly categorized to internal and external challenges.

According to the study by G. Michael(2016) on the Monitoring And Evaluation of the Gilgel Gibe 1 and 2 integrated watershed management project, which used a qualitative approach and made use of focus group discussions and interviews, it has identified that majority of the project teams were youth who did not get any Monitoring and evaluation trainings and had less experience in the monitoring of watershed projects, therefore the projects suffered lack of expertise knowledge which made the planning very challenging and delayed the project .It was also found that there

were poor planning tools such as logical framework, indicator setting, and baseline data and benchmarking, In addition there was found to be poor communicating of M&E results and poor reporting system.

An assessment of Monitoring and Evaluation practices of the public sector in the Oromia region conducted by Dida(2016) on the Oromia Bureau of Finance and Economic Development has stated that while the organization has strength such as, the presence of designed monitoring and evaluation tools like checklists, reviews of administrative records, files, questionnaires and interview; the presence of indicators criteria which include efficiency, effectiveness, sustainability, feasibility and socio economic impacts it also has many shortcomings discussed below. The study identified major weaknesses of monitoring and evaluation in the public sector, such as the lack of conducting outcome evaluation; monitoring and evaluation practices were unplanned and conducted in irregular bases; lack of project evaluation principles and standards; limitation of professional manpower, specially absence of engineers to deliver knowledge based monitoring and evaluation for construction sup components and a lack of separate budget and plan for project monitoring and evaluation practices.

According to the study by Dejene (2017) on role of monitoring and evaluation functions in achieving project success an explanatory design along with mixed approach has been employed. Primary data were collected through survey questionnaire who were selected using convenience sampling technique. Interview was also conducted to triangulate the quantitative data obtained from survey. The findings showed that the dimension of monitoring and evaluation practices as system, competency, program accountability and project life cycle stage are positively correlated with project success. concluded from the analysis that monitoring and evaluation experts are contributing to the success of Save the Children's projects. and highly recommended installing a workable system around the leaderships to continuously capacitate monitoring and evaluation staff.

2.3 Summary of Literature Review and Knowledge Gap

There is a rich body of literature that examines project success, majority of which seems to agree that monitoring and evaluation is a major contributor to project success. A study by Waithera and Wanyoike (2015) on Influence of project monitoring and evaluation on performance of youth funded agribusiness projects in Bahati Sub-County, Nakuru found level of training of personnel,

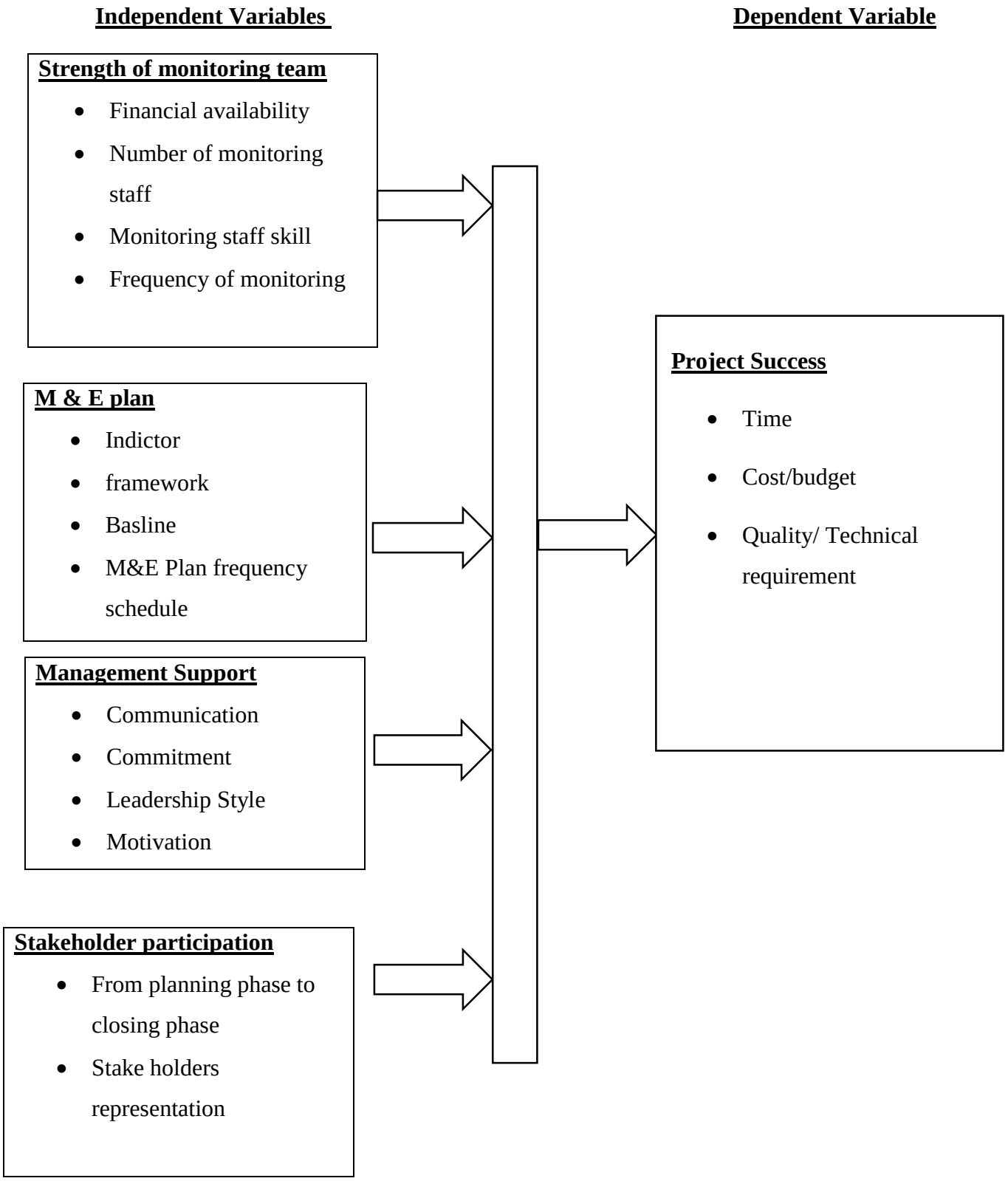
stakeholder participation and political influence play a pivotal role in determining the performance and success of youth funded projects. However, the mentioned study did not look at how selection of M&E tools and techniques and how an M&E plan will affect or contribute towards project success. A study by Cliff, (2013), How Monitoring and evaluation affects success of Projects in public sector, found that M & E has a great impact on the success of public funded project. In another study by Ogolla and Moronge (2016), Determinants of effective M&E of government funded water projects in Kenya: A case of Nairobi County found out that budgetary allocation, stakeholder involvement, managerial skills and project team influenced monitoring and evaluation of projects. This study by Ogolla and Moronge (2016) excluded the objective of M&E plan towards achieving project success. Yet, little has been done to cover determinants influencing the effectiveness of the M & E systems in sectors, like tools and techniques; management; M & E training and skilled staff.

This study will be a step in the right direction since it will try to give an insight of Monitoring and Evaluation Factors Influencing Success of Projects by including objective of M&E plan, objective of managerial skills, objective of stakeholder involvement and objective of M&E team strength in Ethio telecom case of telecom expansion program, Ethiopia.

The review of literature suggests that there are researches that have been carried out mostly from USA, Malaysia, Kenya, India, Nigeria, United Kingdom, and the like. Not much of the studies have been carried out on the monitoring and evaluation in relation to project success from Ethiopian perspective.

2.4 Conceptual Framework

According to Mugenda & Mugenda (2013), conceptual framework involves forming ideas about the relationship between variables in the study and showing the relationship graphically. A response variable is the outcome variable that is being predicted and whose variety is the thing that the examination tries to clarify. The explanatory factors, otherwise called the indicator or logical factors will be factors that clarify variety in the dependent variable (Alison, 2006). The conceptual framework of this study bases on four independent factors and one dependent variable as shown diagrammatically in Figure below.



Source: Adapted from Related Literature (Developed by the current researcher, 2019)

Figure 1: Conceptual Framework

CHAPTER THREE

3. RESEARCH METHODOLOGY

*3.*1. Introduction

The chapter outlines the overall methodology that was used in the study. This includes description of the study area, the research design, population of the study, sample size, sample frame methods, instruments of data collection, pilot study, instrument reliability, instrument validity and ethical considerations of the study.

3.2 Research Approach and Design

3.2.1 Research Design

Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity. Since the main objective of the researcher was to determine the effect of project monitoring and evaluation factors on project success Explanatory research design were used. Explanatory research design emphasizes on discovery of ideas, an insight which is especially useful when breaking a broad vague problem statement into a smaller and more precise research question. It is also useful in clarifying concepts and testing measurement methods.

3.3.2 Research Approach

Based on the nature of the research question, the objectives of the study and the availability of relevant information, this study used both quantitative and qualitative methods. Quantitative research is a formal, systematic process that describes the relationships among variables. Quantitative methods emphasize objective measurements and the statistical, mathematical or numerical analysis of data collected through questionnaires. So, in order to meet the objective of the study, answer the given research question and to examine the relationship between the dependent variable and the independent variables the study applied mixed method. The collection of the required data and information from the primary sources, questionnaire was used to get information on framework of the study. Participants' data were collected through in one survey

with five points scale measurement. Where the survey result collected from questionnaire triangulated by qualitative data through administering key informant interviews to selected conversant staffs of monitoring and evaluation as well as projects.

The availability of time, cost as well as the skill of the researcher was taken into consideration for deciding the research design and how to get sufficient information for the research purpose and hence only individuals who have in depth knowledge of the research topics were contacted. The scientific way of dealing with the sample design and operational design were taken into consideration while dealing the research design and procedure.

3.4. Data Type and Source

3.4.1 Data Type

Both Primary and secondary data type were used to collect data for the study. Questionnaires and interviews were used as primary data sources while document review was used as secondary data source.

The primary and secondary sources helped to triangulate data from different perspectives regarding the research problem. The secondary sources of information used to provide the conceptual framework and acquire a general picture of the problem.

3.4.2. Data Source

The primary sources include: TEP director, TEP program manager, middle level managers and monitoring and evaluation experts, by employing both questionnaire and key informant interview. Secondary data sources include: different records of the organization's: TEP design Document, TEP chart, evaluation reports, audit reports and monitoring visit reports, which helped the researcher to triangulate the findings of the primary with the secondary data.

3.5. Target population and sample

3.5.1 Target population

The population of the Ethio telecom expansion project are about 206 (permanently dedicated staffs of the project). This means Telecom expansion program has 206 permanent staffs that distributed to run project works of different sites. These project target populations categorized to three teams (project staffs): project run program office had 146 staffs (80 staffs from Addis Ababa

and 66 staffs at regional offices) while logistics and contract management program team has 60 staffs both from Addis Ababa and regional sites.

Accordingly, Ethio telecom expansion project structured from Project director to staffs' level. The general project director manages the whole project activities at head office and the activities of the three officers that control each program management and also there are supervisors and staffs for different project activities. There are 206 permanent worker's (population) assigned to run project works of different sites. From these staffs, about 50 percent of the target population found at Addis Ababa project offices. For the sake of easily collect targeted research data (information) via questionnaire and interview, and also as it is too difficult to collect from the whole project population which located geographically at different regions and, time consuming and costly to cover the whole sites the researcher selected purposely staffs of project rollout programs, contracts and logistics team who had been working at Addis Ababa.

3.5.2 Sampling and Sampling techniques

As Saunders (2009) explained; non probability sampling provides a range of alternative techniques to select samples based on your subjective judgment. Thus, to determine the sample size subjectively as per the information types gathered, the researcher employed purposive sampling technique. According to Price (2009), purposive sampling is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research. Some types of research design necessitate researchers taking a decision about the individual participants who would be most likely to contribute appropriate data, both in terms of relevance and depth. Purposive sampling was preferred in this study, and participants were identified as project M&E experts and officers, project managers, project coordinators and project facilitators, top management and middle management. This method is made use of when the members of the entire population do not present same performance, or when the sampling size is very small to represent the entire population efficiently.

3.5.3 Sample size determination

According to Neuman (2006), the question of how large a sample should be depending on the kind of data analysis the researcher plans to use, how accurate the sample has to be for the researchers' purposes and the population characteristics. Because of the nature of the research, the whole employees wouldn't be participant, and the sample population of the study comprised purposely selected target groups from the organization. Accordingly, workers with experience and background with project management in general and project M&E in particular were considered as respondents to the study. The target population was 120 total populations, i.e. 115 samples that comprises M&E expert staffs, supervisors, and managers those were selected purposely to collect primary data via questioner and 5 sample to collect primary data via interview.

3.6. Data Collection Methods and tools

The main data gathering instruments implemented in the study was questionnaire, Key Informant Interview and document review.

3.6.1 Questionnaire

Wilkinson and Birmingham (2003) stated that questionnaire is a preferred data gathering tool which enables to effectively collect data in a planned and manageable ways. A survey questionnaire was prepared and administered to TEP program manager, middle level managers, monitoring and evaluation experts. The questionnaire contains closed ended questions since it is an appropriate instrument to obtain variety opinions within a relatively short period of time. Since the media of communication of the international organization is English, the questionnaire was constructed in English. The questionnaire consisted of different parts mainly focusing on the monitoring and evaluation practices and its contribution to project success.

3.6.2 Key Informant Interview

According to Kultar (2007), "an interview is typically defined as face to face discussion or communication via some technology like telephone or computer between an interviewer and respondent". The primary advantage for interview is that they provide much more detailed information than data collected via other data collection methods such as survey, Carolyn and Palena (2006).

The interviewees which include TEP program manager and middle level managers were selected purposefully based on their depth knowledge in project monitoring and evaluation and program management. Close to 3 individuals were contacted through telephone and face to face interview.

This helped the researcher to see how monitoring and evaluation factors affect the project success. The responses were captured via note taking and whenever a respondent gives a consent for his/her voice to be recorded, tape recording was employed. The response was kept confidential. Thus, the researcher triangulated the findings with the quantitative data collected through questionnaire.

3.6.3 Document Review

Almost all necessary documents related to area of the study were reviewed. It included TEP

design Document, TEP chart, evaluation reports, audit reports and monitoring visit reports.

3.7. Variables

3.7.1. Dependent Variables

Project Success**:** The project is going to be successful if and only if the followings criteria are satisfied: meeting quality standards, completed with budget, completed with the defined scope, and achieve overall objective of the project. The five point Likert scale response options, scored from 1 to 5 are strongly disagree, disagree, neutral, agree, strongly agree. Subscale scores were obtained by summing items scores and dividing with total number of items.

3.7.2. Independent Variables

Monitoring and Evaluation plan:

To describe their level of agreement in a five scale response format from “strongly disagree” to “strongly agree”, each respondent was asked six questions (i.e. The monitoring and evaluation plan was effective to achieve the project objective? The monitoring and evaluation plan had a clear level of data collection? analysis and use of its information from project to program? M&E plans consisted indicators that are clearly linked to the objectives of the project, etc.). The five point Likert scale response options, were scored from 1 to 5 and also Subscale scores were obtained by summing items scores and dividing by the total number of items.

Strength of Monitoring and Evaluation Team**:**

To describe their level of agreement in a five scale response format from “strongly disagree” to “strongly agree”, each respondent was asked six questions (i.e. The roles and responsibilities of staff in monitoring and evaluation was clearly defined and documented? Monitoring and evaluation staff had the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice? Project staff were properly trained on project Monitoring and evaluation etc.) The five point Likert scale response options, were scored from 1 to 5 and also Subscale scores were obtained by summing items scores and dividing by the total number of items.

Stakeholder participation on M&E:

To describe their level of agreement in a five scale response format from “strongly disagree” to “strongly agree”, each respondent was asked six questions (i.e. Project stakeholders were known and documented? Stakeholders were involved in Monitoring and evaluation activities? Stakeholder interests are well assessed in organization projects etc.). The five point Likert scale response options, were scored from 1 to 5 and also Subscale scores were obtained by summing items scores and dividing by the total number of items.

Management influence on Monitoring and evaluation:

To describe their level of agreement in a five scale response format from “strongly disagree” to “strongly agree”, each respondent was asked six questions (e.g. Monitoring and evaluation information is provided to program manager to assist in decision making and planning regularly? The program (TEP) judges the overall merits of a project, and generate knowledge about what worked well and what did not work well? Providing support and strengthening of M & E team is a sign of good governance? etc.) The five point Likert scale response options, were scored from 1 to 5 and also Subscale scores were obtained by summing items scores and dividing by the total number of items.

3.8 Data Analysis and Presentation

Data were evaluated based on the responses from the distributed questionnaire and each response was administered by applying simple frequency arrangement using appropriate software application like SPSS (Statistical Packages for Social Science) and MS Excel. The researcher edited and sorted the questionnaire manually to make sure its completeness and data entry and

analysis was performed using SPSS version 24.0. The questionnaires were collected, coded and entered in to a data entry template. Summary tables and charts were used for describing data. Regression analysis was carried out to see the association between each independent variable with the project success variable. Multiple logistic regressions were performed to identify the most significant predicators by using 95% CI (confidence interval) and P-value (0.05) in order to assess the degree of statistical significance. With regard to the qualitative part, the data was transcribed and translated into English by the researcher. It was then analyzed manually using the thematic analysis and interpretation.

3.9 Reliability and Validity

3.9 .1 Reliability

For credibility of research (Patton 2002) states that validity and reliability are two factors that a researcher must consider while designing a study, analyzing results and judging the quality of the study. "Reliability is essentially about consistency" (Adams, et al, 2007). Since Reliability estimates the consistency of the measurements or more simply, the degree of uniformity of the results obtained from repeated measurements, the quality of data was measured, evaluated and guaranteed using appropriate techniques. Besides, data consistency was checked using reliability test (Cronbach's Alpha methods). According to Sekaran (2010), reliability less than 0.6 are considered to be poor, those in the 0.7 range, acceptable, and those above 0.8 are good. The closer the reliability coefficient gets to 1.0, the better.

The Cronbach's Alpha Test was conducted on all measures for the independent and dependent variables with a threshold of 0.7 As shown in table 3.1, the value of the Cronbach's Alpha for five dimension of both dependent and independent variables was found to be above 0.7 which is an indication of acceptability of the scale for further study.

Table 3. 1 Reliability Statistics/Cronbach's Alpha coefficients of the dependent and independent variable

Variable	Cronbach's Alpha	No of items
Assessments of Project Success Factors	0.771	6
Monitoring and Evaluation plan	0.771	6
Stakeholder participation on M&E	0.729	9
Management influence on Monitoring and evaluation	0.788	6
Strength of Monitoring and Evaluation Team	0.750	6
Over all	0.865	33

Source: own survey, May 2019

3.9.2 Validity

Data were collected from the reliable sources who have experience on both monitoring and evaluation as well project management. The survey and interview questionnaire were developed based on the literature review and frame of reference to ensure validity of the results. According to Adam, et al. (2007), validity is the strength of our conclusions, implications or propositions. Validity is concerned with whether the findings are really about what they appear to be. "Validity defined as the extent to which data collection method or methods accurately measure what they were intended to measure" (Sounders, 2003).

The researcher used a content validity in order to respond the main research questions of the paper in this regards the research questions and the data collected, unclear comments and obscure questions are reworded. The research instrument and data are validated, my advisor had evaluated and commented on the instruments before they are distributed to the respondents and also the

qualitative aspects of the research gave weight for supporting the results of the survey. Furthermore, a pilot study was conducted to examine the reliability and validity of the questionnaire. A sample of 35 groups were picked and the return rate was 100%.

3.10 Ethical Consideration

The researcher followed ethically and morally acceptable processes throughout the research process. The data collected with the full consent of the participants. In this regard, the names of the respondents not be disclosed and Information were not available to anyone who were not directly involved in the study. In order to safeguard the rights of the participants, the researcher also explained the benefits of the study to the participant. In addition, the researcher used proper citation, follow truthful collection & analysis of data, maintained data confidentiality, obtained the consent of the case organization and staffs and keep the identity of respondents unanimous based on their consent to meet the ethical obligations of the research.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter consists results of data collected using questionnaires, interview and document. where the findings from (interview, documents and questioner) brought together and demonstrate how it relates to the literature and the theoretical framework. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed and qualitative parts from the interview and document analysis were made using content analysis. The questionnaire was developed using ordinal measurement i.e. Linkert scale; where 1 represents strongly disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree. To analyze the collected data with that of the objective set for this research, Statistical procedures were carried out using SPSS Statistics version 24.00.

Out of the total 115 questionnaires distributed, only 108 respondents responded and returned their questionnaires contributing to 93% response rate. According to Mugenda (2003) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate is adequate for analysis and reporting.

Table 4. 1 Background information of respondents

Response	Frequency	Percent
Gender		
Male	97	89.8%
Female	11	10.2%
Total	108	100%
Age of the Respondents		
20 – 30	20	18.5%

31 – 40	70	64.8%
41 – 50	18	16.7%
Total	108	100%
Level of Education		
BA/BSc	78	72.2%
MA/MSc	30	27.8%
Total	108	100%
Position in the organization		
MANAGERIAL(OVERALL)	27	25.0%
NON-MANAGERIAL	81	75.0%
Total	108	
Year of Experience		
0 to 3 year	21	19.4%
4 to 5 year	19	17.6%
6 to 10 years	28	25.9%
11 to 15 years	25	23.1%
Above 15 years	15	13.9%
Total	108	100%

Source: own survey, May 2019

The study involved both male and female respondents. As shown above in Table 4.1, the majority of the respondents were male at 89.8%, while 10.2% were female. However, the difference in number does not affect the reliability of the data. From the table above, 18.5% of the respondents

were aged between 20-30 years; 64.8% of the respondents were between 31-40 years old; 16.7% of the respondents were in the 41-50 years' age category. The age distribution of the respondents revealed different levels of job experience in their respective functional areas. This implies that Employees are mature enough to provide accurate data which improve the quality of the study and it is possible to say that respondents from different age group have participated in this study. The responses indicated that majority of the respondent were BA/BSC holders with total number of 78 which represents 72.2% from the total employee participant of this study. While the remaining 30 or (27.8 %) have MA/MSc. With regard to the respondent's educational background it shows that the respondent was literate enough in order to understand and answer the research questions correctly and respondents with different educational background are represented in the study. As we have seen from table 4.1 the majority of the respondents,81(75.0%) percent had none managerial position whereas the remaining 27 (19.7%) of respondents had managerial position. This implies that the respondents were from different work position which the ability to view the subject matter (related to M&E) from different perceptive and to provide the accurate and reliable data. Out of the total respondent, 21 (19.4 %) of them have an experience from 0-3 years, 19 (17.6 %) of them have an experience from 4-5 years, 28 (25.9 %) of them have an experience from 6-10 years, 19 (17.6 %) of them have an experiences from 11-15 and the remaining 15 (13.9 %) have an experience above 15 years. This implies that at average the respondents are well experienced in working with Ethio telecom for number of years which help them to understand the whole questions concerning practice of M&E provide relevant answers to the questionnaires.

Generally, the findings regarding the characteristics of respondents confirms that the respondents are qualified. So, the researcher belief that the response obtained from them is reliable and trust full that enables the researcher to move towards intended research findings.

The interviewees which include TEP director, TEP program manager and middle level managers were selected purposefully based on their depth knowledge in project monitoring and evaluation and program management 3 individuals were contacted through telephone and face to face interview.

4.2 Results of monitoring and evaluation factors and project success

The purpose of this study was to evaluate the monitoring and evaluation factors influencing success of telecom expansion projects in Ethio telecom. To achieve this, the respondents were

requested to indicate their levels of agreement on several parameters of the monitoring and evaluation factors and project success. The responses ranged from strongly disagree to Strongly Agree. Mean, standard deviation and percentage were used to summarize the study findings.

4.2.1 Monitoring and Evaluation Plan

The first objective of the study sought to establish the influence of M& E plan on success of TEP in Ethio telecom. To achieve this descriptive statistic such as mean, standard deviation and percentage were used. The findings were as shown below in Table 4.2

Table 4. 2 **Monitoring and Evaluation Plan**

Monitoring and Evaluation Plan							
Statements	SD	D	N	A	SA	Mean	Std Dev
Baseline study was included in the M&E plan as key components.	0(0 %)	8(7.4%)	15(13.9%)	61(56.5%)	24(22.2%)	3.94	0.81
The monitoring and evaluation plan had a clear level of data collection, analysis and use of its information from project to program.	0(0 %)	11(10.2%)	14(13.0%)	61(56.5%)	22(20.4%)	3.87	0.85

M&E plans consisted indicators that are clearly linked to the objectives of the project.	0(0 %)	12(11.1%)	6(5.6%)	78(72.2%)	12(11.1%)	3.83	0.77
The organization monitoring and evaluation system was integrated with other organizational systems and processes.	0(0 %)	15(13.9%)	31(28.7%)	32(29.6%)	30(27.8%)	3.71	1.02
The monitoring and evaluation plan was effective to achieve the project objective	0(0 %)	11(10.2%)	14(13.0%)	61(56.5%)	22(20.4%)	3.66	0.86
To carry out evaluations of projects, External	5(4.6%)	15(13.9%)	21(19.4%)	42(38.9%)	25(23.1%)	3.62	1.13

facilitators were involved.							

source: own survey, May 2019

The study sought to establish the effect of M& E plan on success of TEP projects in Ethio Telecom, from the finding majority of the respondents noted Baseline study was included in the M&E plan as key components as shown by a mean of 3.94 and standard deviation of 0.81 this confirms the organization did conduct baseline assessment and gathers data. Peersman (2012) described baseline data initially collected to serves as a basis for comparison with data which is acquired at a later stage.

Majority of the respondents agreed that the monitoring and evaluation plan had a clear level of data collection, analysis and use of its information from project to program as it shown by mean of 3.87 and a standard variance of 0.85.

Majority of the respondents agreed that M&E plans consisted indicators that are clearly linked to the objectives of the project as shown by mean of 3.83 and a standard deviation of 0.77. However, results from interview determined that there were some problems on indicators on clearly linking to the objectives of the project due to variety of factors like geographically set up and difficulty to access those places because of roads problems so some of the performance indicators didn't get off the ground.

Majority of the respondents agreed that the organization monitoring and evaluation system was integrated with other organizational systems and processes as demonstrated by mean of 3.71 and a standard deviation of 1.02, results from interview on organization monitoring and evaluation system integration, there were problems observed on integration with different stakeholders e.g. EEPCO (Ethiopian electric power corporation).

Majority of the respondents agreed that the monitoring and evaluation plan was effective to achieve the project objective as shown by mean of 3.66 and a standard deviation of 0.86. This finding concur with study findings by Faniran et al. (2000) who indicated that project success is measured regarding the achievement of project objectives and finally Majority of the respondents agreed that

to carry out evaluations of projects External facilitators were involved as shown by mean of 3.62 and a standard deviation of 1.13.

On how does M&E plan affect success of Telecom expansion program (TEP) in Ethio telecom, Results from interview and document analysis showed that the projects had a monitoring and evaluation plan and on developing those M&E plan there were proper understanding of the program, inputs, processes, output and outcomes as required. On developing those M&E plan of the program, human resources with M&E technical capacity, resources and technology infrastructure were basic inputs. There was a clear specification on how often monitoring and evaluation data to be collected and from whom. There was also a specification of a schedule for monitoring and evaluation reports to be written and the monitoring was done regularly since it enables to track the project and identify problems early enough before they go out of hand .In general, the result implies the monitoring and evaluation plan was effective to achieve the project objective Since Monitoring and Evaluation Plan and Project Success Are Cutting corners in project planning all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself should be established.

4.2.2 Strength of monitoring and evaluation team

The second objective of the study sought to establish the extent to which the strength of monitoring and evaluation team affects success of TEP in Ethio telecom. To achieve this, the respondents were requested to indicate their levels of agreement on several parameters of the strength of monitoring and evaluation team and project success. The responses ranged from strongly disagree to Strongly Agree. Mean, standard deviation and percentage were used to summarize the study findings. The findings were as shown below in Table 4.3.

Table 4. 3 **Strength of monitoring and evaluation team**

Strength of monitoring and evaluation team							
Statements	SD	D	N	A	SA	Mean	Std Dev
Providing support and strengthening of Monitoring and evaluation team will also play a key role in ensuring that the M & E team adds value to the organizations operations.	7(6.5%)	3(2.8%)	11(10.2%)	71(65.7%)	16(14.8%)	3.8	0.95
The roles and responsibilities of staff in monitoring and evaluation was clearly defined and documented.	3(2.8%)	21(19.4%)	23(21.3%)	24(22.2%)	37(34.3%)	3.66	1.22

Organizations expertise contributes a lot on M&E project performance forecasting.	5(4.6%)	12(11.1%)	29(26.9%)	46(42.6%)	16(14.8%)	3.52	1.03
The amount of budget allocated for monitoring and evaluation was enough to conduct the monitoring and evaluation activities.	7(6.5%)	5(4.6%)	32(29.6%)	56(51.9%)	8(7.4%)	3.49	1.02
Monitoring and evaluation staff had the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation	0(0 %)	20(17.6%)	30(39.8%)	45(41.6%)	13(12.0%)	3.46	0.94

system into practice.							
Project staff were properly trained on project Monitoring and evaluation.	6(5.6%)	25(23.1%)	18(16.7%)	55(50.9%)	4(3.7%)	3.24	1.03

source: own survey, May 2019

The study sought to determine the extent to which the strength of monitoring and evaluation team influence success of project, from the research findings, The study established that majority of the respondents agreed that Providing support and strengthening of Monitoring and evaluation team will also play a key role in ensuring that the M & E team adds value to the organizations operations as shown by a mean of 3.80 and a standard deviation of 0.95, and it affects performance of the project positively. A motivated team usually achieves high performance (Zaccaro et‟ al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization.

Majority of the respondents agreed that the roles and responsibilities of staff in monitoring and evaluation was clearly defined and documented as shown by a mean of 3.66 and a standard deviation of 1.22 and this affects performance of the project positively, finding from the interview and document inferred that since roles and responsibilities are defined but the organization had

problems on proper assigning of teams(trainees) in relation to what they were trained as a result some challenges were faced on properly handling their responsibility and role.

Majority of the respondents agreed expertise contributes a lot on M&E project performance forecasting as shown by a mean of 3.52 and a standard deviation of 1.03 hence positively affects performance of the project. This finding concurs with the study findings by Faraj and Sproull, (2000) who notes that expertise coordination, in particular, is a critical factor in successful projects and Mitchell, (2006) asserts that expertise coordination is generally believed to serve as an important factor for creative and successful system development.

Majority of the respondents agreed that the amount of budget allocated for monitoring and evaluation was enough to conduct the monitoring and evaluation activities as shown by a mean of 3.49 and a standard deviation of 1.02 which affects performance positively. Monitoring and evaluation budget can be obviously described within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003 and McCoy, 2005).

some of the respondents agreed that Monitoring and evaluation staff had the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice as shown by a mean of 3.46 and a standard deviation of 0.94 which positively affects projects, yet the result from documents implies that the technical knowledge of few stakeholders (staffs) participated was questionable this implies that the company should work on competency in order to get the needed outcomes.

Project staff were properly trained on project Monitoring and evaluation as shown by a mean of 3.24 and a standard deviation of 1.03 which positively affect projects however there were problems on proper training as it is indicated with 30% volume of respondents .finding from the interview indicated that the company gives variety of training on different knowledge's areas and evaluation and also post exams were conducted in order to evaluate the trainees how much they grasp from the training, most of the trainees went with proper perquisites: target of achievement, few were not. From this we can see that the organization had good trend on training and also on certifying their competence. Foresti, (2007) argues this means not objectively training, but a whole suite of learning approaches: from second mentis to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to

time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground. Evaluation must also be autonomous and relevant. therefore, checking the Training should be practical focused to ensure the understanding.

4.2.3 Stakeholder Participation on M&E

The third objective of the study sought to examine how stakeholder's involvement affects telecom expansion project. To achieve this, the respondents were requested to indicate their levels of agreement on several parameters of Stakeholder Participation and project success. The responses ranged from strongly disagree to Strongly Agree. Mean, standard deviation and percentage were used to summarize the study findings. The findings were as shown below in Table 4.4

Table 4. 4 **Stakeholder Participation on M&E**

Stakeholder Participation on M&E							
Statements	SD	D	N	A	SA	Mean	Std Dev
Stakeholders were involved in Monitoring and evaluation activities	0(0 %)	1(9%)	39(36.1%)	41(38.0%)	27(25.0%)	3.87	0.8
Project stakeholders were known and documented.	0(0 %)	17(15.7%)	8(7.4%)	55(50.9%)	28(25.9%)	3.87	0.98
Stakeholders engagements in the formulation of	0(0 %)	10(9.3%)	18(16.7%)	67(62.0%)	13(12.0%)	3.77	0.78

M&E promote cost effectiveness.							
The organization had baselines for monitoring its stakeholders' activities.	0(0 %)	13(12.0%)	34(31.5%)	33(30.6%)	28(25.9%)	3.7	0.99
Stakeholders are involved in identification and tracking of indicators.	0(0 %)	7(6.5%)	29(26.9%)	66(61.1%)	6(5.6%)	3.66	0.69
Stakeholders had knowledge of Monitoring and evaluation practices.	0(0 %)	9(8.3 %)	37(34.3%)	44(40.7%)	18(16.7%)	3.66	0.86
The involvement of stakeholder influences the implementation of M&E.	0(0 %)	18(16.7%)	25(23.1%)	50(46.3%)	15(13.9%)	3.57	0.93

Stakeholder interests are well assessed in organization projects.	1(9 %)	2(1.9 %)	62(57.4%)	40(37.0%)	3(2.8 %)	3.39	0.62
Stakeholders had dominated M&E activities resulting to a negative influence.	14(13.0%)	8(7.4 %)	50(46.3.4%)	29(26.9.0%)	7(6.5 %)	3.06	1.06

Source: own survey, May 2019

The study sought to determine the role of stakeholder participation on Performance of projects from the research findings the study established that majority of the respondents agreed Stakeholders were involved in Monitoring and evaluation activities as shown by a mean of 3.87 and a standard deviation of 0.80, and it affects performance of the program positively. The stakeholder dimension is essential in project management as some stakeholders have high stakes in the project while others have significant influence over the project deliverables (Kenon, Howden & Hartley, 2010).

Majority of the respondents agreed that Project stakeholders were known and documented as shown by a mean of 3.87 and a standard deviation of 0.98 and this affects performance of the program positively, Legris and Collerette, (2006) indicate that the high failure rate of major projects has been attributed to a lack of attention to stakeholders. Since Stakeholder documentation enables the project team to assess the stakeholder and know who really matters to the project, the organization did well on those things.

Majority of the respondents agreed that Stakeholders engagements in the formulation of M&E promote cost effectiveness as shown by a mean of 3.77 and a standard deviation of 0.78 hence positively affects performance of the organization.

Regarding organization had baselines for monitoring its stakeholders' activities 56.5 % agreed, while 12 % disagreed and 31.5 % were undecided and with mean and a standard deviation of 3.77 and 0.99 respectively.

Regarding Stakeholders are involved in identification and tracking of indicators 72 % agreed, while 6.5 % disagreed, 26.9 % were undecided and with mean and a standard deviation of 3.66 and 0.69 respectively. This enhanced the success of M&E activities by promoting negotiation of outcomes that different stakeholders expect from the project and this Stakeholders' participation in M&E also facilitated the assessment of project from multiple perspectives. This finding concurs with the study Njuki, Kaaria,, Chetsike and Sanginga (2013) found that participatory monitoring and evaluation strengths learning and change at both community and institutional level.

With regard to stakeholders had knowledge of M&E practices, 57.4 % agreed while 8.3 % disagreed, 34.3 % were undecided with mean and a standard deviation of 3.66 and 0.86 respectively, result from interview implied that since stakeholders could be a considerable asset, contributing knowledge, insights, and support in shaping a project brief as well as supporting its execution great emphasis were given to this aspect and this contributes a lot in the project objective.

Majority of the respondents agreed that the involvement of stakeholder influences the implementation of M&E as shown by a mean of 3.57 and a standard deviation of 0.93 which affects performance positively, result from interview implies that involvement of some stakeholders like city administration, regional government and community were directly on issues like land acquisition and this supports on increasing beneficiary interest and satisfactions(sense of ownership) for example EEPCO had been participated during planning and implementation phases as It is argued that by establishing a process of genuine participation, development will occur as a direct result (Cooke & Kothari, 2001).

Majority of the respondents agreed that Stakeholder interests are well assessed in organization projects as shown by a mean of 3.39 and a standard deviation of 0.62 which positively affects the performance.

Majority of the respondents (29.9 %) reported that their M&E activities had not been dominated by stakeholders, 18% were not sure while 40% said that stakeholders had dominated their M&E activities with mean and a standard deviation of 3.06 and 0.86 respectively, as findings from interview determined that since Projects often have numerous stakeholders with competing interests in the project. Clear communication and works were done to increase positive attitude towards projects. Dominance of the activities of the project can lead to negative outcomes as each stakeholder will tend to advance his or her interest at the expense of others leading to conflicts (Verma, 2008) so It's important for project teams must take control of all project activities including M&E.

4.2.4. Management support on Monitoring and Evaluation

The fourth objective of the study sought to establish the influence of management on Performance of projects. To achieve this, the respondents were requested to indicate their levels of agreement on several parameters of Management influence and project success. The responses ranged from strongly disagree to Strongly Agree. Mean, standard deviation and percentage were used to summarize the study findings. The findings were as shown below in Table.

Table 4. 5 Management support on Monitoring and evaluation

Management influence on Monitoring and evaluation							
Statements	SD	D	N	A	SA	Mean	Std Dev
Providing support and strengthening of M & E team is a sign of good governance	0(0 %)	0(0 %)	4(3.7%)	61(56.5%)	43(39.8%)	4.36	0.55
Evaluation results provide information to enable improvement of ongoing projects	0(0 %)	17(15.7%)	5(4.6%)	65(60.2%)	21(19.4%)	3.83	0.92
The program (TEP) judges the overall merits of a project, and generate knowledge about what worked well and what did not work well.	0(0 %)	16(14.8%)	16(14.8%)	55(50.9%)	21(19.4%)	3.75	0.94

The M&E reports of a project accurately submitted to the top or delegated management decision making body of the organization.	0(0 %)	17(15.7%)	17(15.7%)	57(52.8%)	17(15.7%)	3.69	0.92
Monitoring and evaluation information is provided to program manager to assist in decision making and planning regularly.	0(0 %)	22(20.4%)	15(13.9%)	48(44.4%)	23(21.3%)	3.67	1.03
The management take appropriate corrective measures in response to the feedbacks given based on the M&E findings.	0(0 %)	18(16.7%)	26(24.1%)	45(41.7%)	19(17.6%)	3.6	0.97

Source: own survey, May 2019

The study sought to establish the influence of management on Performance of projects from the research findings the study established that majority of the respondents agreed that; Providing

support and strengthening of M & E team is a sign of good governance as shown by mean of 4.36 and a standard deviation of 0.55 The study therefore infers that providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organization operations (Naidoo, 2011).

Majority of the respondents agreed that Evaluation results provide information to enable improvement of ongoing projects as shown by mean of 3.83 and a standard deviation of 0.92,

Majority of the respondents agreed that the program (TEP) judges the overall merits of a project, and generate knowledge about what worked well and what did not work well as shown by a mean of 3.75 and a standard deviation of 0.92.

Majority of the respondents agreed that the M&E reports of a project accurately submitted to the top or delegated management decision making body of the organization as shown by a mean of 3.69 and a standard deviation of 0.92, the finding from the interview and the document manifest that the management were able to organize contract team with the support of minister, Ethio telecom board as well as functional department, these team worked well together and consistently generated helpful reports and recommendations to the minster. Importantly these reports were taken seriously by CXO and concerned department, leading to action to improve TEP.

Majority of the respondents agreed that Monitoring and evaluation information is provided to program manager to assist in decision making and planning regularly as shown by a mean of 3.67 and a standard deviation of 1.03 and

Finally, Majority of the respondents agreed that management take appropriate corrective measures in response to the feedbacks given based on the M&E findings as shown by a mean of 3.60 and a standard deviation of 0.97.

In generally, findings from interview and document implies that the management was supportive on M&E Systems by providing expertise and consultants in M&E planning, by participating and providing support to projects basic design activates such as strategic frameworks, monitoring outputs and progress (trends) of the overall projects and by considering reserve funds (budgets) for unanticipated risk. Andersen (2006) in his research observed that managerial ability to deliver a project was found to be strongly related to the application of strong project management based on planning and cost control methodologies.

4.2.5. Project Success

Project success was operationalized to be measured by completion time, cost or budget, project quality, and achievement of scope. The respondents were required to indicate on the level of agreement in regard to each attribute as associated with independent variables. Descriptive statistics such as mean, standard deviation and frequency were used to summarize the data.

The weighted average mean and standard deviation was calculated using the response from the variables explained which is listed in the questionnaire below.

Table 4. 6 **Performance of TEP Projects**

Performance of TEP Projects							
Statements	SD	D	N	A	SA	Mean	Std Dev
Projects realized meet the planned outcomes that were intended to achieve.	0(0 %)	68(63.0)	5(4.6%)	33(30.6)	2(1.9%)	4.06	0.47
Regular project progress reports on its projects performance was given from the	0(0 %)	1(9%)	6(5.6%)	88(81.5)	13(12%)	4.05	0.46

organization .							
The Projects had quality standard that must be met.	7(6.5%	16(14.8)	3(2.8%)	54(50.0)	28(25.9)	3.74	1.19
Project was completed within the planned budget.	5(4.6)	24(22.2)	42(38.9%	25(23.1%	12(11.1%	3.14	1.04
Project was completed at the planned time.	0(0 %)	68(63.0)	5(4.6%)	33(30.6)	2(1.9%)	2.71	0.97

Source: Own Survey, May 2019

The study sought to determine the performance of TEP projects , from the research findings the study established that majority of the respondents agreed that; Projects realized meet the planned outcomes that were intended to achieve as shown by mean of 4.06 and a standard deviation of 0.47, finding from documents and interview implies that the main target of TEP were expansion of network through the nation, network coverage and network capacity were the major work planned throughout the country and these were successful implemented . In addition to time, cost, quality and others this success criteria were among the major issues for this program.

Majority of the respondent agreed that Regular project progress reports on its projects performance was given from the organization as shown by a mean of 4.05 and a standard deviation of 0.46 and this benefits all stakeholders and staffs on creation of sense of ownership. the finding above

concurs with the study findings by Crawford and Bryce (2003) who noted that monitoring and evaluation facilitates transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the wider community in which the project is implemented.

Majority of the respondent agreed that the Projects had quality standard that must be met as shown by a mean of 3.74 and a standard deviation of 1.19, result of interview determined that there were quality standards (key performance indicators) established based on the services, like call success rate, Call drop rate etc. and all works were validated and adjustment were done until they delivered the need quality outcomes. this implies that the program had a good experience on keeping the project success by emphasizing on the success criteria placed according to the services.

Majority of the respondent agreed that Project was completed within the planned budge as shown by a mean of 3.14 and a standard deviation of 1.04.

Majority of the respondent disagree that Project was completed at the planned time as shown by a means of 2.71 and a standard deviation of 0.97, interview result showed that there were problems on roads that made great challenge to reach to the targeted areas , this influence on execution of the project as planned , other factors mentioned were problem on aligning with other sectors like EEPCO since power outages are taking at time of TEP implementation , especially in rural areas of the country some place had persistent power outages and some had no power total this challenged the implementation highly. Gyorkos, 2003 indicates the purpose of monitoring is to ensure that performance is moving according to plans and if not the project manager takes corrective action, it is the control function of project management.

4.2.6 Monitoring and Evaluation Factors towards Project Success

The descriptive statistics was used to examine mean, standard deviation of dependent and independent variables. Table 4.7 below contains mean and standard deviations of six project success factors indictor statements, six monitoring and evaluation plan indictor statements, six monitoring and evaluation team strength indictor statements, nine indictor statements on effect of stakeholder and six management influence indictor statements. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

Table 4. 7 **Monitoring and Evaluation Functions towards Project Success**

	N	Mean	Std. Deviation
Management influence on Monitoring and evaluation	108	3.81	0.63
Monitoring and Evaluation plan	108	3.77	0.58
Stakeholder participation on M&E	108	3.61	0.44
Project Success Factors	108	3.56	0. .47
Strength of Monitoring and Evaluation Team	108	3.51	0.70

Source: Own Survey, May 2019

The researcher sought to look at monitoring and evaluation factors and its contribution towards project success at Ethio telecom. in all cases, the distribution of scores for the sample contained acceptable standard deviation and showed normality for use in subsequent analyses. Hence, the disparity amongst the data collected for each variable are acceptable with various degrees. All the mean values are three and above and this justifies how close to the central tendency expressing the contribution of monitoring and evaluation functions to the project success.

Correlation results annexed in appendix 4 shows that there is significant strong positive relation between Monitoring and Evaluation plan and projects success (sig=.000, r= .770). There is significant strong positive relation between Strength of Monitoring and Evaluation Team and projects success (sig=.000, r= .770). The results imply there is strong positive correlation relation between Stakeholder participation on M&E and projects success (sig=.000, r =.526). The results imply there is moderate positive correlation relation between Management influence on Monitoring and evaluation and projects success (sig=.000, r =.454).

4.3 Regression Analysis

Multiple regression analysis was employed to examine the effect of project monitoring and evaluation factors on project success. multiple regression analysis is “an analysis of association in which the effects of two or more independent variables on a single, interval scaled dependent

variable are investigated simultaneously" (Zikmund et al., 2010). According to Hair Jr. et al. (2007), Multiple Regression Analysis, a form of general linear modeling, is an appropriate statistical technique when examining the relationship between a single dependent (criterion) variable and several independent (predictor) variables. They explained that idea of using multiple regression analysis is to use the independent variable whose values are known to predict the single dependent value selected by the researcher. In this study multiple regressions were conducted in order to examine the relationship between monitoring and evaluation plan, strength of monitoring and evaluation plan, stakeholder participation and management influence with project process.

Multi collinearity Test: in multiple regression analysis, multi collinearity refers to the correlation among the independent variables. According to (Kline, 1998) multi collinearity is not a threat if a correlation value is less than 80%. One way to measure multi collinearity is the variance inflation factor (VIF), which assesses how much the variance of an estimated regression coefficient increases if your predictors are correlated. If no factors are correlated, the VIFs will all be 1 but if the VIF is greater than 1, the predictors may be moderately correlated. A VIF between 5 and 10 indicates high correlation that may be problematic. And if the VIF goes above 10, you can assume that the regression coefficients are poorly estimated due to multi collinearity and also Multi collinearity is detected by examining the tolerance for each independent variable. Tolerance is the amount of variability in one independent variable that is no explained by the other independent variables Tolerance values less than 0.10 indicate collinearity. as shown below the researcher examined the result of multiple correlations among the independent variables and found that there was no collinearity.

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Monitoring and Evaluation plan	.446	2.244
	Strength of Monitoring and Evaluation Team	.633	1.579
	Stakeholder participation on M&E	.586	1.707
	Management influence on Monitoring and evaluation	.889	1.125

a. Dependent Variable: Project Success Factors

Figure 2 multi collinearity test

Table 4. 8 Results of multiple regressions between project quality and the combined effect of project monitoring and evaluation factors predictors and ANOVA results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.739[a]	.547	.529	.81464	.547	31.036	4	103	.000	1.589

a. Predictors: (Constant), Management influence on Monitoring and evaluation, Monitoring and Evaluation plan , Strength of Monitoring and Evaluation Team , Stakeholder participation on M&E

b. Dependent Variable: The Projects had quality standard that must be met.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.386	4	20.596	31.036	.000[b]
	Residual	68.355	103	.664		
	Total	150.741	107			

a. Dependent Variable: The Projects had quality standard that must be met.

b. Predictors: (Constant), Management influence on Monitoring and evaluation, Monitoring and Evaluation plan , Strength of Monitoring and Evaluation Team , Stakeholder participation on M&E

Source: own survey, May 2019

R-squared is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determinations for multiple regressions. It is commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R^2, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. From the analysis, as per the Table 4.8, the adjusted R square was 0.529 the model estimated shows that there was 52.9% positive variation in quality of project as a result of changes in the project monitoring and evaluation factors. From the analysis, it is noted that the probability value of 0.000 ($p<0.05$) indicates that the regression relationship was highly significant in predicting how M&E plan, strength of team, stakeholder participation and management influence on project success measured with quality of projects. The critical F-value is 31.036 at 95% level of confidence the model was generally statistically significant.

Table 4. 9 Results of multiple regressions between project budget and the combined effect of project monitoring and evaluation factors predictors and ANOVA results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.624[a]	.389	.366	.82537	.389	16.423	4	103	.000	2.033

a. Predictors: (Constant), Management influence on Monitoring and evaluation, Monitoring and Evaluation plan , Strength of Monitoring and Evaluation Team , Stakeholder participation on M&E

b. Dependent Variable: Project was completed within the planned budget.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.750	4	11.188	16.423	.000[b]
	Residual	70.167	103	.681		
	Total	114.917	107			

a. Dependent Variable: Project was completed within the planned budget.

b. Predictors: (Constant), Management influence on Monitoring and evaluation, Monitoring and Evaluation plan , Strength of Monitoring and Evaluation Team , Stakeholder participation on M&E

Source: own survey, May 2019

From the analysis, as per the Table 4.9, the adjusted R square was 0.366 the model estimated shows that there was 36.6 % positive variation in project compilation with budget as a result of changes in the project monitoring and evaluation factors. From the analysis, it is noted that the probability value of 0.000 ($p<0.05$) indicates that the regression relationship was highly significant in predicting how M&E plan, strength of team, stakeholder participation and management influence on project success measured with compilation budget of projects. The critical F-value is 16.423 at 95% level of confidence the model was generally statistically significant.

Table 4. 10 Results of multiple regressions between project time and the combined effect of project monitoring and evaluation factors predictors and ANOVA results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.415[a]	.172	.140	.89707	.172	5.348	4	103	.001	2.015

a. Predictors: (Constant), Management influence on Monitoring and evaluation, Monitoring and Evaluation plan , Strength of Monitoring and Evaluation Team , Stakeholder participation on M&E

b. Dependent Variable: Project was completed at the planned time.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.215	4	4.304	5.348	.001[b]
	Residual	82.887	103	.805		
	Total	100.102	107			

a. Dependent Variable: Project was completed at the planned time.

b. Predictors: (Constant), Management influence on Monitoring and evaluation, Monitoring and Evaluation plan , Strength of Monitoring and Evaluation Team , Stakeholder participation on M&E

Source: own survey, May 2019

From the analysis, as per the Table 4.10, the adjusted R square was 0.140 the model estimated shows that there was 14.4 % positive variation in project compilation with time as a result of changes in the project monitoring and evaluation factors. From the analysis, it is noted that the probability value of 0.001 ($p<0.05$) indicates that the regression relationship was highly significant in predicting how M&E plan, strength of team, stakeholder participation and management influence on project success measured with compilation budget of projects. The critical F-value is 5.348 at 95% level of confidence the model was generally statistically significant.

Table 4. 8 **Regression coefficients of the relationship between project success and the predictive variables**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.736	1.151		-.640	.524
	Monitoring and Evaluation plan	.267	.106	.202	2.505	.014
	Strength of Monitoring and Evaluation Team	.186	.089	.146	2.080	.040
	Stakeholder participation on M&E	.471	.069	.487	6.796	.000
	Management influence on Monitoring and evaluation	.164	.075	.171	2.193	.031

a. Dependent Variable: Project Success Factors

Source: own survey, May 2019

Multiple regression analysis aided the analysis of the variable relationships as follows: $Y= \beta o + \beta 1X1 + \beta 2X2+ \beta 3X3+ \beta 4X4 + e0$ Where; Y= Project performance (dependent variable) βo = Constant (Coefficient of intercept) X1= Monitoring and Evaluation plan X2= Strength of monitoring and evaluation team X3= Stakeholder participation on M&E X4= Management influence e0=Error term β1, β2, β3, and β4 = regression coefficient of the four variables.

The regression model is derived from Table 4.13 as:

$Y = -0.736 + 0.267X_1 + 0.186X_2 + 0.471X_3 + 0.164X_{3+} e_o$

Where: Y = Project Success

X_1 = Monitoring and Evaluation plan

X_2 = Strength of monitoring and evaluation team

X_3 =Stakeholder participation on M&E

X_4 =Management influence

ϵ = Standard Error

The regression model provided statistical control through which the study established the influence of each predictor variable. Holding all variables at zero will result in a positive project success equal to negative 0.736. In a similar way, keeping all other independent variables constant, a unit change on Monitoring and Evaluation plan will result in 0.267 increments in project success. This means that Monitoring and Evaluation plan had a great influence on increasing the project's success in the study organization. The statistically significance level of this variable is 0.014; this is at 95 percent confidence interval.

The second findings indicate 0.186 increments in project success with Strength of Monitoring and Evaluation Team excluding the other independent factors. This means, when Strength of Monitoring and Evaluation Team increase by a level the project success will increase by around 19 %, keeping other factors constant. This implies that Strength of Monitoring and Evaluation Team had a significant effect on increasing project's success in the study organization. The statistically significance level of this variable is 0.040; this is at 95 percent confidence interval.

The third findings indicate that Stakeholder participation on M&E while holding the rest of independent variables constant would lead to a 0.47 1increments in favorable project success.

The fourth findings indicate management influence on M&E while holding the rest of independent variables constant would lead to a 0.164 increments in favorable project success. The statistically significance level of this variable is 0.000; this is at 95 percent confidence interval.

The results also show that the coefficients for each variable are non-zero. This therefore means that all the independent variables influence the response variable. On the other hand, all of the indictors mentioned above were significant predictors of project success with a p-value of less than 0.05.

4.4. Hypothesis testing

By considering t and p values from the summarized table above (table 4.11) the hypotheses test result were as follows.

Hypothesis 1: M&E plan does not have significant effect on success of Telecom expansion program was rejected at t= 2.505 and p- value = 0.014 which is less than 0.05 levels of significance. Therefore, from the study it can be concluded that M&E plan has a positive influence in project success.

Hypothesis 2: Strength of monitoring and evaluation team does not have significant effect on telecom expansion project performance was rejected at t= 2.080 and p- value = 0.040 which is less than 0.05 levels of significance. Therefore, from the study it can be concluded that Strength of monitoring and evaluation team has a positive influence in project success.

Hypothesis 3: Stakeholders involvement on M&E systems does not have significant effect on telecom expansion project performance was rejected at t = 6.796 and p- value = 0.000 which was less than 5% level of significance. Therefore, from the study it can be concluded that Stakeholders involvement on M&E systems has a positive influence in project success.

Hypothesis 4: Management support on M & E Systems does not have significant effect on Telecom expansion program success was rejected at t = 2.193 and p- value = 0.031 which was less than 5% level of significance. Therefore, from the study it can be concluded that Management support on M & E Systems has a positive influence in project success.

CHAPTER FIVE

5. SUMMARY, CONCULUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary of key findings of the study according to the objectives. Conclusions are drawn from the findings and recommendation are provided to help investigate the factors of monitoring and evaluation functions in achieving project success.

5.2. Summary of Key Findings

The study revealed that how monitoring and evaluation plan influence success of Telecom expansion program (TEP). The aspects included were M&E plan, frequency Schedule, Framework, Baseline and Indictor. There was a significant and positive relationship between M&E plan and project success. from the finding majority of the respondents noted Baseline study was included in the M&E plan as key components, the monitoring and evaluation plan had a clear level of data collection, analysis and use of its information from project to program. The projects had a monitoring and evaluation plan and on developing those M&E plan there were proper understanding of the program, inputs, processes, output and outcomes as required. human resources with M&E technical capacity, resources and technology infrastructure were basic inputs on developing those M&E plan of the program. There was a clear specification of how often monitoring and evaluation data is to be collected. There was also a specification of a schedule for monitoring and evaluation reports to be written and the monitoring was done regularly since it enables to track the project and identify problems early enough before they go out of hand. M&E plans consisted indicators that are clearly linked to the objectives of the project but there were some problems on M&E indicators. The organization monitoring and evaluation system was integrated with other organizational systems and processes, however there were problems observed on integration with different stakeholders e.g. EEPCO (Ethiopian electric power corporation) from the finding it is observed that the monitoring and evaluation plan was effective to achieve the project objective of TEP.

The second objective of the study sought to establish the extent to which the strength of monitoring team influence success of project. In assessing the strength of monitoring team which is perceived to be one of the factors influencing project success, the aspects include: Number of monitoring staff, monitoring staff skills, frequency of monitoring and stakeholder's representation. from the research findings, the study established that majority of the respondents agreed that Providing support and strengthening of Monitoring and evaluation team will also play a key role in ensuring that the M & E team adds value to the organizations operations, the roles and responsibilities of staff in monitoring and evaluation was clearly defined and documented. finding implies that since roles and responsibilities are defined but the organization had problems on right placement of teams(trainees) in relation to what they were trained as a result some challenges were faced on proper assignment of their responsibility and role. Organizations expertise contributes a lot on forecasting hence positively affects performance of the project. The amount of budget allocated for monitoring and evaluation was enough to conduct the monitoring and evaluation activities which affects performance positively. some of the respondents agreed that Monitoring and evaluation staff had the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice which positively affects projects, the results also imply that the technical knowledge of few stakeholders (staffs) participated was questionable. Finding shows that the company gives variety of training on different knowledge's areas and evaluation however, there are still problems on training.

The third objective of the study sought to examine how stakeholder's involvement affects telecom expansion project. To achieve this, the respondents were requested to indicate their levels of agreement on several parameters of Stakeholder Participation and project success. Summary of the finding is as follows, Stakeholders were involved in Monitoring and evaluation activities and it affected performance of the program positively. Project stakeholders were known and documented, organization had baselines for monitoring its stakeholders' activities. Stakeholders were involved in identification and tracking of indicators .This enhanced the success of M&E activities by promoting negotiation of outcomes that different stakeholders expect from the project and this Stakeholders' participation in M&E also facilitated the assessment of project from multiple perspectives .The involvement of stakeholder influenced the implementation of M&E which affects performance positively, Stakeholder interests are well assessed in organization projects which positively affected the performance and finally Majority of the respondents

reported that their M&E activities had not been dominated by stakeholders and clear communication and works were done to increase positive attitude towards projects.

The study sought to establish the influence of management on Performance of projects from the research finding, the study inferred that providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organization operations and Evaluation results provide information to enable improvement of ongoing projects. The M&E reports of a project accurately submitted to the top or delegated management decision making body of the organization Importantly these reports were taken seriously by CEO and concerned department, leading to action to improve the performance of TEP. Evaluation information is provided to program manager to assist in decision making and planning regularly and had been taken appropriate corrective measures in response to the feedbacks given based on the M&E.

With regard to the project success as per the collected data from the respondent the mean value show that there is good practice shown to complete projects as per the planned quality and scope, yet some of the projects completed with time delay. The document review by the researcher also shows that some of the projects were not completed timely as planned. The finding showed that there is a positive relationship between monitoring and evaluation factors and project success. This means that the monitoring and evaluation system is in place. It also means that the role of this monitoring and evaluation factors, i.e. monitoring and evaluation plan, strength of monitoring team, stakeholder participation and management influence are contributing to the success of projects.

Monitoring and Evaluation plan, Strength of Monitoring and Evaluation Team, Stakeholder participation as well as Management influence on Monitoring and evaluation. The four hypothesis test had a significant input of the effectiveness of monitoring and evaluation of the TEP projects.

The findings showed that TEP monitoring and evaluation system is doing good in general terms and it has also areas of improvements around integrating the monitoring and evaluation system. This implies that there is significant and positive relationship between the project monitoring and evaluation factors and project success. Multiple regression analysis was conducted to test the influence among predictor variables. the model estimated shows that there was 36.6 % positive variation in project compilation with budget as a result of changes in the project monitoring and evaluation factors, the model estimated shows that there was 14.4 % positive variation in project

compilation with time as a result of changes in the project monitoring and evaluation factors, the model estimated shows that there was 52.9% positive variation in quality of project as a result of changes in the project monitoring and evaluation factors.

5.3 Conclusion

Based on the findings analyzed from questionnaires, interviews and document review, conclusion is made in line with the objective and research questions of the study.

The aim of this basic research question was to critically see influence of monitoring and evaluation factors on Telecom expansion project work performance. This objective was broken down into specific research questions (RQs) and Hypotheses which were the focus of this thesis. The study revealed that how monitoring and evaluation plan influence success of Telecom expansion program (TEP).

The projects had a monitoring and evaluation plan and on developing those M&E plan there were proper understanding of the program, inputs, processes, output and outcomes. There were some problems on M&E plans consisted indicators that are clearly linked to the objectives of the project. The organization monitoring and evaluation system was integrated with other organizational systems and processes, however there were problems observed on integration with different stakeholders. keeping all other independent variables constant, a unit change on Monitoring and Evaluation plan will result in 0.267 increments in project success. This means that Monitoring and Evaluation plan had a great influence on increasing the project's success in the study organization. The statistically significance level of this variable is 0.014; this is at 95 percent confidence interval. As the hypothesis test implies M&E plan did make significant input in the effectiveness on monitoring and evaluation of TEP. In generally There was a significant and positive relationship between M&E plan and project success this implies that the monitoring and evaluation plan was effective to achieve the project objective.

In assessing the strength of monitoring and evaluation team which is perceived to be one of the factors influencing project success, the roles and responsibilities of staff in monitoring and evaluation was clearly defined and documented. Since roles and responsibilities were defined but the organization had problems on right placement of teams(trainees) in relation to what they were trained and expertise contributed on M&E project performance forecasting. keeping all other

independent variables constant, a unit change on Strength of Monitoring and Evaluation will result in 0.186 increments in project success. This means that Strength of Monitoring and Evaluation had a great influence on increasing the project's success in the study organization. The statistically significance level of this variable is 0.040; this is at 95 percent confidence interval. As the hypothesis test implies Strength of Monitoring and Evaluation did make significant input in the effectiveness on monitoring and evaluation of TEP. Therefore, providing support and strengthening of Monitoring and evaluation team showed a key role in ensuring that the M & E team and the project performance.

The study sought to determine the role of stakeholder participation on Performance of projects, in generally stakeholders were known and documented also their interests were well assessed in the program. Stakeholders were involved in Monitoring and evaluation activities and this involvement of stakeholder influences the implementation of M&E. keeping all other independent variables constant, a unit change on Stakeholder participation will result in 0.471 increments in project success. This means that Stakeholder participation had a great influence on increasing the project's success in the study organization. The statistically significance level of this variable is 0.000; this is at 95 percent confidence interval. As the hypothesis test implies Stakeholder participation did make significant input in the effectiveness on monitoring and evaluation of TEP. The overall findings imply that stakeholder participation and the needed outcomes were valuable on the program achievement. The study sought to establish the influence of management on Performance of projects, Monitoring and evaluation information was provided to program manager to assist in decision making and planning regularly accordingly management take appropriate corrective measures in response to the feedbacks given based on the M&E. keeping all other independent variables constant, a unit change on management influence will result in 0.164 increments in project success. This means management influence had a great influence on increasing the project's success in the study organization. The statistically significance level of this variable is 0.031; this is at 95 percent confidence interval. As the hypothesis test implies management influence did make significant input in the effectiveness on monitoring and evaluation of TEP.

In conclusion, monitoring and evaluation helps organizations to assess efficiency and effectiveness of a program; refine and improve an existing program; decide whether to continue or replicate an initiative; contribute to the established evidence base; and justify the program or initiative and to

help procure further funding. For these reasons, it is important that organizations devote resources towards improving their monitoring and evaluation process, as well as their capacity. since Ethio telecom mobilize public resources to implement development interventions projects this study contributes to the body of knowledge on the M&E activates and their level of engagement in project delivery. It is with this in mind that the study established the effect of monitoring and evaluation on projects performance.

5.4. Recommendations

Based on the major result and findings of the study, the following recommendations have been drawn:

Implications of the Study to Practice: Results of the study showed the presence of a statistically significant relationship between M&E activities (the monitoring and evaluation plan, stakeholder participation, strength of monitoring and evaluation team, management influence) and the project performance. A significant rationale of this study was to generate findings that will improve the way projects are managed and, consequently, improve the impacts of these projects. Available literature has shown that effective monitoring and evaluation activities can have a drastic impact on the success of projects. Therefore, the program(TEP) can improve the success of the projects by addressing factors that influence M&E performance in their groups.

The result implies that the technical knowledge of few stakeholders (staffs) participated was questionable this implies that the company should work on competency in order to get the needed outcomes. There is no doubt that experiential knowledge has a positive impact on monitoring and evaluation performance. However, the effectiveness of monitoring and evaluation can be enhanced when project team learn how to apply technical and systematic methodologies in executing these activities. Formal training program can equip personnel with the knowledge of these methodologies and the skills required to apply these methods effectively. Therefore, the management of the TEP should consider formal monitoring and evaluation training courses to all groups until the planned output is achieved. As results indicated there were problems observed on integration organization monitoring and evaluation system with other organizational systems and processes, by giving enough time for planning and by identification of stakeholders during the initial phase and working collaborate in order to enhance implementation of the program based on the objectives.

Implication to the Project Management Discipline: Another rationale of this study was to advance the project management discipline by generating knowledge on the subject of project monitoring and evaluation. The project sought to examine some of the factors that influence the monitoring and evaluation performance of projects. four factors were examined the monitoring and evaluation plan, stakeholder participation, strength of monitoring and evaluation team and management influence. Findings revealed that all of the factors has a significant impact on the monitoring and evaluation performance of projects and implies that the project management discipline needs to emphasize on all factors of M&E so that the performance of projects will enhanced.

Implications for Future Studies: The present study established was limited to one project though it is very wide program Future researches should consider replicating this study in other projects located in different areas in order to validate the relationship between the study variables. Similarly, the study was also limited in terms of the number of factors that were examined. The study examined the influence of only four factors (the monitoring and evaluation plan, stakeholder participation, strength of monitoring and evaluation team, management influence) on the monitoring and evaluation performance of TEP projects. There are other numerous factors that have the potential to affect M&E performance of projects including the projects budgets, technology, projects' policy frameworks and Political Interference among others. Future studies should examine other factors that have the potential of affecting monitoring and evaluation of TEP and other projects implemented in Ethio telecom.

Studies that include Vendors that participated on TEP and level of satisfaction of Project beneficiaries were not included in this study, future studies can include those things and make study in a border view than this research work.

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APPENDICES

Appendix 1: Research Questionnaire for Respondents

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

QUESTIONNAIRE ON "INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF PROJECTS ": A CASE OF TELECOM EXPANSION PROGRAM (TEP): ETHIOTELCOM.

Dear Respondents,

I am a postgraduate student pursuing my Master's Degree in Project Management at St. Mary's University School Addis Ababa. As part of this course, I am carrying out a research on **"IMPACT OF MONITORING AND EVALUATION FACTORS ON PROJECT SUCCESS: IN CASE OF TELECOM EXPANSION PROGRAM (TEP), ETHIOTELCOM."**

In this regard you have been selected to take part in this study as a respondent, your response will contribute a lot on the achievement of the objective of this research. Kindly cooperate in filling the questionnaire, as your genuine, complete, and timely responses are crucial for the success of my study. The data collected will be used for this academic research only. I thank you in advance for your time and cooperation.

Yours Faithfully

SENAIT TESFALEM

Email:senaittesfalem@gmail.com

Mobile: +251911519853

Direction:

- No need of writing your name
- Put "√" mark in the appropriate space
- Consider the following abbreviation and use where appropriate:
    - Consider M&E = Monitoring and Evaluation
    - Consider TEP = Telecom Expansion program

SECTION ONE: Background Information of Respondents

Q.1	**Items**	**Option/dimension**	**Put (√)**
1.1	**Gender:**	Male	
		Female	
1.2	**Age:**	20-30 Years	
		31-40 Years	
		41-50 Years	
		51 Years & Above	
1.3	**Educational Qualification:**	PhD	
		Masters(2nd Degree)	
		First Degree	
		Diploma	

		Below Diploma	
1.4	**Work Experience (related to project management):**	0-3 Years	
		4-5 Years	
		6-10 Years	
		11-15 Years	
		Above 15 Years	
1.5	**Current Position:**	Managerial (overall)	
		Non-Managerial	

SECTION TWO: Project Monitoring and Evaluation process

The following are statements on project monitoring and evaluation factors in relation to project success. With regard to Telecom expansion program (TEP) monitoring and evaluation practices, please indicate your level of agreement using the scale: *Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1).*

Nbr	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
Project Success Factors						
1	Project was completed at the planned time.					
2	Project was completed within the planned budget.					
3	The Projects had quality standard that must be met.					
4	Projects realized meet the planned outcomes that were intended to achieve.					
5	Regular project progress reports on its projects performance was given from the organization .					
Monitoring and Evaluation plan						

7	The monitoring and evaluation plan was effective to achieve the project objective.					
8	The monitoring and evaluation plan had a clear level of data collection, analysis and use of its information from project to program.					
9	M&E plans consisted indicators that are clearly linked to the objectives of the project.					
10	Baseline study was included in the M&E plan as key components.					
11	The organization monitoring and evaluation system was integrated with other organizational					

	systems and processes.					
12	To carry out evaluations of projects, External facilitators were involved.					
Strength of Monitoring and Evaluation Team						
13	The roles and responsibilities of staff in monitoring and evaluation was clearly defined and documented.					
14	Monitoring and evaluation staff had the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice.					
15	Project staff were properly trained on					

	project Monitoring and evaluation.					
16	The amount of budget allocated for monitoring and evaluation was enough to conduct the monitoring and evaluation activities.					
17	Providing support and strengthening of Monitoring and evaluation team will also play a key role in ensuring that the M & E team adds value to the organizations operations.					
18	Organizations expertise contributes a lot on M&E project performance forecasting.					
Stakeholder participation on M&E						
19	Project stakeholders were					

	known and documented.					
20	Stakeholders were involved in Monitoring and evaluation activities.					
21	Stakeholders engagements in the formulation of M&E promote cost effectiveness.					
22	The organization had baselines for monitoring its stakeholders' activities.					
23	Stakeholders had knowledge of Monitoring and evaluation practices.					
24	Stakeholders are involved in identification and					

	tracking of indicators.					
25	Stakeholder interests are well assessed in organization projects.					
26	Stakeholders had dominated M&E activities resulting to a negative influence.					
27	The involvement of stakeholder influences the implementation of M&E.					
Management influence on Monitoring and evaluation						
28	Monitoring and evaluation information is provided to program manager to assist in decision making and planning regularly.					

29	The M&E reports of a project accurately submitted to the top or delegated management decision making body of the organization.					
30	The management take appropriate corrective measures in response to the feedbacks given based on the M&E findings.					
31	Evaluation results provide information to enable ongoing projects to improve future					
32	The program (TEP) judges the overall merits of a project, and generate knowledge about what worked well and what did not work well.					

33	Providing support and strengthening of M & E team is a sign of good governance					

This is End of the Questionnaire Thank you again for your genuine and honest response!!

Appendix 2: Interview Guide for Key informants

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Interview Guide for Key Informants Interview

First I would like to thank for giving me your time. I am a Master's of Project Management student at ST. MARY'S UNIVERSITY

Dear Respondents,

The purpose of this interview is to gather data in order to study Project Monitoring and Evaluation factors in Ethio telecom: A case study of telecom expansion program Project. Kindly cooperate in answering the questions as accurately as possible. The information provided here will be confidential and used only for research purposes.

Interview

Section I: Project Success

1. Clarify on the specific parameters of project success.
2. Which of the success factors you mentioned are critical in determining the success of a project.
3. What is your suggestion for improving or ensuring project success?

Section II: Monitoring and Evaluation Practices

1. How does monitoring and evaluation system function on TEP?

2. What are the key monitoring and evaluation challenges on TEP?

Mention at least two or three challenges?

3.What is your suggestion for improving the monitoring and evaluation practices?

Section III: Contribution of Monitoring and Evaluation to Project Success

1. How do you describe monitoring and evaluation plan and project success?

2.What would be the qualifications for one to be M&E officer and considering the M&E officers what would you say about their competencies

3.Explain some of the ways in which management influences Monitoring and evaluation systems

4.How often do you involve stakeholders in M&E exercise and what are some of the importance of stakeholder's involvement in M&E systems?

Appendix: 3 Regression

Regression result for the dependent and independent variable

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Management influence on Monitoring and evaluation, Stakeholder participation on M&E , Strength of Monitoring and Evaluation Team , Monitoring and Evaluation plan[b]	.	Enter

a. Dependent Variable: Project Success Factors

b. All requested variables entered.

[

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	343.890	4	85.972	46.232	.000[b]
	Residual	185.958	100	1.860		
	Total	529.848	104			

a. Dependent Variable: Project Success Factors

b. Predictors: (Constant), Management influence on Monitoring and evaluation, Stakeholder participation on M&E , Strength of Monitoring and Evaluation Team , Monitoring and Evaluation plan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.736	1.151		-.640	.524
	Monitoring and Evaluation plan	.267	.106	.202	2.505	.014
	Strength of Monitoring and Evaluation Team	.186	.089	.146	2.080	.040
	Stakeholder participation on M&E	.471	.069	.487	6.796	.000
	Management influence on Monitoring and evaluation	.164	.075	.171	2.193	.031

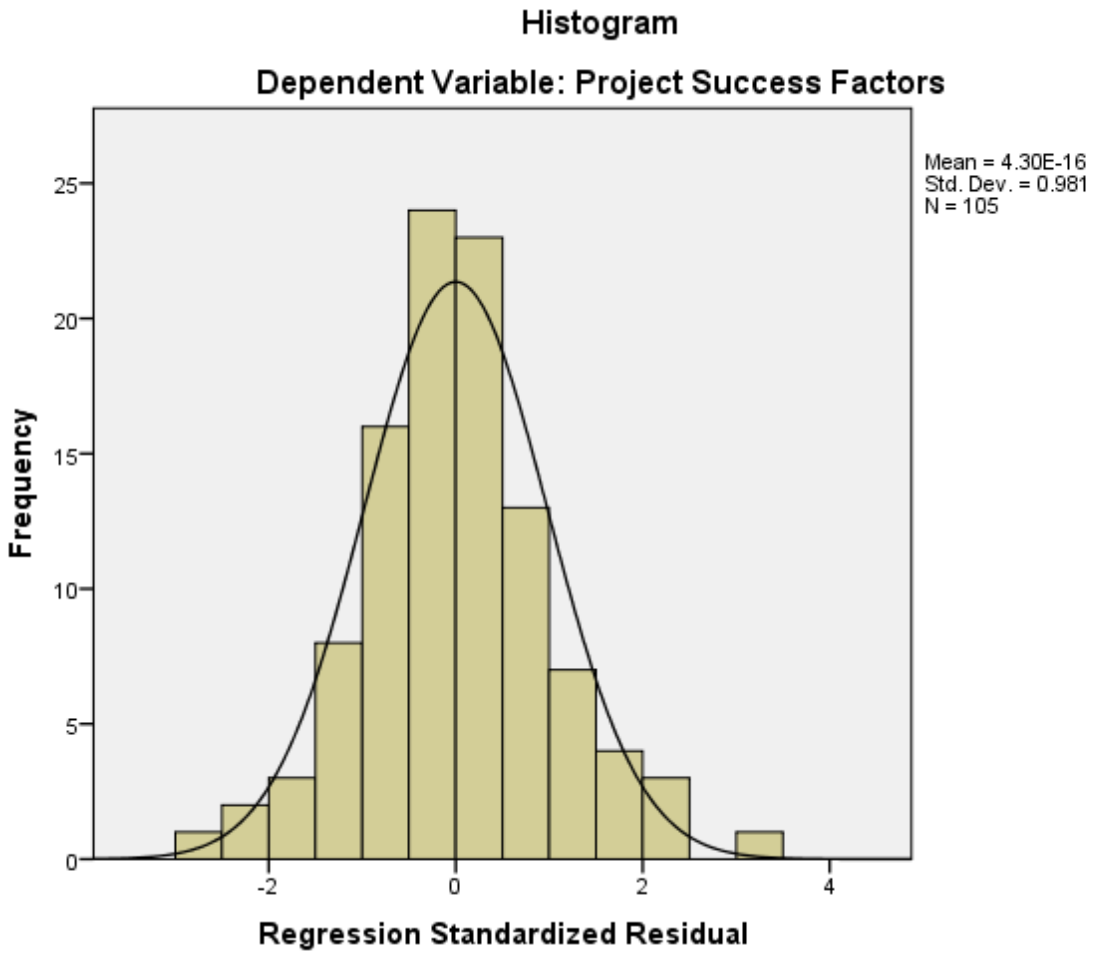
a. Dependent Variable: Project Success Factors

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806[a]	.649	.635	1.36366

a. Predictors: (Constant), Management influence on Monitoring and evaluation, Stakeholder participation on M&E , Strength of Monitoring and Evaluation Team , Monitoring and Evaluation plan

b. Dependent Variable: Project Success Factors


Histogram
Dependent Variable: Project Success Factors
Mean = 4.30E-16
Std. Dev. = 0.981
N = 105
Frequency
25
20
15
10
5
0
-2
0
2
4
Regression Standardized Residual

Appendix 4: Correlations

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Monitoring and Evaluation plan	.446	2.244
	Strength of Monitoring and Evaluation Team	.633	1.579
	Stakeholder participation on M&E	.586	1.707
	Management influence on Monitoring and evaluation	.889	1.125

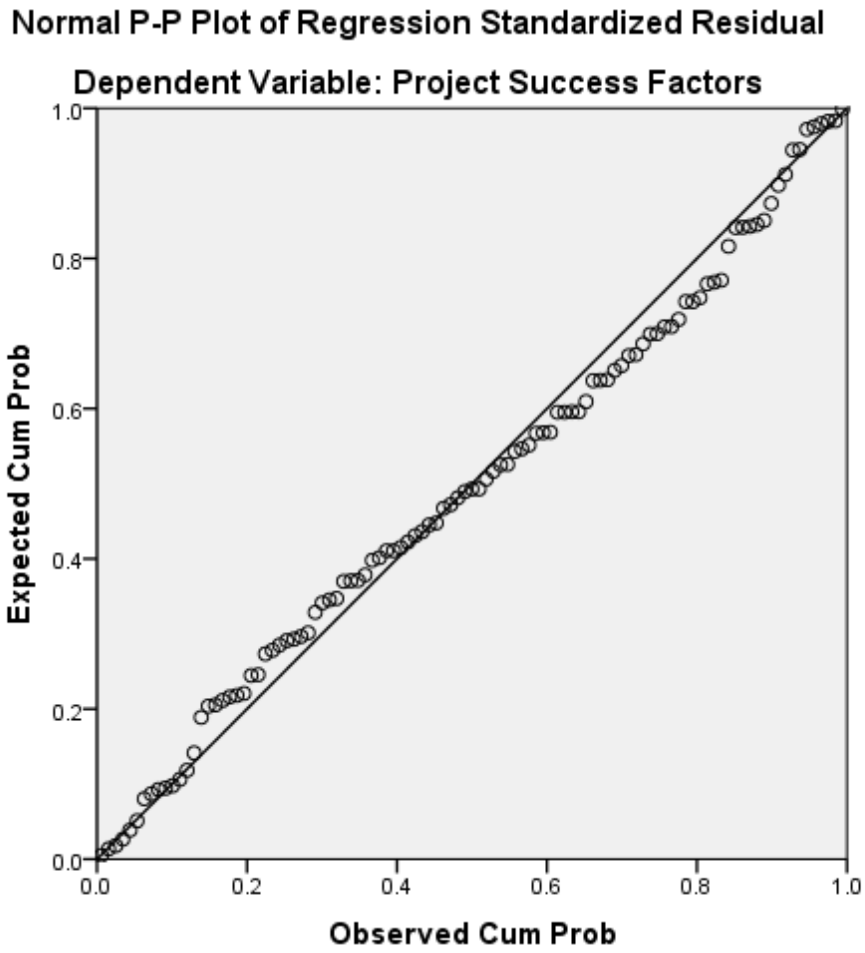
a. Dependent Variable: Project Success Factors

Correlation matrix for the project monitoring and Evaluation factors and project success.

Correlations

		Project Success Factors	Monitoring and Evaluation plan	Strength of Monitoring and Evaluation Team	Stakeholder participation on M&E	Management influence on Monitoring and evaluation
Project Success Factors	Pearson Correlation	1	.770**	.770**	.526**	.454**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	108	108	108	108	108
Monitoring and Evaluation plan	Pearson Correlation	.770**	1	1.000**	.442**	.487**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	108	108	108	108	108
Strength of Monitoring and Evaluation Team	Pearson Correlation	.770**	1.000**	1	.442**	.487**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	108	108	108	108	108
Stakeholder participation on M&E	Pearson Correlation	.526**	.442**	.442**	1	.618**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	108	108	108	108	108
Management influence on Monitoring and evaluation	Pearson Correlation	.454**	.487**	.487**	.618**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	108	108	108	108	108

**. Correlation is significant at the 0.01 level (2-tailed).


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Project Success Factors
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0