Sana'a University Journal of Human Sciences مجلة جامعة صنعاء للعلوم الإنسانية
Vol. 5 | No. 4 | Page 544 – 558 | 2026| https://journals.su.edu.ye/index.php/jhs
ISSN : 2958-8677

The Impact Of Monitoring And Evaluation Practices On Project Success: A Case Study Of Universal Yemen For Logistic Support And Constructions (Ulc) Company

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Keywords

1. Monitoring and Evaluation
2. Project Success
3. Technical Expertise
4. Stakeholder Engagement
5. ULC
6. Yemen

Abstract:

In Yemen, most of the projects being implemented by local and international organizations will request the donor agencies to grant them an extension of the project completion deadline. This is due to the fact that the objectives set up for the relevant projects cannot – despite the structure of the Monitoring and Evaluation (M&E) system – be met within the set deadline and allocated budget despite.

This study examines the relationship between M&E practices and project success, using Universal Yemen for Logistic Support & Construction Ltd (ULC) as a case study .

Using a structured questionnaire, data were collected from 91 ULC employees; 86 valid questionnaires were analysed through descriptive statistics, Pearson correlation, and multiple regression analysis. Results show that 5 factors on the top ten factors lists of M&E were from monitoring and evaluation tools group. While the M&E process to assist in keeping projects on track was the most significant factor (followed by the M&E process to assist in decision making during projects), technical expertise is also considered an important factor in increasing the monitoring and evaluation process quality.

Findings also show a strong positive correlation between all M&E practice groups and project success, explaining 38.5% of variance in respect to the success of the projects. The M&E staffers' expertise was found to be the strongest predictor, followed by M&E tools and then stakeholder engagement.

The study highlights that M&E should be viewed as a strategic element that enhances project outcomes rather than merely an administrative requirement. Recommendations include investing in capacity building and technical expertise, and resource allocation for M&E.

Sana'a University Journal of Human Sciences
مجلة جامعة صنعاء للعلوم الإنسانية
Vol. 5| No. 4 | Page 545 – 558 |2025
https://journals.su.edu.ye/index.php/jhs
ISSN : 2958-8677

أثر ممارسات الرصد والتقييم في نجاح المشاريع
دراسة حالة: شركة يونيفرسال يمن للدعم اللوجستي والانشائي

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الكلمات المفتاحية

1. الرصد والتقييم
2. نجاح المشروع
3. الخبرة الفنية
4. إشراك أصحاب المصلحة
5. يو ال سي
6. اليمن

الملخص:

في اليمن، تعتزم معظم المشاريع التي تنفذها المنظمات المحلية والدولية طلب تمديد من الجهات المانحة لعدم قدرتها على تحقيق أهداف المشروع ضمن الوقت والميزانية المخصصين على الرغم من هيكل نظام الرصد والتقييم.

تبحث هذه الدراسة في العلاقة بين ممارسات الرصد والتقييم ونجاح المشاريع باستخدام شركة يونيفرسال يمن للدعم اللوجستي والإنشاءات المحدودة (ULC) كدراسة حالة. على الرغم من الاستخدام الشائع لأنظمة الرصد والتقييم.

باستخدام استبيان منظم، تم جمع البيانات من 91 موظفًا في شركة يونيفرسال يمن للدعم اللوجستي والإنشاءات المحدودة، وتم تحليل 86 استبيانًا صالحًا من خلال الإحصاء الوصفي وارتباط بيرسون وتحليل الانحدار المتعدد.

تظهر النتائج أن 5 عوامل في قوائم أهم عشرة عوامل للرصد والتقييم كانت من مجموعة أدوات الرصد والتقييم. في حين أن (عملية الرصد والتقييم تساعد في الحفاظ على سير المشاريع على المسار الصحيح) كانت العامل الأكثر أهمية يليه (عملية الرصد والتقييم تساعد في اتخاذ القرار أثناء المشاريع) و (تعتبر الخبرة الفنية عاملاً مهمًا في زيادة جودة عملية الرصد والتقييم).

كما تُظهر النتائج وجود علاقة إيجابية قوية بين جميع مجموعات ممارسات الرصد والتقييم ونجاح المشاريع، مما يُفسر أن ممارسات الرصد والتقييم تمثل 38.5% من التباين في نجاح المشاريع. وكانت الخبرة الفنية لموظفي الرصد والتقييم العامل الأقوى، تليها أدوات الرصد والتقييم، ثم مشاركة أصحاب المصلحة. وتُشدد الدراسة على ضرورة النظر إلى الرصد والتقييم كعنصر استراتيجي يُعزز نتائج المشاريع، وليس مجرد متطلب إداري. وتشمل التوصيات الاستثمار في بناء القدرات والخبرة الفنية، وتخصيص الموارد للرصد والتقييم.

1. Introduction:

In the dynamic and increasingly complex landscape of 21st-century project management, the effective implementation of projects has become paramount for organizational success. However, despite significant advancements in project management methodologies, a substantial number of projects continue to face challenges, leading to failures, budget overruns, and missed deadlines. The Project Management Institute (PMI) reported in 2021 that nearly 20% of projects fail outright, while 43% exceed their allocated budgets or timelines. Such alarming statistics underscore the critical need for robust mechanisms to ensure project success, particularly in developing contexts where resources are often scarce and the operational environment is volatile (PMI, 2021).

Monitoring and Evaluation (M&E) practices have emerged as indispensable tools to address these challenges. M&E provides a systematic framework for tracking project progress, identifying deviations from planned trajectories, and facilitating data-driven decision-making to keep projects on course. By integrating M&E throughout the project lifecycle, organizations can significantly enhance accountability, optimize resource allocation, and increase the probability of achieving desired project objectives. Despite the widely acknowledged importance of M&E, its consistent and effective implementation remains a persistent challenge, with many organizations grappling with issues such as resource constraints, data quality concerns, and resistance to organizational change (Okafor, E. 2021).

This research is an attempt to delve into the critical role of M&E practices in fostering project success, with a specific focus on Universal Yemen for Logistic Support & Construction Ltd (ULC) in Yemen. The study thus addresses a notable gap in the existing literature concerning the precise impact of M&E on project performance and successful implementation, particularly within the context of non-governmental organizations (NGOs) operating in challenging environments like Yemen. Many projects undertaken by International Non-Governmental Organizations (INGOs), Local Non-Governmental Organizations (LNGOs), and United Nations (UN) agencies in Yemen frequently exhibit inadequate performance, often necessitating extensions due to an inability to meet objectives within stipulated timelines and budgets, even in the presence of established M&E systems (Lashuel, A., 2022; Al-Naghi, A., Alaghbari, W., & Barakat, T., 2024).

The success of projects plays a key role in achieving organization growth and development. Project M&E practices, of course, add value to the overall efficiency of project planning, management and implementation by offering corrective action to the variances from the expected standard. Several projects are lacking the relevant local indicators, which makes it hard to measure the outcomes and impact change as expected (Al-Naghi, A., Alaghbari, W., & Barakat, T., 2024).

This study aims to systematically examine the effect of key M&E practices—namely, the use of M&E tools, the technical expertise of M&E staff, and the engagement of stakeholders—on the overall success of the projects at ULC. By examining these factors, the research seeks to provide actionable insights and recommendations that can help guide organizations, particularly those in similar developing regions, toward more effective M&E implementation and, consequently, enhanced project outcomes. The findings will, hopefully, contribute significantly to both practical aspects within the project management domain and theoretical understanding within academic discourse, especially in respect to M&E practices in the local and international NGO sectors.

- **Research Questions**

This study attempts to assess the impact of M&E practices on project success, taking

ULC company as a case study. The study thus addresses the following main research question:

RQ. Does monitoring and evaluation practices have a significant effect on the success of ULC's projects in Yemen?

This question can be addressed through providing answers to the following more specific ones:

RQ1. Does use of M&E tools have a significant effect on the success of ULC's projects in Yemen?

RQ2. Does the technical expertise of M&E staff have a significant effect on the success of ULC's projects in Yemen?

RQ3. Does stakeholders' engagement have a significant effect on the success of ULC's projects in Yemen?

- **Research Objectives**

The broad objective of the study is to examine the impact of M&E practices on project success in Universal Yemen for Logistic Support & Construction Ltd. in Yemen. To achieve this objective, the study aims to:

1. Explore the impact of use of M&E tools on the success of ULC's projects in Yemen.
2. Examine the impact of M&E staff technical expertise on the success of ULC's projects in Yemen.
3. Examine the impact of stakeholders' engagement on the success of ULC's projects in Yemen.

- **Research Hypotheses**

Drawing on the theoretical development and existing literature reviewed in the present study, the hypotheses to be tested include the following.

Main hypothesis:

H1. M&E process has a positive significant effect on the success of ULC's projects in Yemen.

Sub-hypotheses:

H1.a: Use of M&E tools has a positive significant effect on the success of ULC's projects in Yemen.

H1.b: M&E staff technical expertise has a positive significant effect on the success of ULC's projects in Yemen.

H1.c: Stakeholders' engagement has a positive significant effect on the success of ULC's projects in Yemen.

- **Literature Review**

The conceptual foundation of this study is built upon a thorough review of existing literature on project success and the multifaceted domain of Monitoring and Evaluation (M&E). At its core is the term M&E, which is often defined as a systematic process designed to enhance project performance and ensure the achievement of predetermined objectives (Mohd Al-Naghi, A., Alaghbari, W., & Barakat, T., 2024).

This overarching process is typically disaggregated into two major components: monitoring and evaluation. Monitoring is characterized as a continuous, routine function that tracks project progress against planned activities, timelines, and budgets, focusing primarily on outputs and facilitating timely decision-making (Okafor, E., 2021). Evaluation, by contrast, involves periodic assessments, which can be conducted mid-term or at the end of a project, to ascertain whether project goals and objectives have been met as planned, emphasizing outcomes, efficiency, and overall impact (Al-Naghi, M. A., Alaghbari, W., & Barakat, T., 2024).

Project success, a central dependent variable in this research, is a concept that has been defined with considerable variability across the relevant literature, often contingent on the specific criteria employed, such as project management metrics, stakeholder satisfaction, product quality, or the broader impact of the project (Nicholas, J. M., & Steyn, H., 2020). Fundamentally, project success is understood as an organization's capacity to achieve its stated goals through the efficient and effective utilization of resources (Ezeanyim, O. C. & Ezeanolue, C. O., 2021). A project is generally deemed successful when it is completed on time, within budget, and in adherence to specified quality parameters (Sinesilassie, M., Tripathi, S., Tabish, S. A., & Jha, K. N., 2019).

Beyond these traditional iron triangle metrics, project success also encompasses project management success—managing the project to the approved scope, time, budget, and quality—and, crucially, stakeholder satisfaction and engagement throughout the project lifecycle (Olugboyega, O., Edwards, D. J., Windapo, A. O., Omopariola, E. O., & Martek, I., 2021).

The importance of M&E in achieving project success is extensively documented. Effective M&E systems are vital for improving both current and future management of project inputs, outputs, outcomes, and impacts. They provide critical insights into progress, performance, and results, applicable across various organizational types, including international and local NGOs, government entities, and individual initiatives (UNDP, 2013). A World Bank study in 2022 notably revealed that the integration of M&E practices led to a 25% improvement in the success rate of development projects, particularly in mitigating delays and cost overruns (World Bank, 2022). Similarly, research in Sub-Saharan Africa demonstrated that robust M&E systems optimized resource allocation and enhanced the efficiency of healthcare delivery (Moucheraud, C., Guo, S., & Macinko, J., 2021). Furthermore, studies have shown that diligent monitoring can reduce delays and cost overruns in construction projects by as much as 20% (Zwikael, O., & Gilchrist, A., 2024). M&E also plays a crucial role in ensuring accountability and transparency, managing risks, and facilitating the timely delivery of project outcomes (Kerzner, H., Zeitoun, A., & Var, R. V., 2022).

This study identifies three key independent variables as critical measurements of M&E practices: the use of M&E tools, the technical expertise of M&E staff, and stakeholder engagement (Kabeyi, M. J. B., 2019). These variables are explored within the context of several theoretical frameworks that underpin the study's conceptual model.

- **Theoretical Frameworks**

- **Theory of Performance (ToP)`**

The Theory of Performance, pioneered by Don Elger in 2006, offers a comprehensive framework for understanding and measuring performance. It posits that performance is influenced by six basic attributes: knowledge level, identity level, performance context, skill level, fixed factors, and personal factors. Additionally, ToP introduces three axioms—immersion, performer's mindset, and reflective practice—that further guide performance assessment. The theory emphasizes that extraordinary accomplishments are achieved through high levels of performance, supporting the notion that human resource management and capacity building significantly influence performance outcomes (Elger, D., 2007). In the context of this study, ToP provides a lens through which we can understand how the capabilities and attributes of individuals and teams within ULC contribute to project success, particularly through their engagement with M&E practices.

- **Results-Based Management (RBM) Theory**

Originating in the mid-1980s with the Australian government and gaining prominence in the 1990s through the Organization for Economic Co-operation and Development (OECD), Results-Based Management (RBM) is a results-oriented approach to public sector management. RBM emphasizes clearly defined responsibilities and mandates that all actors contribute directly or indirectly to achieving specified development results, ensuring that processes, products, and outputs align with sustainable outcomes (Crawford, P. & Bryce, P., 2003). A core tenet of RBM is the continuous monitoring and self-assessment of progress, including systematic performance recording (UNDP, 2013). This approach integrates M&E elements intensely, from detailed planning and vision setting to ongoing execution and regular feedback loops that inform lesson learning and process improvement (ibid). RBM underscores the importance of continuous monitoring and periodic discussions of lessons learned to

inform actions and decisions for project execution and to make necessary adjustments for ongoing and future projects (Hwang, S. & Lim, S., 2013). The theory highlights that planning processes, technical know-how, stakeholder involvement, and management participation are crucial components directly related to project monitoring performance, leading to lasting change (Valadez, J. & Bamberger, M., 1994).

- **Theory of Change**

The Theory of Change (ToC) is a program theory approach that has evolved significantly since the 1960s, particularly within social program practice and development. ToC aims to explore and represent complex, systemic understandings of change, moving beyond linear process portrayals (Busch-Dienstfertig, M., Labuz, D., Wolfram, T., Vogel, N. N. & Stein, C., 2012). It assists organizations, especially NGOs, in focusing on desired changes rather than merely activities, thereby directing their energies more effectively (James, C., 2011). Key features of ToC include the use of logical and critical thinking in planning, designing, implementing, and evaluating programs, along with thoughtful, participatory reflection throughout the project cycle (Stern, E., 2012). ToC also emphasizes flexibility, allowing it to work cooperatively with other frameworks like the Logical Framework Approach (LFA) to manage program and contextual complexities (Valters, C., 2014). Its application in international development has been lauded for promoting participation by focusing on people's needs, fostering flexibility in power dynamics between donors and NGOs, and enhancing accountability for both donors and communities (Hamdy, H., 2019).

- **Stakeholder Theory**

This theory addresses the moral and ethical considerations in managing an organization, defining a project stakeholder as any individual, group, or organization that can affect, be affected by, or perceive itself to be affected by a project's decisions, activities, or outcomes (PMI, 2021). It underscores that stakeholders can either facilitate or hinder the achievement of project goals, making their engagement and management critical to project success (Takagi, N. & Varajão, J., 2019). The involvement of multiple project management teams and diverse stakeholders often creates a complex environment, necessitating effective management to ensure project success (Aga, D. A., Noorderhaven, N. & Vallejo, B., 2016). The theory highlights that success is perceived differently by various stakeholders, whose interests may sometimes be mutually exclusive, yet their satisfaction is a key determinant of project success (Kerzner, H., 2017). This framework is particularly relevant to understanding how engaging diverse stakeholders in M&E processes can positively influence project outcomes at ULC. These theoretical perspectives collectively provide a robust foundation for investigating the intricate relationships between M&E practices and project success, guiding the empirical analysis and interpretation of the findings of this study.

- **Research Framework**

The goal of creating the research framework is to investigate the connections among the research variables as shown in Figure. 1.1

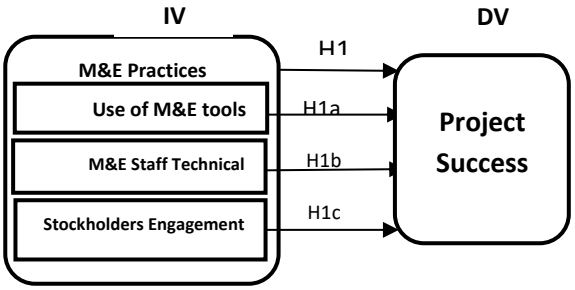

Figure 1.1 The hypotheses of this study

- **=Research Methodology**

The research employed a quantitative, descriptive, and correlational approach to investigate the relationship between M&E practices and project success. This methodology was selected for its capability to quantify variables, establish relationships, and test hypotheses with statistical precision. The study was conducted within Universal Yemen for Logistic Support & Construction Ltd (ULC), a company operating in the challenging environment of Yemen.

The research population comprised all employees of ULC involved in projects, including project staff, M&E teams, and other relevant stakeholders. A census sampling technique was utilized, targeting the entire population to ensure a comprehensive and representative data set. This approach was deemed particularly appropriate as all members of the project teams have an influence on M&E practices and could provide valuable insights into the impact of these practices on project success.

Of the 91 questionnaires distributed to all employees and returned, 86 (95% of the total number of the questionnaires) were regarded as complete and valid for analysis.

The primary data collection instrument was a structured questionnaire designed with closed questions and a 5-point Likert scale, ranging from "Not important" to "Very important". The questionnaire was divided into three sections as follows: demographic information, measuring project success (measured by six factors), and measuring M&E practices (measured by fifteen factors covering the three groups of independent variables). The three groups of independent variables were M&E Tools group (with 5 factors), Technical Expertise group (with 5 factors), and Stakeholder Engagement group (with 5 factors). To ensure clarity and accessibility for all respondents, the questionnaire was translated from English into Arabic by a professional translator, with special care being given to maintaining the relevance and meaning of the statements. The final versions of the questionnaire (English and Arabic versions) were revised by 5 academics of the same field before the Arabic version was distributed to the target subjects.

For analysis of data, the Relative Importance Index (RII) technique was used based on the following formula (Moftah & Tawwaf, 2025); Al-Naghi et al., 2024; Alaghbari et al., 2017; Alaghbari, W., Al-Sakkaf, A. A. & Sultan, B., 2017):

$$RII(\%) = \frac{5n5 + 4n4 + 3n3 + 2n2 + 1n1}{5(n5 + n4 + n3 + n2 + n1)} \times 100$$

where n1, n2, n3, n4 and n5 refer to the number of the respondents selected: (1) very low important/ non-important, (2) low important, (3) medium important, (4) high important, and (5) very high important. The weighting given to each factor by the respondents ranged from 1 to 5.

Answers in the first section are obtained by choosing the best option. In the second and third sections, respondents were required to rate the factors on Likert- scale from 1 (very low important /non-important) to 5 (very high important). The RII was utilized to rank the factors of project success and factors of M&E practices as perceived by respondents, and thus comparative analysis is made possible.

Hard copies of the questionnaire were distributed in person to the employees at the ULC headquarters and soft copies were sent via Google Forms to the employees in other governorates. The collected data were analyzed using SPSS, version 27. Analysis included a frequency analysis of demographic data, descriptive statistics (mean and standard deviation) to summarize the variables, a Pearson correlation analysis to examine the association between the variables, and a multiple regression analysis to determine the direct effects of the independent variables on the dependent variable. A significance level of 0.05 was used for all statistical tests.

The reliability of the questionnaire was confirmed through a Cronbach's Alpha test, which yielded a high overall reliability score of 0.902, indicating excellent internal consistency. The individual constructs also demonstrated high reliability, with Cronbach's Alpha scores of 0.861 for project success and 0.863 for M&E practices.

- **Results and Discussion**

The data analysis yielded significant insights into the relationship between M&E practices and project success at the ULC in Yemen. The study achieved a high response rate of 95%, with 86 out of 91 targeted employees participating. The demographic profile of the respondents revealed a predominantly male workforce (88.4%), with a significant proportion (83.8%) of the subjects whose age ranged from 25 to 45 years. The majority of respondents (73.3%) held a bachelor's degree

and 63.4% had over 10 years of work experience, with engineering (48.8%) and management (40.7%) being the most common specializations.

Table 1: ***Demographic Profile of Respondents***

Characteristic	Category	Frequency	Percentage (%)
Gender	**Male**	**76**	**88.4**
	Female	**10**	**11.6**
Age	**25-45 years**	**72**	**83.8**
	Other age groups	**14**	**16.2**
Education	**Bachelor's degree**	**63**	**73.3**
	Other qualifications	**23**	**26.7**
Specialization	**Engineering**	**42**	**48.8**
	Management	**35**	**40.7**
	Other	**9**	**10.5**
Work Experience	**Over 10 years**	**55**	**63.4**
	Under 10 years	**31**	**36.6**

- **Descriptive Statistics**

▪ **Descriptive Statistics of Project Success**

The following section presents descriptive analysis for project success; Table 2 shows that the statement *The principal donors are satisfied with the project execution outcomes* got the highest ranking with RII of 76.51%, while the statement *The project was completed according to the budget earlier* ranked the lowest with RII of 67.44%, and an overall project success with RII of 73.14%, which indicated that there is high performance for project success at the ULC in Yemen.

Table 2: ***Descriptive Analysis of project success***

No	Item	Mean	S.D.	RII	Effect Level
1	The principal donors are satisfied with the project execution outcomes.	3.83	0.91	76.51%	High
2	Project specifications were fulfilled on the handover to the targeted beneficiaries	3.80	0.79	76.05%	High
3	The targeted beneficiaries were satisfied with the project outcomes	3.79	0.77	75.81%	High
4	The outcomes of the project are likely to be sustained.	3.60	0.92	72.09%	High
5	The project was completed on time.	3.55	1.17	70.93%	High
6	The project was completed according to the budget earlier	3.37	1.16	67.44%	Medium
	Average of project Success	**3.66**	**0.74**	**73.14%**	**High**

▪ **Descriptive Statistics of Monitoring and Evaluation**

The dimensions of M&E that were used to test the M&E at the ULC included M&E Tools, Technical Expertise, and Stakeholder Engagement. The following subsection presents in detail a descriptive analysis of each dimension.

- **Monitoring and Evaluation Tools Analysis**

Table 3 shows that the statement *The monitoring and evaluation process assists in keeping the project on track* ranked the highest with RII of 88.84%, while the statement *The employees use information technology in the preparation of the reports of the monitoring and evaluation process* ranked the lowest with RII of 75.58%; and an overall RII of 81.86% (Very High effect), which indicated that there is over average Monitoring and Evaluation Tools at the ULC.

Table 3: ***Descriptive Analysis of Monitoring and Evaluation Tools***

No	Item	Mean	S.D	RII	Effect Level
1	The monitoring and evaluation process assists in keeping the project on track	4.44	0.68	88.84 %	Very High
2	Monitoring and evaluation process assists in the decision making during the projects.	4.40	0.67	87.91 %	Very High
3	The company allocates sufficient Budget for monitoring and evaluation.	3.93	0.97	78.60 %	High
4	The company has a monitoring and evaluation mechanism/system.	3.92	0.94	78.37 %	High
5	The employees use information technology in the preparation of the reports of the monitoring and evaluation process	3.78	0.93	75.58 %	High
	Average	**4.09**	**0.60**	**81.86 %**	**Very High**

- **Technical Expertise Analysis**

Table 4 shows that the statement *The Technical expertise in monitoring and evaluation helps to achieve project targets* ranked the highest with RII of 86.74%, while the statement *Project staff are trained in order to provide them with technical expertise necessary to execute the monitoring and evaluation works* obtained the lowest score with RII of 73.49%; and an overall RII of 79.35% (High effect), which indicated that there is over average Technical Expertise at the ULC.

Table 4: ***Descriptive Analysis of Technical Expertise***

No.	Item	Mean	S.D	RII	Effect Level
1	The Technical expertise in monitoring and evaluation helps to achieve project targets	4.34	**0.57**	**86.74 %**	**Very High**
2	Technical expertise is considered an important factor in increasing the monitoring and evaluation process quality.	4.30	**0.75**	**86.05 %**	**Very High**
3	There are qualified and skilled employees to carry out the monitoring and evaluation functions.	3.85	**0.86**	**76.98 %**	**High**
4	Training Needs Analysis is performed to ensure suitable skills to work on the monitoring and evaluation duties.	3.67	**0.87**	**73.49 %**	**High**
5	Project staff are trained in order to provide them with technical expertise necessary to execute the monitoring and evaluation works.	3.67	**0.90**	**73.49 %**	**High**
	Average	**3.97**	**0.53**	**79.35 %**	**High**

- **Stakeholder Engagement Analysis**

Table 5 shows that the statement *Stakeholder engagement leads to cost-effective management* got the highest rank with RII of 75.58%, while the statement *Stakeholders are involved in monitoring and evaluation process in the project* ranked the lowest with RII of 71.86%; and an overall RII of 73.58% (High effect), indicating that there is over average Stakeholder Engagement at the ULC.

Table 5: ***Descriptive Analysis of Stakeholder Engagement***

No	Item	Mean	S.D	RII	Effect Level
1	Stakeholder engagement leads to cost-effective management	3.78	0.95	75.58%	High
2	Stakeholders influence the product acceptance based on their needs.	3.78	0.83	75.58%	High
3	Stakeholders only participate in taking corrective action.	3.64	0.98	72.79%	High
4	Stakeholder engagement helps timely delivery.	3.60	1.03	72.09%	High
5	Stakeholders are involved in monitoring and evaluation process in the project.	3.59	1.00	71.86%	High
	Average	**3.68**	**0.78**	**73.58%**	**High**

- **Top of M&E factors**

The overall descriptive statistics of M&E at the ULC show that the dimension of M&E Tools) was ranked as the highest with RII of (81.86%), while the Stakeholder Engagement dimension ranked the lowest with RII of (73.58%); and overall statistics of the independent variable M&E at the ULC RII of (78.26%), as is shown in Table 6, which indicated that there is over average Monitoring and Evaluation at the ULC.

Table 6: ***Top of Monitoring and evaluation factors***

Rank	Item	Mean	RII	Effect Level
1	Monitoring and Evaluation Tools	4.09	81.86%	Very High
2	Technical Expertise	3.97	79.35%	High
3	Stakeholder Engagement	3.68	73.58%	High

Table 7: ***Top Ten Factors of Monitoring and Evaluation***

Rank	Factor/Item	Mean	RII	Effect Level	Group
1	The monitoring and evaluation process assists in keeping the project on track	4.44	88.84%	Very High	M&E Tools
2	Monitoring and evaluation process assists in the decision making during the projects.	4.40	87.91%	Very High	M&E Tools
3	The Technical expertise in monitoring and evaluation helps to achieve project targets	4.34	86.74%	Very High	Technical Expertise
4	Technical expertise is considered an important factor in increasing the monitoring and evaluation process quality.	4.30	86.05%	Very High	Technical Expertise
5	The company allocates sufficient Budget for monitoring and evaluation.	3.93	78.60%	High	M&E Tools
6	The company has a monitoring and evaluation mechanism/system.	3.92	78.37%	High	M&E Tools
7	There are qualified and skilled employees to carry out the monitoring and evaluation functions.	3.85	76.98%	High	Technical Expertise
8	The employees use information technology in the preparation of the reports of the monitoring and evaluation process	3.78	75.58%	High	M&E Tools
9	Stakeholder engagement leads to cost-effective management	3.78	75.58%	High	Stakeholder Engagement
10	Stakeholders influence the product acceptance based on their needs.	3.78	75.58%	High	Stakeholder Engagement

Table 7 shows the top ten items effect on project success, where there are five items from M&E Tools dimension, three items from Technical Expertise dimension, and two items from

Stakeholder Engagement dimension. So, the M&E Tools dimension is the most effective of all dimensions in project success, followed by Technical Expertise dimension and then Stakeholder Engagement dimension.

- **Correlation Analysis**

Pearson correlation analysis revealed a strong, positive, and statistically significant relationship between all independent variables of M&E practice groups (Monitoring and Evaluation Tools, Technical Expertise, Stakeholder Engagement and Monitoring and Evaluation) and project success. The overall M&E practices showed a strong correlation with project success ($r = 0.617$, $p < 0.01$). The individual groups also demonstrated significant correlations:

Table 8: ***Pearson Correlation Analysis***

		Project Success
Monitoring and Evaluation tool	Pearson Correlation	**.512****
	Sig. (2-tailed)	.000
Technical Expertise	Pearson Correlation	**.556****
	Sig. (2-tailed)	.000
Stakeholder engagement	Pearson Correlation	**.439****
	Sig. (2-tailed)	.000
Monitoring and Evaluation (Over All)	Pearson Correlation	**.617****
	Sig. (2-tailed)	.000
**** Correlation is significant at the 0.01 level (2-tailed).**		

These findings strongly suggest that as the effectiveness of M&E practices increases, so does the likelihood of project success at the ULC.

- **Regression Analysis**

Multiple regression analysis was conducted to determine the predictive power of the M&E practice groups (Monitoring and Evaluation Tools, Technical Expertise, Stakeholder Engagement and Monitoring and Evaluation) as independent variables on project success as a dependent variable. The results indicated that the three independent variables collectively account for 38.5% of the variance in project success (R-squared = 0.385), a statistically significant contribution ($F = 17.094$, $p < 0.01$). The individual contributions of each group were also significant:

Table 9: Model Summary (Multiple Regression of monitoring and evaluation tools, technical expertise, and stakeholder engagement with project success)

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	**0.620a**	**0.385**	**0.362**	**0.59431**

a. Predictors: (Constant), monitoring and evaluation tools, technical expertise, and stakeholder engagement

Based on the ANOVA test as shown in Table 9, the value of F for an independent variable and a dependent variable is 17.094 >1, where statistic significant value = 0.000, which less than 0.01, which indicates there is a significant association between the monitoring and evaluation tools, technical expertise, and stakeholder engagement (independent variable) and project success in ULC (dependent variable).

Table 10: ***ANOVA[a] (Multiple Regression of monitoring and evaluation tools, technical expertise, and stakeholder engagement with project success)***

Model	Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	18.113	3	6.038	17.094	0.000b
	Residual	28.963	82	0.353		
	Total	47.075	85			

a. Dependent Variable: project success in ULC

b. Predictors: (Constant), monitoring and evaluation tools, technical expertise, and stakeholder engagement

Based on the coefficients multiple regression test shown in Table 10, the B value for Monitoring and Evaluation Tools is =0.312, where statistically significant value is p= 0.043 < 0.05, which is less than 0.05; and this implies that M&E Tools will have a positive impact on project success at the ULC, and every increase in the M&E Tools will result in Project Success increase by 31.2%. In addition, the B value for Technical Expertise is =0.373, where statistically significant value is p = 0.048 < 0.05, which is less than 0.05; and this means that, Technical Expertise will have a positive impact on Project Success at the ULC, and every increase in the Technical Expertise leads to Project Success increases by 37.3%. Finally, the B value for Stakeholder Engagement =0.235 is statistically significant value (p = 0.013 < 0.05), which is less than 0.05, and which means that Stakeholder Engagement will have a positive impact on Project Success at the ULC, and every increase in the Stakeholder Engagement will lead to Project Success increases by 23.5%.

Table 11: ***Coefficients a of Multiple Regression Analysis***

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Interpretation
		B	Std. Error	Beta			
1	(Constant)	0.037	0.516		0.072	0.943	
	Monitoring and Evaluation tool	0.312	0.152	0.253	2.054	**0.043**	31.2% increase in project success for every unit increase
	Technical Expertise	0.373	0.185	0.265	2.010	**0.048**	37.3% increase in project success for every unit increase
	Stakeholder Engagement	0.235	0.093	0.246	2.532	**0.013**	23.5% increase in project success for every unit increase
a. Dependent Variable: Project Success in ULC							

These results provide robust empirical support for all the research hypotheses, confirming that the use of M&E tools, the technical expertise of M&E staff, and stakeholder engagement are all significant predictors of project success at the ULC in Yemen.

- **Discussion and Conclusion**

This study rigorously investigated the impact of Monitoring and Evaluation (M&E) practices on project success within Universal Yemen for Logistic Support & Construction Ltd (ULC) in Yemen. The findings unequivocally demonstrate a positive and significant relationship between M&E practices—specifically, the use of M&E tools, the technical expertise of M&E staff, and stakeholder engagement—and the successful outcomes of projects. This conclusion is drawn from a comprehensive analysis that integrated descriptive statistics, correlation analysis, and multiple regression analysis, providing a robust empirical foundation for the study assertions.

The correlation analysis revealed strong positive relationships across all groups. The overall M&E practices exhibited a substantial

correlation coefficient of r = 0.617 with project success, indicating that as M&E practices are strengthened, project success tends to increase proportionally. Individually, the use of M&E tools (r = 0.512), M&E staff technical expertise (r = 0.556), and stakeholder engagement (r = 0.439) all showed significant positive correlations with project success. These results align with previous research by Aga (2022) and Okafor (2021), who similarly found a positive and significant relationship between M&E practices and project success. This consistency underscores the universal applicability of effective M&E, even within unique operational contexts like Yemen.

The multiple regression analysis further solidified these findings by demonstrating the predictive power of M&E practices. The model indicated that 38.5% of the variability in project success at the ULC can be explained by the combined influence of the independent variables. Each M&E group contributed significantly to this explanatory power:

1- **Use of M&E Tools:** For every unit increase in the effective use of M&E tools, project success is predicted to increase by 31.2%. This highlights the importance of having appropriate and utilized mechanisms for tracking and assessing project progress. This finding resonates with Okafor (2021), who also emphasized the positive impact of M&E tools on project performance.

2- **M&E Staff Technical Expertise:** This factor emerged as the most influential, with a 37.3% increase in project success for every unit increase in the technical expertise of M&E staff. This suggests that skilled personnel are critical in translating M&E data into actionable insights and effective project adjustments. This result is consistent with Mutheu and Perris (2021), who found a positive correlation between technical expertise engagement and project performance (Mutheu, M. & Perris, N., 2021).

3- **Stakeholder Engagement:** An increase in stakeholder engagement was associated with a 23.5% increase in project success. This underscores the vital role of involving all relevant parties—from beneficiaries to donors—in the M&E process to ensure alignment, transparency, and ownership. This finding is supported by previous studies (e.g. Gatimu et al., 2021; Muhatia and Wainaina, 2024) that demonstrated the positive influence of stakeholder engagement in M&E on program performance and sustainability.

In conclusion, the study emphasizes that M&E practices are not merely administrative overheads but are integral drivers of project success at the ULC in Yemen. The robust statistical evidence supports all formulated hypotheses, confirming that the strategic application of M&E tools, the cultivation of technical expertise among M&E staff, and proactive stakeholder engagement collectively and significantly enhance project outcomes.

- **Recommendations**

Based on these compelling findings, the following recommendations are put forth to further enhance M&E practices and, consequently, project success at the ULC and potentially other organizations operating in similar environments:

Allocate Sufficient Budget for M&E: ULC should prioritize and allocate adequate financial resources for M&E activities. A well-funded M&E department can ensure the implementation of robust systems, timely data collection, and comprehensive analysis, which are crucial for identifying corrective actions and providing regular updates on project progress.

- **Invest in Staff Training and Competency:** It is imperative to either hire experienced and competent project managers and M&E staff or invest significantly in training existing personnel. Enhancing technical expertise in M&E will empower staff to effectively execute M&E functions, leverage data for decision-making, and ultimately improve project quality and timely delivery.
- **Foster Proactive Stakeholder Engagement:** ULC's top management should actively involve all stakeholders in the M&E process. This engagement should extend beyond mere participation in corrective actions to include their input in planning, implementation, and evaluation phases. Such

involvement ensures that projects are aligned with stakeholder needs, promotes timely delivery, leads to cost-effective management, and enhances the acceptance of project outcomes.

Develop Strategic M&E Frameworks: ULC should establish clear strategic plans that define internal processes for conducting M&E. This includes strengthening organizational M&E capacity through dedicated units or roles, and systematically structuring stakeholder involvement and management participation to create a culture of accountability and continuous improvement.

Finally, it should be noted that this study focused on the period of 2023-2025, a period that was characterized by economic and financial crises in Yemen. Furthermore, while this study identified key M&E practices, project success is influenced by a multitude of factors. Future investigations could incorporate other critical groups such as M&E planning and management, communication strategies, M&E budgeting, leadership styles, team building, capacity building initiatives, and risk management procedures to provide a more holistic understanding of project success determinants.

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