ST. MARY'S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF IMPLEMENTATION OF
PROJECT EVALUATION
IN CASE OF ETHIOPIAN ROADS AUTHORITY (ERA)
EASTERN REGION

BY
TEWODROS LULIE

JUNE, 2014

SMU

ADDIS ABABA

AN ASSESSMENT OF IMPLEMENTATION OFPROJECT EVALUATION IN CASE OF ETHIOPIAN ROADS AUTHORITY (ERA) EASTERN REGION

A SENIOR RESEARCH SUBMITTED TO THE
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REQUIREMENTS FOR THE DEGREE OF BACHELOR
OF ARTS IN MANAGEMENT

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APPROVED BY THE COMMITTEE OF EXAMINERS

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Acronyms/Abbreviations

ERA   Ethiopian Roads Authority

CHAPTER ONE
INTRODUCITON

1.1 Background of the Study

Evaluation is an important tool that organizations can use to demonstrate their accountability, improve performance, increase abilities for obtaining funds for future planning, and fulfill the organizational objectives. By communicating the results of the evaluation, organizations can inform their staff, board of directors, service users, funders, the public, or other stakeholders about the benefits and effectiveness of the organization's services and programs, and explain how budgets work and how they are monitored. Although there are many benefits in conducting evaluation, it will be a waste of the organization's resources if the evaluation results are not used.(learning program evaluation,www.jrf.org.uk.)

Evaluationis a systematic investigation of the worth or significance of an object(Louisa gosling, July 2010). Evaluation normally involves some standards, criteria, measures of neither success, nor objectives that describethe value of the object. Evaluation can identify criteria for success, lessons to learn, things to achieve, ways to improve the work, and the means to move forward.

Louisa goslingcited(2010) project evaluationassesses activities that are designed to perform a specified task in a specific period of time. For example, a road construction to connect two cities, an irrigation project to support farmers, a construction of huge dam to produce electric power , etc…are all projects that can be evaluated.

Road, as one of the basic infrastructure plays a vital role on the development of a country's development and civilization by connecting rural areas to deliver products to the nearest market and to services and products from cities to country side. Building roads is a very costly and need highly educated man power and roads are expected to serve longer period of time.

Evaluating the quality of roads means a lot to countries (especially developing countries like Ethiopia) by saving huge funds of money and expected economical benefits to the society and to the country as a whole.

With their limited resources like highly skilled man power, finance, machineries the final expected output of the road construction must be evaluated carefully.

Background of the organization

Ethiopian roads authority was established during the time of H.I.M Haleselassie I 1943 (Ethiopian calendar) to build roads all over the country. At the time most of the roads was built by foreign companies from different European countries like Italy and Holland.

Now ERA performs its activities using RSDP (Road sector development program) developed by the federal government to upgrade rural roads, to maintain old roads and to construct new roads.

ERA now perform its activities by dividing the country in five regions such as North, East, West, South and Central regions.

1.2 Statement of the Problem

By evaluating a project, organizations monitor the process to ensure that appropriate procedures are in place for completing the project on time, and it identify and measure the outcomes to ensure the effectiveness and achievements ofthe project. All these efforts make the organization capable of reporting, answering all inquiries, and being accountable for its plans (FatanehZarinpoush: 2006).

Managers, creditors, stakeholders are interested to know the final out result of projects and programs by properly performed and reported evaluation, that expected evaluation must be performed in a professional way.It is possible to implement the evaluation by ignoring the standardized procedures but this may lead the company to fail from achieving its objectives.ERAas government agency expected to fulfill the demand for quality roads evaluation practices during the construction of roads by implementing standardize and fruit full evaluation process.

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Emphasis is given to evaluation aspect of the organization but reporting aspectsevaluationwere not performed to get the exact and accurate information on projects. Although evaluation systems might not be perfect, some literatures suggest some mechanisms to reduce the level of errors mainly through incorporating more objective forms of evaluations.In my observations the practices have been inappropriately handled and fail to give the expected results. On different projects, evaluation processes and methods are either deemphasized or neglected. Therefore this study attempts to make the holistic assessment of the de-emphasized or neglected aspects of project evaluation, which are reporting evaluation of projects in the case of Ethiopian Roads Authority Eastern region.

The research will intend to answer the following questions:
1. Factors that are considered during planning of implementation of projects evaluation.
2. What reporting mechanisms are used in implementation of project evaluation?
3. How is the relation shipbetween managers and subordinates

1.3 Objective of the Study

The objective of the study classified into general objective and specific objective

1.3.1 General Objective

The general objective of this study is to assess the implementationof evaluation on roads constructed by Ethiopian roads authority and its role on keeping qualities of roads in Ethiopia.

1.3.2 Specific Objectives

In addition to the above general objective the study was focused on the following specific objectives
1. To study and evaluate the current practice of implementation of project evaluation.
2. Identify efficiency of the organization in implementing evaluation process like documentation, implementation plan preparation evaluation plan preparation &implementation evaluation of projects.
3. To identify the challenges of implementation evaluation activity or process.

1.4Delimitation/Scope/ of the Study

The study specifically focuses on the implementation of evaluation on the road construction performance of ERA with that of more related in pre evaluation and on evaluation. Because ofthe researcher's shortage of time and finance the focus of this paper does not include the ex-post evaluation of project evaluation.

Geographical Delimitation

Projects managed by ERA eastern region are widelydispersed; eastern region covers very wide area of the country. To use direct observation of implementation of project evaluation is very difficult because the distance of sites are very far for the student researcher.

Time Delimitation

Evaluation time table of ERA for its projects are not fixed. It varies depending upon the progress of projects. To get direct and real information on projects evaluation; the students face a time variation because the time schedule to this research is limited.

1.5 Limitation of the study

The major limitations of the study include because of lack of time and money information which may be significant is not collected on project site, employees meetings and resource constraint. Lack of sources of information on government documents that provide the researcher relevant information. The other limitation was lack of relevant and up to date literature and research findings in the area was also the major constraint during the study.

1.6 Significance of the study

The fact that, Ethiopian roads authority working on building roads in wide range of the country and exposed to plenty of construction related activities, conducting such study on ERA helps to have a reliable information. Since trade service process of road construction activity play important role in the countries development, the study will have positive impact on the evaluation performance of the organization. The studies also create awareness on the party that involve in evaluating projects and brings a considerable change on the successfulness of the organization.

In addition to this, the assessment helps to identify the bottlenecks and challenges that hinder or slow the growth implementing evaluation activities or implementing evaluation process throughout the organization. Therefore, the study's findings and recommendations are very important to higher officials because it draws their attention to point out some deviations where corrective measures need to be taken.

On the other hand the assessment will help as an input and as an initial idea for other researchers.

1.7. Definition of Terms/Concepts

Project:-an enterprise carefully planned to achieve a particular aim.

Evaluation as 'to determine the worth of to find the amount or value of to appraise,

"evaluation is also termed as to examine and judge concerning the worth, quality, significance, amount, degree or condition of any given thing (Webster's New 20th Century Dictionary).

Evaluation: - Evaluation is an important tool that the organization can use to demonstrate its accountability, improve its performance, increase its abilities for obtaining funds or future planning, and fulfill the organizational objectives.

1.8 Research Design and Methodology

1.8.1. Research Design

The student researcher will use descriptive research design followed by quantitative and qualitative approach.

1.8.2. Population, Sample Size and Sampling Techniques

The target population of the study are all professional employee of Ethiopian roads authority eastern region the total number of 75 (ERA payroll data, June 2013).Out of the total population which the researcher took 75 employees as sample of the study using purposive method. The researcher prefers this technique because all targeted peoples are professionals and found in same filed.

1.8.3. Types of DataCollected

The researcher used both primary and secondary data sources for the study.

1.8.4. Methods of Data Collection

The primary data is directly collected from the concerned bodies and individuals through interview with team leader and branch manager , and questionnaire. Secondary data has gathered from different documents available in the office, faxes, mints, project evaluation forms, evaluation plans, Internet and books.

1.8.5. Methods of Data Analysis

The study has conducted through using descriptive data analysis and the majority of quantitative data were presented in the form of table, Figures, frequency and percentage. And the data gathered in interview presented in narration

1.9. Organization of the Study

This paper is organized in to four chapters, the first chapter include background of the study, statement of the problem, research objectives (general &specific), delimitation/scope of the study, significance of the study, definition of terms, research design and methodology, organization of the study and time & cost budget.

On the second chapter include review of related literature, and in the third chapter shows Data Presentation, Analysis and Interpretation. And finally Summmery, Conclusion and Recommendation are presented in the last chapter.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Introduction

Different projects and programs require for different purposes, to be evaluated to answer needs to be answered for various reasons to the concerned bodies. Implementing the planned evaluation has its own procedures and steps .Different scholars, international organizations, and international programs show their theories and experiences using books and web sites.

2.1.1Implementation of ProjectEvaluation

There is no blue print for conducting a good evaluation. Because the term evaluation is subject to different interpretations, a project can be evaluated in a variety of ways. One can discover that evaluation is more than just collecting information. It involves serious reflection on questions like

- What is the purpose of the evaluation?
- What do we want to know?
- What do we intend to do with the information?

Answers to these questions are crucial if our evaluation is to produce useful informationbased on the evaluation plan.

2.1.2 Implementation

The purpose of implementation evaluation is to assess whether the project is being conducted as planned. This type of evaluation, sometimes called "process evaluation," may occur once or several times during the life of the program. The underlying principles that before you can evaluate the outcomes or impact of a program, one must make sure the project and its components are really operating and, if they are operating according to the proposed plan or description, .a series of implementation questions guide an implementation evaluation.

According to UNDP: 2002 to implement the evaluation the following steps must be considered

A. Preparing for an evaluation

- Purpose and timing

Deciding precisely why and when to conduct an outcome evaluation is a process that begins early in the programming cycle. Evaluation plans are made on the basis of a certain (and varying) number of outcomes that each country offices required to evaluate in a given project (UNDP2002:46).

- Involving partners and stakeholders

An emphasis on results places an even greater emphasis on the involvement of partners and stakeholders (those with a role and/or interest in the results) in evaluation exercises of all kinds. In particular, key partners should be involved in every step of an outcome evaluation. Likewise, stakeholders affected by an evaluation should also be involved, even if they are not directly involved in the program or outcome (UNDP2002:46).

- Revisiting the outcome

One of the first steps in planning is to revisit the outcome selected for evaluation. This is done as a check to verify that the outcome is still relevant and to re-identify explicitly the key outputs of projects, activities and partners' interventions that may have contributed to the outcome.(UNDP2002:48).

- Defining the scope

Typically, the scope of a project evaluation is self-defined within the project document.The scope of an outcome evaluation will be larger than that of a project evaluation inmost cases (UNDP2002:48).

- Drafting the terms of reference

At a minimum, it is expected that terms of reference for all evaluations will containthe following information:

≈ Introduction: A brief description of what is to be evaluated (outcome, project, series of interventions by several partners, etc.);

- ≈ Objectives: Why the evaluation is being undertaken and a list of the main stakeholders and partners;
- ≈ Scope: What issues, subjects, areas and timeframe the evaluation will cover
- ≈ Products expected from the evaluation: What products the evaluation isexpected to generate (e.g. findings, recommendations, lessons learned, rating on performance, an "action item" list);
- ≈ Methodology or evaluation approach: The methodology suggested to the evaluation team;
- ≈ Evaluation team: Composition and areas of expertise;
- ≈ Implementation arrangements: Who will manage the evaluation and how it is organized (UNDP2002:50).

- • Budgeting

Budgeting for an evaluation depends upon the complexity of the project or outcome to be evaluated and the purpose of the exercise. These factors dictate the timeframe and the number of evaluators needed. For projects, evaluation resources are allocated from the monitoring and evaluation lines of the project budget. Similarly, outcome evaluations draw on the respective monitoring and evaluation allocations of the projects that contribute to that outcome (UNDP2002:50).

- • Organizing the relevant documentation

Once the scope of an evaluation has been defined, the CO gathers the basic documentation and provides it to the evaluation team. Preliminary deskwork may be carried out to gather information on activities and outputs of partners, selecting the evaluation team.

The official team of experts who will conduct the evaluation. The choice of the evaluators is an important factor in the effectiveness of evaluations. Evaluators can be internal, or external. External evaluation firms or individual evaluators may be national or international, or a combinationof both (UNDP2002:52).

B.Undertaking Evaluation

There is no one way to carry out an evaluation, with strengths and weaknesses apparent in most approaches.

A suitable approach should be developed in consultation with stakeholders such as the community, local government, relevant coastal management groups, State government or the funding body. It is important to ensure all relevant parties have an understanding of the evaluation process, and its anticipated outcomes. Regardless of the method or approach, steps involved with any evaluation should include the following:

1. Design and plan the evaluation
- Clarify the specific purpose or intended outcomes of the evaluation. Why are you doing it? Will the evaluation be in the form of a report or a series of stories?
- Determine the questions we want to answer.
- Identify stakeholders, such as the community, local government, coastal management groups, State government or funding body, and their requirements. They may provide you with important guidance, which could make the evaluation more relevant.
- Identify possible sources of data.
- Identify potential methods, approaches and techniques.
- Agree on the evaluation purpose and procedures including timeframes and indicators.
- Prepare any materials required, such as questionnaires.

2. Gather information
• This may be an ongoing requirement or staged at key points during the project.

3. Analyze the information
• This may involve preparing a report. Check that your conclusions respond to the outcomes which the evaluation was originally seeking.

4. Use the conclusions
• Once you have evaluated the worth or merits of your project tell others about what you have learned and achieved so they too can benefit from your experience. This can empower others to undertake similar projects and make their journey easier and more enjoyable.(Coastal Planning and Management Manualwww.jrf.org.uk .Wednesday, January 08,2014,8:40p.m.)

2.2 Evaluations

Project evaluation is a methodology for assessing the economic, social, environmental and financial impact of proposed capital projects. All the impacts associated with a capital project are identified and, where possible, costs and benefits valued in monetary terms, so that the project selected by government will provide the maximum net benefit to the State.

Project is a one-time, multitask job that has clearly defined starting and ending dates, a specific scope of work to be performed, a budget, and a specified level of performance to be achieved.(James p.lewis:3)

Economic analysis assesses the net worth of a project for the economy. Itis usually the major element of a project evaluation because it provides a means to rank projects in terms of the efficient allocation of resources .It provides an initial default ranking for projects which may then be modified by analyses of the social, environmental and budgetary issues associated with these projects. For these reasons, economic analysis is discussed in greater detail in these guidelines than the other analyses. Social and environmental analyses assess the effect of the project on social groups, employment, regional development, etc. and on natural ecosystems, pollution, heritage, rare species etc. respectively. They also identify ways to deal with these issues. The extent to which these analyses form part of a project evaluation depends on the importance of these issues for a particular project. The fourth element in project evaluation, budget analysis, provides decision-makers with information on cash flows, borrowings, funding sources, etc. in order to assess the budgetary implications of the project. It is required for all projects which impact on the State Budget. (Queensland TreasuryFebruary1997:2.)

After the project is completed, it is necessary to see the actual. It is all the more necessary in respect of large organizations, where construction of projects is a regular activity for continuous additions, modifications balancing, replacements, modernization, and expansion projects.

The actual against the parameters envisaged in the projects approved for execution are examined for assessing the degree of its achievements for successes as well as failures or shortcomings if any. So that same can be taken as guide for future projects. If something is good, should be taken for further improvements and if something is bad or wrong should be avoided for recurrences in the future projects. (Narendra Singh: 475).

Evaluation has its origin in the Latin word "valuere" which means the value of a particular thing, idea or action. Webster's New 20th Century Dictionary defines evaluation as 'to determine the worth of to find the amount or value of to appraise, "evaluation is also termed as to examine and judge concerning the worth, quality, significance, amount, degree or condition of any given thing.

In simple words evaluation is known about what is not known and also what is worth knowing. Charles Martin views evaluation as concerned with the progress of the project in meeting its principal objectives. The primary purpose of evaluation is to provide an objective, systematic and comprehensive evidence on the degree to which the programme/project achieves its intended objectives plus the degree to which it produces other unanticipated consequences.

To put simply, evaluation by members of a project or organization will help people to learn from their day-to-day work. It can be used by a group of people, or by individuals working alone. It assesses the effectiveness of a piece of work, a project or a program. It can also highlight whether your project is moving steadily and successfully towards achieving what it set out to do, or whether it is moving in a different direction. You can then celebrate and build on successes as well as learn from what has not worked so well. (Marilyn Taylor, Derrick Purdue, Mandy Wilson and Pete Wilde: 2)

2.2.1 Major Principles

≈ Impartiality & independence of the evaluation process in its function from the process concerned with policy making, the delivery and management of assistance.

≈ Credibility depending on expertise and independence of the evaluators & transparency to be sought through an open process, wide availability of results distinction between findings and recommendations.

≈ Usefulness: relevant, presented in clear and concise way, reflects the interests and needs of the parties involved, easily accessible, timely and at the right moment

Participation of stakeholders (donors, recipient…) if possible: views and expertise of groups affected should form integral part of the evaluation.(www.jrf.org.uk.Wednesday, January 08, 2014,8:40p.m.)

2.2.2 Types

Evaluation can take place

1. When the project is still underway:-such in term evaluation are usually under taken at mid-term, to review progress and purpose alterations to project design during the remaining period of implementation.

2. At the end of the project :-(final or end-of- project evaluation),to document the resources used, results and progress towards objectives. The objective is to generate lessons about the project which can be used to improve future designs

3. A number of years after the completion (ex-post evaluation):-often focusing on impact.(Geoff   Bates, Lisa Jons:22.).

2.2.3Evaluation Criteria

According to Europe aid project cycle management handbook the followings are major criteria of project evaluation

1. Relevance:-The appropriateness of the project objectives to the problems that it was suppose to address, and to the physical and policy environment with in which it operated, and including an assessment of the quality of project preparation and design

2. Efficiency:-The fact that results have been achieved at reasonable cost, how well inputs/means have been converted in to results, in terms of quality, quantity and time, and the quality of the results.

3. Effectiveness:-An assessment of the contribution by results to achievement of the project purpose, and how assumptions have affected project achievements.

4. Impact: - The effect of the project on its wider environment, and its contribution to the wider pectoral objectives summarized in the project's overall objective.

5. Sustainability:- An assessment of the likelihood of benefits produced by the project to continue the flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.(www.jrf.org.uk. Wednesday, January 08, 2014, 8:40p.m.)

2.2.4Evaluation, Monitoring &Audit

Frequently there is confusion about Evaluation, monitoring & audit are where and how they differ and how they can be delimited from each other.

Evaluation:- An in-depth analysis of the efficiency, effectiveness, impact, relevance and sustainability of the project made by external evaluators specialized in the subjects evaluated once or twice,essentially at the end or ex-post drawing lessons from the past in order to orient future policies and actions but also during implementation, mid-term evaluation to re-orient implementation.

Monitoring:-A rapid and continues analysis, immediately useful to improve on-going actions, of key importance to improving performance by internal or external (staff, monitors) regularly (several times per year)

Audit:-Traditionally checks whether operations and statements are in compliance with legal and contractual obligations. More concerned with compliance, but better financial management can also contribute to improving current and future actions. More recently; performance audit is strongly concerned with questions of efficiency and good management (AbhasK.jha and Daniel pittet:12)

2.2.5EvaluationReports

The evaluation report should mirror the above evaluation criteria taking in to account the nature of the project, the stage at which the evaluation is carried out and the users for whom the project is prepared.

The structure of an evaluation report should be determined primarily by its intended main purpose and its target groups/users.(JISC2007:15)

2.3.5.1Sharing Findings

Sharing your findings with others is important because it can help other people in the project, or associated with it, to recognize any problems or issues that are preventing the project from making progress. It can help everyone to learn from any mistakes that have been made, or

pick up on any successful ideas that have been put into action. Remember that sharing findings can provide an opportunity to celebrate success as much as to learn from difficulties.

- Think about who you are sharing your findings with, and how best to communicate with them.
- Is there going to be a written report and/or other ways of reporting the findings of the evaluation? Try to ensure that any report uses clear, plain language, and follows a logical order.
- Will you need to report the findings to different audiences using different formats? It may be necessary to produce both a comprehensive report of the evaluation exercise and a much briefer report or summary of key findings.
- How will you ensure that the findings inform practical changes in your project's work plan? For example, you could hold a special meeting or workshop for those involved in the project at which you both feedback key findings and also collectively consider future action plans in the light of these findings.(Weiss, Carol H.1998:17-23)

2.2.6 Purposes

The purpose of evaluation is to provide information for actions such as decision-making, strategic planning, reporting, or program modification. Project evaluation helps to understand the progress, success, and effectiveness of a project. It provides the evaluators with a comprehensive description of a project, including insight on the

- ≈ Needs the project will address
- ≈ People who need to get involved in your project
- ≈ Definition of success for the project
- ≈ Outputs and immediate results
- ≈ Outcomes of the project
- ≈ Activities needed to meet the outcomes; and
- ≈ Alignment and relationships between your activities and outcomes.

The purposes of project evaluation are to improve the quality of services, to ensure value for money and to priorities proposed capital projects. This is achieved through a structured process which makes it possible to:

- Clearly define project objectives, and consider a wide range of options to meet these objectives;

- Link the project to the strategic objectives of the government, the State Capital Works Program and an agency's physical asset strategic plan;

- Carry out economic, social, environmental and budgetary analyses of the project; and

- Identify the net benefit of the project to the community, and the effect on the State Budget. Project evaluations assist departments to make decisions on proposed capital projects. They provide the means to assess the viability of proposed capital projects, and to rank competing projects in the department's annual capital works program. Project evaluations also facilitate deliberations by the Cabinet Budget Committee during the Budget process. They assist in the selection of projects to be included in the State Capital Works Program. (Queensland TreasuryFebruary 1997:8)

2.3 Evaluation plan

The Work carried out prior to implementation should ensure that the program is clearly defined and that it is implemented in a consistent and standardized way. It is far easier to evaluate the impact of a complete, well-planned and executed program than one that is implemented in an inconsistent way.

It is essential that the evaluation framework is developed and implemented alongside the proposed program. Thus, this work would be carried out by the working group as they develop the action plan for the program.

Baseline measures need to be collected before the intervention is put in place so that change in such measures over time may be gauged.(Queensland Treasury 1997:13)

2.3.1 Goals of an Evaluation Plan

An evaluation plan focuses on the performance of a project or program and examines its implementation plan, inputs, outputs and outcomes/results. A project is defined as an individually planned undertaking designed to achieve specific objectives within a given budget and time frame. The plan should address the following questions: Did the project take off as planned? What problems and challenges, if any, did it face? Is it being effectively managed? Is it providing planned activities and other outputs in a timely fashion? If not, why? Will the project be able to meet its targets? What are its intermediary effects and impacts? What can be done to improve its performance and impacts?

Most of the information for monitoring and evaluation can be gathered through reviews of project and program documents; developing and conducting surveys, focus group discussions and meetings with participants and other beneficiaries; and interviews with project staff, host country officials and other stakeholders.

A solid plan generally includes a mid-term and final evaluation. The mid-term evaluation can measure the interim progress of a program and identify areas that could be modified to improve performance and impact. The final evaluation can not only assesses the program's overall results, but also provide an analysis on lessons learned and make future recommendations. (Marilyn Taylor, Derrick Purdue, Mandy Wilson and Pete Wilde:2)

2.4 Results of a Project Evaluation

- Identify ways to improve or shift your project activities
- Facilitate changes in the project plan
- Prepare project reports like mid-term reports, final reports
- Inform internal and external stakeholders about the project;
- Plan for the sustainability of the project;
- Learn more about the environment in which the project is being or has been carried out;
- Learn more about the target population of the project;
- Present the worth and value of the project to stakeholders and the public;
- Plan for other projects;
- Compare projects to plan for their futures;
- Make evidence-based organizational decisions;
- Demonstrate your organization's ability in performing evaluations when searching for funds; and

Demonstrate the organization's concerns to be accountable for implementing its plans, pursuing its goals, and measuring its outcomes. (www.jrf.org.uk.Wednesday, January 08, 2014,8:40p.m.)

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2.5.1 Outcome Evaluation

This is where the outcomes are measured to see if the program was successful. Are less people now drinking and driving than before? Have road crashes involving alcohol been

reduced? Are fewer injured drivers/riders admitted to hospital with high BAC levels? Measuring a change in outcomes is probably the most common form of evaluation as it provides information as to whether the program or intervention has actually made a difference.(How to evaluate the program Module 4, www.jrf.org.uk.)

Evaluation is one of the processes that have a great contribution in the road construction to ensure the proper utilization of raw materials, labor, finance, machineries, finance, time and other inputs, on the other hand meeting the pre-determined standard to the quality of the roads constructed, and also to ensure its contribution to the economical, political & social growth of the country. In addition to this its contribution to the hope for the generating foreign currency by exporting skilled labor, and to have political, social & economical influence on other countries.

Implementation of the evaluation

At this point in the process of evaluation, after completed the overall structure and design for the evaluation program. Next comes the detailed design and execution of each of the studies we have specified. The general steps in conducting research include:

1. Write data collection instruments, which include questionnaires, focus group discussion guides, interview guides, and observation instructions.
2. Develop and execute a sampling plan. Decide how many respondents and what kind of respondents to include in the research, and then select those respondents.
3. Train data collectors.
4. Collect the data (conduct the survey, personal interview, focus group, or observation)
5. Analyze the results:

Tabulate and organize the data into a form that is manageable for analysis; and

Examine the data to test hypotheses and derive conclusions (www.jrf.org.uk.Wednesday January 08, 2014, 8:40p.m.).

CHAPTER THREE
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter data are collected from documents, respondents through questionnaire and interview and analyzed. The chapter consists of two parts.

The first deals with the analysis of data collected through questionnaire and interview. The second part deals with documents such as field supervision sheet, consultant timely report, and physical implementation report…

3.1 Respondent Rates

76 questionnaires distributed from the targeted respondents and 12of them are not completed and returned, some were discarded because of containing omissions, errors and incompleteness 88% were completed and returned and used in this study .The questions corporate closed ended questions and open ended questions. Based on the information gained

3.1.1 Employees Profile

Comparison of implementation of the study with the existing implementation of project evaluation is described on the table.

Table: 1 General Background of the Respondents

Item	Personal profile	Alternatives	Frequency	Percent
1	Sex	Male	57	85
		Female	10	15
		Total	67	100
2	Age	20-30	42	62
		31-40	20	31
		41-50	5	7
		Over50	-	-
		Total	67	100
3	Educational background	Under diploma	-	-
		Diploma	-	-
		First degree	57	85
		Second degree	10	15
		Masters and above	-	-
		Total	67	100
4	Marital status	Single	26	39
		Married	41	61
		Divorced	-	-
		Widowed	-	-
		Total	67	100
5	Work experience in the organization	<2 years	15	23
		2-4 years	36	54
		4-6 years	16	15
		>6 years	5	8
		Total	67	100

Source: Primary Data from questioner

As indicated in table 3.1 respondents analyzed in terms of Age, gender, educational background, marital status and work experience.

The distribution shows that 57(85%) of the respondents are males and 10(15%) are females, 42(62%)of them are aged between 20-30, and 20(31%) are between31 and 40, 5(7%) of respondents found between 41 and 50 of age.

21

On the other hand, with regard to the respondents' educational status their 57(85%) has first degree and 10(15%) has second degree. This shows that, the organization have relatively other of the required skilled manpower.

By their marital status 26(39%)of them are single and 41(61%) are married. And 15 (23%) served more than 2 years,36(54%) between 2 and 4 years,16(15%) of them between 4 and 6 years and 5(8%) served more than 6 years in Ethiopian roads authority eastern region. All the above data show, the organization needs for educated and young employees in order to have a healthy organizational/governmental service.

3.1.2 Analysis of Data Obtained from Questionnaire

Table: 2 Replay on factors affecting implementation of project evaluation

		Raised question	response	Frequency	percent
1		Number and type of staff needed were considered during implementation of project evaluation	Strongly agree	46	69
			Agree	21	31
			Neutral	-	-
			disagree	-	-
			Strongly disagree	-	-
			Total	67	100
2		Environmental uncertainty(political, social &economical) were considered during implementation of project evaluation	Strongly agree	20	31
			Agree	26	38
			Neutral	5	8
			disagree	16	23
			Strongly disagree	-	-
			Total	67	100
3		Time horizon(short term, long term plans & depends on degree of uncertainty revealing) were considered during implementation of project evaluation	Strongly agree	26	39
			Agree	36	54
			Neutral	-	-
			disagree	-	-
			Strongly disagree	5	7
			Total	67	100
4		Labor market(employability of people) were considered during implementation of project evaluation	Strongly agree	21	31
			Agree	31	46
			Neutral	5	8
			disagree	10	15
			Strongly disagree	-	-
			Total	67	100

Source: Primary Data from questioner

For the first question delivered to respondents, 46(68%) of respondents strongly agreed, and 21(32%) of the respondents agreed. Thus, that number and type of staff needed were considered during implementation of project evaluation thus, it seems that the evaluation process may not face shortage of skilled man power in sufficient amount when it is implemented.

For the question about Environmental uncertainties (political, social &economical), 20(30%) of the respondents strongly agree, 26(38%) of the respondents agree, 5(8%) of them choose neither to agree norto disagree and 16(23%) of the respondents disagree that Environmental uncertainty (political, social & economical) were considered during developing the organization's implementation of project evaluation of the organization.

Moreover, for the third question 26(38%) of the respondents strongly agree,as indicated at table3.1.2 item 3, relatively more respondents agree that time horizon were considered as a factor during developing the organization's implementation of project evaluation 36(54%) , And 5 (8%) of the respondents disagree that time horizons (short term, long term plans & depends on degree of uncertainty revealing) were considered during developing the organization's implementation of project evaluation of the organization.

Regarding to labor markets 21(31%) of the respondents strongly agree, 34 (46%) of the respondents agree, 5(8%) wishes to stay neither agree nor disagree; 10 (15%) of the respondents disagree that Labor markets (employability of people) were considered during developing the organization's implementation of projects evaluation of the organization. It seems that a lion share of the respondents is in favor of labor market's effect.

In relation to the above point, the eastern region contract management directorate director, during my interview describes that the labor markets were considered during developing the organization's implementation of projects evaluation of the organization. Everyyear the organization faces employee's turnover because of the job opportunities offered by local and foreign companies with huge difference of salary and benefits.

Project evaluation techniques

The first question concerning the technique was "which one of the following do you think that the main determinant for the implementation of project evaluation of the organization"

Graph3.1
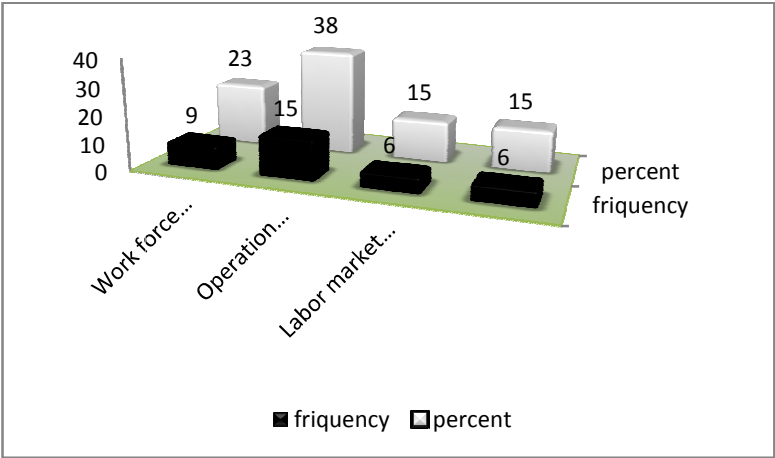
Source: Primary Data from questioner

As it can be observed from the above graph 9(23%) of the respondents reply that, they think that work force demand of the organization is the main determinant, 15(38%) of the respondents reply that operation expansion plan is determinant. Labormarket situation is believed by 6(15%) of the respondents that it is determinant as a project evaluation technique. Therest 6(15%) of respondents replay that competition from other organization is the main determinant on implementation of project evaluation of the organization.

On the other hand during the interview, senior engineer Eastern Region team leader, one described that foreign road construction companies from China, Korea, India and Israel have a huge impact on the organization's implementation of project evaluation. This implies that planning plays its own role in planning of implementation.

What techniques used during the planning implementation of the project evaluation?

Table: 3 Showsreplays on techniques used during the planning implementation of the project evaluation

techniques used during the planning implementation of the project evaluation	response	Frequency	percent
	Managerial judgment	36	54
	Trend analysis	31	46
	Delphi technique	-	-
	Regression analysis	-	-
	Total	67	100

Source: Primary Data from questioner

For the above table 3 regarding to the technique used the planning 36(54%) of the respondents replay that managerial judgment technique was used, and 31(46%) of the respondents replied that trend analysis was used as technique for the organization's planning implementation of the project evaluation.

As a professional, the engineer mentioned that field experience of evaluator engineers is the most useful input for planning organization's planning implementation of the project evaluation.

Assistance of human resource

Table: 4 Shows replays on effect of implementation of project evaluation

Do you think the implementation of project evaluation has an effect on overall activities of the organization?

Do you think the implementation of project evaluation has an effect	response	Frequency	percent
	Yes	47	69
	No	15	23
	Do not know	5	8
	Total	67	100

Source: Primary Data from questioner

As indicated in table3.4 from all the respondents47 (69%) thoughts that project evaluation has an effect on overall activities of the organization, 15(23%) of respondents thinks it has no effect and 5(8%) of them said they didn't know. It shows us properly implemented evaluation on projects can have an effect on the overall activities of the organization. As coastal planning and management manual tells us" Once you have evaluated the worth or merit of your project tell others about what you have learned and achieved so they too can benefit from your experience. This can empower others to undertake similar projects and make their journey easier and more enjoyable."

The JISC (2007)" stated in its sixth step the following "The essential purposes of project evaluation are to use the information to improve projects while they are running, to draw out the value of what has been learnt and to provide advice for funders and future projects. The rationale you identified early in the evaluation process and the interests of key stakeholders should help to guide the use of the evaluation findings. The results of the evaluation can be used to demonstrate the effectiveness of your project, identify ways to improve future projects, modify project planning, and demonstrate accountability, and justify funding"

The third question was about in which department of the organization you think project evaluation plays an important role in achieving the objective of the organization. The following is a response

Table: 5 Replay on role of project evaluation

	response	Frequency	percent
Which department do you think play role of project evaluation	Training and development	30	45
	Human resource	20	30
	finance	17	25
	Total	67	100

Source: Primary Data from questioner

As we observed from the above responses, majority of respondents thought that training and development played an important role in achieving the objective of the organization 30(45%), 20(30%) of them replayed that human resource played the role, and 17(25%)of respondents think that finance plays an important role in achieving the objective of the organization. This

shows that the share of human resource in achieving the objective of the organization is very high.

During our interview the directorate director w/robeza clearly stated that replacing the turnover employee requires time consuming and budget taking training and development to make the new entrants familiar to the existing system.

The fourth question, "How do you rate the benefit of implementation of project evaluation on facilitation other functions of the organization?" is responded as follow

Table: 6 Responses on benefits of implementation of project evaluation

How do you rate the benefit of project evaluation in facilitation of other functions	response	Frequency	percent
	Very good	36	54
	Good	16	23
	Moderate	5	8
	Poor	10	15
	Very Poor	-	-
	Total	67	100

Source: Primary Data from questioner

As indicated on table 3.6, more than half of respondents rated the benefit of implementation of project evaluation Very good 36(54%), 16(23%)of respondents said that good,5(8%) of the respondents replay that benefit of implementation of project evaluation is moderate, and 10(15%) of respondents said that benefit of implementation of project evaluation on facilitation other functions of the organization is poor. It implies that to facilitate other functions in the organization implementation has its own benefits.

The book titled "Program Evaluation: Principles and Practices (A Northwest Health Foundation Handbook) Second Edition (2005)" describes the benefit of project evaluation as "Evaluation also helps program leaders to articulate what they are learning about their program/organization for themselves. Most people are so busy that they have little time to stop, reflect and consider the impact of their own work. A deliberate evaluation helps to

delineate issues, describe strategies, and highlight areas where further work is needed. It also provides a chance to stop and celebrate the successes that have been achieved something that most programs rarely do. Evaluation helps to focus thinking, gaining new insights and identifying opportunities for improvement."

Another book prepared by Austrian development cooperation titled"Guidelines for Project and Program Evaluations" (July 2009) lists down some of the benefits as:-"Findings of your evaluation could also be used to support a learning environment by:
• providing a focus for group reflection,
• empower the group to move forward,
• articulating some of the unsaid knowledge which is often forgotten; and
• documenting the process for new staff."

Table: 7 Responses on planning elements effect on service delivery

	Raised question	Response	Frequency	percent
1	To what extent do you think the effect of planning on the service delivery of the organization?	Very strong	36	54
		Strong	26	39
		Neutral	-	-
		Weak	5	7
		Very weak	-	-
		Total	67	100
2	To what extent do you think the effect of Allocating resources on the service delivery of the organization?	Very strong	41	61
		Strong	21	31
		Neutral	-	-
		Weak	5	7
		Very weak	-	-
		Total	67	100
3	To what extent do you think the effect of Timing on the service delivery of the organization?	Very strong	46	70
		Strong	15	23
		Neutral	-	-
		Weak	5	7
		Very weak	-	-
		Total	67	100
4	To what extent do you think the effect of reporting on the service delivery of the organization?	Very strong	26	39
		Strong	31	46
		Neutral	-	-
		Weak	10	15
		Very weak	-	-
		Total	67	100
5	To what extent do you think the effect of organizing relevant documents on the service delivery of the organization?	Very strong	10	15
		Strong	41	61
		Neutral	10	15
		Weak	-	-
		Very weak	6	9
		Total	67	100
6	To what extent do you think the effect of revisiting relevant documents on the service delivery of the organization?	Very strong	10	15
		Strong	41	61
		Neutral	10	15
		Weak	-	-
		Very weak	6	9
		Total	67	100

Source: Primary Data from questioner

Table 3.7 expressed what the respondents thought about the project evaluation planning elements effect on the service delivery of the organization, 36(54%) of the respondents replay that planning has very strong effect 26(39%) of them replayed that planning has strong effect and 5(7%) of respondents replayed that planning has a weak effect. This implies that planning is the most essential element of implementing project evaluation. **"Handbook on Monitoring and Evaluating for Results"** prepared by UNDP (2002) describe about the effect of planning as "A work plan is an annual or multi-year summary of tasks, timeframes and responsibilities. It is used as a monitoring tool to ensure the production of outputs and progress towards outcomes. Work plans describe the activities to be conducted as well as the expected outputs and outcomes. The overall process of work planning is a comprehensive tool that helps people translates information or ideas into operational terms on an annual basis. Monitoring and evaluation are integral parts of a country office's overall work plan, which encompasses many additional areas."

Regarding allocating resource, 27(69%) respondents replayed that has a very strong effect, 12(31%) of respondents thought that allocating resources had strong effect and 3(8%) of respondents thought allocating resources has weak effect on the service delivery of the organization.

The third issue raised by the student researcher is about the effect of timing in light of it, 46(70%) of respondents thinks that timing has a very strong effect on the service delivery of the organization, 15(23%) of respondents thought that it has strong effect and 5(7%) of the respondents thought it has weak effect on strong effect on the service delivery of the organization. Here in the above table item 3 , it is noted that keeping

Response regarding to reporting, as it is shown in the above table 26(39%) respondents said that reporting has very strong effect on the service delivery of the organization, other majority respondents think that has strong effect on the service delivery of the organization 31(46%)

The rest 10(15%) of them say the effect on the service delivery of the organization of reporting is weak. This shows us that reporting has significant effect on the effectiveness of the service delivery of the organization. As different scholars stated it in their books reporting

can serve as a feed back to clearly see the effectiveness of some job, to take a timely correction action and to take its experience to the next job.

Responses towards organizing relevant documents, as shown in the above table 10(15%) of the respondents replay that organizing relevant documents got very strong effect on the service delivery of the organization, 41(61%) of respondents thought that on the service delivery of the organization organizing relevant documents has strong effect,10(15%)nether agree nor disagree and 6(9%) of them say that organizing relevant documents has weak effect on the service delivery of the organization.

The last question delivered to respondents is about the effect of revisiting relevant documents on the service delivery of the organization and 10(15%) of the total respondents said that thought it has very strong effect, 41(61%) of them thinks that it has strong effect and 10(15%) wishes to stayed neutral, 6(9%) of the respondents say that Revisiting relevant documents on the service delivery of the organization is weak.

How do you rate the effectiveness of implementation of project evaluation of the organization?

**Table: 8   Reply oneffectiveness of implementation of project evaluation**

	Raised question	response	Frequency
How do you rate the effectiveness of implementation of project evaluation	Very satisfactory	-	-
	satisfactory	52	78
	neutral	-	-
	unsatisfactory	15	22
	Very unsatisfactory	-	-
	Total	67	100

Source: Primary Data from questioner

As it is showed on the above table 52(77%) of respondents reply that the effectiveness of their organization's implementation of project evaluation of the organization is satisfactory and 15(22%) of the rate that implementation of project evaluation of the organization is unsatisfactory.

Chart - 2

Response to what extent managers have confidence and trust on your work?

Response

- Very strong
- Strong
- Neutral
- Weak
- Very weak

0%
8%
8%
23%
61%
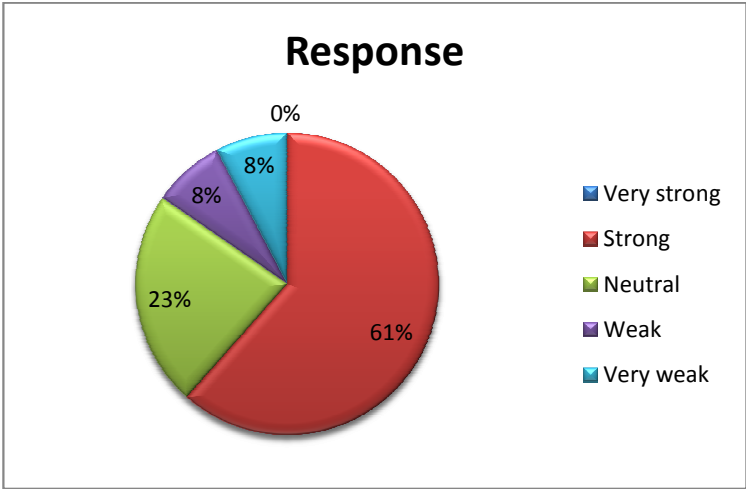
Source: Primary Data from questioner

As it can observed from the above chart, none of the respondents pointed out that their managers are confidence and trust in their work is not very strong, 41(61%)of respondents indicated that their managers has strong confidence and trust, 15(23%) of respondents said nothing, 5(8%) of them feelthat their managersconfidence and trustin their work is weak, 5(8%) of them felt that their managers have confidence and trust in their work is very weak. This can shows that most of the employees described they did something good and gain their managers confidence and trust.

Responses in the case coordination

Table: 9 Response on coordination

	Raised question	response	Frequency
In which part do you think have a good relationship	Managers	5	7
	Departments	21	32
	Employees	36	54
	Senior executives	5	7
	Total	67	100

Source: Primary Data from questioner

As it is sown in the table 3.9, 5(7%) of the respondents believe that there is coordination with managers, and 21 (32%) of respondents believe that there is a coordination between departments, 36 (54%) of respondents believe the coordination between employees, and 5(7%) of respondents feel that there is coordination between senior executives.

3.3 Analysis of Data Obtained From Documents

The Evaluation process of ERA projects starts with the form that generates from site engineer that directly goes to the consultant. As it is shown in appendix one it helps the site engineer to record progress measurements.

The second evaluation paper generates from the consultant to ERA that shows the progress of the project. It starts with executive summary and includes report purpose, project description, consultant contract, works contract, financial management and appendixes. (As attached as appendix two)

This document prepared by the consultant shows measurements, detail descriptions, maps, graphs, and tables to deliver important information to the organization.

The third document is generated by ERA Eastern region include many projects that managed by eastern region, which includes all the detail progresses in all projects.

The fourth document is generated by ERA head office is delivered to house of peoples representatives (HPR) or the parliament construction permanent committee.

3.4 Answers for structured Interview questions

During the interview the eastern region contract management directorate director w/robeza and group leader for team one engineer sisaychala briefly describe about the clear project evaluationstandard of their organization, that ,there is a standard which follows the bottom – up line of information flow it starts on the site.The responsible site engineermeasured and recordeach every progress in every stage of the project and transfer it to the consultant in a fixed time interval. Theconsultant collects that information and prepares a quarter reports and sends it to the regional directorate director.

The regional director office receives only the document and compares it to their yearly plan, if the actual does not fit to the plan or if it fits the regional office send a letter to tell the consultant to go on or to correct errors, and send professionals to cross-check the actual.

About the importance of evaluation the directorate director and the team leader has the same idea, that without evaluation on one can assure that the project goes smooth, and it is not possible to west huge amount of money project without evaluating it.

Concerning the required skill of employees who participate in project evaluation both of the interviewees thought that the minimum requirement was fully completed as it is indicated in chapter three of this paper the lower qualification of employee is first degree. On the other hand methods employed to the project evaluation is mainly on documentation, and site visit by professionals, and the organization reviewed its project evaluation mainly based on yearly. But the effectiveness of the organization's project evaluation highly affected by turnover of employees that generates from the competition in the labor market. The regional director describe that the organization is now working with an England based company to upgrade it'seffectiveness of evaluation of projects.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1. Summary

This chapter summarizes, concludes and recommends the finding of the research and forward possible solution of the problems. The study was emphasized a study of implementation project evaluation in Ethiopian Roads Authority (ERA) Eastern Region.

It also intended to suggest possible solutions on the identified a project evaluation of implementation and those that promote good results.

To collect the relevant data for the study the researcher distributed questionnaires to employees and interview. The responses given by the respondents and interviewees have been analyzed and interpreted.

Based on the data presentation and analysis the study comes up with the following findings.

- 68% of respondents strongly agree that number and type of staff needed during planning is enough.
- 38% and54 % of respondents strongly agrees and agrees respectively that environmental uncertainties such as political social & economical are considered during planning.
- 38% of respondents strongly agree that time horizon was considered during planning.
- 31% and 46% of respondents strongly agree and agree respectively, that labor market (employability) of people were considered during planning.
- 23% and 38% of respondents strongly agree and agree respectively that workforce demand of the organization is the main determinant for the implementation of project evaluation of the organization.
- 54% of respondents replay that the organization uses managerial judgment as a technique to plan implementation of project evaluation.

- 69% or respondents replay that implementation of project evaluation has an effect on over all activities of the organization.
- 45% of respondents thought that project evaluation plays an important role in achieving the objective of the organization.
- 54% of respondents thought that project evaluation planning has very strong effect on the service delivery of the organization.
- 69% of respondents believe that allocating resources has a very strong effect on the service delivery of the organization.
- 70% of respondents thought that timing has very stung effect on the service delivery of the organization.
- 39% and 46% of respondents thought that reporting has very strong and strong effects respectively on service delivery of the organization.
- 61% of respondents thought that organizing relevant documents has strong effect on the service delivery of the organization.
- 77% of respondents rated the effectiveness of implementing project evaluation in the organization satisfactory.
- 61% of respondents felt that their managers have a weak confidence and trust on their work.
- 61% of respondents thought that revisiting relevant documents on the service delivery of the organization has strong effect.

4.2. Conclusions

Implementing evaluation can be a very useful. But the research has been reveled that there are gaps throughout the process. First the plan for implementation of project evaluation was decided by managers. It didn't participate professionals. Moreover the expansion plan is one of the determinant factors during planning implementations of evaluations on projects.

Projects like construction of roads cannot accept errors even if they are small because the amount of fund delegated to these projects are very huge. All the evaluation processes are dependent only on documents prepared without standard.

And all factors affecting the evaluation practice and determinant factorsare taken into consideration to deliver effective service. Moreover many employees felt that their managers have weak confidence their work.

On the other hand the competition on the labor market has it's own effect on the service delivery of the organization.

1.3. Recommendations

Hoping there can be possible ways to reduce the problems in the organization under study; the following constructive recommendations are forwarded to be considered on the fore coming times by the organization mangers.

- In order to solve the problems which faced in the organization according to the implementation of project evaluation managerial judgment is the main technique, but sub ordinates who are professionals must participate in the planning process of evaluation of project.

- The studied organization also needs to improve the reporting system of the evaluation process of projects. Different kinds of reporting mechanisms which are the most reliable, effective, easy to use and the most recent technological findings like x-ray compact measurement machine.

- To enhance better project evaluation practice the organization under study must find some way to make employees feel that managers have their trust on their work.

- I recommend that the contribution of evaluations in keeping the quality of projects, and to meet its objective the organization must deliver a better benefit and comfortable working atmosphere in order to win it's compotators in the labor market.

- Finally in the future I advice the organization to have a plan in applying improved evaluation techniques to be used as a base for future planning and effective decision making that will benefit individual workers and their organization.

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Annexes

ASER Construction PLC
Level Sheet

Subject: _____ Tolerance: _____
Chainage From: _____ To: _____ Date: _____

BM	Chainage	Offset From Center Line	BS	IS	HI	IS	Actual	Design	+	-
	04160	30						2.53		
		20						2.53		
		10						2.565		
		6						2.57		
		-10								
		-20								
		-30								
	04170	-30								
		-20								
		-10								
		Q								
		10								
		20								
		30								
	0+180	30								
	0+180	20								
		10								
		Q								
		-10								
		-20								
		-30								
	0+190	-30								
		-20								
		-10								
		Q								
		10								
		20								
		30								
		Q								

For Contractor   For Consultant

Name: _____   Name: _____

Signature: _____   Signature: _____

Date: _____   Date: _____

DECLARATION

ADVISEES DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of AtoBiruk G/Michael. All sources of materials used to the manuscript have been dully acknowledged.

Name: _____

Signature: _____

Place of submission: ___St. Mary's University___

Date of Submission: _____

ADVISOR'S DECLARATION

This senior essay has been submitted for examination with my approval as an advisor.

Name: _____

Signature: _____

Date of Submission: _____