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SCHOOL OF GRADUTE STUDIES

PRACTICE OF MONITORING AND EVALUATION ON THE CASE OF OBM CONSTRUCTION SHARE COMPANY

BY

SEBREEN ABDULNASER

JUNE, 2023

ADDIS ABABA, ETHIOPIA

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DECLARATION

I, hereby, declare that this thesis entitled "Practice of Monitoring and Evaluation on the case of OBM Construction Share Company, is my original work, prepared under the guidance of Muluadam Alemu (PhD) and has not been presented for a degree in any other university. All source of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This is to certify that Sebreen Abdulnaser has completed her thesis entitled Practice of Monitoring and Evaluation on the Case of OBM Construction Share Company, as I have evaluated, her thesis, it is appropriate to be submitted as a partial fulfillment required for the award of Master of Art Project Management.

Muluadam Alemu (PhD)

_____ _____

Advisor Signature

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ABBREVIATIONS AND ACRONYMS

PMBOK	Project Management Body of Knowledge
M&E	Monitoring and Evaluation
UNDP	United Nations Development Programme
IFRC	International Federation of Red Cross and Red Crescent Societies
USAID	United States Agency for International Development
SPSS	Statistical Package for Social Science

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ABSTRACT

A good Monitoring and Evaluation is key aspect for the success of projects. The objective of the study was to examine the practice of project monitoring and evaluation in OBM Construction Share Company. Descriptive research design and mixed approach were employed as the methodology in the study. The study used primary and secondary data sources. Primary data was collected through a questionnaire and interview. Structured questionnaire were administered to 50 employees who were directly or indirectly involved in the practice of monitoring and evaluation in the organization and interview was conducted with the CEO, head of Building & Road and head of Water Supply, Dam & Irrigation Construction Departments. Percentages using frequency distribution table were used to analyze the data obtained. Data analysis was done using SPSS while the data acquired from the interview was analyzed qualitatively. The findings of the study showed that, majority of the respondents assured that failure in selecting the correct performance indicator, poor monitoring and evaluation planning, failure in evaluation design, inadequate financial resource and less involvement of employees as the five major challenges encountered during monitoring and evaluation. In general this study shows that not having a separate monitoring and evaluation department contributed to projects not to be satisfactory as expected in practicing monitoring and evaluation. Allocating an adequate budget, scheduling monitoring and evaluation early on in the planning stage, selecting the right indicators, and training all management staff for project monitoring and evaluation activities are some of the suggested solutions for the issues that exist. It is recommended that there should be at full scale engagement while conducting monitoring and evaluation activities.

Key words: Project, Project Management, Project Monitoring and Evaluation, Challenges of Monitoring and Evaluation

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Monitoring is the ongoing gathering of information on predetermined indicators to evaluate the effectiveness of a development intervention, its execution, and its progress and accomplishments in relation to its goals. While evaluation was described as the periodic assessment of the planning, carrying out, results, and impact of a development intervention, and that evaluation should evaluate the relevance and achievement of objectives, carrying out, performance in terms of effectiveness and efficiency, and the nature, distribution, and sustainability of impacts (Project monitoring and management p.534).

In an article written by Callistus and Clinton (2018) it further explains that monitoring gives information on the progress of work at any given time relative to the planned targets and outcomes. Similarly, Babalola (2018) identifies monitoring as the strengths and weaknesses that were generated from review reports and formulates practical proposals to adjust deviations and reach the planned results. Whereas evaluation gives evidence of the extent to which targets and outcomes are being achieved (Callistus & Clinton, 2018). Babalola (2018) also wrote that evaluation reports deals with a more in depth analysis of policy which are mainly relating to the overall goals and long term impacts.

Kusek and Rist (2004) further described that monitoring and evaluation work in tandem because when a monitoring system flags a problem, evaluation can help correct the problem (For instance, that the target group is not utilizing the services, that costs are rising, that there is genuine reluctance to implementing an innovation, and so on) then accurate evaluation data can assist in providing insight on the realities and patterns detected by the monitoring system. Furthermore, a book by Nirjngiye Ignatius that was published in 2008 clarified that monitoring is primarily concerned with evaluating how well an objective is coming along. A good monitoring system will thus provide early notice that the final aim will be achieved as intended during the execution of a course of action. Because actual performance is compared to what was anticipated or intended, monitoring also entails a comparison process. A straightforward illustration is the

tracking of the accomplishment of a project's planned activities versus the goal dates that have been established for each activity.

According to Neyonje et al. (2012) cited in Ernest Kissi et al. in 2019 wrote that monitoring and evaluation is crucial for the successful management of projects. However, a functional M&E system provides a continuous flow of information that is useful both internally and externally. The Monitoring & Evaluation system fundamentally assists in formulating and outlining goals and objectives. Governments and stakeholders can also create and support budgetary requests using Monitoring & Evaluation platforms (Kusek & Rist, 2004).

Throughout a project's lifecycle and after it is finished, monitoring and evaluation should be visible. It provides a flow of information for managers to utilize internally as well as for stakeholders to use externally who want accountability and trustworthiness from the public sector and who expect to see outcomes and proven impacts (project monitoring and management p.534). Additionally, from the fourth edition of the PMBOK guide, there are a number of factors that contribute to project success, including involving stakeholders, creating a thorough project scope, managing expectations, building teams, having good negotiation skills, enhancing communication, and having a monitoring and evaluation system. Thus, it can be concluded that M&E is one of the important criteria for a project's success. Similarly, UNDP (2009) also identified four main areas for improving project success which are planning program and project definition, stakeholder involvement, good communication and monitoring and evaluation.

Effective monitoring and evaluation, along with good planning, can significantly increase the efficacy of development initiatives and programs. Planning effectively helps us concentrate on the outcomes that matter, and monitoring and evaluating projects helps us learn from past successes and failures and guide decision-making so that present and future efforts can better enhance people's lives and increase their options (UNDP, 2009).

This research was conducted to study the practice of Monitoring and Evaluation of projects in OBM Construction Share Company.

1.2 Statement of the problem

One of the key elements influencing the growth and development of many countries is the effective completion of projects in various areas and industries according to Maylor et al. (2006)

which was cited by Ernest Kissi et al. (2019). The processes needed to track, evaluate, and control the project's performance are included in the monitoring and controlling process group. These processes include identifying any areas where the plan needs to be changed and starting the necessary modifications (PMBOK guide fourth edition).

Determining the primary problem areas in project activities and taking suitable action are thus essential. Understanding the causes for failure is the most critical step towards improving the practice of monitoring and evaluation. The advantages of implementing the practice of monitoring and evaluation serve as the foundation for the growing need for it. While acknowledging the advantages of the process of monitoring and evaluation, the biggest misconception held by development practitioners is that it serves as a mechanism for error detection. In essence, the monitoring and evaluation process should be used to provide strategic recommendations for program and policy implementation (Kabonga, 2019).

The construction industry in Ethiopia is undergoing rapid expansion, with Addis Ababa being at the forefront of this growth. As a result, the construction industry has become an essential sector in Ethiopia's economy. However, despite the importance of the construction industry, there have been concerns about the quality of construction projects, which can lead to significant financial losses, safety concerns, and environmental impacts. One crucial way to ensure that construction projects meet the required standards is through effective monitoring and evaluation (M&E) practices (Girma et al, 2020). Similarly Teklu and Yadeta (2018) wrote that effective Monitoring and Evaluation (M&E) practices are essential in ensuring the quality and safety of construction projects.

Although there were some studies on the implementation of M&E practices in the construction industry in Ethiopia, there was a lack of comprehensive studies that specifically investigated M&E practices in the context of construction projects in Addis Ababa. Most of the existing literature focused on the general challenges of the construction industry in Ethiopia, such as the lack of skilled labor, inadequate regulations, and weak infrastructure. For example, Teshome et al. (2021) identified the critical challenges facing the Ethiopian construction industry, including the low quality of construction works, inadequate safety measures, and insufficient institutional support.

Some studies conducted on the implementation of M&E practices in construction projects in Ethiopia, they tended to be limited in scope and focus primarily on specific types of projects. For example, a study by Tesfaye et al. (2020) assessed the implementation of M&E practices in road construction projects in Ethiopia and found that although M&E was generally considered important, the lack of resources, inadequate training, and poor data management hindered effective implementation.

Similarly, some studies have identified various factors that influence the effectiveness of both monitoring and evaluation. A research conducted by Ermias (2007) indicated that monitoring and evaluation was not effectively planned and implemented according to the expectations of literatures in the projects under the Ministry of Mining and Geology Survey of Ethiopia he studied. Similarly, a study conducted by Biniam (2018) mentioned the primary challenge for the obstacle of M&E practices is the lack of budget and experienced experts in the process of M&E practices.

Despite the importance of monitoring and evaluation (M&E) in ensuring the success of construction projects, there was a lack of comprehensive assessment of M&E practices in the context of Addis Ababa (Teklu, B., & Yadeta, D., 2018). Therefore, there was a need for a comprehensive and systematic assessment of M&E practices in the construction industry in Addis Ababa.

The study investigated the extent to which M&E practices were implemented in construction projects in OBM Construction Share Company and identified the challenges and opportunities that affected their effectiveness. By doing so, the study provided insights into ways of improving M&E practices in the construction industry, which could enhance the quality and safety of construction projects in Addis Ababa.

The findings of this study contributed to the existing literature on M&E practices in the construction industry in Ethiopia and beyond. As noted by Tsegaye et al. (2021), there was a lack of comprehensive studies on M&E practices in the construction industry in Ethiopia. The results of this study would fill this gap by providing a detailed analysis of the challenges and opportunities of M&E practices in the context of construction projects in OBM Construction Share Company.

The study also addressed the information gap about the necessity of project monitoring and assessment for program or project success. By addressing this gap, the study contributed to a better understanding of the state of M&E practices in the construction industry in OBM Construction Share Company and provided recommendations for improving M&E practices in construction projects. Furthermore, this study's findings contribute to the broader literature on the construction industry in Ethiopia by providing insights into the challenges and opportunities specific to M&E practices.

1.3 Research question

The following were the main research questions to answer how the monitoring and evaluation is being practiced in the construction of OBM Construction Share Company.

1. How the current project monitoring and evaluation practice looked like?
2. What factors determine the effectiveness of project monitoring and evaluation practices?
3. What challenges were faced in monitoring and evaluation?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of the study was to examine the practice of project monitoring and evaluation in OBM Construction Share Company.

1.4.2 Specific Objective

1. To assess the current practice of project monitoring and evaluation in OBM Construction Share Company.
2. To identify the factors determining the effectiveness of monitoring and evaluation practices in OBM Construction Share Company.
3. To examine the challenges encountered in the process of practicing project monitoring and evaluation OBM Construction Share Company.

1.5 Significance of the study

The main objective of this study was to examine the practice of monitoring and evaluation. After the conclusion of the study it showed how a good project monitoring and evaluation practice system is helpful for achieving the objectives. Project managers, researchers, stakeholders, and

anybody else involved in project M&E operations would find the research findings to be a beneficial source of information. The research results also help OBM Construction Share Company and other similar construction companies to identify the holes in the monitoring and assessment practice system.

1.6 Scope of the study

The study was being conducted at OBM Construction Share Company which is in Addis Ababa around Sengatara in front of A.A.U School of Commerce on Biftu Adugna Building 5th Floor. The study focused on the practice of monitoring and evaluation for the successes of the project. The participants of the study were the company's staffs who directly or indirectly participate on the practice of M&E.

1.7 Limitation of the study

The scope of the study was limited to explore the practice of monitoring and evaluation only on one Construction Company called OBM Construction Share Company and the findings don't involve other Construction Companies. The sample size used in the study was limited to employees only at the head office. Most of the respondents were reluctant to fill the questionnaire because they were busy in their day to day activities as well as bringing new projects.

1.8 Organization of the study

The study is divided into five chapters for organization and unity. The first chapter consists of the background of the study, statement of the problem with the basic research questions, objectives of the study, scope of the study, limitation of the study and organization of the study. The second chapter is all about the literature review. The third chapter deals with the research design and methodology of the research. The fourth chapter contains the analysis of findings, interpretation and discussion. The final chapter consists of conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Project and Project Management

PMI (2008) defines project as a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and ending. The end for any project is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessary mean the duration of the project is short because most projects are started with the intention of producing long-lasting results. Lock (2003) explained that the projection of ideas and actions into new endeavors is a common trait shared by all projects. Because of the constant presence of risk and uncertainty, it is impossible to predict with complete accuracy the events and activities that will lead to completion.

Project Management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements using five processes which includes initiating, planning, executing, monitoring and controlling and finally closing (PMI, 2008). The goal of project management is to identify and anticipate as many risks and issues as you can, and to plan, coordinate, and manage activities to ensure that projects are completed as successfully as they can be despite all of the risks (Lock, 2003).

2.2 Monitoring

UNDP (2009) defines monitoring as the continuous process by which stakeholders receive regular input on the progress of their goals and objectives. Monitoring is the internal management process, by which systematic information about an ongoing program or project is gathered and analyzed regularly and continuously (Babalola, 2018). Similarly, Debebe (2021) explains that the monitoring process keeps track of the implementation schedule by concentrating on how effectively resources are used to produce intended outputs, outcomes, and impacts. As a project develops, systematic information gathering and analysis takes place.

2.2.1 Types of monitoring

IFRC (2011), INTRAC (2017) both summarizes the various monitoring types that are frequently encountered in a project or program monitoring system as follows.

Results or Impact Monitoring: It tracks the effects and impacts. This is where monitoring merges with evaluation to determine if the project or program is on target towards its intended results (outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative) (IFRC, 2011).

According to INTRAC (2017) this type of monitoring aims to assess the changes brought about by a project or program on a continuous basis. Often this means assessing changes in a target population (e.g. individuals, communities, supported organizations, targeted decision-makers). Impact monitoring can be used to assess progress towards goals and objectives, as well as unintended change. Despite the name, impact monitoring is more often associated with changes at outcome, rather than impact, level.

Process (activity) monitoring: It tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered – the efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact (IFRC, 2011).

Similarly INTRAC (2017) process monitoring focuses on the activities carried out as part of a development intervention. Process monitoring is designed to provide the information needed to continually plan and review work, assess the success or otherwise of the implementation of projects and programs, identify and deal with problems and challenges, and take advantage of opportunities as they arise.

Compliance monitoring: This ensures the compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards (IFRC, 2011).

Context (situation) monitoring: It tracks the setting in which the project or program operates, especially as it affects identified risks and assumptions, but also any unexpected considerations

that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project or program (IFRC, 2011).

According to (INTRAC, 2017) situation monitoring, sometimes known as scanning, is concerned with monitoring the external environment. Sometimes this is done through defining and collecting indicators relating to issues such as the local political situation, changes in the economy, and the activities of other development actors. At other times, situation monitoring simply means keeping eyes and ears open in order to assess what is happening outside of a project or program that might influence it.

Beneficiary monitoring: It tracks beneficiary perceptions of a project or program. It includes beneficiary satisfaction or complaints with the project or program, including their participation, treatment, access to resources and their overall experience of change. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism. It should take account of different population groups, as well as the perceptions of indirect beneficiaries (e.g. community members not directly receiving a good or service) (IFRC, 2011).

Financial monitoring: This accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring (IFRC, 2011). While INTRAC (2017) describe financial monitoring as it is concerned with the monitoring of budgets and finance, and is linked to auditing. It is usually concerned with tracking costs against defined categories of expenditure.

Organizational monitoring: This tracks the sustainability, institutional development and capacity building in the project or program and with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organization (IFRC, 2011).

Administrative or logistics monitoring covers issues such as the maintenance of premises, transport, personnel, stock-keeping, and other forms of administration (INTRAC, 2017).

2.2.2 Monitoring Best Practices

According to the International Federation of Red Cross and Red Crescent Societies (IFRC, 2011), for the best monitoring practices monitoring data should be well focused to specific audiences and uses only what is sufficient and necessary. Monitoring should be systemic, based upon predetermined indicators and assumptions. Monitoring should also look for unanticipated changes with project or program and its context including any changes in assumptions or risks. Monitoring needs to be timely. Whenever it is possible monitoring should be participatory especially involving stakeholders. Monitoring information is not only for project or programs management but should be shared when possible with beneficiaries, donors and any other relevant stakeholders.

2.3 Evaluation

Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it (Shapiro, 2011). It can be formative (taking place during the life of a project or organization, with the intention of improving the strategy or way of functioning of the project or organization). It can also be summative (drawing learning from a completed project or an organization that is no longer functioning). UNDP (2009) defines evaluation as a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. Evaluation is the periodic reflective assessment of a place, project, or program that might be conducted internally or by external independent evaluators (Babalola, 2018).

Kusek and Rist (2004) clarifies that monitoring and evaluation go hand in hand because when a monitoring system warns that efforts are deviating off course, good evaluative data may be used to assist clarify the facts and trends that were observed by the monitoring system.

2.3.1 Types of Evaluation

For addressing various questions, several evaluation types are applicable. To evaluate the range of questions, there is no "one size fits all" evaluation framework (Kusek & Rist, 2004).

Kusek and Rist (2004) identified the following seven types of evaluations:

Performance Logic Chain Assessment This type of evaluation strategy is used to determine the strength and logic of the causal model behind the policy, program, or project. The causal model addresses the deployment and sequencing of the activities, resources, or policy initiatives that can be used to bring about a desired change in an existing condition. The evaluation would address the plausibility of achieving that desired change, based on similar prior efforts and on the research literature. The intention is to avoid failure from a weak design that would have little or no chance of success in achieving the intended outcomes.

Pre-Implementation Assessment This type of evaluation strategy addresses three standards that should be clearly articulated before manager move to the implementation phase. The standards are encompassed in the following questions: Are the objectives well defined so that outcomes can be stated in measurable terms? Is there a coherent and credible implementation plan that provides clear evidence of how implementation is to proceed and how successful implementation can be distinguished from poor implementation? Is the rationale for the deployment of resources clear and commensurate with the requirements for achieving the stated outcomes? The intention of such an evaluation approach is to ensure that failure is not programmed in from the beginning of implementation.

Process Implementation Evaluation The focus of process implementation evaluation is on implementation details. What did or did not get implemented that was planned? What congruence was there between what was intended to be implemented and what actually happened? How appropriate and close to plan were the costs; the time requirements; the staff capacity and capability; the availability of required financial resources, facilities, and staff; and political support? What unanticipated outputs or outcomes emerged from the implementation phase? The implementation phase can be short or long. The emphasis throughout would be to study the implementation process. Managers can use this information to determine whether they will need to make any mid-course corrections to drive toward their stated outcomes. Finally, having some understanding of why the implementation effort is or is not on track gives a firm basis for initiating countermeasures, if needed

Rapid Appraisal Rapid appraisals can be invaluable to development practitioners in a results-based M&E system. They allow for quick, real-time assessment and reporting, providing decision makers with immediate feedback on the progress of a given project, program, or policy.

Rapid appraisal can be characterized as a multi-method evaluation approach that uses a number of data collection methods. There are five major rapid appraisal data collection methods: (1) key informant interviews; (2) focus group interviews; (3) community interviews; (4) structured direct observation; and (5) surveys. Rapid appraisals produce needed information on a quick and timely basis and are relatively low cost, especially in comparison with more formal, structured evaluation methods.

Case Study this is the appropriate evaluation strategy to use when a manager needs in-depth information to understand more clearly what happened with a policy, program, or project. There are six broad ways that managers can draw on case study information to inform themselves: (1) case studies can illustrate a more general condition; (2) they can be exploratory when little is known about an area or problem; (3) they can focus on critical instances (high success or terrible failure of a program); (4) they can examine select instances of implementation in depth; (5) they can look at program effects that emerge from an initiative; and, finally, (6) they can provide for broader understanding of a condition when, over time, the results of multiple case studies are summarized and a cumulative understanding emerges.

Impact Evaluation this is the classic evaluation that attempts to find out the changes that occurred, and to what they can be attributed. The evaluation tries to determine what portion of the documented impacts the intervention caused, and what might have come from other events or conditions. The aim is attribution of documented change. This type of evaluation is difficult, especially as it comes after the end of the intervention (so that if outcomes are to be evident, they will have had time to emerge). Obviously, the longer the time between the intervention and the attempt to attribute change, the more likely it is that other factors will interfere in either positive or negative ways to change the intended outcome, that the timeframe in which one was seeking to measure change is incorrect (too soon or too late), and that the outcome will become enveloped in other emerging conditions and be lost.

Meta-Evaluation If a number of evaluations have been conducted on one or similar initiatives, a meta-evaluation establishes the criteria and procedures for systematically looking across those existing evaluations to summarize trends and to generate confidence (or caution) in the cross study findings. Meta-evaluation can be a reasonably quick way of learning “what do we know at

present on this issue and what is the level of confidence with which we know it?" (Kusek & Rist, 2004)

International Federation of Red Cross and Red Crescent Societies (IFRC, 2011) categorized the different key types of evaluation into three general groups which were according to evaluation timing, according to who conducted, and lastly according to technicality or methodology.

A. According to evaluation timing

Formative evaluations occur during project or program implementation to improve performance and assess compliance.

Summative evaluations occur at the end of project or program implementation to assess effectiveness and impact.

Midterm evaluations are formative in purpose and occur midway through implementation.

Final evaluations are summative in purpose and are conducted (often externally) at the completion of project or program implementation to assess how well the project or program achieved its intended objectives.

Ex-post evaluations are conducted sometime after implementation to assess long term impact and sustainability (IFRC, 2011).

B. According to who conducts the evaluation

Internal or self-evaluations are conducted by those responsible for implementing a project or program. They can be less expensive than external evaluations and help build staff capacity and ownership. However, they may lack credibility with certain stakeholders, such as donors, as they are perceived as more subjective (biased or one-sided). These tend to be focused on learning lessons rather than demonstrating accountability.

External or independent evaluations are conducted by evaluator(s) outside of the implementing team, lending it a degree of objectivity and often technical expertise. These tend to focus on accountability.

Participatory evaluations are conducted with the beneficiaries and other key stakeholders, and can be empowering, building their capacity, ownership and support.

Joint evaluations are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support (IFRC, 2011).

C. According to evaluation technicality or methodology

Thematic evaluations focus on one theme, such as gender or environment, typically across a number of projects, programs or the whole organization.

Cluster/sector evaluations focus on a set of related activities, projects or programs, typically across sites and implemented by multiple organizations (e.g. National Societies, the United Nations and NGOs).

Impact evaluations focus on the effect of a project or program, rather than on its management and delivery. Therefore, they typically occur after project or program completion during a final evaluation or an ex-post evaluation. However, impact may be measured during project or program implementation during longer projects or program and when feasible.

Real-time evaluations (RTEs) are undertaken during project or program implementation to provide immediate feedback for modifications to improve ongoing implementation. Emphasis is on immediate lesson learning over impact evaluation or accountability. RTEs are particularly useful during emergency operations.

Meta-evaluations are used to assess the evaluation process itself. Some key uses of meta-evaluations include: take inventory of evaluations to inform the selection of future evaluations; combine evaluation results; check compliance with evaluation policy and good practices; assess how well evaluations are disseminated and utilized for organizational learning and change, etc.

Shapiro (2011) suggests different ways of doing an evaluation which is as follows:

Self-evaluation: This involves an organization or project holding up a mirror to itself and assessing how it is doing, as a way of learning and improving practice. It takes a very self-reflective and honest organization to do this effectively, but it can be an important learning experience.

Participatory evaluation: This is a form of internal evaluation. The intention is to involve as many people with a direct stake in the work as possible. This may mean project staff and beneficiaries working together on the evaluation.

Rapid Participatory Appraisal: Originally used in rural areas, the same methodology can, in fact, be applied in most communities. This is a qualitative way of doing evaluations. It is semi-structured and carried out by an interdisciplinary team over a short time. It is used as a starting point for understanding a local situation and is a quick, cheap, useful way to gather information. It involves the use of secondary data review, direct observation, semi-structured interviews, key informants, group interviews, games, diagrams, maps and calendars. It is flexible and interactive.

External evaluation: This is an evaluation done by a carefully chosen outsider or outsider team.

Interactive evaluation: This involves a very active interaction between an outside evaluator or evaluation team and the organization or project being evaluated. Sometimes an insider may be included in the evaluation team (IFRC, 2011).

2.3.2 Characteristics of Quality Evaluations

Managers have a right to doubt the accuracy and reliability of the information they are receiving if they are going to rely on data from an M&E system. Anyone cannot benefit from unreliable, misleading, or biased information. There are six characteristics of quality evaluations as impartiality, usefulness, technical adequacy, stakeholder involvement, feedback and dissemination and value of money (Kusek & Rist, 2004).

Impartiality: The evaluation data should be free of political distortion, other types of bias, and intentional manipulations. A summary of the information's advantages and disadvantages should be included. Not just information that supports the manager's opinions should be shared; all pertinent information should.

Usefulness: Information about the evaluation must be current, pertinent, and presented in a way that is easy to grasp. Additionally, it must respond to the inquiries made and be presented in a way that the management finds most appealing and understandable.

Technical adequacy: The information needs to meet relevant technical standards—appropriate design, correct sampling procedures, accurate wording of questionnaires and interview guides,

appropriate statistical or content analysis, and adequate support for conclusions and recommendations, to name but a few.

Stakeholder involvement: There should be enough proof that the important parties have been contacted and included in the evaluation process. Stakeholders must be included in the political process as active partners if they are to believe the data, claim ownership of the conclusions, and consent to applying what has been learnt to current and future policies, programs, and projects.

Feedback and dissemination: Sharing information in an appropriate, targeted, and timely fashion is a frequent distinguishing characteristic of evaluation utilization. There will be communication breakdowns, a loss of trust, and either indifference or suspicion about the findings themselves if: evaluation information is not appropriately shared and provided to those for whom it is relevant; the evaluator does not plan to systematically disseminate the information and instead presumes that the work is done when the report or information is provided; no effort is made to target the information appropriately to the audiences for whom it is intended.

Value for money: Spend only what is necessary to acquire the desired knowledge. It is not suitable to acquire expensive data that will not be used, nor is it appropriate to employ expensive data collection techniques when less expensive alternatives are available. The evaluation's cost must be in line with the initiative's overall budget (Kusek & Rist, 2004).

2.3.3 Evaluation objectives and criteria

Evaluation objectives are statements about what the evaluation will do to fulfill the purpose of the evaluation while evaluation criteria help focus the objectives by defining the standards against which the initiative will be assessed. UNDP (2011) generally apply the following evaluation criteria to help focus evaluation objectives which are relevance, effectiveness, efficiency, sustainability and impact of development efforts.

Relevance the degree to which a development initiative's desired outputs or goals are in line with local and national priorities, as well as the requirements of the intended beneficiaries. An essential sub-category of relevance is the criteria of appropriateness, which concerns the cultural acceptance as well as feasibility of the activities or method of delivery of a development initiative

Effectiveness is a measurement of the degree to which the initiative's targeted outcomes (outputs) have been attained, or the degree to which progress has been made in achieving outcomes**.** Evaluation of cause and effect, or attributing observable changes to project activities and outputs, is a necessary step in determining effectiveness in project evaluations.

Assessing effectiveness involves three basic steps: 1. measuring change in the observed output or outcome. 2. Attributing observed changes or progress toward changes to the initiative (project evaluation) or determining UNDP contributions toward observed changes. 3. Judging the value of the change (positive or negative).

Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

Impact measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. Many development organizations evaluate impact because it generates useful information for decision making and supports accountability for delivering results.

Approaches to evaluation

Shapiro (2011) suggests that there are different types of approaches to evaluation. Those are:

Goal- based approach: the purpose of this approach is the assessment of achieving the goals and objectives. The likely methodology used is comparing the baselines and progress data; find ways to measure indicators.

Decision making: the purpose of this approach is to provide information. The most likely methodology used is evaluating the range of possibilities in relation to the project's context, inputs, process, and output.

Goal free: the purpose of this approach is assessing the full range of project effects, intended and unintended. Independent determination of needs and standards to judge the project's worth. Qualitative and quantitative techniques to uncover any possible results are the likely methodology.

Expert Judgment: the purpose is using expertise. Critical review based on experience, informal surveying, and subjective insights the likely methodology.

2.4 Monitoring and Evaluation

Kabonga (2019) suggests that monitoring and evaluation complement each other even though they are different. Evaluation gives proof as to why targets are not fulfilled, while monitoring provides information on how the project or program is doing in relation to the targets if targets are not met. Causality is a function of evaluation. Evaluation highlights the reality by bringing to light the broader project context when monitoring reports information, such as a project deviating from a plan or models not performing as expected.

Monitoring and evaluation can and should be evident throughout the life cycle of a project, program, or policy, as well as after completion. Monitoring and Evaluation with its continuing streams of data and feedback has added value at every stage from design through implementation and impact (Kusek & Risk, 2004).

IFRC (2011) proposes six key steps for project or program monitoring and evaluation.1) Identify the purpose and scope of the Monitoring and Evaluation system 2) Plan for data collection and Management 3) Plan for data analysis 4) Plan for information reporting and utilization 5) Plan for Monitoring and Evaluation human resources and capacity building 6) Prepare the Monitoring and Evaluation budget.

2.4.1 Purposes of Monitoring and Evaluation

Ignatius (2008) proposes the following as the purpose of Monitoring and Evaluation: Management decision making, Organizational learning and finally Accountability.

On page 534 of Project Planning and Management, it is stated that there are additional goals for monitoring and evaluation. It states that the Monitoring systems offer managers and other stakeholders' regular updates on performance in relation to goals and results.

2.4.2 Importance of Monitoring and Evaluation

A successful M&E system is essential to effective project/program management and accountability (IFRC, 2011). Information from timely and trustworthy M&E is given to: Support project or program implementation, Contribute to organizational learning and knowledge sharing, Uphold accountability and compliance, Provide opportunities for stakeholder feedback and lastly Promote and celebrate our work.

M&E is crucial for combining the opinions of all parties involved, especially the target audience, and it can be another tool for boosting engagement and project ownership (Project Planning and Management p.534).

Babalola (2018) clarifies that monitoring and evaluation helps to assess and demonstrate effectiveness, efficiency and/or impacts; improve internal learning and decision making about project design; empower and motivate team members and supporters; ensure accountability to key stakeholders; influence government policy; share learning with others; and finally contribute to the evidence base regarding the strengths and weaknesses of action research.

Project Manager is responsible for delivering the project objectives so to guarantee that the project stays on track, Babalola (2018) suggests a program task frame. While the work is going on, the project manager must: 1. Monitor the work and the worker 2. Measure the progress 3. Control the work and worker 4. Correct the work and worker.

The task areas include: a) Performance indicators b) Proactive evaluation c) Program review (meetings) d) Post-review corrective measures.

2.4.3 Planning of Monitoring and Evaluation

Planning should incorporate monitoring and evaluation. Setting up monitoring and evaluation systems after anything has started to happen be quite challenging. You must start gathering data right away regarding performance and how it relates to your goals. In actuality, when you conduct your needs assessment is when you should start collecting information. You can use this to get the data you need to gauge your progress over time (Shapiro, 2011). When the planning

process starts indicators should be set. These indicators provide the framework for the monitoring and evaluation system. Indicators are quantifiable or visible proof that something has been done or accomplished so they are an essential part of the monitoring and evaluation system.

Key Monitoring and Evaluation activities in the project or program cycle

Initial needs assessment: This is done in order to assess if a project or program is required and, if so, to provide information for planning it.

Log frame and indicators: This includes the project's or programs operational design, including its goals, metrics, methods of verification, and assumptions.

M&E planning: This is the practical planning for the project or program to monitor and evaluate the log frame's objectives and indicators.

Baseline study: This is the measurement of the initial conditions (appropriate indicators) before the start of a project or program.

Midterm evaluation and/or reviews: These are important reflection events to assess and inform ongoing project or program implementation.

Final evaluation: This occurs after project or program completion to assess how well the project or program achieved its intended objectives and what difference this has made.

Dissemination and use of lessons: This informs ongoing programming. However, reporting, reflection and learning should occur throughout the whole project or program cycle, which is why these have been placed in the center of the diagram (IFRC, 2011).

There are a few frequent areas of weakness in projects and programs that need to be addressed in order to improve the chances of success. Consistently, four key areas of concentration are recognized (UNDP, 2009).

Planning and program and project definition: When the objectives and scope of the program or projects are properly defined and made clear, projects and programs have a higher chance of success. This diminishes the possibility of encountering significant implementation difficulties.

Stakeholder involvement: The effectiveness of programs and initiatives depends on high levels of user, customer, and stakeholder engagement.

Communication: Good communication results in strong stakeholder buy-in and mobilization. Additionally, communication improves clarity on expectations, roles and responsibilities, as well as information on progress and performance. This clarity helps to ensure optimum use of resources.

Monitoring and evaluation: Programs and projects with strong monitoring and evaluation components tend to stay on track. Additionally, problems are often detected earlier, which reduces the likelihood of having major cost overruns or time delays later.

Project Planning and Management (p.534) summarized the key reasons for Monitoring and Evaluation under four headings: for accountability, for operational management, for strategic management and lastly, for capacity building.

Key design principles for project monitoring and evaluation

The idea of project logic and logical framework analysis can serve as a guide for project M&E design. Whether stated expressly or implicitly, a strong project design will be built on a rational and transparent project strategy. A logical hierarchy of relationships between the different project aspects is typically used to make this obvious. To be able to create a sound M&E system, the conceptual connections between project components must be established. It is therefore possible to link together the logical framework assessments of various project components. This acknowledges that one sub-projects or projects components goal and eventual impact can have an effect on the main projects or programs overall outcomes (Project planning and management p 534).

What is construction project management?

The construction sector includes a wide range of occupations and business sectors, making it a heterogeneous one. The scale, scope, and complexity of construction projects, the agreements between participants, as well as the kinds of technologies used, all vary greatly. Construction work is performed by temporary project organizations that may include many participants

(design consultants, other technical contributors and general and specialty craft contractors) (Lingard & Warmerdam, 2017).

Callistus and Clinton (2018) wrote in their article about the monitoring and evaluation challenges faced in construction projects and they fell under three categories which are organizational level, technical level and project level challenges. The organizational level challenges were summarized as the significant obstacle to project monitoring and evaluation is the absence of M&E units inside the organization. Planning responsibilities for monitoring and evaluating projects are meaningless without an M&E unit. For effective project delivery, there is a critical requirement to improve M&E planning and execution. The technical level challenges examine the ineffectiveness of monitoring and evaluation of projects. The project level challenges consist of how limited financial resources affect the M&E process negatively. The methods used to gather project data for decision-making result in low data quality that is unsuitable for management to use as the foundation for decisions regarding upcoming projects.

2.5 Empirical Review

Monitoring and evaluation (M&E) is an essential component of any development program, as it allows for the systematic tracking of progress and the identification of areas for improvement (Bamberger, Rugh, & Mabry, 2012). However, the effectiveness of M&E practices can vary widely depending on a number of factors, including the quality of the data collected, the methods used to analyze the data, and the extent to which the results are used to inform decision-making (Bamberger et al., 2012).

Several studies have examined the effectiveness of M&E practices in various contexts. For example, a study by Kusek and Rist (2014) found that M&E practices were most effective when they were integrated into the overall program design and when there was a clear understanding of the program's goals and objectives. The study also found that M&E practices were more effective when they were used to inform decision-making at all levels of the organization, from program managers to policymakers.

Another study by Patton (2011) found that the quality of M&E data was a critical factor in determining the effectiveness of M&E practices. The study emphasized the importance of using

valid and reliable data collection methods, as well as ensuring that the data was analyzed and interpreted correctly.

In addition to these factors, the use of technology has also been found to play a role in the effectiveness of M&E practices. A study by Carvalho, Cruz, and Ferreira (2017) found that the use of mobile technology for data collection and analysis improved the efficiency and accuracy of M&E practices in a development program in Mozambique.

A study by Shema & Irechukwu (2022) on Monitoring and Evaluation Practices and Performance of Construction Projects in a District in Rwanda confirmed that M&E practices, M&E Planning, M&E Staff Training, Baseline Survey and Information System had a positive relationship with Construction Project Performance.

In Ethiopia, M&E practices have been implemented in various sectors, including health, education, and agriculture (USAID, 2019). There are some studies on the Assessment of Project Monitoring and Evaluation practices conducted in Ethiopia. Gashaw (2019) conducted his research on the project of Amhara Water Work Construction Enterprise. He concluded that the enterprise adopted poor monitoring and evaluation system even though a budget was assigned and all the projects under the enterprise do not incorporate the contribution of result based management and the logical framework approach

Similarly, Bekele (2020) conducted his research on Ethio-Telecom Expansion Project and found that lack of skilled human resource, poor management support, lack of stakeholder engagement and inadequacy of budget allocated for the M&E for the ineffectiveness of the project's expansion. Another researcher named Sara (2021) conducted his study on Assessment on Monitoring and Evaluation Practice and Challenges of Cow and Poultry Farm Shade Project and mentioned that the major challenges faced were Lack of time and resources, difficulty communicating evaluation and monitoring results, data tampering during the evaluation and monitoring Result Reporting period, and the project's lack of an M&E plan, guide, or framework. Some other challenges faced were, data tampering during the reporting process, lack of time and resources in conducting the M&E. The study also revealed that the project does not have M&E department but a team effort among and information is not effectively communicated.

Several studies have examined the effectiveness of M&E practices in Ethiopia. A study by Tadesse and Alemu (2018) found that the quality of M&E data was a critical factor in determining the effectiveness of M&E practices in the health sector. The study emphasized the importance of using valid and reliable data collection methods, as well as ensuring that the data was analyzed and interpreted correctly.

Another study by Gebrehiwot, Lemma, and Yohannes (2017) examined the challenges of implementing M&E practices in the education sector in Ethiopia. The study found that one of the main challenges was the lack of capacity among M&E staff, particularly in data analysis and interpretation. The study recommended that training programs be developed to improve the skills of M&E staff.

In addition to these challenges, the use of technology has also been found to play a role in the effectiveness of M&E practices in Ethiopia. A study by Alemu and Tadesse (2019) found that the use of mobile technology for data collection and analysis improved the efficiency and accuracy of M&E practices in the health sector.

CHAPTER THREE

Research Methodology

3.1 Description of the study organization

OBM Construction Share Company is a GC-1 construction company established in 2015 by six stockholders and founders in Addis Ababa, Ethiopia. The company has around 350 employees and the focus of the company has been on construction projects like road, building firms, water development works, industry and real estate development and additionally it has a consultancy and project management service.

3.2 Research Design and Approaches

The framework of the study may be referred to as the research design. A research project's components are held together by it like glue. The research design is the theoretical framework that guides the gathering, measurement, and analysis of data in research (Akhtar, 2016). Flexible, suitable, efficient, and economical are frequently used to describe good research designs, which also avoid bias and collect and analyze data.

Research design is a crucial component of any study, as it determines the methodology, data collection and analysis techniques, and the overall validity and reliability of the findings. A well-designed study is essential for producing robust and trustworthy results that can be used to inform practice and policy decisions (Creswell, 2018). The research design can be divided into three categories, namely exploratory, descriptive, and explanatory studies, based on how researchers frame their research questions and explain their purpose (Shadish et al, 2002).

This research used a descriptive research design in order to achieve its objectives. Descriptive research approach is a type of research design that aims to describe and explain a phenomenon, situation, or behavior. It is often used in social science research to explore the characteristics of a population or a sample (Babbie, 2016). The purpose of descriptive research is to provide a comprehensive and detailed account of the subject under investigation. This approach involves collecting data through surveys, interviews, observations, and other methods and analyzing the data using statistical tools and techniques (Trochim, 2006). Descriptive research approach is useful in generating hypotheses for further research and in identifying patterns and trends in data. According to Creswell and Creswell (2018), descriptive research is particularly useful when little is known about a phenomenon, when exploring a new area of study, or when conducting a

preliminary investigation. Based on the above discussion this research will use descriptive research design in order to achieve its objectives and used to study the current the current situation or phenomena as they exist.

Research approach refers to the overall strategy used to conduct research and answer research questions. It encompasses the methodology, data collection techniques, and data analysis methods used in a study (Creswell, 2018). The choice of research approach depends on the nature of the research question, the type of data required, and the research design. There are three main types of research approaches: quantitative, qualitative and mixed. Quantitative research approach involves the collection and analysis of numerical data, while qualitative research approach involves the collection and analysis of non-numerical data such as text, images, and audio. Both approaches have their strengths and weaknesses and are often used in combination which is mixed approach help to provide a more comprehensive understanding of a research question (Trochim, 2006). According to Creswell and Creswell (2018), the choice of research approach depends on the research question and the nature of the data that needs to be collected and analyzed. Therefore, this study used mixed research approach.

3.3 Target Population

The population of this study consisted of OBM Construction Share Company employees at the head office who were involved in Monitoring and Evaluation Process directly or indirectly. The company does not have a separate Monitoring and Evaluation department but 50 employees were assigned from different departments that were involved in the Monitoring and Evaluation activities in different ways.

3.4. Sampling Size and Methods

The study used a census method as a technique of data collecting because it was simple to manage. All employees who took part in monitoring and evaluation activities were therefore used in the study. 50 employees from the head office would thus make up the entire study area's participant population.

3.5 Source and Method of Data collection

Since the methodology of this study was descriptive qualitative, both primary and secondary data sources were utilized to gather the data. Secondary data was collected from an already published books or journals. This data was used when reviewing literatures or documents to gather relevant

data useful for the study. This study used secondary data from observing different documents, checklists and records.

Primary data is more trustworthy, authentic, and unbiased because it was gathered from first-hand experience (Kabir, 2016). The primary data was collected using semi structured questionnaire and structured interview. As Beryman (2016) state that semi structure questionnaires are popular research tool which are flexible and efficient way to collect data, and additionally it use to collect both qualitative and quantitative data. This study used both structure and unstructured questionnaires and the structure questionnaires consisted of five-point Likert scale questions. The unstructured questionnaires helped the respondents to express their perception without any limitation.

Additionally, the study used structured interview to collect primary data. The advantage of using structured interview is it will allow for a high degree of control over the research process and since the questions are pre-determined and standardized, it will ensure that all participants are asked the same question in the same way (Babbie, 2016).

3.6 Method of Data Analysis

After data collection the study used SPSS version 21 for data interpretation and numerical result was presented in graphs, frequencies, percentages, tabulation and it was employed as data analysis techniques for the descriptive method. In order to draw conclusions and offer recommendations, the data from the questionnaires and the interview were evaluated in a way that was simple to comprehend and use.

3.7 Ethical Consideration

A letter of endorsement from St. Mary University was sent to OBM Construction Share Company before the data collection ever started. The researcher's task was to start by gathering data once they had permission and desire to participate. The goals of the study was explicitly explained to survey respondents, who were also be assured that any data gathered for the research would be kept secure and kept anonymous.

3.8 Validity and Reliability

To check the validity and reliability of the instruments the researcher prepared the questionnaires in advance and did a pilot test on randomly selected employees and this help to restructure the questionnaire in order to be able to achieve the desired objectives. Those respondents who were part of the pilot test were not included in the actual conduct of the study. While preparing the questionnaire vague words and ambiguous statements were corrected and necessary rearrangement and refinement of the questionnaire items was made.

Cronbach's Alpha coefficient was used to assess the items' internal consistency because it is the most commonly used internal consistency measure (Taherdoost 2016). To determine the validity of the items, the pilot responses from the questionnaire were statistically analyzed, and a result of 0.76 alpha was achieved. This showed that the consistency was acceptable.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1 Introduction

This section is all about the results and discussions on the practices of Monitoring and Evaluation at OBM Construction Share Company. 50 questionnaires were distributed and all of them were filled and returned therefore making the response rate 100%. In addition to the questionnaires, the researcher conducted an Interview with the CEO, head of Building & Road Construction Department and head of Water Supply, Dam & Irrigation Construction Department of the Company.

4.2 Respondent's demography

This section talks about the demography of the respondents like age, sex, academic qualification, work experience, experience in monitoring and evaluation activities, any training and their involvement in the monitoring and evaluation system.

Table 4. 1 Respondent's Demography

No	Variable	Type	Frequency	Percentage
1	Sex	Male	31	62
		Female	19	38
		Total	50	100
2	Age (in years)	21-30	9	18
		31-40	30	60
		41-50	0	0
		>50	11	22
		Total	50	100
3	Academic Qualification	PhD	0	0
		Masters	32	64
		Bachelors	14	28
		Diploma	4	8
		Total	50	100
4	Work experience in the organization (in years)	0-1	12	24
		1-4	37	76
		5-8	0	0
		9-12	0	0
		>12	0	0
		Total	50	100

5	Work experience in M&E activities (in years)	1-4	22	44
		5-8	8	16
		9-12	4	8
		>12	9	18
		None	7	14
		Total	50	100
6	Training in M&E activities	Yes	23	46
		No	27	54
		Total	50	100
7	Direct involvement in M&E system	Yes	20	40
		No	30	60
		Total	50	100

Source: Own Survey 2023

From the above table 4.1 it can be gathered that, most of the responds were male which accounts for 62% and the rest 38% were female. This shows that most of the employees at OBM are male.

Similarly, the majority of the respondents were between the ages of 31-40 which accounts for 60% and the second most respondents with 22% were above 50 years of age. And the rest 18% were between the ages of 21-30. This clearly shows that most of the employees who participate in monitoring and evaluation are middle aged and these groups of age are mature.

According to their academic qualifications, the majority of the respondents had master's degree with the percentage of 64%, 28% had bachelor's degree and the rest 8% had a diploma. This result shows that most of the respondents had a first and second degree which can contribute to their more understanding of the questions on the questionnaire and answer accordingly.

Based on their work experience in the organization, the majority of the respondents had been in the organization between the years of 1-4 which is 76% and the remaining 24% had been between the 0-1 years. This result indicates that most of the respondents are new to the organization and may don't know the insides of the organization that much because none of the respondents had been in the organization above 5 years.

Similarly based on their experience in M&E activities, 44% of the respondents had 1-4 years of monitoring and evaluation experience, 18% had above 12 years of experience, 16% had

experience between 5-8 years, 14% had no experience and the remaining 8% had 9-12 years of experience. These results mean that the majority of the respondents had few years of experience in monitoring and evaluation activities.

For the question if they had training in M&E activities, the majority, 54% of the respondents had no training in monitoring and evaluation activities while the rest 46% had training. This means that above half of the employees have no training in regard to the monitoring and evaluation activities in the organization.

Lastly, the majority 60 % responded that they had no direct involvement in the monitoring and evaluation system in the organization and the remaining 40 % had direct involvement. This result suggests that most of the employees do not directly involve in the activities of monitoring and evaluation in the organization.

4.3 Monitoring and Evaluation Structure

No	Variable	Type	Frequency	Percentage
1	Does the organization have a well-defined structure that includes M&E department?	Strongly Agree	9	18
		Agree	12	24
		Neutral	19	38
		Disagree	10	20
		Strongly Disagree	0	0
		Total	50	100
2	Is the log frame approach employed to monitor and evaluate the project?	Strongly agree	0	0
		Agree	22	44
		Neutral	21	42
		Disagree	7	14
		Strongly disagree	0	0
		Total	50	100
3	Do you think that M&E is considered as a part of the life cycle of the project in your organization?	Strongly agree	7	14
		Agree	29	58
		Neutral	8	8
		Disagree	6	12
		Strongly disagree	0	0
		Total	50	100
4	Do you think project M&E activities contribute to the	Strongly agree	16	32
		Agree	26	52

	success of the project?	Neutral	0	0
		Disagree	8	16
		Strongly disagree	0	0
		Total	50	100

Source: Own survey 2023

The above table shows the brief knowledge of the respondents about the monitoring and evaluation department in the organization and if monitoring and evaluation was considered as part of a project cycle. The findings from the survey indicated that majority responded of a neutral response regarding the well-defined structure that includes M&E in the organization. 38% had provided a neutral answer which suggests that the respondents may not be directly involved in the M&E system or that the respondents do not know or understand the structure of the organization. While approximately 42% of the respondents comprising of the strongly agree and agree had responded that the organization has a well-defined structure which in turn suggests that those respondents know the structure of the organization very well and may be directly involved in the M&E system and. On the other hand, 10% of the respondents' had disagreed which proposes that the organization doesn't have a well-defined or easily understood structure and that the respondents do not use the monitoring and evaluation system.

When asked if the log frame approach is employed to monitor and evaluate a project, 44% of the respondents had agreed which means that the organization has a planning tool that sets out objectives and how to measure it. On the hand, 14% had disagreed that the organization has a log frame approach meaning that for M&E activities there are not planning tools for the objectives to be achieved while 42% gave a neutral answer which implies that monitoring and evaluation is done partially and not considered in every step of the implementation of the project. However, since the majority had given a positive answer it can be said that there is a log frame approach in the organization.

A favorable impression of M&E's involvement in project life cycles was expressed by roughly 72% of respondents when asked if M&E is considered to be a part of a project life cycle. On the other hand, 12% of respondents had disagreed, demonstrating that including M&E in a project's life cycle had no impact on the project's outcome. A neutral response from 8% of the respondents showed that whether M&E is included or not has no bearing on the project's result. This result

thus shows that the majority of respondents had a favorable attitude toward including and taking into account M&E as part of any project life cycles.

When asked if project M&E activities contribute to project success, 84% of respondents, consisting of strongly agree and agree, indicated that M&E contribute big parts for the success of projects, while 16% had disagreed, indicating that having M&E activities doesn't contribute to project success but other factors do. However, based on the majority of responses, it is clear that doing M&E activities contribute to project success.

No	Variable	Type	Frequency	Percentage
5	Does the organization have skilled personnel who conduct the M&E process?	Strongly agree	4	8
		agree	24	48
		Neutral	16	32
		Disagree	6	12
		Strongly disagree	0	0
		Total	50	100
6	Does the organization conduct needs assessment before implementing project planning for projects?	Strongly agree	5	10
		Agree	23	46
		Neutral	12	24
		Disagree	10	20
		Strongly disagree	0	0
		Total	50	100
7	Does the organization conduct assessment of the overall performance of M&E system regularly?	Strongly agree	0	0
		Agree	26	52
		Neutral	11	22
		Disagree	13	26
		Strongly disagree	0	0
		Total	50	100

Source: Own Survey 2023

The findings for a skilled personnel who conduct the M&E process indicated that a significant percentage of respondents hold positive perceptions. Approximately 56% of the respondents, comprising of strongly agree and agree, expressed confidence in the capabilities of the personnel involved in M&E activities. This suggests that there is a prevailing belief among the respondents that the organization possesses competent individuals who are proficient in executing M&E tasks. These respondents likely have direct experience working with the M&E team and have witnessed firsthand the positive outcomes and value that skilled personnel bring to the process.

However, it is important to note that a proportion of respondents of 12% expressed their disagreement. This implies that there may be a segment of the respondents who have encountered challenges or perceived shortcomings in the competencies of the M&E team.

For those who gave a neutral response of 32% suggests that a significant portion of respondents neither strongly agrees nor disagrees. This could indicate a lack of awareness or limited exposure to the M&E activities, leading to an inability to form a definitive opinion. Alternatively, it may reflect a general ambivalence or uncertainty among the respondents regarding the capabilities of the M&E personnel. Overall, while a majority of respondents hold positive perceptions towards the skilled personnel, the presence of some dissenting views and a substantial neutral response rate suggests that there may be opportunities for further improvement. This emphasizes the importance of investing in continuous professional development and ensuring the organization's M&E personnel possess the necessary skills, expertise, and knowledge to effectively carry out their responsibilities. Addressing any concerns raised by the dissenting respondents can contribute to enhancing the credibility and effectiveness of the M&E process, ultimately leading to improved project outcomes and stakeholder satisfaction.

The findings if the organization conduct needs assessment before implementing project planning for projects indicates that, approximately 56% of the respondents, combining those who strongly agree and agree, expressed a positive stance, indicating that they believe the organization does conduct needs assessments. This suggests that a significant portion of the respondents acknowledge the importance of assessing needs before initiating project planning, and they have likely witnessed the benefits of such assessments in previous projects. Those who strongly agree, 10%, indicated a strong conviction that the organization consistently conducts thorough needs assessments. These respondents may have experienced firsthand the positive impact of needs assessments on project planning, resource allocation, and overall project success.

However, 20% of the respondents had disagreed. This dissenting view suggests that there are individuals who perceive that needs assessments are either not being conducted or are insufficient in their scope or quality. It is important to further explore the reasons behind this disagreement to identify any potential gaps or challenges in the organization's current approach. 24 % of the respondents gave a neutral answer which may reflect a lack of awareness or limited understanding of the specific practices and processes involved in needs assessments. It could also

indicate a perception that needs assessments are not consistently conducted, leading to a neutral stance. These findings highlight the need for the organization to address the concerns raised by the respondents who disagree or hold neutral views.

By ensuring that needs assessments are consistently conducted and communicated effectively, the organization can enhance its project planning processes, improve resource allocation, and align project goals with stakeholders' needs and expectations. It is crucial for the organization to demonstrate the value and importance of needs assessments to all stakeholders and provide training or support to address any knowledge gaps or misconceptions. By addressing the concerns and ensuring the consistent implementation of needs assessments, the organization can strengthen its project planning processes and increase the likelihood of successful project outcomes.

The survey results provided insights into the perceptions of respondents regarding the organization's regular assessment of the overall performance of the Monitoring and Evaluation system. 52% of the respondents expressed their agreement; this suggests that a majority of the respondents recognize the importance of evaluating the effectiveness and efficiency of the M&E system on a routine basis. These respondents likely appreciate the benefits of such assessments in identifying areas for improvement, ensuring accountability, and enhancing the overall quality of the M&E processes. However, 26% of the respondents expressed their disagreement. This dissenting view implies that there are individuals who perceive a lack of regular assessments or believe that the evaluations conducted are inadequate or ineffective. Further investigation is necessary to understand the specific reasons behind this disagreement and to identify any potential gaps or challenges in the organization's current assessment practices. While 22% of respondents gave a neutral answer which suggests that a significant portion of the respondents neither agree nor disagree with the organization conducting regular assessments of the M&E system's overall performance. This could indicate a lack of awareness or limited exposure to the specific assessment practices employed by the organization. It may also reflect uncertainty or ambiguity among the respondents regarding the frequency or thoroughness of the assessments.

During the interview with the head of Building & Road construction Department as well as the head of Water Supply, Dam and Irrigation Construction Department, they both said that the their departments conduct regular assessment of M&E system and in addition the CEO

emphasized that regular assessments of the M&E system were essential for identifying areas of strength and weakness, facilitating evidence-based decision-making, and promoting a culture of continuous improvement. He also mentioned organization should consider establishing clear guidelines and protocols for regular assessments, ensuring that they are conducted consistently, and their outcomes are utilized to inform strategic decision-making processes. This can help enhance the effectiveness and efficiency of the M&E system, leading to improved project outcomes and stakeholder satisfaction. Overall, while a majority of respondents agree, the presence of dissenting views and a significant neutral response rate suggest the need for further attention. By addressing the concerns raised and fostering a robust assessment culture, the organization can strengthen its M&E practices and ensure the continuous improvement of its project monitoring and evaluation processes.

8	Do you have policy that guides M&E when implementing projects?	Strongly agree	0	0
		Agree	24	48
		Neutral	22	44
		Disagree	4	8
		Strongly disagree	0	0
		Total	50	100
9	Are employees of the project team involved in M&E activities?	Strongly agree	0	0
		Agree	12	24
		Neutral	17	34
		Disagree	14	28
		Strongly disagree	7	14
		Total	50	100
10	Do the relevant stakeholders actively and sufficiently participate in the process of M&E of the project?	Strongly agree	0	0
		Agree	24	48
		Neutral	20	40
		Disagree	6	12
		Strongly disagree	0	0
		Total	50	100
11	Does the organization consider risks and assumptions in carrying out project M&E activities?	Strongly agree	0	0
		Agree	8	16
		Neutral	38	76
		Disagree	0	0
		Strongly disagree	4	4
		Total	50	100

Source: Own Survey 2023

The survey results shed light on the perceptions of respondents regarding the existence of a policy that guides M&E when implementing projects within the organization. Approximately 48% of the respondents expressed their agreement, indicating that they believed the organization had a policy in place that guides M&E during project implementation. This suggests that a significant proportion of respondents acknowledge the importance of having a formalized policy to provide guidance and structure to the M&E process. 44% of the respondents gave a neutral answer suggests that a considerable number of respondents neither agree nor disagree with the organization having a policy that guides M&E during project implementation. This could indicate a lack of awareness or understanding of the specific policies and guidelines in place within the organization. It may also reflect uncertainty or limited exposure to the existence or effectiveness of such policies.

However, 8% expressed their disagreement this dissenting view suggests that there is a segment of respondents who perceive a lack of clear policies or guidelines to support the M&E process. Further exploration is needed to understand the reasons behind this disagreement and to identify any potential gaps or challenges in the organization's current policy framework. These findings highlight the importance of having a well-defined policy that guides M&E activities during project implementation. A comprehensive M&E policy can provide a clear framework for data collection, reporting, analysis, and decision-making, ensuring consistency and standardization across projects. It can also help establish accountability and improve the effectiveness and efficiency of the M&E process. The interview finding also support the above data that the CEO claim their organization have M&E policy but it need enhancement in different way like should outline the objectives, methodologies, roles, responsibilities, and timelines associated with the M&E process. He also stated that currently they are working to emphasize the integration of M&E findings into project planning and decision-making, fostering a culture of evidence-based management. Overall, while a significant portion of respondents agree that the organization has a policy guiding M&E when implementing projects, the presence of dissenting views and a notable neutral response rate highlight the need for further attention and action. Developing and implementing a comprehensive M&E policy can provide clarity, consistency, and accountability.

The survey results reveal varying perceptions among respondents regarding the involvement of employees of the project team in M&E activities. 24% of the respondents expressed their agreement indicating that they believe employees of the project team are involved in M&E activities. This suggests that a significant proportion of respondents perceive the importance of employee involvement in M&E processes. 34% gave neutral response suggests that a considerable number of respondents neither agree nor disagree may reflect a lack of clarity or limited understanding of the specific roles and responsibilities of employees in the M&E process. It could also indicate a lack of direct experience or observation of employee involvement in M&E activities within the organization.

However, 42% combined with 28% disagreeing and 14% strongly disagreeing, expressed their disagreement with the involvement of employees of the project team in M&E activities. This dissenting view suggests that there are individuals who perceive a lack of employee engagement or meaningful participation in the M&E process. It is crucial to further explore the reasons behind this disagreement to identify any potential barriers or challenges that hinder employee involvement in M&E activities. These findings highlight the importance of fostering employee engagement and involvement in M&E activities. Involving employees in the M&E process can provide valuable insights, enhance ownership and accountability, and contribute to a culture of continuous improvement. It is essential for organizations to establish clear roles, responsibilities, and mechanisms for employee participation in M&E activities, ensuring that employees have the necessary knowledge, skills, and resources to contribute effectively. By addressing the concerns and fostering employee engagement in the M&E process, the organization can benefit from the diverse perspectives and contributions of its employees, leading to more effective project monitoring and evaluation practices.

The finding that 48% of respondents agree that relevant stakeholders actively and sufficiently participate in the process of M&E of the project raises important points for discussion. While the percentage indicates that a significant portion of the respondents perceive stakeholder involvement positively, it also highlights room for improvement. The involvement of stakeholders in M&E processes is crucial for ensuring transparency, accountability, and the overall success of a project. A higher percentage of agreement would demonstrate a stronger

sense of collaboration and engagement, implying that stakeholders are actively contributing their insights and expertise to the M&E efforts.

Additionally, the survey results revealed that a significant portion of respondents, 40% and 12% respectively, hold a neutral and disagreement stance regarding the active and sufficient participation of relevant stakeholders in the process of M&E of the project. These findings highlight potential gaps in stakeholder engagement that need to be addressed. Stakeholder participation is critical for M&E processes as it ensures diverse perspectives are considered, increases transparency, and promotes accountability. The presence of a large neutral group suggests that stakeholders may not have a clear understanding of their role or are not actively involved in M&E activities. This situation calls for a comprehensive analysis of the reasons behind the neutral and disagree responses. It is essential to identify barriers that hinder stakeholder engagement, such as limited communication channels, lack of incentives, or insufficient awareness about the M&E process.

By addressing these challenges, project managers can actively involve stakeholders by providing them with the necessary information, resources, and platforms to contribute meaningfully. Furthermore, efforts should be made to foster a culture of collaboration and inclusivity, ensuring that stakeholders feel valued and their input is taken into account. By bridging the gap between stakeholder perceptions and actual involvement, organizations can enhance the effectiveness and impact of the M&E process, leading to improved project outcomes.

The survey findings if the organization considers risk and assumptions in carrying out project M&E activities indicate that, 16% expressed their agreement, 76% reported a neutral stance, and 4% strongly disagreed with the organization's approach. The high percentage of neutral responses suggests that there is a lack of clarity or understanding among the majority of the respondents. This could be attributed to a variety of factors, such as inadequate communication or insufficient emphasis on risk management within the organization. The relatively low percentage of agreement indicates that a significant portion of the respondents believe that the organization doesn’t adequately consider risks and assumptions during project M&E activities. This raises concerns about the effectiveness and reliability of the evaluation process, as risks and assumptions play crucial role in determining the success or failure of projects.

Furthermore, the small percentage of strong disagreement highlights the existence of a subset of respondents who strongly believe that the organization neglects or overlooks risks and assumptions in project M&E. This sentiment may stem from instances where projects have encountered unexpected challenges or failures due to inadequate risk assessment and management.

No	Variable	Type	Frequency	Percentage
12	Does the organization use technology enabled tools to collect, manage and analyze data for M&E purpose?	Strongly Agree	0	0
		Agree	16	32
		Neutral	28	56
		Disagree	6	12
		Strongly Disagree	0	0
		Total	50	100
13	Does reports from M&E of the project submitted to top management decision making body of the organization?	Strongly agree	9	18
		Agree	17	34
		Neutral	24	48
		Disagree	0	0
		Strongly disagree	0	0
		Total	50	100
14	Does the management take appropriate corrective measures in response to feedbacks based on the M&E findings?	Strongly agree	0	0
		Agree	18	36
		Neutral	26	52
		Disagree	6	12
		Strongly disagree	0	0
		Total	50	100
15	Do findings from evaluations help to shape and influence future projects?	Strongly agree	8	16
		Agree	27	54
		Neutral	15	30
		Disagree	0	0
		Strongly disagree	0	0
		Total	50	100
16	Are M&E findings well documented for future use?	Strongly agree	0	0
		Agree	17	34
		Neutral	27	54
		Disagree	6	12
		Strongly disagree	0	0

		Total	50	100

Source: Own Survey 2023

The survey findings if the organization use technology enabled tools to collect, manage and analyze data for M&E purpose indicate that, 32% of the respondents expressed their agreement. This implies that using technology will help the organization to collect, manage and analyze data efficiently while 12% have disagreed saying that the organization doesn't use technology to collect, manage and analyze data. This implies that they use a more traditional way that could take some time. On the other hand, majority of the respondents that accounts for 56% gave a neutral answer which indicates that the respondents neither agree nor disagree. This result also implies that the respondents use both the technology and traditional way to collect, manage and analyze data for M&E purpose.

The findings if reports from M&E of the project submitted to top management decision making body of the organization indicate that, approximately 52% of the respondents, comprising of both strongly agree and agree, gave a positive perception that reports are being submitted to top management for decision making. This implies that the reports that are being submitted to top management are being used for decision making purposes. While 48% gave a neutral response saying that they neither agree nor disagree this implies that those employees are not confident in the top management decision making body or not have awareness that reporting to the top management could make a significant change to the project in a good way. This positive stance findings support the interviewed response with the head of Building & Road and Water Supply, Dam & Irrigation Construction Departments, that they both agreed that each of their departments had checklists used for reporting findings during M&E activities.

When asked if the management takes appropriate corrective measures in response to feedbacks based on the M&E findings, 36% responded with their agreement, 52% gave a neutral response and 12% had disagreed. These findings suggests that the majority gave a neutral response which implies that the respondents neither agree or disagree that there are corrective measures in response to feedbacks this could be that the respondents are not observing changes or unaware of changes after giving feedbacks. However for those who have agreed this suggest that they had observed corrective measures after giving feedbacks while there are respondents who have disagreed suggests that even after giving feedbacks they didn't observe any corrective measures.

For the question asked if findings from evaluations help to shape and influence future projects, 70% comprising from strongly agree and agree gave response that findings from evaluation do help for future projects. This response suggests that the respondents who gave positive perception have seen what benefit doing an evaluation does for future projects. While 30% gave neutral response this result suggests that the respondents may not have the work experience in the organization to see the benefit of evaluation findings for future purposes.

The findings from if M&E findings are well documented for future use show that, 34% had agreed, 54% gave neutral response and 12% had disagreed. The findings suggests that majority gave a neutral response saying neither agree nor disagree which again implies that those respondents may have few to no work experience in the organization and are not aware if M&E findings are documented for future use. However, 34% had agreed which suggests that those respondents have a work experience in the organization and had observed when M&E findings are being used from previous projects while those 12% who had disagreed shows that the respondents had not one time observed if M&E finding is being used again. In the interview, the CEO as well as the head of both Building & Road and Water Supply, Dam & Irrigation Construction Departments had all mentioned that findings from M&E are being documented very well for future use.

No	Variable	Type	Frequency	Percentage
17	Does the organization have economic and social benefit from practicing M&E?	Strongly Agree	4	8
		Agree	12	24
		Neutral	21	42
		Disagree	26	26
		Strongly Disagree	0	0
		Total	50	100
18	Does limitation to finance affect the M&E activities to each project?	Strongly agree	27	54
		Agree	12	24
		Neutral	11	22
		Disagree	0	0
		Strongly disagree	0	0
		Total	50	100

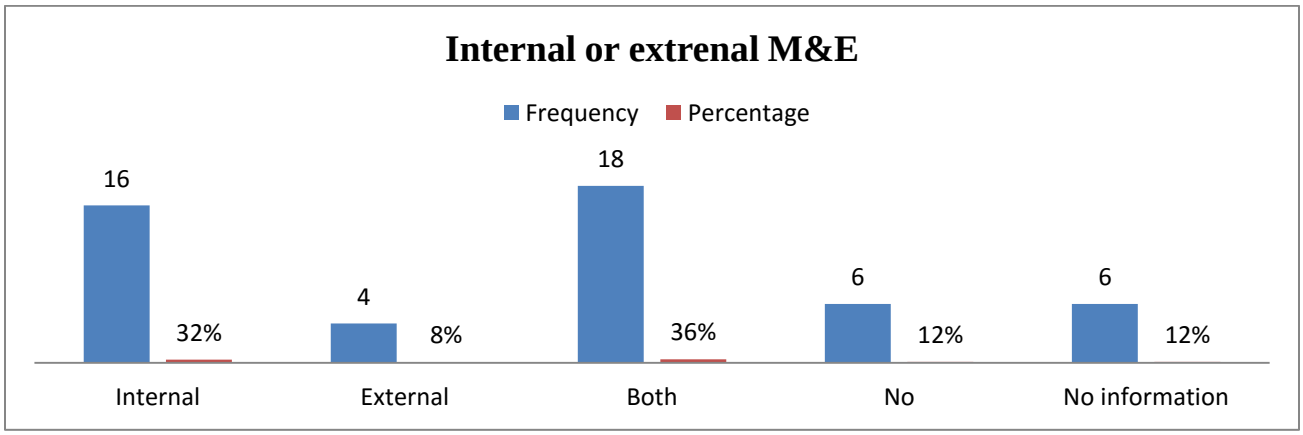
Source: Own Survey 2023

Based on the above findings, 32% comprising of strongly agree and agree gave a positive answer indicating that the organization have a benefit of social and economic from practicing M&E while 42% gave neutral answer and 26% had disagreed. This shows that having a good practice of M&E in projects helps the project to be completed on time which have an economic benefit and have a good relation with employees and stakeholders which benefit socially. For those who disagreed they don't think that the organization is doing a better job practicing M&E and in result getting the benefit.

78% of the respondents comprising of strongly agree and agree said that limitation to finance affects the M&E activities to each project and 22% gave neutral answer. This basically shows that if there is a limitation to financial resources M&E activities will be hindered because there may be limitation to employees who conduct the M&E activities or the frequency of the M&E activities will be occasional.

4.4 Practical experience with Monitoring and Evaluation

Internal or External M&E



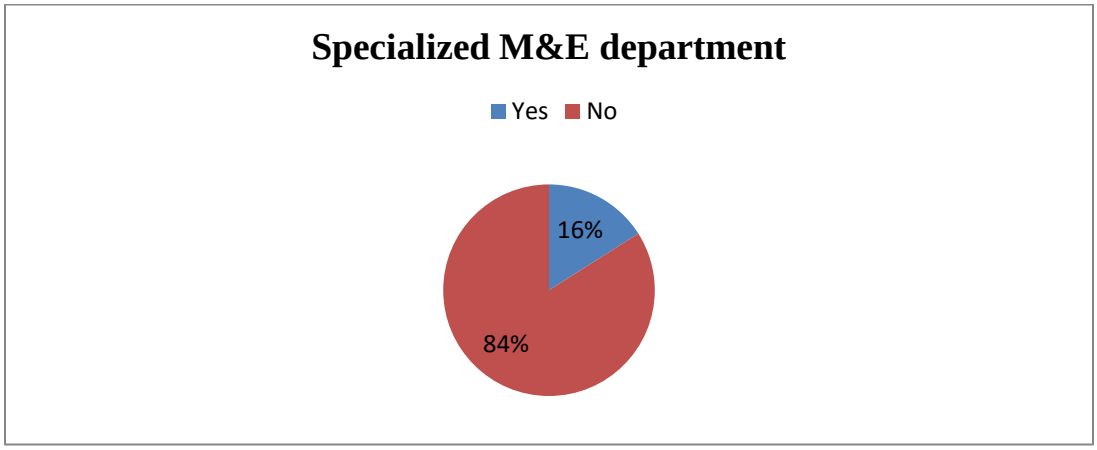
Source: Own Survey 2023

Figure 4. 1 Internal and External M&E

Based on the findings from figure 4.1, 36 % of the respondents responded that they use both internal and external, 32% responded they use internal, 12% responded no they don't use either of them, 12% had no information and 8% responded they use external. This findings show that

the majority of the M&E process was done by both internal and external and this helps the organization to have the best feedbacks from both unlike those who responded only internal. For those who responded they have no information it clearly shows that they were not directly involved in the M&E process. And for those who responded they don't use either of them suggests that they don't use M&E activities.

Specialized M&E department



Source: Own Survey 2023

Figure 4. 2 Specialized M&E department

The above figure 4.2 shows that, 84% of the respondents had responded that the organization had no specialized monitoring and evaluation department and 16 % had responded yes they had a specialized department. This finding indicates that the organization had no specialized M&E department meaning there are no employees who conducts only M&E and those who responded yes they clarified their answer by saying they use consultants to conduct the M&E.

Table 4. 2 When to undertake Monitoring and Evaluation

When to undertake monitoring	Frequency	Percentage	When to undertake Evaluation	Frequency	Percentage
Weekly	11	22	Quarterly	24	48
Monthly	16	32	Semi Annually	4	8

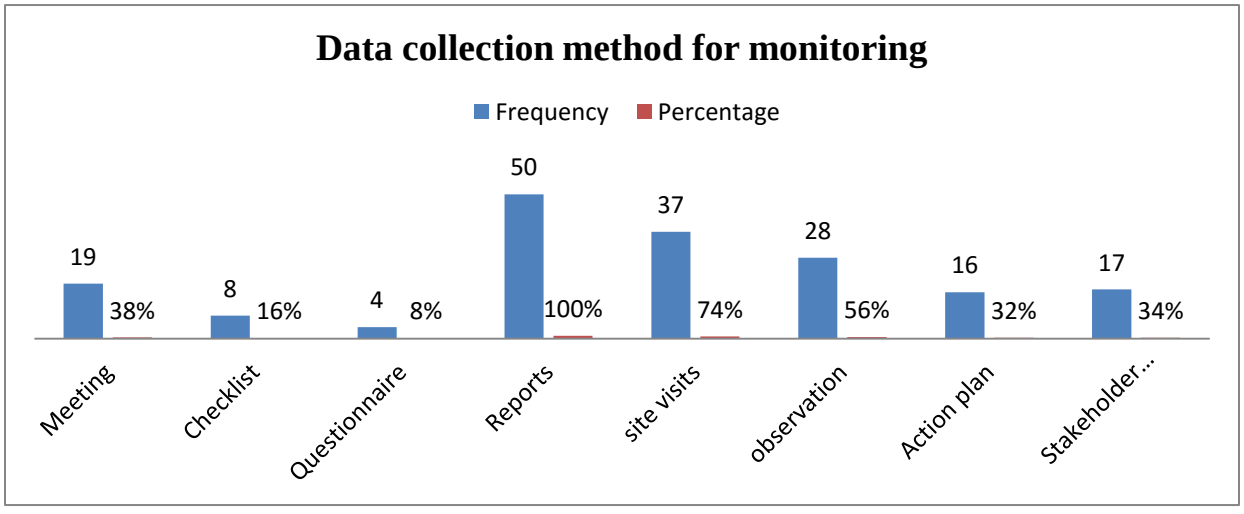
Quarterly	5	10	Annually	11	22
Annually	7	14	Other	11	22
Other	11	22			
Total	50	100	Total	50	100

Source: Own Survey 2023

Table 4.2 indicated when to undertake monitoring in the organization, 32% had responded monthly, 22% had responded weekly, 22% had responded other, 14% had responded annually and 10% had responded quarterly. For those who responded other they clarified their answer as randomly (8%) and when it is necessary (14%) to undertake monitoring. This finding shows that the first three most frequently undertaken are monthly, weekly and other (randomly and when necessary). The more the frequent the monitoring process undergoes the more feedbacks the organization gets and the more problems it identifies and help to solve them quickly.

According to the respondents evaluation in the organization was undertaken, 48% had responded quarterly, 22% had responded annually, 22% had responded other and 8% had responded semi-annually. For those who responded other they clarified their answer as when it is necessary 14% and 8% responded monthly. The finding indicates that evaluation undergoes the most frequently was quarterly the second and third time was annually and other respectively. The more frequently evaluation undertakes the more frequently problems are identified and taken care of.

Data Collection method for Monitoring

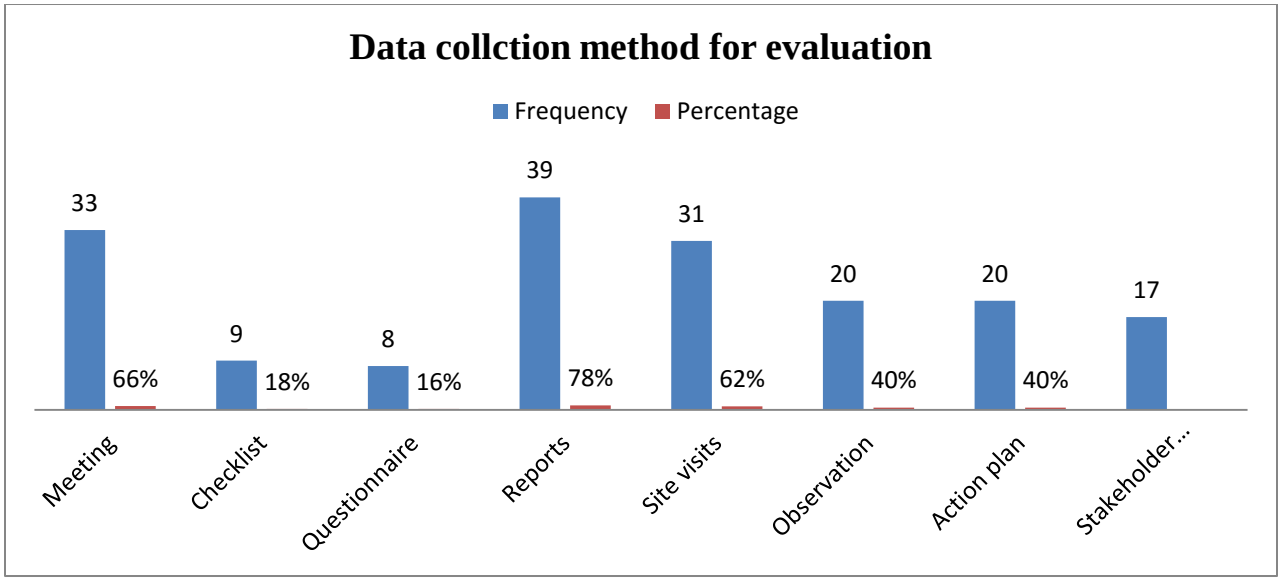


Source: Own Survey 2023

Figure 4. 3 Data collection method for monitoring

The above figure 4.3 indicates that, for the data collection methods for monitoring the most used method was reporting methods which accounts for 100%, the next most used was site visits 74% and the third most used observation method which accounts for 56%. Other methods like meeting 38%, stakeholder discussion 34%, action plan 32%, checklist 16% and questionnaire method accounts for 8%. Based on the above findings, all respondents had agreed that the most frequently used data collection method was the report system because it is the easiest and fastest way to detect and solve a problem. Although other methods were used too like meetings, stakeholder discussion, action plan, checklist and questionnaire and since the organization is concerned about construction business the second and third data collection methods they frequently use for monitoring purposes are site visits and observation. These methods are very useful to detect if the project is going to the project plan.

Data collection method for Evaluation



Source: Own Survey 2023

Figure 4. 4 Data collection method for evaluation

The above figure 4.4 indicated that, for the data collection methods for evaluation purpose, the most used method was report which was 78%, the second was meeting 66% and the third was site visits 62%. The other methods observation and action plan tied for 40%, checklist 18% and questionnaire method for 16%. Based on the above findings the respondents all agreed that the most frequently used data collection method for evaluation purpose is report system since it's the easiest way. The second was the meeting method; this helps the organization to discuss the evaluation process face to face with those who are responsible for making the project a success and giving feedback to improve. The third most commonly used was site visits; this method is also useful for the organization because it is a construction business and should be able to see the progress of the project.

Table 4. 3 Who conduct the evaluation the project followed

No	Who conducted the evaluation the project followed?	Frequency	Percentage
1	Conducted by those responsible for implementing a project	31	62
2	Conducted by evaluator outside the implementation team	10	20
3	Conducted with beneficiaries and other key stakeholders	24	48
4	Conducted collaboratively by more than one implementing partner	9	18

Source: Own Survey 2023

Based on who conducted the evaluation process the projects followed, 62% had responded that the evaluation was being conducted by those who are responsible for implementing the project and this type of evaluation is called internal or self-evaluation. 48% had responded by saying that the beneficiaries and other key stakeholder conduct the evaluation and this type of evaluation is called participatory evaluation. 20 % had responded by saying it was conducted by evaluators outside the implementation team and this type of evaluation is called external or independent evaluation. The remaining 18% had responded that the evaluation was conducted collaboratively by more than one implementing partner and this type of evaluation is called a joint evaluation.

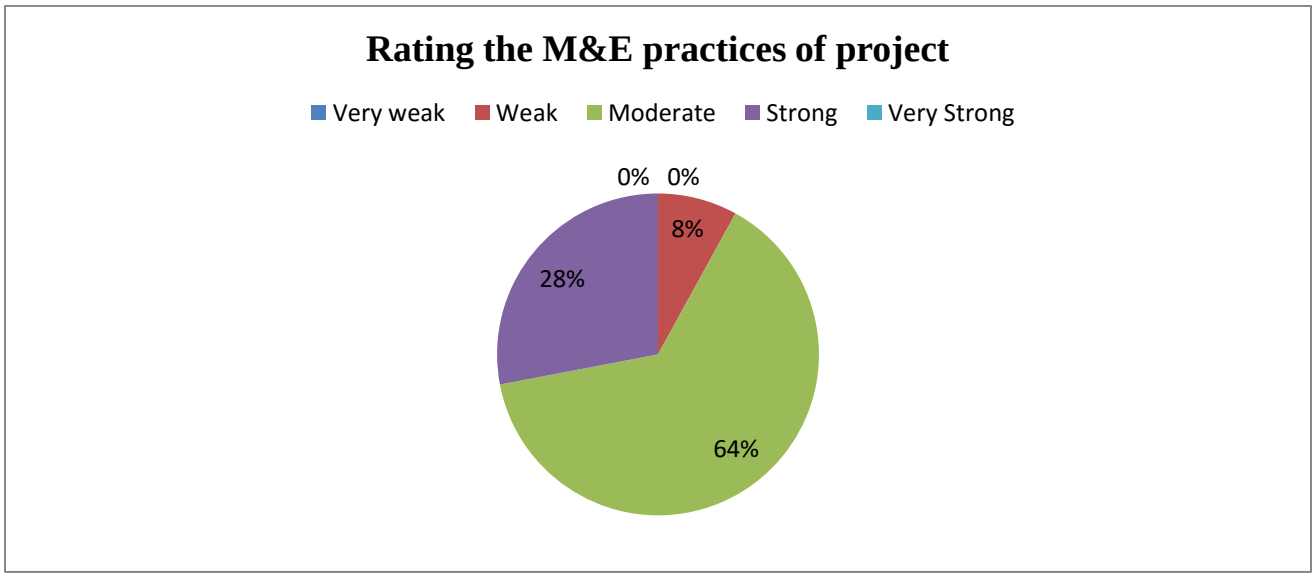
Table 4. 4 When is evaluation conducted frequently

No	When is evaluation conducted frequently in projects?	Frequency	Percentage
1	During project implementation	34	68
2	At the end of project implementation	21	42
3	Midway through project implementation	13	26
4	At completion of project	11	22
5	Conducted after implementation to assess long term impact	4	8

Source: Own Survey 2023

Based on the table 4.4, evaluation was frequently conducted during project implementation which accounts for 68% and based on the timing this type of evaluation is called formative evaluation. 42% had responded that evaluation was done at the end of project implementation making this type of evaluation a summative evaluation type. 26% had responded that evaluation was done midway through implementation making this type of evaluation a midterm evaluation. 22% had responded that evaluation was done at the completion of the project and this type of evaluation is called final evaluation. Lastly, 8% of the respondents had said that evaluation was conducted after implementation to assess long term impact making this type ex post evaluation.

Rating M&E practices of projects



Source: Own Survey 2023

Figure 4. 5 Rate the practice of M&E of project

The majority of the respondents rated the practice of monitoring and evaluation practices of the projects as moderate by 64%, strong by 28% and weak by 8%. The majority responded as moderate and this finding tells that the respondents do not feel confident about the practice of monitoring and evaluation in the organization.

Table 4. 5 Major challenges encountered during M&E of projects

No	Major challenges encountered during M&E of project	Frequency	Percentage
1	Poor M&E planning	24	48
2	Inadequate financial resource	21	42
3	Failure in selecting the correct performance indicator	28	56
4	Less involvement of stakeholder	6	12
5	Less involvement of employees	17	34
6	Objectives of the project are not stated clearly enough	8	16
7	Absence of feedback	15	30
8	Insufficient management support	8	16
9	Failure in evaluation design	22	44
10	Managerial ineffectiveness or insufficient implementation	4	8
11	Data collection mistakes	16	32

Source: Own Survey 2023

Based on the table 4.5, the major challenges encountered during the monitoring and evaluation practices were failure in selecting the correct performance indicator which accounts for 56% of the respondents. Performance indicators are the most useful element for M&E because they measure the project's impacts, outcomes, outputs and inputs that were monitored during implementation to assess the objectives. 48% had responded was poor M&E planning. This could be because of unskilled or inexperienced managers. 44% of challenges encountered were failure in evaluation design. This could be again due to unskilled or inexperienced M&E managers. 42% of challenges encountered were inadequate financial resource this could be because of the market inflation. 34% had responded were less involvement of employees. This could be due to less knowledge about M&E. 32% were data collection mistakes. This is because of not knowing which type of data collection method is appropriate for which department. 30% were absence of feedback, 16% were objectives of the project not stated clearly, 16 % were

insufficient management support, 12% were less involvement of stakeholder and managerial ineffectiveness accounts for 8%.

From the findings above it is clear that the five major challenges encountered were failure in selecting the correct performance indicator, poor M&E planning, failure in evaluation design, in adequate financial resource and less involvement of employees.

Other challenges that some of the respondents added were that there is less attention given for M&E department in our country, the organization doesn't have M&E department, there is skill gap, there is no structured M&E approach, timely not reported, there is no planned approach, the implementing body doesn't have enough knowledge on M&E, implementation problem, and last but not least payment is too late.

During the interview with the CEO, the head of Building & Road and head of Water Supply, Dam & Irrigation Construction Departments, mentioned similar challenges such as there is no a separate M&E department, inadequate financial resource, no trained employees so less employee involvement.

The possible solutions that the CEO mentioned to overcome the above challenges were allocating sufficient financial resources, establishing M&E department, educating on the importance of M&E, training employees on M&E, planning M&E with clear objectives and proper indicators.

CHAPTER FIVE

SUMMARY, CONCLUSION and RECOMENDATION

This final chapter is about the summary, conclusion and recommendation that have been provided as per the findings of the study of practices of Monitoring and Evaluation on OBM Construction Share Company.

5.1Summary

The survey results showed that most respondents had been in the organization for 1-4 years, and had the experience of M&E activities of 1-4 years. With regard to being trained in M&E activities and direct involvement in M&E system most responded with negative response.
Similarly, the findings from M&E structure showed that majority responded that the organization has a well-defined structure that includes M&E department as well as log frame approach employed to monitor and evaluate a project. And most had responded that M&E is considered as part of project cycle and M&E activities contribute to project success.

The findings also showed that most of respondents agreed that the organization had a skilled person who conducts M&E and that the organization conducts needs assessment before implementation of project planning and overall performance of M&E system. In addition, majority responded that they have policy that guides M&E when implementing even though those who responded neutral are close to those who agreed, similarly those who responded neutral to the question if employees of project team involved in M&E activities are close to those who disagreed. The findings also showed most had agreed that relevant stakeholders actively participate in M&E process even though those who gave neutral answer are close enough. Even though most had responded with neutral answer when asked if risks and assumptions are considered in carrying out M&E activities some had agreed while some had disagreed.

The survey findings also showed that the use of technology enabled tools to collect, manage and analyze data most gave neutral answer while some had agreed and disagreed. Most had responded that reports are submitted to top management decision body and findings from evaluation helps while most gave a neutral answer if management takes appropriate corrective action based on M&E findings and similarly if M&E findings are documented for future use.

When it comes if the organization had economic and social benefit most gave neutral answer while the second most had agreed. Most had responded that limitation to finance affect M&E activities.

The study findings from practical experience with M&E showed that most use both the internal and external M&E and the second most use internal. Similarly most had responded that the organization had no specialized M&E department. Based on the findings monitoring is undertaken mostly monthly while evaluation is undertaken mostly quarterly. For the data collection method for monitoring the three most used methods were the reports, site visits, observation and similarly for evaluation the three most used methods were reports, meeting and site visits.

Based on who conducted the evaluation most had responded that they use internal evaluation and for the frequently done most had responded formative evaluation.

With regards to the challenges faced during M&E of projects the five main challenges were failure in selecting the correct performance indicator, poor M&E planning, failure in evaluation design, inadequate financial resource and lastly less involvement of employees. The possible solutions given were allocating resources, establishing M&E department, training employees, planning M&E with clear objectives and proper indicators.

5.2 Conclusion

It was possible to conclude the following based on the objectives and research questions of the study.

Majority of the participants as well as the CEO responded that the organization has no specialized M&E department even though majority of the respondents had said that the organization had a well-defined structure that includes M&E department as well as log frame approach employed to monitor and evaluate a project. Most of the respondents had agreed that the organization has a skilled person who conducts M&E and also the organization conducts needs assessment before implementation of project planning and overall performance of M&E system.

The survey findings also showed a neutral stance that the organization use technology enabled tools to collect, manage and analyze data but most had responded that the that reports are submitted to top management decision body.

In general, it can be concluded that even though there is M&E activities it is not acceptable as the best practices because the organization have many challenges. This was mainly as a result of not having a separate M&E department, the failure in selecting the correct performance indicator, poor M&E planning, failure in evaluation design, inadequate financial resource, less involvement of employees and more. The largest gaps that were identified between expectation and reality could be as a result of allocating adequate finance, well involvement of employees and stakeholders, adequate knowledge about M&E.

5.3 Recommendation

Based on the findings above discussions and conclusion, the researcher recommends the following:

- OBM Construction Share Company should develop a well-established Monitoring and Evaluation department.
- Adequate budget should be allocated for Monitoring and Evaluation activities.
- Employees should be trained and directly involved on M&E activities and be given regular updates and feedbacks on the outcome of projects.
- Skilled personnel on M&E should be involved because it minimized challenges arising from poor planning, failure in evaluation design and not choosing the correct indicators

5.2.1 Recommendation for Future studies

The researcher recommends further studies on the following topics:

- To assess the implementation of M&E practices on organization
- To determine the actual impact of M&E practices on the performance of the projects
- To investigate the influence of M&E on the organizations performance

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Appendix

Part I: Questionnaire

St Mary's University

Dear Respondents

SCHOOL OF GRADUATE STUDIES

I am a student at St. Mary's University pursuing Master's Degree in Project Management. I am currently conducting a study on Monitoring and Evaluation Practices in OBM Construction Share Company. In this regard as part of my study requirements your responses are very important to the success of the study.

Kindly cooperate in filling the questionnaire and I would like to assure you that the information is for academic purposes only and will be treated with utmost confidentiality.

Thank you in advance for your time and cooperation.

Sebreen Abdulnaser

0912365353

Instruction

- Please tick the appropriate boxes which best suit your view and fill in the blanks where necessary. You can tick more than one where it's appropriate.
- If you can't get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option – Other.
- For the open ended items, give brief answer in the space provided.

Part 1 Demographic characteristics of the respondents

1. Sex Male ☐ Female ☐
2. Age 21 – 30 ☐ 31 – 40 ☐ 41 – 50 ☐ Above 50 ☐
3. Your present academic qualification
   PhD ☐ Masters ☐ Bachelors ☐ Diploma ☐
4. How long have you been working in this organization? In years
   0 – 1 ☐ 1 – 4 ☐ 5 – 8 ☐ 9 – 12 ☐ Above 12 ☐
5. Your work experience in monitoring and evaluation activities in years?
   1 – 4 ☐ 5 – 8 ☐ 9 – 12 ☐ Above 12 ☐ None ☐
6. Have u had any training in monitoring and evaluation activities?
   Yes ☐ No ☐
7. Do you have direct involvement in Monitoring and Evaluation System of the organizations?
   Yes ☐ No ☐

Part 2 Monitoring and Evaluation Structure

No		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Does the organization have a well-defined structure that includes M&E department?					
2	Is the log frame approach employed to monitor and evaluate the project?					

3	Do you think that M&E is considered as a part of the life cycle of the project in your organization?					
4	Do you think project M&E activities contribute to the success of the project?					
5	Does the organization have skilled personnel who conduct M&E process?					
6	Does the organization conduct a needs assessment before implementing project planning for projects?					
7	Does the organization conduct assessment of the overall performance of M&E system regularly?					
8	Do you have a policy that guides M&E when implementing projects?					
9	Are the employees involved in M&E activities?					
10	Do the relevant stakeholders actively and sufficiently participate in the process of M&E of the project?					
11	Does the organization consider risks and assumptions in carrying out project M&E activities?					
12	Does the organization use technology enabled tools to collect, manage and analyze data for M&E purpose?					
13	Does reports from M&E of the project submitted to top management decision making body of the organization?					
14	Does the management take appropriate					

	corrective measures in response to feedbacks based on the M&E findings?					
15	Do the findings from evaluations help to shape and influence future projects?					
16	Are M&E findings well documented for future use?					
17	Does the organization have economic and social benefit from practicing M&E?					
18	Does limitation to finance affect the M&E activities to each project?					

Part 3 Practical Experience with Monitoring & Evaluation

1. Does your organization use internal or external Monitoring & Evaluation

   _____

2. Do you have specialized Monitoring and Evaluation department in your organization?

   Yes ☐ No ☐ If yes, how many_____

3. When do the project monitoring and evaluation undertaken?

   Monitoring: Weekly ☐
   Monthly ☐
   Quarterly ☐
   Annually ☐
   Other _____

   Evaluation: Quarterly ☐
   Semi annually ☐
   Annually ☐
   Other _____

4. What are the data collection methods used during the process of monitoring and evaluation of the project?

   Monitoring: Meeting ☐
   Checklist ☐
   Questionnaire ☐

   Evaluation: Meeting ☐
   Checklist ☐
   Questionnaire ☐

Reports ☐ Reports ☐

Site visits ☐ Site visits ☐

Observation ☐ Obseravtion ☐

Action Plan ☐ Action Plan ☐

Stakeholder discussion ☐ Stakeholder discussion ☐

5. Who conduct the evaluation the project followed?

Conducted by those responsible for implementing a project ☐

Conducted by evaluator outside of the implementing team ☐

Conducted with the beneficiaries and other key stakeholders ☐

Conducted collaboratively by more than one implementing partner ☐

6. When is the evaluation conducted frequently in the projects?

During project implementation ☐

At the end of the project implementation ☐

Midway through the project implementation ☐

At the completion of the project ☐

Conducted sometime after implementation to assess long term impact ☐

7. How do you rate the Monitoring & Evaluation practices of the project?

Very weak ☐ Weak ☐ Moderate ☐ Strong ☐ Very Strong ☐

8. What the major challenges encountered during M&E of the project?

Poor M &E planning ☐

Inadequate financial resource ☐

Failure in selecting the correct performance indicator ☐

Less involvement of stakeholder ☐

Less involvement of employees ☐

Objectives of the project are not stated clearly enough ☐

Absence of feedback ☐

Insufficient management support ☐

Failure in evaluation design ☐

Managerially ineffectiveness or insufficient implementation ☐

Data collection mistakes ☐

9. Rank the five major challenges in monitoring and evaluation activities of the projects in your organization from the above. From highest to lowest

_____

_____

_____

_____

_____

10. Please mention any other challenges in monitoring and evaluation that has not been mentioned above : _____

_____

_____

11. If there is anything to say or comment, please be free to use the next space.

_____

_____

_____

THANK YOU FOR YOUR COOPERATION

Part II: Interview

1. Can you tell me about the Practices of Monitoring and Evaluation in your organization?
2. Why do you think Monitoring and Evaluation system is needed in your organization?
3. When is the Project Monitoring and Evaluation process undertaken?
4. Does the Monitoring and Evaluation Unit have checklist or other kind of reporting system to report findings?
5. Are Monitoring and Evaluation findings well documented for future use in other implemented projects?
6. What are the major challenges faced to undertake Project Monitoring and Evaluation process?
7. What are the possible solutions to overcome those challenges in your experience?
8. What do you believe to be a good experience that can be taken from your organization's project monitoring and evaluation process?