



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PROJECT MANAGEMENT

**THE ROLE OF MONITORING AND EVALUATION ON PROJECT
PERFORMANCE: THE CASE OF TEZETAW, ELIAS AND TESFAYE
(T.E.T) CONSTRUCTION**

BY: SOFIYA AMARE

June, 2023

ADDIS ABABA, ETHIOPIA

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BY

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ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE BOARD OF EXAMINERS

As members of the Examining Board of the Final M.A thesis Open Defense, we certify that we have read and evaluated the thesis prepared by Sofiya Amare, entitled “The Role of Monitoring and Evaluation on Project Performance: The case of Tezetae, Elias and Tesfaye (T.E.T) construction and recommend that it be accepted as fulfilling the thesis requirement for the degree of: Master of Art in Project Management.

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DECLARATION

I thus certify that the thesis titled "The Role of Monitoring and Evaluation on Project Performance: The Case of T.E.T Construction" was written by me and represents my own original research. No component of this work has ever been submitted in a prior application to an institution for a different degree or diploma. Lists of reference are provided, and all borrowed concepts have been appropriately recognized in the text.

Sofiya Amare

June, 2023

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Business for examination with my approval as a university advisor.

Melaku Girma (PhD.)

Advisor

Signature

June, 2023

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List of abbreviation and Acronyms

GDP	Gross Domestic Product
GDCF	Gross Domestic Capital Formation
UNDP	United Nation Development Program
FAO	Food and Agriculture Organization of the United Nation
M&E	Monitoring and Evaluation
TET	Tesfaye, Elias and Tsegaw
ILO	International Labor Organization
WB	World Bank
SPSS	Statistical Package for the Social Science

Abstract

This study assesses the Role of Monitoring and Evaluation on project performance: the case of Tezetaw, Elias and Tesfaye (T.E.T) construction. The study objectives included: assessing the organization's monitoring and evaluation practice ways, identifying the tools used while monitoring and evaluation, learning the role of monitoring and evaluation on their project's performance and determining the challenges faced when practicing monitoring and evaluation. Descriptive research methodology is used, and both quantitative and qualitative data were collected using questionnaires that included both closed- and open-ended questions. The questionnaire survey conducted involved 51 participants that were selected using purposive sampling and the data collected through the questionnaire survey was analyzed using SPSS version 26. The research revealed that the monitoring and evaluation practices are distributed over the organizational entities; there is no team for performing monitoring and evaluation. Regarding M&E tools, Tezetaw, Elias and tesfaye (TET) construction uses performance measurement indicators. Information of M&E in the organization is utilized to provide clear and enough information for stakeholders and following up of their project's progress. However regarding to the challenges faced, absence of M&E team, insufficient funding and budgetary and improper documentation of the information gathered are the major ones in the organization. Therefore, in order to strengthen the M&E practice Tezetaw, Elias and tesfaye (TET) construction, this study recommends that the unit responsible for M&E should be created and receives training and guidance properly. The organization should consider other monitoring types because it will be helpful to their project.

Key words: *monitoring and evaluation, construction projects, project performance*

CHAPTER ONE

INTRODUCTION

The chapter emphasizes the goal of the study; it gives information on the backdrop, clarifies the problem statement, describes the study's objectives, and presents the study's research question. In addition, it emphasizes the importance, limitations, scope, and structure of the study.

1.1 BACKGROUND OF THE STUDY

The construction industry is diverse, encompassing a wide range of occupations and business sectors. The scale, scope, and complexity of construction projects, as well as the contractual arrangements between participants and the technology used, vary greatly (Lingard et al, 2017). Every building project, no matter how large or little, follows a similar method. Planning and design is necessary for each project. It must also handle supplies, resources, and inventories in addition to managing the project's actual construction (Julia, 2021).

According to Memon et al (2012), construction projects have made it possible for people to satisfy their social demands and significantly contribute to economic progress. Since 2001, Ethiopia's building market has experienced considerable growth. According to recent studies (Zewdu & Aregaw, 2015), the industry now contributes 5.6% of GDP, which is close to the sub-Saharan average of 6%. Gross Domestic Capital Formation (GDCF), which was almost 60% in 1996–1997, has since increased to almost 75% in 2002–2003

Every construction organization aspires for their project to be a success, but this does not always come easily (Hashmicro, 2022). Time-driven and cost-driven project management philosophies are both used in the construction industry (Mishra, 2014). The time, money, and resources invested in a construction endeavor are used to determine its success (Hashmicro, 2022). The effectiveness of developing projects can be greatly increased with good planning and efficient monitoring and evaluation (UNDP, 2009).

Monitoring and evaluation are the technique of regularly acquiring data and analyzing it to determine whether actions are being taken to accomplish predetermined goals and objectives identify any unintended (positive or bad) outcomes from a project and its operations. It is an

essential component of both sound management practices and the project cycle. Managers and other stakeholders receive regular updates from monitoring systems on the progress of their objectives and outcomes. This makes it possible for managers to monitor progress, spot issues, adapt operations to account for experience, and create and defend budgeting proposals. This enables the detection of issues before they become serious so that fixes can be suggested (FAO, 2017).

Monitoring and evaluation are able to help the organization in sifting through past and present actions to find pertinent data that will serve as the foundation for programming adjustment, refocusing and long-term planning. It would be hard to determine whether work is progressing in the proper direction, whether progress and success can be declared and how future efforts may be improved without adequate planning, monitoring and evaluation (UNDP, 2009).

The only project activity that starts at project beginning and lasts until project conclusion is monitoring and evaluation. Given the required attention by the project implementers, monitoring and evaluation plays a crucial role in the implementation of construction projects. By allocating sufficient funds, building technical expertise, fostering a positive project climate, and involving stakeholders in M&E, project performance will be improved. (Callistus & Clinton, 2018).

Contractors are one of the main stakeholders involved in project monitoring and control in the construction industry. They are in charge of carrying out the tasks outlined in the contract. Implementing monitoring and evaluation aims to ensure overall project success by achieving both short term project outcomes like adherence to standards and long term goals, such fit for purpose (Callistus & Clinton,2018). Parties work together with consultants to monitor and manage projects to make sure they are completed on time, within budget, and to the needed quality standards (Mwangu et al, 2015).

Using performance indicators that may be connected to many aspects, it is possible to track and assess how well initiatives performed in comparison to what was planned. The three fundamental and crucial performance indicators in building projects are cost, time, and quality (Ayalew et al, 2016).

The construction business is reportedly massive, unstable and requires continuous regulation for its success so monitoring and evaluation must be valued and implemented holistically throughout the life cycle of project delivery to ensure that projects are successfully implemented to create the necessary job opportunities, provide the necessary health, educational, and economic [infrastructure, satisfy stakeholders, achieve project quality, budget, and schedule, and contribute to the socio-economic development of nations (Callistus & Clinton,2018). In order to be held responsible to program and project stakeholders, organizations must provide proof of their efficiency and effectiveness to funders and investors as well as to the general public. Without a strong monitoring and evaluation system that enables projects or programs to gather, record, analyze, and communicate all relevant information regarding the implementation of project activities and their results in comparison to the anticipated outcome, this cannot be accomplished (Jean, 2018).

T.E.T (Tezetaw, Elias and Tesfaye) Construction PLC began as a general work contractor in 2003. T.E.T Construction PLC takes on the role of main contractor from small to medium size projects and performs construction and project management services. The company has five management teams. Each of them are charged with carrying out their responsibilities.

Consequently, by using TET construction; this research asses the role of monitoring and evaluation on their project performance, how they practice it and the challenge faced when practicing monitoring and evaluation.

1.2 Statement of problem

Construction projects are complex, drawn out endeavors. The entire project development process typically consists of multiple phases that call for a variety of specialists services. The typical project goes through several various phases as it moves from the initial planning stages to project delivery. These stages call for input from variety of units. The construction process must adhere to a natural sequence of action that form a complex pattern of individual time needed and constrained sequential linkage among the many element of the structure (Sears et al, 2008).

Because the project's goal is attained through it, monitoring and evaluating projects that an organization undertakes is crucial (Jean, 2018). A persistent problem in construction is to

document changes which occur in the field and to prepare the as-built schedule. In current practice, deviations from planned performance can only be reported after significant time has elapsed and manual monitoring of the construction activities are costly and error prone. Availability of advanced portable computing, multimedia and wireless communication allows, even encourages fundamental changes in many jobsite processes. However a recent investigation indicated that there is a lack of systematic and automated evaluation and monitoring in construction projects (Muhd et al, 2006).

when done appropriately and at the appropriate times and location, monitoring and evaluation are two of the most crucial factors in assuring the success of many projects. Unfortunately, even though many project developers are aware of these two, they often receive little priority and as a result they are complemented merely to satisfy the requirements of the majority of development partners not with the intention of using them as a mechanism to guarantee the success of the projects (Dama Academic Scholarly & Scientific Research Society, 2019).

The study done in Rwanda provides information regarding the issue of the contribution of monitoring and evaluation decision implementation on the project success by identifying different parameters based on to evaluate project success such as time, cost, and quality as well as client satisfaction as well as other aspects like construction regulatory framework, top management support having major impact on project success, concluding it has a key contribution on project success (Tuwaiunjiwa, 2014).

According to the researcher's findings in Nairobi, monitoring and evaluation directly affects how well a project performs. Without a plan, it would be exceedingly challenging to carry out any useful project monitoring and evaluation duties since there would be no systematic way to do so, no recognized essential performance data to gather, no timeline to collect data, and no assigned responsibilities (Bernard, 2015).

Research done by Callstus and Clinton (2018), monitoring and evaluation is a crucial management process for construction delivery. Despite the difficulties M&E departments face, such as limited funding for M&E and a lack of institutional support, projects are

completed in accordance with quality, cost, schedule, health and safety regulations, and stakeholder expectations when M&E is being used.

As similar studies has been carried out in our country, By identifying the primary issue with a specific project before it is regarded to be in distress, the study by Gashaw (2019) demonstrates the need of project monitoring and evaluation techniques. The elimination of project monitoring and evaluation operations would dramatically affect organizations' currently poor project performance ratings at the national and international levels. Data manipulation throughout the reporting period for monitoring and evaluation findings, lack of time and resources, issues conveying monitoring and evaluation results, and projects' absence of an monitoring and evaluation strategy and route map, or structure are among the key challenges encountered in monitoring and evaluation procedures, according to Sara (2021) research. The impact of using a logical sequence, an evaluation and tracking technique, and M&E training on the level of performance assessment could be measured so that these three factors have a substantial impact on the projects (ESUALEM, 2021).

Therefore there have been studies on the subject of the current study and the role of monitoring and evaluation on project performance are different in geographical, contextual and methodological gap. So further research maybe needed. This study attempted to fill the knowledge gap from the previous studies' on role of monitoring and evaluating on the project performance.

1.3 RESEARCH QUESTIONS

These inquiries lead to the study's objectives in order to highlight the information that must be discovered for this study.

- 1) What are the purpose of monitoring and evaluation on T.E.T projects' performance?
- 2) How is monitoring and evaluation practiced at TET construction projects?
- 3) What methods/tools are employed in T.E.T construction when monitoring and evaluation approaches are used?
- 4) What are the challenges encountered while monitoring and evaluation projects at TET's construction

1.4 RESEARCH OBJECTIVES

1.4.2 General Objective

Identifying role of monitoring and evaluation practices on TET construction

1.4.3 Specific objectives

- 1) Assessing the organization's monitoring and evaluation practice ways
- 2) Identifying tools/ techniques used while practicing monitoring and evaluation in their projects
- 3) Assessing the purpose of monitoring and evaluation on T.E.T projects' performance
- 4) Identifying the challenges encountered during project monitoring and evaluation practice

1.5 SIGNIFICANCE OF THE STUDY

This study has a benefit for institutions and organizations if it is effectively executed. It helps managers focus and ensure the expansion of the company. To manage construction projects, numerous and complicated procedures are required. It offers evidence regarding the choices and recommendations made during M&E of a construction project, how they are implemented, and the benefits for both parties that can be drawn from experience. It also demonstrates how M&E contributes to the success of a construction project that needs to be completed. As a result, the monitoring and evaluation processes in use at TET construction is thoroughly reviewed in this study. The results of this study is significant in understanding the role monitoring and evaluation plays on project performance. The research findings can be used as a resource for information for researchers that conduct studies on related topics.

1.7 Scope and Limitation of the Study

The study focuses on specific projects of T.E.T construction located at Addis Ababa. The role of monitoring and evaluation is highlighted, as well as the challenges and how they overcome it. Stakeholders are involved in monitoring and evaluation as well as any potential issues with capacity development, training, and other requirements. Because of this, the study also involves showing how performance of monitoring and assessment are built into the TET and having the staff answer the questions. Questionnaires with close and open ended

questions are distributed to the purposively chosen three units that have direct relation with monitoring and evaluation present in the construction.

The main difficulties that were faced in carrying out this study project were the cross-sectional and descriptive research design's that limited analysis and conclusion and a mixed research approach. Only one construction's monitoring and assessment procedures are assessed, limiting the application of the results for other constructions which restricts information.

1.8 Organization of the Study

There are five chapters in this research paper. The introduction, problem description, research objectives, research questions, importance of the inquiry, study scope, and study limitations are all included in the first chapter of the study. A review of relevant literature, including earlier studies, is offered in the second chapter. Theoretical study, a theoretical framework, an empirical review, and a conceptual framework are covered in this chapter along with the factors that contribute to implementation delays in building projects. The third chapter looks at the study methodology, target audience, data sources, sampling plan, data collection methods, and analysis approach. The fourth chapter covers the collection, analysis, and interpretation of data. The study's last chapter integrates its findings and draws conclusions from the results of the data that was collected and subjected to various types of analysis. Suggestions are provided in light of the study's findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE REVIEW

Introduction

This section identifies the major ideas that were employed in the study and some of the literature's theoretical contributions. The conceptual framework and theories that will inform the investigation are also covered, along with a graphic representation of the relationships between the study variables

2.1 Concept of project and construction project

A project is a self-contained activity with a cogent set of operations intended to accomplish clearly stated objectives and address issues for selected target groups within a finite amount of time that needs to use defined means and resources within the prescribed budget" (Brussels, 2014). According to definitions from a number of sources, (Quincy, 2021) it is asserted that a project is a collection of actions that must be carried out in order to achieve a specific objective or result. Additionally, it's defined as a project as "a temporary activity undertaken to generate a unique product or service," according to the project overview institution. According to ISO (2003), A project is a particular process that comprises of a sequence of planned, timed operations that are coordinated and oversight to achieve a defined goal that meets with a specific criteria, including time, money, and resource restrictions. According to these definitions, a project's temporary character denotes a clear beginning and conclusion, uniqueness, completion with consideration for restrictions including scope, time, quality, and resources.

In many economies, the building sector plays a crucial role in the trajectory of growth. It is an organization that combines a number of different industries (Callistus et al, 2021). Construction projects are challenging and time-consuming tasks. Even a project of modest size requires literally hundreds of distinct procedures, materials, and expertise during the construction process (Keoki et al, 2008). Given the industry's capacity to contribute to economic growth, it is crucial to guarantee that inputs (resource) activities and processes are handled successfully. This can be accomplished by effectively implementing monitoring and

evaluation, which aims to oversee and evaluate project performance throughout the project's life cycle (Callistus et al, 2021).

2.2 Project performance management

Performance management are viewed as a collection of actions that are taken to raise the degree of effective and efficient utilization of facilities and resources in order to accomplish a goal in a cost-effective manner .To plan, monitor, and evaluate a worker's job goals and overall organizational contribution, managers and employees collaborate by means of performance management. (Rostam et al, 2020).

Due to the unpredictability of fast evolving technology, financial limitations, the participation of geographically distributed virtual teams, shifting needs, and the effects of environmental, political, and economic changes, the construction industry is complex and dynamic in nature (Gunathilaka et al, 2013).

In the research done by phiri (2015),it is concluded that monitoring and evaluation have a direct impact on project performance since monitoring essentially entails 'watching over' the project while it is being carried out, whilst evaluation entails 'evaluating' the project's performance in accordance to its aim. Accordingly, the only way project performance can be evaluated and improvements made to performance are through monitoring and assessment.

2.3 Concepts and definition on monitoring and evaluation

One of the most crucial management tasks in project management is tracking and regulating a project's progress because it affects how well the project will turn out. According to ILO (2019), guide on project monitoring and evaluation; Policymakers and program managers can assess an intervention's evolution over time through monitoring, their effectiveness in implementing a program and whether there are discrepancies between expected and actual results through evaluation. Monitoring keeps track of and records resource usage as the project is being carried out. Evaluation measures how well a project accomplishes its objectives and determines the value and long-term viability of an ongoing project it contrasts the project's effects with the objectives outlined in the project plan.

Monitoring and assessment collaborate well. Monitoring data is an essential but insufficient component of comprehensive assessments. Monitoring data can be gathered and used for ongoing management purposes, but relying solely on it can result in distortions since it typically only covers a portion of a project's or program's activities. Careful use of this data is required to prevent unintended behavioral incentives. Evaluation, on the other hand, has the ability to offer a more fair interpretation of performance.

Implementing monitoring and evaluation processes successfully helps stakeholders throughout the range of operations carried out by an organization. It directs strategic choices made before, during, and after program implementation (Sopcat, 2021). Monitoring and evaluation involve the cost of the program that is being evaluated or monitored. This makes it possible to compare the advantages and disadvantages of programs and identify the intervention that offers the highest rate of return (ILO, 2019)

2.3.1 Monitoring

Monitoring is the deliberate and ongoing gathering of data about the effectiveness of development interventions (Simesiter, 2017). It provides comparisons between people, program kinds, and geographic locations using the data supplied by the program itself (ILO,2019). Monitoring is seen as a technique that generates information and assures the use of such information by management to assess project impacts, both deliberate and unintentional, and their influence (FAO, 2007). Comparing actual performance with anticipated performance, estimating the cost and time required to complete a task, and, if necessary, taking preventative and corrective action based on that estimate are additional reoccurring actions in monitoring (Jeannette, 2014).

It is an effective management tool that, when utilized effectively, should offer constant information about the project's performance as well as help identify potential success factors and restrictions to support choices that must be made quickly. Monitoring and evaluating projects may be an effective way to gauge performance, assess progress towards intended goals, and show that procedures are in place to support organizations' use of adaptive leadership as well as learning from experience (FAO, 2000).

2.3.1.1 Types of Monitoring

Monitoring is a responsibility that naturally falls to the project's implementers or doers. Therefore, monitoring is referred to be internal monitoring when it is carried out internally by the project implementation team or by the project team itself. Occasionally, projects are categorized as having external monitoring when people or organization from outside the project are involved (Singh, 2017).

Based on the question they address, the four types of monitoring are Surveillance, implementation, effectiveness, and ecological effects monitoring. Surveillance is used to find changes in target variables over time and space; implementation records whether management actions were carried out as instructed; effectiveness assesses whether a given management action was successful in achieving a management objective; and ecological effects track unintended ecological effects of management actions (Hutto et al, 2013).

Other than those listed in the above there are several type of monitoring based on their purpose they are done.

- 1) **Process Monitoring:** Regular data is gathered and analyzed to see whether the project tasks and activities are achieving the desired project result. It provides answers to the questions "What is being accomplished so far, where, when, and how have it been done?"(Odhiambo, 2013). It frequently takes place in combination with compliance monitoring, and it contributes to impact evaluation (Arora, 2023).
- 2) **Compliance Monitoring:** Compliance monitoring's main goal is to make sure that the project is producing the results that were anticipated by the donor, the grantor, the contract, the local government, and ethical norms. Any point of the project life cycle might necessitate compliance monitoring (Peralta,2019).
- 3) **Financial Monitoring:** it's all about keeping track of project or program costs and comparing them to the budgets created during the planning stage. It is crucial for determining financial efficiency as well as for accountability and reporting requirements(Odhiambo, 2013). Monitoring of processes and compliance is frequently combined with it (Peralta, 2019).
- 4) **Assumption monitoring:** Every project has its own set of guiding principles, which must be specified in the project logo frame. These presumptions refer to variables that

- might affect a project's success or failure but over which the project has no control. They contain measuring which are external to the project (Odhiambo, 2013).
- 5) Administrative or logistics monitoring: It addresses matters like facility upkeep, transportation, staffing, inventory management, and other administrative matters(simister,2017).
 - 6) Impact Monitoring: It examines how project actions will affect the intended audience. The effects of a project are its long-term effects. However, it is necessary to evaluate effect change in projects or programs with a long lifespan in order to show if the general health of the target beneficiaries is improving or not. In this case, the management must keep track of the programmers' effects on the project using a specified set of metrics, including both intended and unintentional positive and bad outcomes (Okoko, 2022).

2.3.2 Evaluation

The methodical and unbiased examination of a current or completed operation, program, or policy, as well as its conception, application, and outcomes, is called evaluation. The purpose is to evaluate the efficacy, efficiency, impact (the overall goal), sustainability, and relevance of the objectives. The evaluation contrasts the actual results with the planned results' pattern. An evaluation should offer accurate and practical information, allowing management decision-making to incorporate lessons learned (Osman, 2002).

Evaluation is a thorough and unbiased review of either finished or ongoing operations to ascertain the degree to which they are accomplishing specified goals and aiding in decision-making (UNDP, 2009). This is accomplished by obtaining project-related data and employing an evaluation strategy that enables evaluators to identify areas for performance improvement. All project limitations, including those related to time, money, scope, resources, risk, and quality, are discussed during the project appraisal process (Peter, 2002).

2.3.2.1 Types of evaluation

Projects involving technological collaboration are all evaluated. There are different type of evaluation based on different cases.

- According to the timing of the evaluation done, they can be done ahead to, during, or following a policy intervention.
 - 1) Ex-ante assessments are carried out before the intervention is put into practice. The ex-ante examination may cast doubt on the aims' feasibility as well as the clarity with which they have been stated.
 - 2) 'Interim' or 'intermediate' evaluations are carried out at a time during the execution of a program or intervention, when some first outcomes ought to be visible. The findings and recommendations from the terminal evaluation are frequently used to decide whether or not to terminate the project or when a new phase is being considered.
 - 3) Ex-Post assessments are carried out after a program or intervention has ended, or is at least close enough to it to allow for a review of the majority of its activities and an evaluation of its immediate results.
- According to the purpose or approach of the evaluation, who does an assessment, how it is conducted, and when it is conducted are frequently determined it (Simister et al, 2017)
 - 1) Formative evaluation: it is typically conducted during a project or program, frequently around the halfway point. A formative assessment often places more of an emphasis on management and learning than on responsibility (Simister et al, 2017)
 - 2) Process evaluation: it assesses whether program activities were carried out as intended and produced the desired outcomes. Periodically over the duration of the project, process assessment may be undertaken; to get started, analyze the logic model's input and output components (Gudda,2011)
 - 3) Summative evaluation: At the conclusion of a project or program, a summative evaluation is frequently conducted. It is often intended to evaluate what was accomplished and how. Summative assessments are frequently used when a project or program has come to an end or is about to do so and adjustments can no longer be made to it (Simister et al, 2017).
 - 4) Impact evaluation: Impact evaluation, which is in line with the program's objectives, is used to gauge the program's immediate effects. Impact assessment gauges how successfully the program's goals (and subgoals) have been attained. It

assist in addressing issues like how successfully did the project accomplish its main goals (and secondary goals)? How well were the planned short-term modifications implemented?

- Based on the agent or the person who conducts it, its classified into two (Gudda,2011)
 - 1) Internal or self-evaluation: it is carried out by people who have been directly engaged in the creation, administration, and management of the project.
 - 2) External or Independent Evaluation: it is carried out by those not directly engaged in the creation, administration, or administration of the project.

2.3.3 PURPOSE OF MONITORING AND EVALUATION

Important methods for managing implementation include monitoring and evaluation (commonwealth secretariat, 2007). Organizations use this procedure to gather data, analyze it, and decide if a project has achieved its objectives. The project is monitored from the very beginning to the very finish. Following implementation, evaluation determines how well the program worked. Any organization has to implement an M&E system (Huberty, n.d).

Monitoring and evaluation is a continuous management process that determines whether an investment plan, program, or project's activities have any unpredictable effects (positive or negative), identify implementation limitations, and assess whether progress has been made toward achieving expected results(FAO,2000).

Any intervention technique can be improved by managing what is measured, whether qualitatively or quantitatively. Additionally, it helped donors and funders understand how their funding or contributions was used to accomplish the intended outcome impact by more clarifying the change (Wunnave, 2022).

M&E improves accountability and transparency. There is increased openness during the monitoring phase as a result of the tracking, analysis, and reporting done by organizations. Stakeholders have unrestricted access to information and are able to share their opinions, which increases their involvement in the project. A reliable monitoring system guarantees that nobody is in the dark. This openness promotes better accountability. Because information is so readily available, businesses must maintain the highest standards. It's also a lot more difficult to mislead stakeholders (Huberty, n.d).

Monitoring is complemented by evaluation in that it can help clarify the realities and trends detected by the monitoring system when it gives warnings that the effort is veering off course (Kusek, 2004).

Monitoring and evaluation stimulates invention and fresh thinking. Project managers can investigate fresh choices and alternatives thanks to the M&E process. They can pinpoint the areas to optimize by documenting the project's data and progress. For team members, consultants, and investors who may have original ideas, these records and reports make sure that information is always available. Project managers can make sound options in the event of emergencies by regularly monitoring the condition of their resources (Indeed Editorial Team, 2022).

M&E facilitates better judgment. Decisions should be based on data. M&E procedures offer the crucial data required to view the larger picture. An organization with effective M&E can pinpoint failures, triumphs, and elements that can be modified and repeated for future initiatives when a project is completed. The knowledge gained from earlier monitoring and assessment is then taken into consideration when making decisions (Huberty, n.d).

2.3.4 Monitoring and evaluation approaches and tools

Evaluation and measurement of the impacts of development projects are more crucial than ever. To assess project effectiveness, identify areas for improvement, and broaden the scope of projects, a strong monitoring and evaluation (M&E) structure is needed (Sopcat, 2021).

1) Logframe Approach

A logical framework or log frame is one of the most common planning, monitoring, and evaluation techniques used to show the anticipated chain of cause and effect in development initiatives. It is a matrix-based tool that explains the goals, tactics, outcomes, and influence of the project. Indicators of performance at every level and the risk of hazard are therefore determined (Muyuka, 2017). A one-page tool called the logical framework can be used to summarize the key elements of a project design and to provide a framework for project monitoring and assessment.

2) Performance indicator

They are indicators of the effect, outcome, output, and input of a project that are tracked during execution to gauge progress towards project goals. They are later utilized to assess the success of a project (WB, 1996). There are several kinds of Key Performance Indicators (KPIs) that may be used in Monitoring and Evaluation (M&E) to determine if a project was successful or unsuccessful (EvalCommunity,2023). These KPIs may offer quantitative data, which is stated numerically and can address "what," "how many," and "when" queries. Alternatively, they could offer qualitative data that is articulated in a narrative manner and can address issues like "why" and "how," as well as views, mindsets, and beliefs (Ryan Plummer et al, n.d). These many sorts of Key Performance Indicators (KPIs) can be used in Monitoring and Evaluation (M&E) to determine if a project was successful or unsuccessful. The following are some of the KPIs that are most frequently used in M&E (EvalCommunity, 2023):

3) Rapid appraisal approach

They are quick and inexpensive approaches to get the opinions and input of beneficiaries and other stakeholders in order to meet the informational needs of decision-makers (Wanjohi, 2012). Wanjohi (2012), states that there are techniques employed while utilizing quick appraisal procedures like Questionnaire: a structured survey that is given to between 50 and 75 participants and contains a small number of closed-ended questions. The process of choosing responses might be 'purposive' or random, Key informant interviews: it include asking a group of people chosen for their expertise and experience on a certain subject a series of open-ended questions. Qualitative, in-depth, and semi-structured interviews are conducted. They rely on a list of themes and questions in interview guides, Focus group discussion: a conversation mediated by a group of eight to twelve carefully chosen individuals with comparable backgrounds. Beneficiaries' employees, for instance, might be participants. The discussion leader employs a discussion guide. Note-takers write down observations and remarks and Direct observation involves recording what is seen and heard at a program location using a thorough observation form. The details might relate to procedures, current activities, conversations, social encounters, and tangible outcomes.

4) Impact evaluation

According to World Bank (2004) monitoring and evaluation guide it's the methodical identification of the effect, whether planned or unintended, favorable or bad. It aids in our understanding of how far-reaching activities are for the poor and how much of an impact they have on people's wellbeing. It supports the two assessment goals of accountability and lesson learning, and it provides information on whether the project is successful.

2.3.5 Challenges of monitoring and evaluation

Dealing in monitoring and evaluation might be quite difficult at first due to navigating through sophisticated implementation and in-depth theory (Biden, nd).

When an organization wants to enhance its monitoring and evaluation process activities, there are various obstacles to overcome. There are ups and downs, from locating adequate resources to complete the task to creating a culture that supports the process. Challenges include a lack of time and resources, a shortage of teams with the necessary knowledge and resources, and the culture and attitude of the implementer (Action, 2021).

The issues are divided into three major categories in the research of Callistus et al. (2019) that describes them. First, there are issues at the organizational level, such as a lack of M&E units within the organization, limited institutional capability, inadequate demand for M&E, and poor use of M&E data and reports. Second, inadequate methods for data collecting and analysis, a lack of funding, and poor communication are project level obstacles. Methodological concerns, a lack of comparable definitions, and a low rate of evaluation utilization demand are the third and final technical level obstacles.

2.4 Empirical review

According to the research done by Callistus and Clinton (2018) in "The role of monitoring and evaluation in construction project management," M&E has been shown to be a crucial management approach for the execution of construction projects. Despite the various challenges faced by M&E, such as the lack of funding for M&E, the inadequate institutional capacity of M&E departments or teams, and the poor relationship between project planning and M&E, when M&E is properly carried out, projects are completed with efficiency, expense, schedule, adherence to health and safety regulations, and to the satisfaction of stakeholders.

In previous studies, the lack of time and resources, difficulty in communicating evaluation and monitoring results, data tampering during the reporting period for evaluation and monitoring results, and the projects' lack of a monitoring and evaluation plan, guide, or framework are among the main challenges experienced in monitoring and evaluation practices, according to the study conducted by (Sara, 2021).

According to (Tihut, 2002), project managers must take into account, prepare for, and implement monitoring and evaluation on all personnel from the start of the job through completion in order to decrease the danger of re-work, which increases project time and cost. Additionally, he said that while budgeting and planning for project components, provisions for monitoring and assessment should be taken into account.

According to (Gashaw, 2019), project monitoring and evaluation procedures are a crucial tool for identifying the primary issue with a particular project and the method used to decide on the wrong course of action, halting the project before it is regarded to be in distress. The effect of abandoning project monitoring and evaluation operations then plays a significant role in the organization's current low project performance rating.

The biggest obstacles to proper implementation, according to (Abinet, 2018), include managerial ineffectiveness or inadequate implementation, accuracy in data gathering, and a lack of sufficient monitoring and evaluation competence.

According to Bernard Phiri's (2015) study, the creation of an M&E plan ultimately directs the process of project monitoring and evaluation and provides a chance to assess the project's complete design for optimal performance.

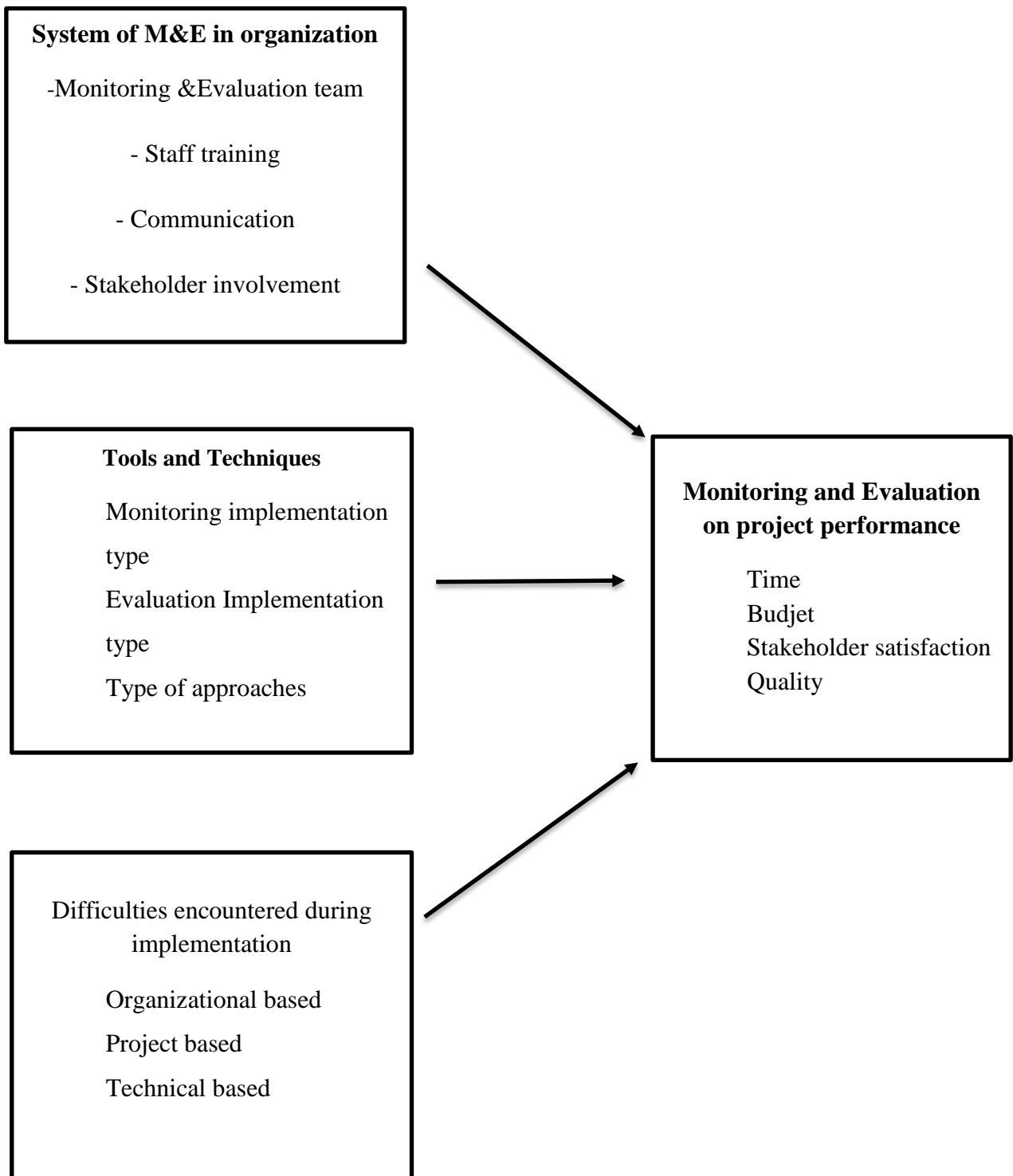
The scope of significant monitoring and evaluation events and function are among the numerous activities included in monitoring and evaluation budgeting. He came to the conclusion that the most crucial factor is finding and securing financial resources for result monitoring and evaluation (Roselyne, 2016).

The study (Bezawit, 2021) suggests that monitoring and assessment are essential to project success because they assist keep track of the timeline, money, quality, and scope that are specified in the project contract. To make sure that the monitoring and evaluation framework is used and effective, the outcomes communication approach needs to be put into practice. The monitoring and evaluation (M&E) unit should be centrally aligned with the various work units' monitoring and evaluation.

According to a research by Elias Simwaka (2020), difficulties in monitoring and evaluating projects include a lack of personnel training, inadequate budget, and advancements in project technology. (Tuwatunjwa, 2014) explained in his study that participants to the research questionnaire mentioned that impactful M&E decisions' execution made a significant contribution to the achievements of the projects (assumption agreed by 80% of respondents) while assessing the contribution of monitoring and evaluation on in the construction project success by sampling 36 people who are permanent workers of the construction and 4 permanent clients of the company. According to the 20% of respondents who disagreed, there were other elements that the project's success could not have been achieved without. The respondents were aware of many criteria used to gauge the success of projects. Time (32.5%), cost (27.5%), quality (22.5%), and customer happiness (17.5%) are these factors. The project manager's competence (30%), the regulatory environment for construction (27.5%), top management support (22.5%), and client competence (20%) were all acknowledged as additional criteria that assisted project success. 47.5% of respondents acknowledged that M&E contributed between 30% and 50% to the success of construction projects. Additional respondents (37.5%) concurred that M&E improved construction performance by 10% to 30%.

2.5 Conceptual Framework

In research, a conceptual framework is a graphic depiction that aids in demonstrating the anticipated link between variables (Mulder p, 2017).



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter lay out detail about the method and procedures that is used to select the approach and strategies for collecting information and data from the research population using workplace as well as on sources. This chapter addresses the research design, demographics, sample size and design, data collection methods, instrument validity and reliability, data analysis methods, and research ethics. The research is conducted in Addis Ababa on the cities that have been selected for assessment of monitoring and evaluation on the project performance of the construction projects of TET construction.

3.1 Research Design and Approach

A well-planned study design enables the use of the proper type of data analysis and the matching of procedures to research objectives (Pritsha, 2023). In this study, the way of monitoring and evaluation practice of the organization, the challenges the face, and the tools used are examined. In order to answer the questions the how and what questions are asked. Descriptive design is used in order to answer the research questions which asks the what and how questions.

The research methodology determines the methods for data collection, processing, and interpretation (kirti, 2022).In order to address the questions, questionnaire of both close ended (likert scale questions) and open ended (interview questions) questions were used. Both qualitative and quantitative approaches were used according to the questionnaire. So the research employed mixed approach.

3.2 Target Population

The population on which the study is conducted is known as the target population. The research population is comprised of units present in TET construction. The study chooses three of its five ongoing construction projects for data collection to gather current situation information. Three of the construction teams which have direct relation with monitoring and evaluation were chosen by the researcher. The sample group consists of project operation team, project management team and planning/designing team in the construction.

Table 3.1 Target population

S.No.	Categories	Population
1	Planning and designing team	20
2	Project operation team	30
3	Project management team	18
	Total	68

3.4 Sampling Size and Technique

According to Saunders (2010), sampling is the process of choosing a predefined number of research units from a given study population. Depending on how we select participants, we are able to generalize the research findings to a certain demographic. The targeted respondents are chosen from the sample frame using one of two sampling techniques. Since the teams involved in construction have a direct relationship with the M&E system, purposive sampling is utilized to choose them. Additionally, the questionnaire is distributed to the team members via random selection.

Because using too many samples costs money and using too few samples could produce inaccurate results, choosing the right sample size is crucial. In order to determine the number of questionnaires to be distributed to respondents taking into account the response rate, the sample size is computed using the statistical method below, taking into account the population and confidence level. Using a method created by Yamane (1967), which has a 95% confidence level and a 5% range of error assumption, the sample size for the study was established.

$$n = \frac{N}{(1 + Ne^2)}$$

Where N = population

n = estimated sample size

e = level of precision

$$n = \frac{N}{(1 + Ne^2)} = \frac{68}{(1 + (68 * 0.05^2))} = 58.11 \approx 58$$

Consequently, 58 respondents made up the study's sample in this survey. The table below shows how replies from the chosen involving companies were distributed.

Table 3.2 Proportionality of category Sample size

S.No.	Category	No. of Employees involved in the projects.	Sample proportion
1	Project management team	18	15.35
2	Project operation team	30	25.59
3	Planning /designing team	20	17.06
	Total	68	58

Source: TET construction HR department, (2015)

3.5 Types of Data Source and Collection Methods

Throughout the course of the study, primary and secondary data were used. The primary data was acquired using the questionnaires that were given to the teams that were chosen from the sample. The secondary information was acquired from related studies, publications, and records. The open-ended and closed-ended questions from the questionnaire were used to gather the information needed to be gathered from primary data. The questionnaires were distributed to the 58 chosen team members from the project management team, the planning and designing team, and the project operation team located at TET construction. The Likert scale, whose responses range from strongly agree to agree, neutral, disagree to strongly disagree on a scale of 1 to 5, was one of the questionnaire's items. Additionally, interviews (open-ended questions) were conducted for the purpose of triangulation purpose.

3.6 Data Analysis Method

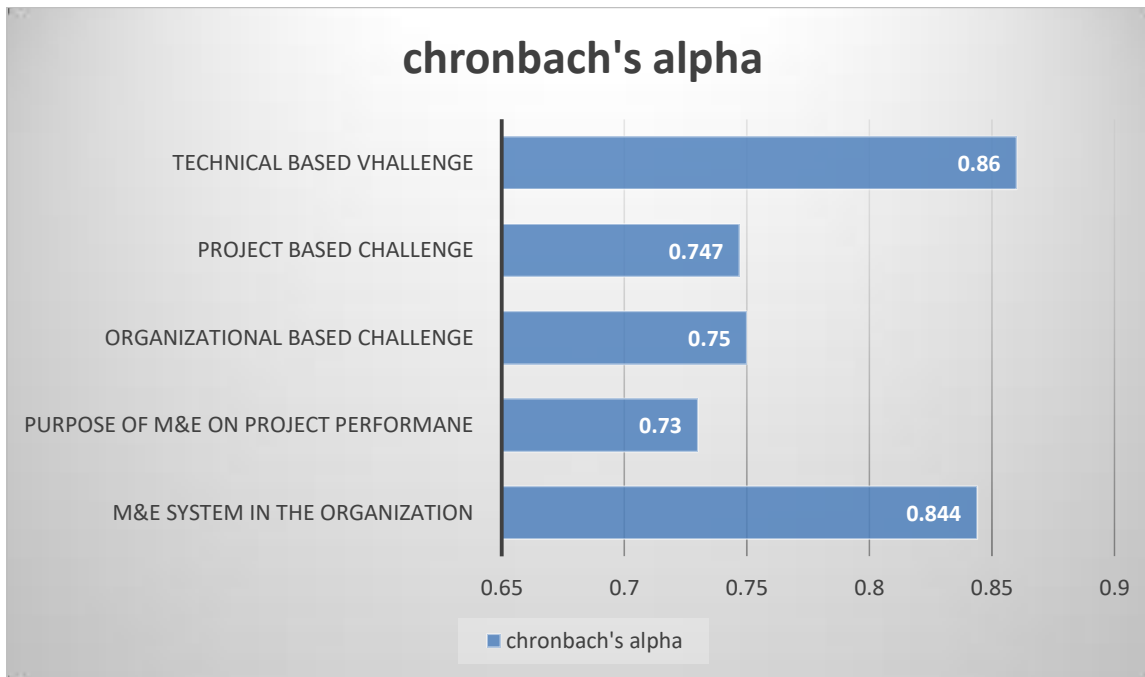
Since it helps to convey the features and concepts reflecting M&E on construction project performance, a descriptive approach was used to assess the current condition of the monitoring and evaluation practice at the firm. To depict the respondents' experience, education, and sex, frequencies and percentages have been employed. Statistical techniques were used to analyse the collected data. The data from the questionnaires was examined using Microsoft Excel 2013 and SPSS version 26. Microsoft Excel was used for processing the quantitative data that the questionnaire produced. The data was coded and examined using SPSS version 26.

3.7 Reliability and Validity

3.7.1 Reliability

Measuring reliability (Bryman et al., 2013) is the evaluation of how consistently a measurement yields results. Internal consistency, or how closely connected a group of sample items are to one another, is measured by Cronbach's alpha. It functions as a scale dependability indicator. According to (Glen, n.d.), a Cronbach's alpha value of more than 0.7 is considered to be acceptable. The variables were categorized into 5 and a reliability test was done. All the categories show a Cronbach's alpha value more than 0.7.

Figure 3.1 Reliability of variables



Source: Survey Data (2023)

3.7.2 Validity

The degree to which a measuring device measures what it is intended to assess depends on the test's validity (Saunders, 2004). Specialists in the field, such as advisers, have access to copies of the survey in order to produce validity in terms of idea, substance, criteria, and face validity to make it appropriate for the study's objectives. The validity of the research is also assessed using its face and content validity. Study items measure study variables, whereas face validity entails in-person confirmation, and content validity judges how well a measuring device captures the current investigation.

3.7.3 Ethical Considerations

When conducting research, ethical standards must be kept in mind. Data collection authorization was obtained from TET construction by explaining the purpose of the study. The rights of the participants, the confidentiality of the information they are going to give and their right to pull back from the study was explained to the teams that are going to participate in the study in TET construction. Even though the questionnaire contains demographic information, the information won't be able to disguise their identity.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4. Introduction

This chapter outlines the outcomes of the primary data analysis that was conducted using closed-ended questionnaires, interview questions, and survey responses. The data on the procedures for project monitoring & evaluation on project performance at TET Constriction were analyzed using descriptive statistical methods. Pie, line, and bar charts, as well as frequency distribution tables, are used to display the study's findings. Data were analyzed based on responder frequency, percentage and mean.

4.1. Response rate of respondents

Table 4.1 Respondent rate

Questionnaires distributed	Questionnaires returned	Percentage
58	51	88

Source: Survey Data (2023)

Only 51 of the 58 completed questionnaires that were given out were returned, representing an 88% response rate.

4.2 Demographic characteristics of respondents

The demographic data of the participants is included in this section of the questionnaire. It only asked for a small quantity of data about the respondents' personal and professional traits. The following factors are taken into consideration: sex, age, educational background, job position, and work experience.

4.2.1 Gender and Age of the respondents

Table 4.2 gender and age of the respondents

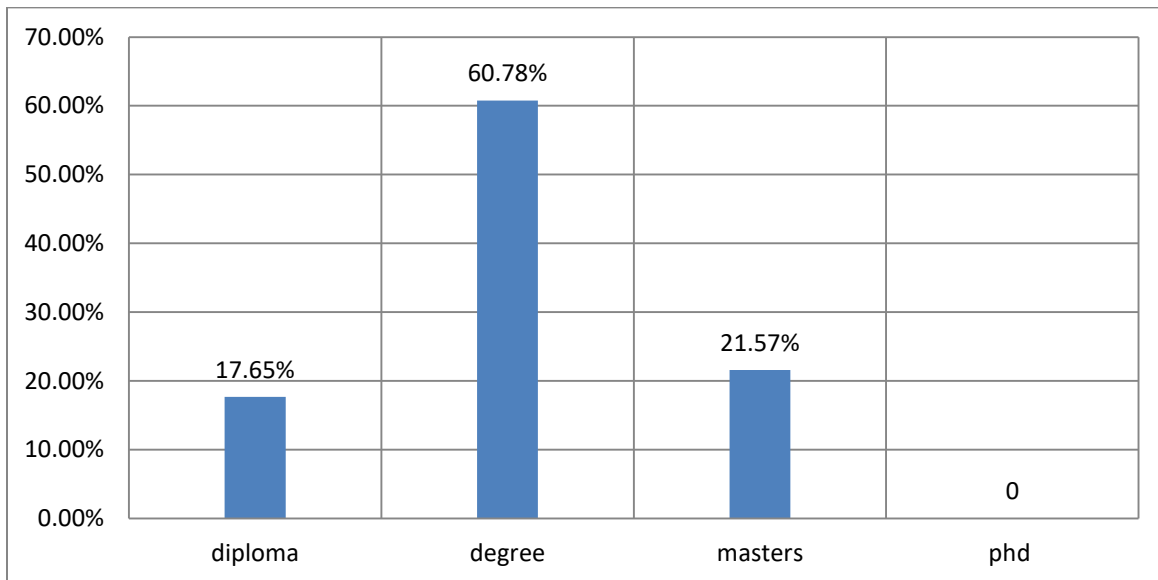
Factor	Categories	count	Percentage
sex	Male	34	66.67
	female	17	33.33
		51	100
Age	25-35	14	27.45
	36-44	22	43.14
	45-50	11	21.57
	>50	4	7.84
		51	100

Source: Survey Data (2023)

Regarding gender, there were 34 men and 17 women out of 51 responders (33.33% female, 66.67% male). As a result, it can be seen that there are fewer women employed by the business. The ages of the respondents were as follows: 4 (7.84) were beyond the age of 50, followed by 11 (21.57%) between the ages of 45 and 50, 22 (43.14%) between the ages of 36 and 44, and 14 (27.45%) between the ages of 25 and 35.

4.3.2 Educational background of respondents

Fig 4.2 educational background

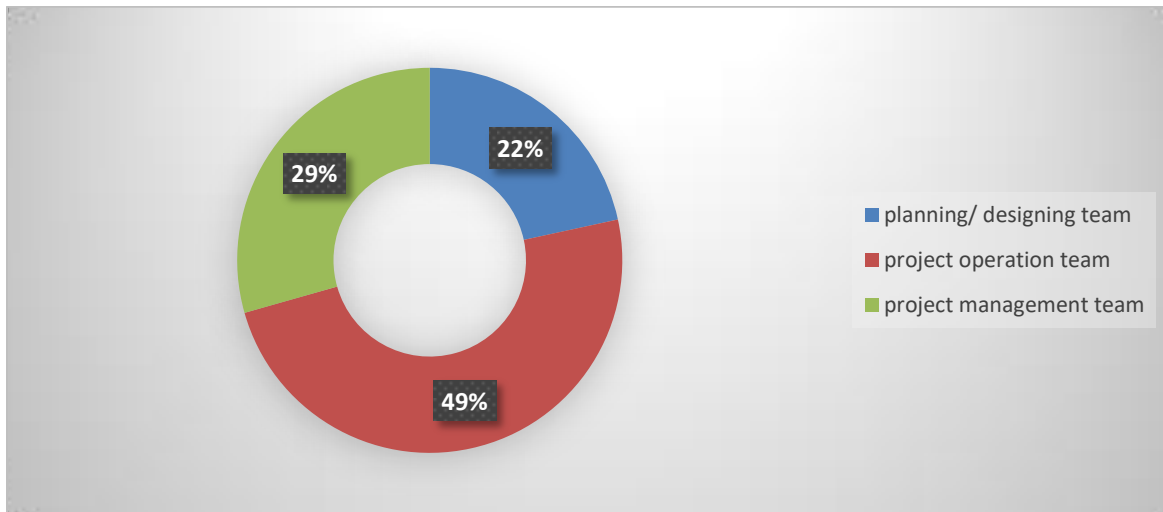


Source: Survey Data (2023)

The bulk of respondents—31 (60.78%)—had degrees, followed by 11 (21.57%) who have master's degrees, per the examination of respondents' educational backgrounds. The remaining 9 individuals (or 17.65%) all have diplomas. Not one PhD responds to the question. This demonstrates that the respondents are intelligent and able to understand the contents of the questionnaire, which helps to collect accurate or believable data.

4.2.3 Position in the organization

Fig 4.3 position of respondents



Source: Survey Data (2023)

According to their organizational position, 15 (29%) are in team project management, 25 (45%) are in team project operation, and 11 (22%) are in team planning/design. This is evident by the fact that the organization has enough teams to carry out a project.

4.2.4 Work experience of the respondents

Table 4.3 work experience of respondents

Category	Factor	Count	Percentage
year of experience	<=1 year	10	19.6
	2-6 years	13	25.5
	7-12 years	16	31.4
	>13 years	12	23.5
		51	100

Source: Survey Data (2023)

According to table 4.3 summary, 10 (19.6%) of the workers have experience of one year or less. 13 (25.5%) of the employees are between the years of two and six. 16 (31.4%) have seven to twelve years of job experience. Additionally, 12.5% of the workforce has worked for over 13 years. This demonstrates that there are employees who have been with the business for a considerable amount of time and can provide adequate information for the study.

4.3 Data analysis of organizations' Monitoring and Evaluation

The analyzed data for respondents' perceptions of TET Construction Projects' monitoring and evaluation practices and systems are presented in this section. The respondents' perspectives on the significance of these practices for project operation and their effects on project performance are also discussed.

4.3.1 Type of monitoring used

Table 4.4 types of monitoring

Type of monitoring	count	percentage
Financial monitoring& process monitoring	25	49.01
Compliance monitoring	11	21.6
Impact monitoring	15	29.5
	51	100

Source: Survey Data (2023)

The information received from the surveys reveals that every responder selected more than one method of project monitoring. According to the aforementioned data, 25 (49%) of the respondents choose monitoring of processes and finances, 15 (29.5%) chose impact monitoring, and 11 (21.6%) said they monitor compliance. This suggests that the company is implying process and financial monitoring, which mostly means that they closely check the status of their projects' budgets or resources, which will help them deliver on schedule and prevent cost overruns.

4.3.2 Type of evaluation used

Table 4.5 types of evaluation

Type of evaluation	count	percentage
Formative evaluation & process evaluation	24	47.06
Summative evaluation	18	35.3
Impact evaluation	9	17.6
	51	100

Source: Survey Data (2023)

The information acquired from questionnaires indicates that every responder also selected more than one kind of evaluation. As shown in table 4.5 above, 24 respondents (47.06%) said they used process and formative assessment, 18 respondents (35.3%) said they used summative evaluation, and 9 respondents (17.6%) said they used impact evaluation. This suggests that the company reviews its work both in the course of the project (process and formative evaluation) and at the end (summative/impact evaluation).

4.3.3 Tools/techniques of monitoring and evaluation

Table 4.6 tools/techniques of monitoring and evaluation

Tools/techniques	count	percentage
Log frame approach	20	39.2
Performance indicator	22	43.2
Rapid appraisal	9	17.6
	51	100

Source: Survey Data (2023)

According to the data used in TET building, the organization utilizes the log frame technique in 20 (39.2%) of the cases, performance indicators are used in 22 (43.2%) of the cases, and the fast assessment method is used in 9 (17.6%) of the cases. This suggests that the organization uses performance indicator tools more frequently than alternative strategies.

4.4 Importance of monitoring and evaluation on project operation and its impact on project performance

The study proposes that the practice of M&E improves project performance by early offering timely, detailed information, it will assist the project operation to go smoothly in accordance with the construction project objectives in terms of quality, scope, schedule, and budget.

Table 4.7 importance of M&E

Category	Response	Count	Percent
M&E is important for project operation	Yes	43	84.3
	not sure	8	15.7
	No	0	0
	Total	51	100
practicing M&E has an impact on the performance of project	Yes	40	78.43
	not sure	11	21.6
	No	0	0
	Total	51	100

Source: Survey Data (2023)

According to the abovementioned table, 43 out of the total respondents, or 84.3%, agreed that monitoring and assessment were crucial to the success of the project. As stated after the claim that "M&E practice has an effect on the project's performance," 40 people (or 78.43%) responded in the affirmative. This suggests that M&E procedures are crucial for projects.

4.5 Monitoring and Evaluation assessment

4.5.1 Monitoring and evaluation system in the organization

Table 4.8 monitoring and evaluation system in the organization

	statement	Strongly disagree	Disagree	Neutral	Agree	strongly agree	Total
MOE 1	There is a plan/framework for monitoring and evaluation	-	5	15	27	4	51
		-	9.8	29.4	52.9	7.8	100
MOE 2	M&E activities are part of the projects plan/schedule	-	4	14	30	3	51
		-	7.8	27.5	58.8	5.9	100
MOE 3	Resources are allocated for M&E practice	-	7	20	20	4	51
		-	13.7	39.2	39.2	7.8	100
MOE 4	The M&E system includes the stakeholders	-	5	12	29	5	51
		-	9.8	23.5	56.9	9.8	100
MOE 5	The information obtained from M&E can help in the process of decision making	-	1	4	36	10	51
		-	2	7.8	70.6	19.6	100
MOE 6	The M&E results are documented well	-	6	14	27	4	51
		-	11.8	27.5	52.9	7.8	100

Source: Survey Data (2023)

The majority of respondents, 36 (70.6%) and 10 (19.6%), agreed and strongly agreed, respectively, that the information acquired from M&E can aid in the process of decision-making for their projects, as shown in the above table 4.8 on the organization's general M&E practices. 12 (23.5%) participants choose neutral, while 5 (9.8%) disagreed. The M&E system involves the stakeholders, according to 29 (56%) and 5 (9.8%) of the respondents, who also agreed and strongly agreed with this statement. Following that, when asked if M&E activities should be

included in the project's plan or schedule, 4 (7.8%) of the participants opposed, 14 (27.5%) were neutral, 30 (58.8%) agreed, and 3 (5.9%) strongly agreed. The assertion that there is a plan/framework for monitoring and evaluation in the organization had 5(9.8%) of them disagreeing, 15(29.4%) remaining neutral, 27(52.9%), and 4(7.8%) of them agreeing and highly agreeing. 27 (52.9%), 4 (7.8%), and 6 (11.8%) agreed and strongly agreed, respectively, that their organization documents M&E information well. 14 (27.5%) remained indifferent. Resources are allocated for the M&E practice purpose, according to 20 (39.2%), 20 (39.2%), and 4 (7.8%) who agreed and strongly agreed. 7 (13.7%) disagreed. Accordingly, the organization should allocate resources, and properly document its M&E practice. They also concurred that the M&E information is utilized to support the company's decision-making process and the involvement of stakeholders, which is advantageous because it allows the stakeholders to be informed about how well the projects are progressing.

4.5.2 Project monitoring and evaluation on project performance

Table 4.9 M&E on project performance

	statement	Strongly disagree	Disagree	Neutral	Agree	strongly agree	Total
PMEP 1	Project performance is enhanced by M&E practice	-	2	21	27	1	51
		-	3.9	41.2	52.9	2	100
PMEP 2	It detects failure or error at early stage	-	0	3	27	21	51
		-	0	5.9	52.9	41.2	100
PMEP 3	It provides enough details regarding the projects development /progress	-	0	13	20	11	51
		-	0	25.5	52.9	21.6	100
PMEP 4	promotes accountability and transparency	-	7	20	18	6	51
		-	13.7	39.2	35.3	11.8	100
PMEP 5	facilitates better judgment	-	2	9	28	12	51
		-	3.9	17.6	54.9	23.5	100
PMEP 6	it provides clear and enough information for stakeholder	-	2	11	33	5	51
		-	3.9	21.6	64.7	9.8	100
PMEP 7	projects objects can be achieved through implementing M&E practices	-	0	18	28	5	51
		-	0	35.3	54.9	9.8	100

Source: Survey Data (2023)

The organization's viewpoint and the reason of practicing M&E and advantage on their project performance were evaluated in table 4.9 above. M&E can identify failure or error at an early stage, according to the majority of respondents, 27 (52.9%) and 21 (41.2%), respectively. 28 (54.9%), 12 (23.5%), and 2 (3.9%) of the respondents agreed and strongly agreed to the assertion that the M&E system supports better judgment, respectively. Nine (17.5%) respondents remained indifferent. Following that, when asked if M&E had provided sufficient information about the development or progress of the project, 13 (25.5%) of them were indifferent, 20 (52.9%), and 11 (21.6%) agreed and strongly agreed, respectively. 33 (64.7%), 5 (9.8%), and 2 (3.9%) of them agreed and strongly agreed to the goal that it offers clear and sufficient information for stakeholders. Eleven (21.6%) of them remained neutral. 28 (54.9%), 5 (9.8%), and 18 (35.3%) expressed agreement or strong agreement with the statement that project objectives can be met through M&E practices. 2 (3.9%) people disagreed, 21 (41.2%) remained neutral, 27 (52.9%) and 1 (2%), both agreed and strongly agreed that M&E practices improve project success. It discourages accountability and transparency, according to 6 (11.8%) who agreed and strongly agreed, 7 (13.7%) who opposed 20 (39.2%) who remained neutral and 18 (35.3%) respondent. This demonstrates a lack of staff support for M&E practices that encourage accountability and openness while improving project performance.

4.6 Challenges faced while implementing M&E at TET

The above table explains the organizational based, project based and technical based challenges that occur during implementing monitoring and evaluation in the organization.

	organizational based	mean
OBC1	Absence of project monitoring and evaluation team	3.65
OBC2	inadequacy training of staff members and employee about M&E	3.49
OBC3	not enough understanding of M&E concepts/framework	3.25
	Project based	
PBC1	Insufficient funding and budgetary	3.84
PBC2	information about project related is not received to the staff member through M&E	3.12
PBC3	less engagement of stake holders	3.22
	Technical based	
TBC1	Ineffective M&E methods of execution	3
TBC2	weak linkage between planning and M&E	3.04
TBC3	Improper documentation of M&E practice information	3.35

Source: Survey Data (2023)

With a mean of 3.65 on an organizational based challenge, it is clear from the above table that the lack of a project M&E team is the main problem. Following that, inadequate staff and employee M&E training follows in second with a mean of 3.49, and comprehension of M&E concepts/frameworks comes in third with a mean of 3.25. Keeping with project-based challenges, the main issue with a mean of 3.84 is inadequate finance and budgetary allocation for M&E. Stakeholder engagement comes in second with a mean of 3.22. Having a mean 3.12, the third factor is the personnel obtaining information via M&E. And the primary technical challenge they encounter is incorrect documentation, with a mean score of 3.35. Weak links between planning and M&E come in second with mean 3.04. Third, with a mean of 3, is the M&E implementation methodology.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1 summary

This study is done with the objective of assessing the role of monitoring and evaluation practices on project performance at TET construction. It identifies tools/techniques used when practicing monitoring and evaluation on projects, learns the purpose of monitoring and evaluation information for their projects and identifies the challenges faced when implementing monitoring and evaluation. In order to go through the investigation 58 respondents were chosen from the four teams were chosen from the construction site by using purposive sampling method. And questionnaires was distributed randomly throughout the teams. From the distributed sample size of 58, only 51 of them were returned. Questionnaires which contains close ended and open ended were involved. The close ended questionnaire contained yes or no questions and likert scale from 1-5, indicates as 1 –strongly disagree, 2- disagree, 3 –neutral, 4- agree, 5- disagree. After collecting the questionnaires the quantitative data was analyzed through descriptive method using frequency, percentage and mean through SPSS version 26. The cronbach's alpha test was done by categorizing the variables into five. All the five cronbach's alpha passed 0.7 so it is sure that it's reliable. Then the data was interpreted and shown using pie chart, charts and tables and figures.

Based on the data that have been analyzed and interpreted from the response of the respondents, the study has the following findings. As from the result the organization don't have monitoring and evaluation team yet it is part of the plan having a framework. The organization applies process and financial monitoring type and also formative and process evaluation type mostly. The organization uses rappid aprisal,performance indicator and logframe approach as a technique for monitoring and evaluation. The purpose of monitoring and evaluation information are primarily used for detecting faluire at early stage, acquiring information about the projects purpose and providing information for the stakeholders in the organization. Absence of monitoring and evaluation unit, insufficient funding and budgetry, improper documentation of monitoring and evaluation information are the major challenges faced in the organization.

5.2 Conclusion

From the above study it's concluded that the organization use the monitoring and evaluation purposes mainly for detecting failure or error at early stage, obtaining information of the progress of the projects and for providing information for stakeholders. Acquiring accountability and transparency occurrence are not believed through monitoring and evaluation through the organization. The organizations doesn't have monitoring and evaluation unit. Despite that plans for it is are included and implemented throughout the other departments

The organization mostly imply process and financial monitoring, however they still face time dalliance and cost overrun. And there is less application of other types of monitoring. The organization uses process, formative, summative evaluation well but less of impact evaluation. In tools /techniques the company mostly implies performance indicator techniques and less with other techniques. Most of the staff agreed that practicing monitoring and evaluation helps on project operation by enhancing performance of the project.

According to the ranks the challenges in the construction, it faces absence of monitoring and evaluation majorly from organizational based challenges. Secondly on project based challenges insufficient funding and budgetary comes next. And lastly improper documentation is the primary challenges when it comes to technical based challenges.

5.3 Recommendation

- The organization need to construct M&E team/department which will help them M&E practices well.
- The organization need to facilitate training for the staffs or employees about monitoring and evaluation practice to improve their perspective on accountability and transparency
- The organization need consider different types of approaches because it will define the type of tools that can be used for the projects.
- Since the mean of that improper documentation and weak linkage between planning and M&E in the technical based challenge the organization should give guidance for staffs about monitoring and evaluation importance.

5.4 Direction for Further Studies

The scope of the study was confined to samples taken from units present from one construction (TET construction). Therefore, it is interesting to replicate the study using nation-wide samples and compare results to provide better understanding of this topic in the wider Ethiopian context. Future researchers can also incorporate other elements that are included as assessing monitoring and evaluation in project performance that were not addressed in this study. Furthermore, this study's data analysis was based on cross-sectional and descriptive data, which is presumed to be static. As a result, future researchers may want to consider doing longitudinal and explanatory studies to gain a better understanding of monitoring and evaluation and project performance.

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APPENDIX

Appendix 1: Research Questionnaire St. Mary's University School of Graduate Studies Department of Project Management

Questionnaires for TET construction staffs

Dear respondents

This survey questionnaire is intended to gather information for the attainment of a master's degree in project management at St Mary University with the topic of "assessing the practice of monitoring and evaluation on project performance." I sincerely ask for your assistance in filling out the questionnaire.

Guidelines for the survey

- No identities are required, and your answers will be kept absolutely private and used exclusively for educational purposes. Additionally, the questionnaire will require just 20 minutes to complete.

Please use the contact information shown below to get in touch with the researcher if you or your organization desires to do so.

Sofiya Amare

Phone no- +251 989990218

Gmail address- sofiamare89@gmail.com

Thank you for your co-operation.

I) Background Information

Instruction- Please tick (X) in the space provides that best reflects your answer for each question

1) Sex

(1) Male

(2) Female

2) Age

(1)25-35

(2)36-44

(3)45-50

(4)Above 50

3) Qualification

(1) Diploma

(2) Degree

(3) Masters

(4) PhD

4) Current position in the organization team

(1) Project management team

(2) Planning/ design team

(3) Project operation team

5) Year of experience in the organization

(1) <= 1 year

(3) 7- 12

(2) 2-6 year

(4) >=13 years

II) Organizations monitoring and evaluation practicing system

Section 1) please put (x) in the boxes to indicate your answer

1) Type of project monitoring used

Process monitoring (1)

financial monitoring (2)

Compliance monitoring (3)

impact monitoring (4)

2) Type of evaluation used

Formative (1)

summative (2)

Process (3)

impact (4)

3) Tools /techniques implemented

Log frame approach (1)

Performance indicator (2)

Rapid appraisal method (3)

Not sure (4)

4) Monitoring and Evaluation is important for a project operations

Yes (1)

No (2)

5) Practicing Monitoring and Evaluation has an impact on the performance of project

Yes (1)

No (2)

Section 2) Instruction-Please indicate your level of agreement by putting (X) with the following statements as regarding on monitoring and evaluation in the organization. The scales 1-5 are explained as:

1- Strongly disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly agree

	A) Monitoring and evaluation system in the organization	1	2	3	4	5
MEO1	There is a plan/framework for monitoring and evaluation.					
MEO2	M&E activities are a part of the projects schedule/plan					
MEO3	Resources are allocated for M&E practice					
MEO4	The M&E system includes the stakeholders					
MEO5	The information obtained from M&E can help in the process of decision making					
MEO6	The M&E results are documented well					

	B) Purpose of M&E on project performance					
PMEP1	Project performance can be enhanced by M&E practices					
PMEP2	It can detects failure or errors at early stage					
PMEP3	It can provides enough details regarding the projects development/progress					
PMEP4	Promotes accountability and transparency					
PMEP5	Facilitates better judgment					
PMEP6	It can provide clear and enough information for stakeholders					
PMEP7	Projects objective can be achieved through implementing M&E practices					

	D) Organizational Based challenge	1	2	3	4	5
OBC1	Absence of project monitoring and evaluation team					
OBC2	Inadequacy training of staff members and employee about M&E					
OBC3	Not enough understanding of M&E concepts/framework					
	E) Project Based challenge	1	2	3	4	5
PBC1	insufficient funding and budgetary allocation for M&E					
PBC2	Information about project related is not received to the staff member through M&E					
PBC3	Less engagement of stakeholders					
	F) Technical based challenge	1	2	3	4	5
TBC1	Ineffective M&E methods of execution					
TBC2	Weak linkage between planning and M&E					
TBC3	Improper documentation of M&E practice information					

Section II- Interview question

- 1) What role does monitoring and evaluation play in building projects?
- 2) Which difficulties does your organization encounter when implementing monitoring and evaluation into practice?
- 3) What monitoring and assessment procedures does your organization employ?
- 4) Does your organization engage stakeholders?
- 5) Is the data from monitoring and assessment well documented?
- 6) What are your thoughts on enhancing monitoring and evaluation?

ቅድስት ማርያም ዩኒቨርሲቲ

የበጥሮጀክት ማኔጅመንት ክፍል

ለTET የግንባታ ስራተኞች የተዘጋጀ መጠይቅ

ውድ ምላሽ ሰጪዎች

ይህ የዳሰሳ ጥናት መጠይቅ በቅድስት ማርያም ዩኒቨርሲቲ በጥሮጀክት ማኔጅመንት ሁለተኛ ዲግሪ ለማግኘት የሚያስችል መረጃ ለመሰብሰብ የታሰበ ሲሆን “በጥሮጀክት አፈጻጸም ላይ ያለውን የክትትልና ግምገማ አሰራር መገምገም” በሚል ርዕስ ነው። መጠይቁን በመሙላት እንዲተባበሩን ከልብ እንጠይቃለን።

የዳሰሳ ጥናቱ መመሪያዎች

- ማንኛውም አይነት የማንነት መረጃዎች አያስፈልጉም እና መልሶችዎ ሙሉ በሙሉ ሚስጥራዊ ሆነው ለትምህርታዊ ዓላማዎች ብቻ ጥቅም ላይ ይውላሉ። በተጨማሪም፣ መጠይቁን ለመሙላት በ20 ደቂቃ ብቻ ውስጥ ይጨርሱ።

እርስዎ ወይም ድርጅትዎ ይህን ለማድረግ ከፈለጉ የዳሰሳ ጥናት አጥኚውን ለማግኘት ከዚህ በታች የሚታየውን የመገናኛ መረጃ ይጠቀሙ።

ሶፊያ አማረ

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የጂ.ሜይል አድራሻ - sofiamare89@gmail.com

ለትብብርዎ እናመሰግናለን

III) ስለ እርስዎ መረጃ

መመሪያ - እባክዎ ለእያንዳንዱ ጥያቄ የእርስዎን መልስ በተሻለ ሁኔታ የሚያንፀባርቀውን ምርጫ (X) ምልክት በቦታ ውስጥ ያድርጉ

1) ጾታ

(1) ወንድ

(2) ሴት

2) እድሜ

(1) 25-35

(2) 36-44

(3) 45-50

(4) Above 50

3) የትምህርት ደረጃ

(1) ዲፕሎማ

(2) ዲግሪ

(3) ማስተርስ

(4) ፒ ኤች ዲ

4) በድርጅቱ ቡድን ውስጥ አሁን ያሉበት ቦታ

(1) የፕሮጀክት አስተዳደር ቡድን

(2) እቅድ / ንድፍ ቡድን

(3) የፕሮጀክት ኦፕሬሽን ቡድን

5) በድርጅቱ ውስጥ ልምድ ያለው በዓመት

(1) ≤ 1 አመት

(3) 7- 12 አመት

(2) 2-6 አመት

(4) ≥ 13 አመት

ክፍል 2- የድርጅቱ ቁጥጥር እና ግምገማ አሠራር ሥርዓት

ክፍል እባክዎን መልስዎን ለማመልከት የ(x) ምልክት በሳጥኖቹ ውስጥ ያስገቡ

1) ጥቅም ላይ የዋለው የፕሮጀክት ክትትል ዓይነት

- የሂደት ክትትል (1) የገንዘብ ክትትል (2)
- ተገዢነት ቁጥጥር (3) ተጽዕኖ ክትትል (4)

2) ጥቅም ላይ የዋለው የግምገማ ዓይነት

- ቅርጸት (1) ማጠቃለያ (2)
- ሂደት (3) ተጽዕኖ (4)

3) ተግባራዊ የሆኑ መሳሪያዎች/ቴክኒኮች

- የፍሬም አቀራረብ (1)
- የአፈጻጸም አመልካች (2)
- ፈጣን የግምገማ ዘዴ (3)
- እርግጠኛ አይደለሁም (4)

4) ክትትል እና ግምገማ ለአንድ ፕሮጀክት ተግባር አስፈላጊ ነው?

- አዎ (1) አይደለም (2)

5) ክትትልና ግምገማን መለማመድ በፕሮጀክት አፈጻጸም ላይ ተጽእኖ አለው?

- አዎ (1) አይደለም (2)

ክፍል 3) መመሪያ- እባክዎ በድርጅቱ ውስጥ ስለ ክትትል እና ግምገማ በሚከተለው መግለጫ መሰረት የ(X) ምልክት ሳጥኑ ላይ በማስቀመጥ የስምምነት ደረጃዎን ያመልክቱ። ከ1-5 ያሉት ሚዛኖች እንደሚከተለው ተብራርተዋል፡-1□

- 1 - በጣም አልስማማም
- 2 - አልስማማም
- 3- ገለልተኛ

4- እስማማለሁ

5 - በጣም እስማማለሁ

	ሀ) በድርጅቱ ውስጥ የክትትልና ግምገማ ሥርዓት	1	2	3	4	5
MEO1	የክትትል እና የግምገማ እቅድ/ማዕቀፍ አለ።					
MEO2	የክትትል እና የግምገማ እንቅስቃሴዎች የፕሮጀክቶቹ የጊዜ ሰሌዳ/ዕቅድ አካል ናቸው።					
MEO3	መርጃዎች ለክትትል እና የግምገማ ልምምድ ተመድበዋል።					
MEO4	የክትትል እና ግምገማ ስርዓት ባለድርሻ አካላትን ያጠቃልላል					
MEO5	ከክትትል እና ግምገማ የተገኘው መረጃ በውሳኔ አሰጣጥ ሂደት ውስጥ ሊረዳ ይችላል።					
MEO6	የክትትል እና ግምገማ ውጤቶች በጥሩ ሁኔታ ተመዘገቡበዋል።					

	ለ) የየክትተል እና ግምገማ ዓላማ በፕሮጀክት አፈጻጸም ላይ					
PMEP1	የፕሮጀክት አፈጻጸም በክትትል እና ግምገማ ልምዶች ሊሻሻል ይችላል።					
PMEP2	በጊዜ ወይም በቶሎ ውድቀትን ወይም ስህተቶችን መለየት ይችላል።					
PMEP3	የፕሮጀክቶቹን ልማት/ሂደት በተመለከተ በቂ ዝርዝሮችን ይሰጣል					
PMEP4	ተጠያቂነትን እና ግልፅኝነትን ያበረታታል።					
PMEP5	የተሻለ ፍርድን ያመቻቻል					
PMEP6	ለባለድርሻ አካላት ግልጽ እና በቂ መረጃ መስጠት ይችላል።					
PMEP7	የፕሮጀክቶች አላማ የክትትል ዕና ግምገማ ልምዶችን በመተግበር ሊሳካ ይችላል።					

	መ) ድርጅታዊ መሰረት ያለው ፈተና	1	2	3	4	5
OBC1	የፕሮጀክት ክትትል እና ግምገማ በ-ድን የለም					
OBC2	ስለ ክትትል እና ግምገማ የሰራተኞች ስልጠና በቂ አይደለም					
OBC3	ስለ ክትትል እና ግምገማ ጽንሰ-ሀሳቦች/ማዕቀፍ በቂ ግንዛቤ የለም					
	ሠ) በፕሮጀክት ላይ ያለው ፈተና	1	2	3	4	5
PBC1	ለክትትል እና ግምገማ በቂ የገንዘብ ድጋፍ እና የበጀት ድልድል የለም					
PBC2	ከፕሮጀክት ጋር የተያያዘ መረጃ በክትትል እና ግምገማ በኩል ለሰራተኛው አይደርሰውም።					
PBC3	የባለድርሻ አካላት ያነሰ ተሳትፎ					
	ረ) በቴክኒክ ጉዳይ ላይ ያለው ፈተና	1	2	3	4	5
TBC1	ውጤታማ ያልሆኑ የክትትል እና ግምገማ የማስፈጸሚያ ዘዴዎች					
TBC2	በእቅድ እና በክትትል እና ግምገማ መካከል ደካማ ግንኙነት					
TBC3	የክትትል እና ግምገማ ልምምድ መረጃ ትክክለኛ ያልሆነ ሰነድ					

ክፍል 3- የቃለ መጠይቅ

- 7) በፕሮጀክቶች ግንባታ ላይ ክትትልና ግምገማ ምን ሚና ይጫወታል?
- 8) ድርጅትዎ ክትትል እና ግምገማን ወደ ተግባር ሲያስገባ ምን አይነት ችግሮች ያጋጥሙታል?
- 9) ድርጅትዎ ምን ዓይነት የክትትልና ግምገማ ሂደቶችን ይጠቀማል?
- 10) ድርጅትዎ ባለድርሻ አካላትን ያሳትፋል?
- 11) ከክትትልና ግምገማ የተገኘው መረጃ በደንብ ተመዝግቧል?
- 12) ክትትል እና ግምገማን ስለማሳደግ ምን ሀሳቦች አሉዎት?