An Assessment of Project Monitoring and Evaluation Practices: The case of Ethiopian Electric Power (EEP)

By

Mahlet Alemayehu Yehun

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Advisor: Meskerem Mitiku (Ph.D.)

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Approved by:

Meskerem M (PhD)		_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

DECLARATION

I, the under signed, declare that this thesis is my original work and has not been presented for a degree in any other University, and that all the sources of materials used for the thesis have been duly acknowledged.

Mahlet Alemayehu Yehun

Signature _____

Date _____

ENDORSEMENT

This research project has been submitted to Addis Ababa University, College of Business and Economics for examination with my approval as University advisor.

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Name	Signature	Date

Abstract

The general objective of this research is to assess the practice of project monitoring and evaluation practice in the case of Ethiopian Electric Power. To achieve this objective descriptive survey was used as a research design and mixed research approach (Qualitative and quantitative) was followed. To collect the relevant data primary data collection means; questionnaire and interview were used. The research employed purposive or judgmental sampling techniques to select 53 respondents involved in this research. The primary data gathered through the questionnaire was analysed using the SPSS-25 and the results were presented using tables, frequencies and percentages. The research found that the monitoring and evaluation system as well as practices of the organization exercised poorly aggregate mean (μ=2.60) also insures. There is no in house established Monitoring and evaluation System and plan in the hydro power projects offices and all other renewable projects in EEP. The enterprise doesn't implement RBM and faces bureaucratic, political and technical challenges to implement M & E. But EEP Project offices prepare project plan based on an excel work sheet provided by the Government office nationwide and will be delivered to all stake holders (MOFED, PM office) and will be approved before the beginning of the fiscal year. M & E system implemented in EEP as usual based on government reporting system. EEP obtain finances from financers and allocates a huge amount of financial resources annually to undertake mega projects in different parts of the region. However, these projects may not complete as per their schedule and quality not accomplishing the projects as per the agreed upon plan. The study recommends that the enterprise develop monitoring and evaluation system, employ skilled personal or provide trainings for the existing technical staff and build capacity and expertise and mainly begin their own standardized M &E frameworks and formats.

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Abbreviations

SPSS - Statistical Packages for Social Science: Version 25

EEP - Ethiopian Electric Power

CPA - Critical path analysis

LFA – Logical Framework Approach

M&E - Monitoring and Evaluation

PERT – Program Evaluation and Review Technique

PMER - Planning, Monitoring, Evaluation, and Reporting

PLM – Program Logic Mode

RBM - Result Based Management

RTE - Real Time Evaluation

WBS - Work Breakdown Structure

UNDP - United Nation Development Program

MoFED - Ministry of Finance and Economic Development

IFRC – International Federation of Red Cross and Red Crescent Association

UDS- Umhlaba Development Service

Chapter One

1. Introduction

1.1.Background of the study

An important part of the project cycle and good management practice is monitoring and evaluation (Olive, 2002).monitoring and evaluation are different concepts but they are closely linked and balancing. To facilitate decision making Monitoring is used and it is a non-stop gathering of data on specified indicators to know whether an intervention (project, program or policy) is being implemented based on the design, activity schedules and budget Shapiro (1999). Whereas, Evaluation is used to evaluate the design, impact and implementation in terms of distribution, effectiveness, efficiency, and sustainability of outcomes and impacts and it is the periodic and systematic gathering of data (McCoy, Ngari, &Krumpe, 2005).

A monitoring and evaluation system tells if the execution of project management is going in line with the plan or it needs improvement for implementation plans Crawford and Bryce (2003).

Monitoring and evaluation is critical and assists to use the most valuable and efficient use of resources for developing objective conclusions concerning the extent to which programmes can be judged a "success" and it bring the crucial data to guide strategic planning, to design and practice programmes and projects, and to assign, and re-allocate resources in improved ways (Gage and Dunn 2009, Frankel & Gage 2007).

Monitoring and evaluation (M&E) is a critical part of result based management (RBM). RBM is a method used based on visibly defined results to measure methodologies and tools used to achieve project/programme management (IFRC, 2011). Results-based monitoring is used to compare how well a project, program, or policy is being implemented compared to expected results and it is a nonstop process of collecting and analyzing information and monitoring and evaluation systems are designed to address the "so what" questions. So what is the reality that outputs have been produced? So what activities done? So what activities generated from the activities? A real outcomes and goals of government actions gained from results-based system (World Bank, 2011).

According to UNICEF (2003), Monitoring and Evaluation contains decision to improve, reorient or discontinue the evaluated intervention or policy and it has been a key performance management tool for planning, decision making and economic policy management.

Monitoring and evaluation is used by National and international policy makers and funding agencies and it tells decisions that involve change of organizations strategic plans or management structures as well as challenge the decision making process.

It has been increased the demand and supply of Standardized monitoring and evaluation according to World Bank (2010). Because of the need of transparency and effectiveness in the public sector, rising information back ground and system need for program quality improvement the demand increased while accessibility of monitoring and evaluation technologies with other instruments for monitoring and evaluation supply has been increased. Most countries have been created top agencies monitoring and evaluation with supported legal and regulatory structure that insure monitoring and evaluation on the regular base to give information and allow for the embrace of new innovative tool for monitoring and evaluation that support the planning exercise and budgeting process (World Bank, 2010).

In management of project scope, time, cost, quality, human resources, communication and risks Monitoring, Evaluating and controlling is significant and it is the principal factor for project success (Kamau& Mohamed, 2015).

In Africa M&E there is insufficient human and financial resource which limits monitoring and evaluation systems and make institutionalised and systematized slowly. So it needs much work in the continent to adapt methods and approaches for M & E (CLEAR-AA, 2019).

According to Kambuwa and Wallis (2002), there is a gap between appropriate policies of government and project execution in South Africa. So, for better accountability it is important to apply participatory implementation and institutionalize processes since it provides a vital evaluative connection between policy development and project implementation.

In meeting its strategic and developmental objectives, poverty reduction, budget decision-making and project implementation processes, M&E have role and in Ethiopia the government's National Development Plan (NDP) give emphasis to its role (National Development Plan, 2012). In essence,

M&E strengthens the management of government activities within ministries and in local governments and accountability & transparency relationships within civil society, builds a performance culture to support better management and policymaking, including the budgeting process with poor service delivery and rampant corruption in the public sector (Mosse and Lewis, 2005).

To develop current and future management of outputs, outcomes and impact is Monitoring and evaluation goal. Adoption and implementation of proper M & E practices is used to assess the performance of projects, institutions and programs set up by governments, international organizations and NGOs,.

Ethiopian Electric Power (EEP) is as one of the public profit making project oriented enterprise has an ambitious vision (To be a first class providing quality Electric power of the country and regionally interconnected as competitive export industry there by realize reliable power infrastructure that feeds the middle income economy plan).

But time overrun, cost overrun, poor quality and poor risk management are problems for EEP projects to succeed (Dawit, 2019). Therefore, to achieve the desired outcome to eliminate re-work, to decrease project cost and project duration, activities require close supervision and proper M&E.

Most researches done in Ethiopia about project monitoring and evaluations tried to show how organizations practice monitoring and evaluations in projects, challenges faced during monitoring and evaluations and how confront challenges faced in the process and mechanisms to cope up with. Besides those issues this research uniquely focuses on result based management because Results-based management (RBM) is an approach that has been adopted by many international organizations so this research tries to assess how this fact fits within the EEP.

1.2.Statement of the Problem

Monitoring and Evaluation (M&E) is used as a means to learn from past practices, to improve planning, service supply and allocation of resources for government officials, development managers, the public and private sector and civil society and to reveal outcomes for stockholders (International Finance Corporation(IFC), 2008).

Monitoring and evaluation helps an organization to extract useful information for reorientation and future planning from past and continuing activities and it is difficult to know the advancement and achievement of work without effective planning, monitoring and evaluation (UNDP, 2009).

Currently, in Ethiopia to bring concrete change in community livelihoods there is high demand for achieving development projects results and demonstrates effective M&E to maximize organizational performance and this leads for having actual project M & E practice

in place for quality of performance in any organizational activities and sustainable improvement (Bido, 2014).

A study conducted by Ermias (2007) also shows that in the projects undertaken by the Ministry of Mining and Geology Survey of Ethiopia, monitoring and evaluation is not effectively applied. A study conducted by Melat (2019) also indicates Ethiopian Road Authority doesn't use consistently specific M&E approach. According to a report on capacity building in Africa (Ethiopia) by the World Bank (2006) currently there is a gaps both individual and institutional skills and development for monitoring and evaluation in Ethiopia.

Various challenges confront to apply monitoring and evaluation and program managers still face numerous practical M&E challenges like lack of enough funding & skilled staff, time or political will to support all of the M&E activities despite all of the M&E resources that are available. (PATH, 2013).

There are challenges faced EEP for the success of hydropower projects. As indicated by (Dawit, 2019), problem in time management, incapability to grow project knowledge, bad management and project management methodology, absence of developing integrated project management plan, inadequate project schedule management practices and project planning, political influence to change project scope and plans were identified as the most challenges faced the project management processes in EEP.

Besides, the reason to conduct this research is the gap that encountered in studied papers or there is not enough study about monitoring and evaluation practices even though different outer in the field warn that developing nations face some challenges in relation to establishing M and E systems, there is a lack of research on how the fact about monitoring and evaluation practices fit within the EEP.

Starting from the past few years in our countries there are a number of projects undertaken by different government and non-government enterprises. Therefore it becomes very important to assess the monitoring and evaluation of the project under EEP. Since there is large number of mega hydro projects being undertaken in Ethiopian Electric Power (EEP) this research is intended to identify the monitoring and evaluation practices of Hydro power projects under Ethiopian Electric Power (EEP).

1.3.Basic Research Question

The study plans to answer the following basic research questions. These are;

- What are the current Monitoring and Evaluation practice of Hydro projects?
- Does the organization apply result-based management in Hydro projects under EEP?
- What are the challenges of M&E in Hydro projects?

1.4.Objective of the Study

1.4.1. General Objective:

The general objective of this research is to assess monitoring and evaluation practices of the projects under Ethiopian Electric Power.

1.4.2. Specific Objective:

- To explore the existing monitoring and evaluation practice of Hydro projects.
- To know if the organization implements result based management in Hydro projects.
- To determine the challenges of conducting proper monitoring and evaluation in Hydro projects.

1.5.Significance of the Study

This study would have its own contribution for new insight about monitoring and evaluation practices hopefully benefit scholars and academicians can be used as reference point by academicians and researchers.

The study helps the enterprise to have information about how they are practicing monitoring and evaluation and to identify the gaps, challenges faced, and to take corrective measures to overcome and to improve the existing practices of monitoring and evaluation.

The study may be take on by any government to plan and formulate its project policies to improve the overall performance and the result of study will assist the enterprise to recognize the significance of monitoring and evaluation of donor funded projects and the.

This study can be helpful for the enterprise to upgrade monitoring and evaluation in practice and delivered to individual projects with the purpose of improving monitoring and evaluation already implemented, with the purpose of refining performance and the accountability in terms of resources and the direction and whether projects are within track.

Further the enterprise may use this study as a strategic change for identify, select, professionally develop, evaluate, and monitor its project by generating meaningful discussions at the right levels of the company.

1.6.Scope of the Study

This study is descriptive and it studies assessment of monitoring and evaluation practices in the case of Hydro Projects under Ethiopian Electric Power (EEP). The company's staffs who participate on the hydro project related activities, planning, M&E, and contract administration hydro project management members are the focus of this study. Thus, the study is mainly comprises concerned bodies from the EEP head office which is found in Addis Ababa since the monitoring and evaluation responsibility is solely the duty of these parties.

In relation to study variables, the research basically focused on assessing the monitoring and evaluation practice of Ethiopian Electric Power.

1.7.Limitation of the Study

To done the research suitably the researcher may faces some challenges. These are firstly to study deeply time management may restrain on gathering further information and in analyzing and giving conclusive decision at the right time, the commitment of the employees to fill the questionnaires successfully and also return the questionnaires to the researcher, the researchers knowledge gap on research, constraints of budget, constraints of to obtaining prosperous information and documents relevant to the study and current covid-19 to enter to the enterprise and meet the concerned body and to include to the study and to collect data from different stockholders work with EEP and project planning, monitoring and evaluation activities.

1.8.Operational Definition of Key Terms

For the purpose of this study, the following terms are defined depending on the definitions given by UNDP (2009) and (IFRC, 2011).

- Evaluation= is finished or uncompleted activities independent assessment to decide either whether they are achieving the intended objective and contributing to decision making.
- Monitoring= is a continuing process towards achieving their goals and objectives by which stakeholders obtain consistent response on the growth being made.
- Project= is finished by a specific time, within budget, and according to specification and is unique, complex, and linked activities that have one goal or purpose

- RBM = is a method used based on visibly defined results to measure methodologies and tools used to achieve project/programme management

1.9. Organization of the Study

Five chapters are included in this chapter. Chapter one comprises introduction, which is background of the study, problem statement, research objective, research questions, significance of the study, scope of the study and organization of the study. Chapter two is about review of related literatures, empirical studies and conceptual framework. Chapter three covers research methodology; data collection instruments, method and source of data collection, and methods of data analysis. Chapter four is results and discussion. Finally the last chapter presents summery, conclusions and recommendations.

Chapter Two

2. Review of Related Literature

This chapter elaborates reviewing of previous research findings. This chapter comprises of the concept of theoretical review of Project Monitoring and Evaluation, Monitoring and Evaluation Practice, Monitoring and Evaluation system, Monitoring and Evaluation project/ Program Cycle Management, Monitoring and Evaluation Framework and Indicator, Monitoring and Evaluation Practice/Process Challenges and Concept of Result based management. Finally, it deals with empirical review and conceptual frameworks of the study.

2.1.Theoretical Review

2.1.1. Project Monitoring and Evaluation

2.1.1.1.Understanding Monitoring and Evaluation

Mostly monitoring and evaluation terms have their own differences even they are used interchangeably to indicate they are complementary processes. As IFRC (2011), Monitoring and Evaluation is the basis for project functioning, reorientation and future planning and enables an organization to have important information from the past experience and existing continuous activities.

Without appropriate standardize project, programs and plans, resource allocations, good intentions, large programs and projects, and lots of financial resources are not enough to ensure that development results will be achieved (UNDP, 2009).

The document released by the MoFED (2008) noted that project monitoring and evaluation are closely interrelated and tend to be used as a particular phrase and they are synergistic and crucial project management tools.

Monitoring and evaluation helps an organization to extract useful information for reorientation and future planning from past and continuing activities and it is difficult to know the advancement and achievement of work without effective planning, monitoring and evaluation (UNDP, 2009)

M&E improve quality of project interventions, enhance learning and strengthens project implementation. Project M&E is important to different people because for project managers and their stakeholders (including donors/government) it shows the extent of achieving the intended goals, for funders or development partners M & E maintains greater transparency

and accountability in the use of project resources. And for improving decision–making M&E process information developed is vital (Abalange, 2016).

2.1.1.1.1. Project Monitoring

Monitoring is a contentious gathering analysing of information to go in line with the plan and helps to recognize progress**,** adjust strategies and advise decisions for project/program management (IFRC, 2011).

Monitoring can be defined as is a continuing process towards achieving their goals and objectives by which stakeholders obtain consistent response on the growth being made and Evaluation is finished or uncompleted activities independent assessment to decide either whether they are achieving the intended objective and contributing to decision making (UNDP, 2009).

Monitoring needs a regular observation of projects gathering project information regularly and on time and distribute to the project stakeholders in the project under focus (Mulwa&Nguluu, 2003).

Monitoring is generally tends to emphasis mainly on gathering information for program management of a continuing activities and process but evaluation emphases on outcomes and takes a broader and long term view of the entire program and is consist of less frequent programmatic reviews (Janus, 2016)

According to IFRC, 2011 project/program generally monitors a variety of things according to its specific informational needs and it classifies as follows.

- **Compliance monitoring**: it ensures agreement of regulation and laws of government and donors rules and predicted results, grant and contract requirements, and ethical standards (IFRC, 2011).
- **Process (activity) monitoring**: It examines how activities, process of practices, inputs and outputs are done efficiently in time and resources and it is usually conducted in mixture with compliance monitoring and feeds into the impacts of the evaluation. This type of monitoring is commonly used in most of the data collected during project implementation according to Odhiambo **(**2013).
- **Results monitoring**: It examines whether the project/program achieves the intended planned results (outputs, outcomes, impact) and if there is any unintended impact (positive or negative) and it is in combination with evaluation (IFRC, 2011).

- **Organizational monitoring**: It is usually done in mixture with the monitoring processes of the larger, implementing organization and is monitors organizational growth capacity building and sustainability in the project/program and with its partners (IFRC, 2011).
- **Beneficiary monitoring**: It includes project/program beneficiary satisfaction or complaints. It also called beneficiary contact monitoring (BCM) it often comprises a stakeholder complaints and feedback mechanism (IFRC, 2011).
- **Financial monitoring**: It is often conducted in combination with compliance and process monitoring and is about expenditures of inputs and activity (IFRC, 2011).
- **Context (situation) monitoring**: comprises the field as well as the larger political, funding, institutional, and policy context that influences the project/program (IFRC, 2011).

2.1.1.1.2. Project Evaluation

Project monitoring is finished or uncompleted activities independent assessment to decide either whether they are achieving the intended objective and contributing to decision making and to know whether achieving stated objectives and it must provide information that is trustworthy and valuable in the decision making process of both receivers and donors (UNDP, 2009).

On the other hand, evaluation refers to separate studies of overall evaluation judgments, importance of an intervention and it describes how is the existing things are to inform decisions and future investments and planning (Peersman, Rogers, Guijt, Hearn, Pasanen, & Buffardi, 2016).

Based on different criteria there are different types of evaluation. Based on the time, there are five main types of evaluation. (Odhiambo, F.O. 2013).

2.1.1.1.2.1.Types of Evaluation

Four types of evaluation are commonly distinguished based on periods of evaluation each presented below:

Midterm evaluations: it happens in the midway of the implementation and it is formative in purpose and is necessary For Secretariat-funded projects/ programs that run for longer than 24 months (IFRC, 2011).

Ex-post evaluations: it is conducted to assess long term influence and sustainability sometimes after implementation (IFRC, 2011).

Summative evaluations: It conducted to assess effectiveness and impact after at the end of project/program implementation. May be according to specific assessment needs it may be conducted independent or external is not necessarily needs (Shapiro, 2004).

Final evaluations: are conducted to know whether it achieves the intended objectives at the end of project/ programme implementation (often externally) and are summative in purpose (IFRC, 2011).

2.1.1.2.Monitoring and Evaluation system

M&E of projects helps to collect the right data at the right time and for decision making process and it guide project implementations the demand for M&E systems increases from time to time and recognized as central management functions for organizations and monitoring and evaluation system permit the systematic and effective collection, analysis and use of M&E information for policies, practices and processes (Pasanen&Shaxson, 2016).

According to European commission civil society fund in Ethiopia (2017), a well-functioning M&E system able to integrate the more formal together with informal monitoring and communication.

Umhlaba Development Services, (2017), shows a good monitoring and evaluation system consists of four interlinked parts

1. Planning: deciding and plan for monitoring and evaluation system deciding how to collect and analyze this information and document a plan and identifying information to direct the project strategy, confirm effective operations and meet external reporting requirements (UDS, 2017).

2. Implementing: collecting and management information which comes from following outputs, outcomes and impacts are being attained and checking project operations in informal or formal approaches (UDS, 2017)

3. Participation: It requires the participation of stockholders to be analyzed and discussed critically once information has been collected. Similarly, this may happen in structured or unstructured ways (UDS, 2017)

4. Communication: The consequences of monitoring and evaluation need to be speaks to the people who need to and at the end the results develop the project strategy and operations from M&E both the communication processes and information (UDS, 2017).

2.1.1.3.Monitoring and Evaluation Practice

The best practices associated with monitoring and evaluations are the following:

Monitoring and Evaluation Plan: is essential part of monitoring and evaluation and the project must have M&E plan for clear identification of project objectives for which performance can be measured (Palestinian Academic Society for the Study of International Affairs [PASSIA], 2004 & McCoy,Ngari & Krumpe, 2005).

Coherent Framework: it should be support Monitoring and evaluation by identifying the logic behind project elements and performance measurement, how they are elated and the underlying assumptions. Logic Framework Approach (LFA) is best practices that have been adopted because of its structured approach and used as a tool to aid both the planning and the monitoring and evaluation functions during implementation (Aune, 2000 & FHI, 2004). Vann open (1994) as cited by Aune (2000) argues that the logic framework approach (LFA) enables planners to measure the criteria for success during planned stage and to think the project from the beginning in terms of measuring performance.

Monitoring and Evaluation budget: it should be clear and sufficient for monitoring and evaluation. Monitoring and evaluation budge is defined as the overall project budget which helps the monitoring and evaluation to give due recognition it plays in project management (McCoy et al., 2005). M&E budget should be 5% to 10% of the total budget according to many authors (Kelly &Magongo, 2004).

Schedule of Monitoring and Evaluation: to give due attention to the schedule of monitoring and evaluation, there should be activities of the monitoring and evaluation of the project included under the project schedule (Handmer&Dovers, 2007; & McCoy et al., 2005).

Stakeholder Involvement: there should be involvement of all stakeholders (beneficiaries, implementation staff, donors, wider communities) in the monitoring and evaluation process. Participatory approach to monitoring and evaluation is viewed as an empowerment tool or the beneficiaries and other stakeholders of project who in most cases are not consulted in this function. On upward accountability there is a lot of emphasis it is also demonstration of downward accountability i.e. accountability to the beneficiaries (Aune, 2000).

Inputs: In order to produce the desired outputs, the different inputs of the project need to be monitored effectively. As identified by the log frame approach, the following are the recommended practices for monitoring each of the inputs. This includes:

Financial Resources

Project budget should be complied with financial resources which the project budget with the project activities having cost attached to them, with assessment of what has been spent on project activities with what must have been spent in the budget as per planed expenditure (Crawford & Bryce, 2003).

Human Resources

There should be clear job apportionment of expertise and if there is skill gap the organization should give training and for projects with staff there is need for constant and intensive onsite support to the outfield staff that are sent out in the field to carry out project activities on their own (Reijeret,P.,Chalimba,M.&Nakwagala,A.A. 2002).

Activities

There are activates which are very important for the practicality of monitoring and evaluation system these are described below.

Project schedule

It is used to compare the planned schedule with the actual schedule to recognise if the project is within the or over the schedule and it supports processes or activities to be done on the project (Crawford & Bryce, 2003).

Outputs

For monitoring outputs of the project, it is important to use a mix of both qualitative and quantitative indicators.

A) Quantitative indicators: are outputs that are quantify in terms of numbers, such as number of people reached, trainings carried out, materials distributed (Hughes-d‟Aeth,2002).

B) Qualitative Indicators: it is outputs that are qualify and describe situations and give an in-depth understanding of issues by using methods like focus groups discussions, observation, and interviews. To the success of the development projects and to get

clear and in depth understanding both qualitative and quantitative methods are suggested for precise goals and outputs of evaluation (Hughes-d‟Aeth,2002)

C) Outcomes and goals: with both qualitative and quantitative data outcomes and goals are best evaluated and data gained from project should register and kept strongly not only until the end of the project and even longer (Muzinda, 2007).

Midterm and End of Project Evaluations: there is usually evaluation in the midterm and at end of project implementation and to determine the impact and the contribution of the project and to know if the project achieves its goal impact assessment should be scheduled after the project has ended (Gyorkos, 2002).

Capture and Documentation of Lessons: lessons gained from project implementation should be captured and documentation and should exposed to stakeholders with the implementing staffs (Reijeret et al., 2002).

Dissemination of Monitoring and Evaluation Findings: Monitoring and evaluation findings should be distributed to the stakeholder and to the implementing staffs and should include under the project plan (McCoy et. al., 2005).

2.1.1.4.M&E and the project/ Program Cycle Management

According to IFRC (2011), the common Stages and crucial activities in Project/program Planning, Monitoring, Evaluation and Reporting (PMER) provided here.

Log frame and indicators: This involves the project/program objectives, indicators, means of verification, assumptions and the operational design.

M&E planning: This is a plan to monitor and evaluate log frame's objectives and indicators in the project/program.

Baseline study: This happens before the beginning of the project/program to measure the first conditions (appropriate indicators).

Midterm evaluation and/or reviews: These are significant reflection events to assess and notify on-going project/program implementation.

Final evaluation: This take places after the project/program ended to know if it is achieved its intended objectives and what difference this has made after the completion.

Dissemination and use of lessons: lessons should capture in the project/program and reporting, reflection and learning should occur throughout the whole project/program cycle and should disseminate.

According to Patrick Gudda cited by Habitamu (2017), the following project M&E process mechanisms & tool are required for most of project management cycle works:

Initial Needs Assessment; during project initiation process initial need assessment is necessary through: situational analysis and SWOT Analysis Context monitoring & evaluation; Cost/Benefit Analysis, positioning matrix Analysis and baseline assessment assessed through technical/financial evaluation, Mid-term/process monitoring & evaluation; during project implementation; assessed through: Project work breakdown structure (WBS), Gantt chart, milestone chart, network diagrams (PERT, CPA) and Earned Value Management.

Real Time Evaluation (RTEs); evaluation is taken place during emergency desires mostly on distressed projects by using root cause assessment, Meta evaluation and sunk cost technique. at the end of the a project; Summative Evaluation is taken place through project work breakdown structure (WBS) and earned value management.

2.1.1.5.Monitoring and Evaluation Framework and Indicator

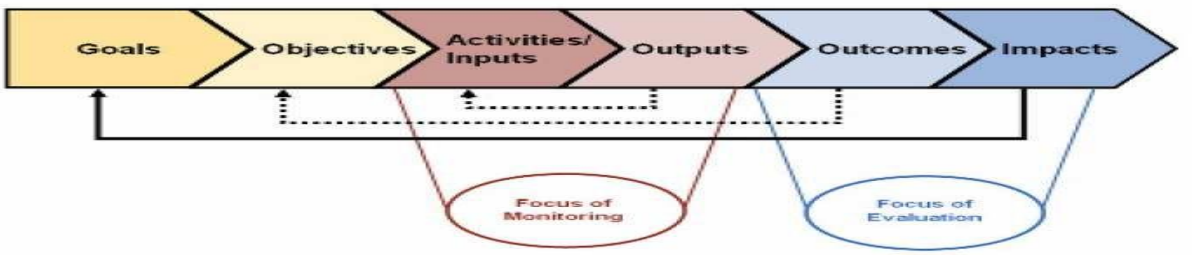
2.1.1.5.1. The Logical Framework Approach

A Logical Framework Approach (LFA) is a project design methodology and it offers a systematic structure for identifying, planning, implementing, monitoring and evaluating projects and brings structure and logic to the relationship between objective of the project and the intended result, enables the main elements of a project to be concisely summarized (Jensen, 2013). It is broadly used of analytical and project management tools by funding government agencies and international NGOs (Republic of Serbia, 2011).

LFA can be used to perform systematic and structured analysis of a project/program and to supports objective oriented planning and management. This analytical process is prepared from a set of tools or methods which can be used in managing development projects.

To achieve gaols and to have impact and to recognise about how the various components of a project relate to each other the Log Frame is proven and clarified by the logic model. The model is illustrated in Figure 2. The figure shows in a project specified inputs are used to undertake a series of activities which in turn deliver the output.

Figure 1. The Generic Log Frame Model (Frankel & Gage, 2007, p.42)



ver important frameworks and tools and they are useful to display the role of monitoring, evaluation and impact assessment and shows the specific points at which monitoring and evaluation should be undertaken in the program or project application.

Monitoring work stresses on the growth and tracking of inputs, practices of activities and production of outputs. Evaluation permits an assessment of improvement over a longer period of time and inclines to take place at specific points/stages in a project. The concern is to the attain outcomes with reference to objectives and impact, in terms of the project goals.

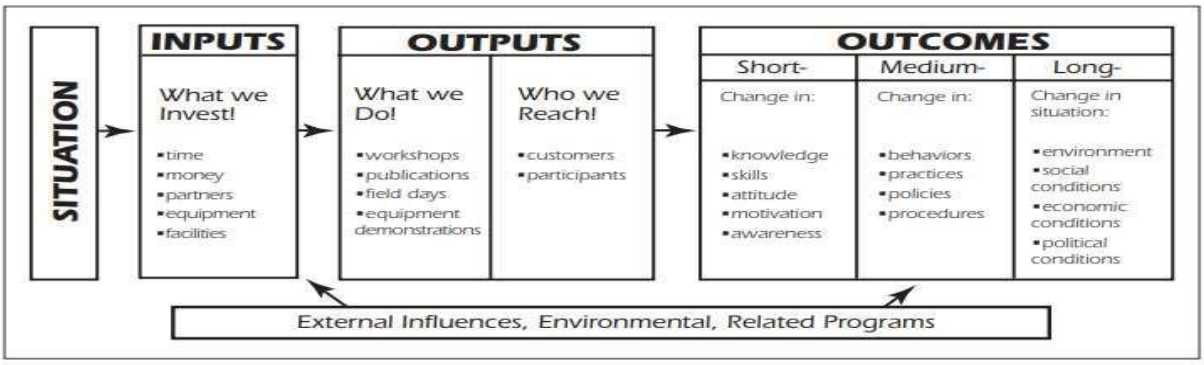


Figure 2. In the logic model the Place of M&E (IFC, GTZ, & DFID, 2008, p. 37

2.1.1.6.Indicator and Target

The concept of indicators is essential to M&E. According to its dictionary definition, an indicator is defined as a signal or a sign. In the context of monitoring and evaluation, an indicator is defined as a standard of measurement which is qualitative or an instrument which offers us information (UNAIDS, 2010).

Indicators provide information to monitor performance, to measure success, regulate accountability and improve the effectiveness of projects or programs and it helps to capture data. An indicator may be either quantitative or qualitative it depends on the features of information that it offers (World Bank, 2010).

2.1.1.7.Methods and Techniques of Project Monitoring and Evaluation

Project monitoring and evaluation employs various methods and techniques to collect the required data as identified by IFRC (2011), which includes case study, checklists, community book, community Interviews/meeting, direct observation, document review, focus group discussion, interviews, key informant interview, laboratory testing, mini-survey, most significant change (MSC), Participant observation, participatory rapid (or rural) appraisal (PRA), questionnaires, rapid appraisal (or assessment), statistical data review, story, survey and visual techniques.

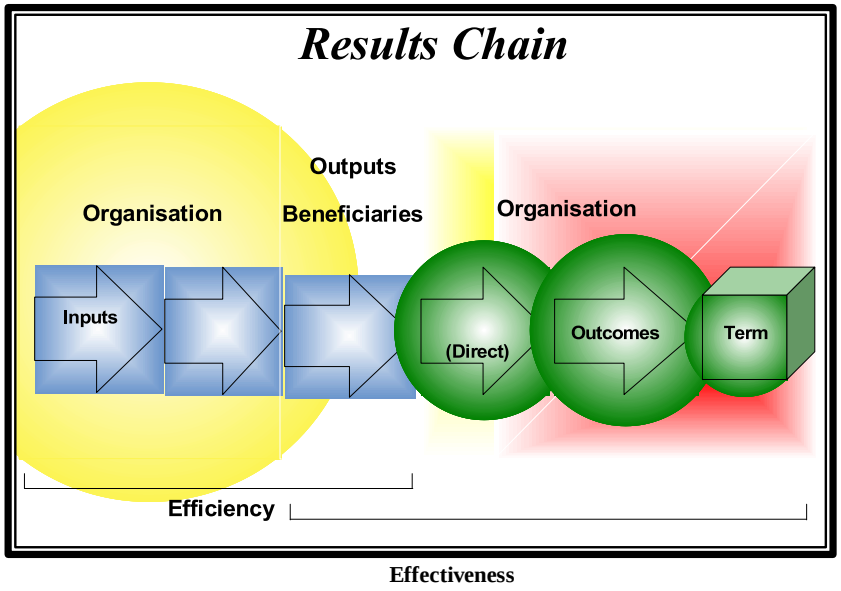
2.1.1.8.Concept of Result based management

One of the central elements of the Organization's reform process has been Results-Based Management (RBM). RBM has been reinforced by the Medium-Term Strategy which designates the RBM approach as essential for a culture of accountability expressed in terms of results (UNESCO, 2014).

RBM is a management strategy to achieve significant changes in the way organization operates with improving performance in terms of result as the central orientation and it delivers performance M & E, the management framework with tools for strategic planning and risk management. To improve efficiency and effectiveness through organizational learning and to fulfil accountability obligations through performance reporting is the primary purpose of RBM (Janet Vähämäki, Martin Schmidt, and Joakim Molander, 2012).

By way an image idea is conceptualized in Result Based Management. This image is used to demonstrate a mind-set and takes the shape of a results chain. Around the world the basic logic model adopted by most organisations presented.

Figure 3. Result chain (Werner Meier, 2003 p. 13)



By focusing on the results you need to attain, RBM is useful to support better performance and greater accountability by using a clear, logical framework to plan, manage and measure an intervention. By identifying in advance the planned consequences of a project/program we can better manage a project/program and determine whether a difference has genuinely been made for the people concerned and can measure their progress. Monitoring and evaluation (M&E) is a critical part of result based management (RBM). RBM is a method used based on visibly defined results to measure methodologies and tools used to achieve project/programme management (IFRC, 2011).

RBM essential to ensure informed decision making and for good risk management and it support rapid corrective action, practical accountability to governments, beneficiaries, donors, other partners and stakeholders, and improve organizational and individual learning (UNDP,2009).

Results-based monitoring and evaluation (M&E) is a leading public management tool that demonstrate policymakers the influence of a given project, program, or policy and decision makers to track progress. Results-based M&E is not the same with traditional implementation focused M&E because it further emphasis on inputs and outputs to a better focus on outcomes and impacts (World Bank, 2004).

Results-based systems help answer the following questions: (World Bank, 2010)

- What are the goals of the organization?
- Are they being achieved?
- How can achievement be proven?

2.1.1.9.Project Monitoring & Evaluation Practice/Process Challenges:

In relation to establishing M and E systems, developing nations face some challenges. It needs time to have M&E system and the challenges should not be underestimated. Good information systems needs for all countries whether developed or not and for African countries to undertake constructing a monitoring and evaluation system should not be pessimistically viewed as "too complicated, too demanding or to sophisticated Kusek and Rist (2010).

Several challenges are confronted during process and implementation of project monitoring and evaluation either internal or external. Political, technical and bureaucratic are challenges faced during M&E process according to Bernard Phiri (2015). The challenges confronted in South Africa during M&E process at the local government level of are: knowledge, skill and competency (N. Jili 2016).

The challenges of Project M&E Process presented here by summarizing the results of previous studies and practices.

Political (Contextual): It can be either internal/external political challenge that threats during the monitoring & evaluation performance. These are governmental interference, Management/implementer influence and stakeholder (external power) influence.

Technical (Methodological): these are the challenges are related with technical challenges and qualities used which are linked to M&E system implemented in the project. Choice of the appropriate M&E approach & tools, data availability M&E planning quality, M&E process reliability, inclusiveness, timeframe, validity and substantial and M&E team skill and ability are challenges among technical challenges.

Bureaucratic (psychological): These challenges are related with way of working project and organizational assets. Company policy clarity, higher management support, budgetary allocation, and M&E process transparency, ethical issues; like corruption & compliance with company standards and Employee's commitment and attitude are under bureaucratic challenges.

2.2.An Empirical Review

A study made by Tengan & Aigbavboa (2017) on ‘‘Level of Stakeholder Engagement and Participation in Monitoring and Evaluation of Construction Projects’’ in Ghana indicates there is stakeholder engagement but the participation of stakeholders in monitoring and evaluation of public projects at the local government level was very and this was recognized by lack of understanding, knowledge, time and involvement devoted for M & E of projects by stakeholders. The study has concluded stakeholders in monitoring and evaluations of local government project delivery have contributed to the many challenges faced in local government project delivery in Ghana because they are poorly participated. The challenges faced include bad payment schedules which results for procurement lapses, non-conformity to project specification, client's dissatisfaction, delayed project delivery, lack of health and safety compliance and corrupt practices in the construction industry. This study encourages for participatory M & E at the local government level project delivery through stakeholder management.

Mary Sanganyi conducted a research on the implementation of monitoring and evaluation in the infrastructure project in public secondary school in Mombasa, Kenya was used descriptive research design and the research also employed qualitative and quantitative data analysis approach. The study was used 92 total target population. The sampling technique was used censes and the research instrument that are employed for data collection was questionnaire. The paper concludes that stakeholders were not involved in the monitoring and evaluation activity of the project and it influences the monitoring and evaluation process. Lack of Financial resource, low human capacity and in appropriate time allocation negatively influence the project performance.

The study conducted by Bido (2014) on the title of the study an assessment of project monitoring and evaluation practice in Oromia pastoral area development commission at Fentalle and Mieso district, Ethiopia employed descriptive method both qualitative and quantitative approach were also employed. Both primary and secondary data source were used in the research. Questionnaires, key informant interview, focus group discussion and documents reviews were used to collect data. This study was used stratified sampling technique to group the sampling respondent and judgmental sampling for individual sample. The finding identified the gaps like that materials and human resource limitation, unplanned and irregular monitoring and evaluation practice at the districts level, weak follow up made to completed projects, utilization of administrative records and files as tools of monitoring and

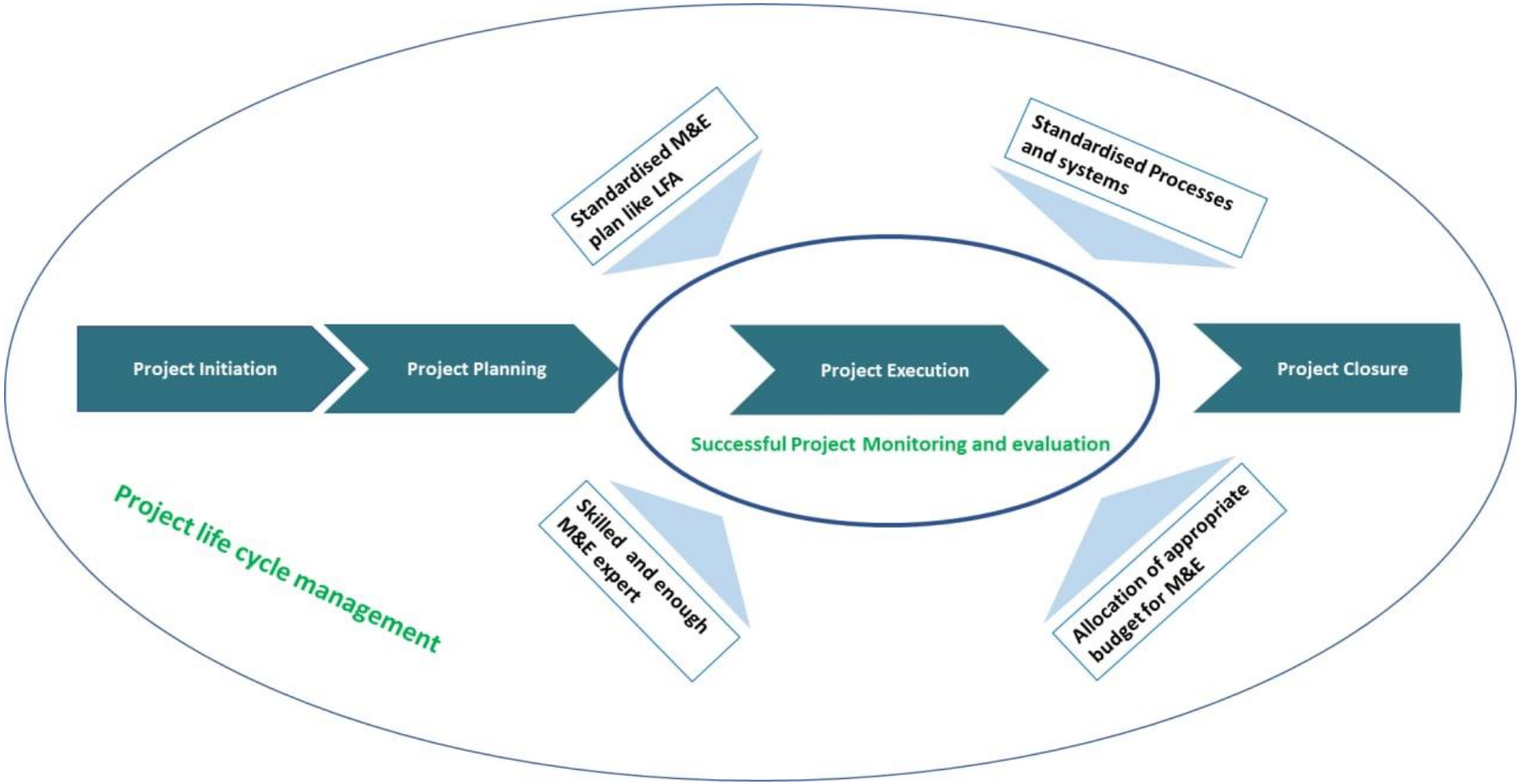
evaluation, lack of evaluation standards and principles, un functioning of some completed projects, lack of outcomes evaluation. And the researcher recommendation on the illustrated problems like conduct outcome evaluation, restructuring human resource during project design for the purpose of future project planning, avoid competition over project resource and improving monitoring and evaluation manual by including project evaluation principle and standard.

With general objective of the study to assess project monitoring and evaluation practice, Gashaw (2019) conducted a research on assessment of project monitoring and evaluation practice: the case of Amhara Water Work Construction Enterprise the case of Amhara Water Work Construction Enterprises. The study employed descriptive research approach and the participants in the study were selected through judgmental sampling. The study comprises together qualitative and quantitative data analysis. the result of the study indicated the organization not used standard monitoring and evaluation approach, framework and no base line assessment prior to the start of project. Finally, the study recommends that the enterprise develop monitoring and evaluation system, hire skilled personal or provide trainings for the existing technical staff and build capacity and expertise and predominantly start its own standardized M and E formats and framework.

2.3.Conceptual framework of the Study

According to Miles and Huberman (2014) the conceptual framework is a product of written or visual in the form of a narration; graph of what is to be studied as the main factor. The purpose of Conceptual frameworks is to provide theoretical application of what the study wants to investigate and allow readers understand the objectives of the research and how these will be achieved Leshem and Trafford (2007).

Figure 4. Conceptual framework



source: own 2021

Chapter Three

3. Research Methodology

The methodologies that are used in this thesis are this chapter presents. It consists of research design, population and sampling, data collection instrument, data collection procedure, data analysis, and ethical considerations.

3.1.Research Design

Descriptive research designs were used to conduct this research. Descriptive research is usually designed to collect data that describe characteristics of objects (such as persons, organizations, products, or brands), events, or situations. The study was employed survey strategy which is popular in business research because it permits the researcher to gather quantitative and qualitative data on various types of research questions. Indeed, in descriptive research surveys were commonly used to collect data about people, events, or situations. According to Cresswell (2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification.

The approach of this research was mixed methods approach of quantitative and qualitative because it brings a better understanding of the project and evaluation practices in EPP than using single method approach.

3.1.1. Population and Sampling

3.1.1.1.Target Population

The target population of the study was 62 enterprise's staffs who participate on the project planning, M&E, contract administration and top management members of the Ethiopian Electric Power (EEP). This is because the organization is large and national level organization, older and has an experience.

3.1.1.2.Sampling Techniques

According to Williams (1997) it needs to select part of the elements from the population under consideration to make the research more manageable.

A judgmental / purposive sampling technique was applied to select samples from the target populations based on the criteria of the person's knowledge of monitoring & evaluation, experience and background of project management. Because purposive sampling enables to gain the needed information by limit to specific kinds of people because either they are the

single ones who have it, or they obey to some criteria set by the researcher Uma, S. & Roger B., (2016).

3.1.1.3.Sample Size Determination

The total target populations of the research were 62. The researcher used a sample calculating formula from the total population based on Yamane (1967) formula. Yamane's formula is applicable for determining sample size if the population is known and if the population is finite. Based on this reason researcher employed this scientific formula for determining sample size out of 62 total populations.

$$n = \frac{N}{1+N(e^2)} = \frac{62}{1+62(0.0025)} = 53$$

Where:

n= corrected sample size,

N = population size, and

e = Margin of error (MoE), e = 0.05

Therefore, the total sample size was 53 based on the calculation and desired accuracy with Confidence Level of 95%.

3.1.2. Types, Sources and Methods of Data Collection

3.1.2.1.Data Sources and Types

For this study, primary and secondary data was the main source of data. Primary data was collected from a sample of organization staffs who participate on the project related activities planning, M&E, contract administration and top management members of the Ethiopian Electric Power (EEP), through closed ended questionnaires and semi structured interview and the secondary data was documents, articles, and related literatures.

3.1.2.2.Data Collection Instruments

In this study both qualitative and quantitative data collection methods was used.

A structured questionnaire was employed in the quantitative data collection instrument and it has three parts. Socio-demographic characteristics such as sex, age, work experience, and academic qualification of participants is the first part of the questionnaire. The second part is Monitoring and Evaluation (M&E) system (practice). The third part is Monitoring and

Evaluation (M&E) project/program cycle management. These two instruments presented below. For this research the questionnaire used is adapted from Muluken T., (2017).

Monitoring and Evaluation (M&E) practice

11 item scale measuring Monitoring and Evaluation (M&E) system (practice). The instrument uses a 5-point Likert scale which is 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. For the total 11 items, the Cronbach alpha for the total score was .83.

Examples of items from the instrument comprises a) the monitoring and evaluation system contributes to achieve the project objective. (b) EEP has a written monitoring and evaluation plan that guides project execution for every project. (c) EEP has allocate enough time and set schedule for monitoring and evaluation. (d) Frequency of data collection (M&E) indicated in the plan. (f) Disseminating or reporting the M&E findings.

Monitoring and Evaluation (M&E) project/program cycle management

Monitoring and Evaluation (M&E) project/program cycle management had 15 questions The instrument uses a 5-point Likert scale which is 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. The Cronbach alpha for the total score was .86.

Area of project monitoring contains 2 items, Method (tools) of monitoring and evaluation contains 5 items, Monitoring and evaluation for project success contains 1 item and Monitoring and evaluation challenge contains 10 items. Cronbach alpha for Area of monitoring and evaluation, .0.68; for tools of monitoring and evaluation, .0.65; for Method of Monitoring and Evaluation technical challenge, 0.69; for Method of Monitoring and Evaluation bureaucratic challenge and, 0.67; for Method of Monitoring and Evaluation political challenge 0.68.

Examples of items from the instrument include a) Result – Based analysis (RBA) to evaluate the project performance from contractor profit perspective. (b) Conducting performance test by comparing activity completion with plan. (c) Conducting projects records like progress report. (d) Monitoring and evaluation have contribution for project success. (f) Lack the appropriate M&E approach & tools.

Qualitative methods of data collection i.e. interview was used to collect the relevant data from EEP top management and core process group.

3.1.3. Reliability and Validity Testing

Consistence of the instrument indicates the reliability of an instrument in choosing of the needed information. To ensure the significance, precision, and suitability of items within the objective of the study this study was conducted the pilot test. To get the correct and tolerable results of the content validity index, Polit & Beck (2006) recommends at least 6 experts. Therefore based on this the researcher distributed to 6 experts who are researchers in INSA and content validity of the instruments was reviewed. Before to the calculation of the Content Validity Index (CVI) the relevance rating must be recorded as 1 (relevance scale of 3 or 4) or 0 (relevance scale of 1 or 2). Items scored as relevant are added together and divided by the total number of items to calculate S-CVI/Ave. After 6 experts reviewed the instrument, the researcher conducted an analysis of the two instruments and the result of the Scale-Content Validity Index (S-CVI) of the monitoring and evaluation practice was 0.92 and the project monitoring cycle was 0.94. Polit and Beck (2006) also recommend a Scale-CVI/Ave of 0.90. To see the reliability of items and to establish internal consistency the pilot responses gained through the questionnaire was analysed statistically by using criteria of Cronbach's alpha which is: Excellent ($\alpha>0.9$), Good ($0.7<\alpha<0.9$), Acceptable ($0.6<\alpha<0.7$), Poor ($0.5<\alpha<0.6$), Unacceptable ($\alpha<0.5$). The researcher conducted pilot testing and managed a questionnaire for 30 respondents who are out of the actual study to confirm the reliability of the instruments. The sample size for pilot testing hasn't rule but according to Browne (1995) for conducting pilot testing 30 respondents are proper. Based Brown's recommendation the researcher take 30 participants as a sample. 28 male and 2 female whose ages are between 22-55 years old participants were participated during the pilot testing and their academic qualification there were 6 Diploma, 16 Degree, and 8 Master.

Table 1. Reliability Pilot Testing Result

Questions related to	No. of items in the original subscale	Cronbach Value of alpha	Internal consistency
M&E practice.	11	.83	Good
Project cycle management/mechanism	15	.86	Good
Area of project monitoring	2	.0.68	Acceptable
tools of monitoring and evaluation	5	.0.65	Acceptable
M and E Technical challenge	5	.0.69	Acceptable
M and E Bureaucratic	3	.0.67	Acceptable
M and E Political challenge	2	.0.68	Acceptable

3.1.4. Procedures of Data Collection

The researcher first got a letter from the school of business and economics and then went to the selected organization. Further, after due permission, the researcher made communication with the respondents and give detail about the objectives of the study to them. The researcher guaranteed respondents that the information provided by them would be kept confidential. Then, the researcher distributed the questionnaire after getting informed consent.

Besides, as far as the explanation exists in the questionnaire, the researcher described the necessary guides. And the researcher also leaves phone number for respondents if they have any question. Finally, the researcher collected the distributed questionnaire from respondents and in a moment of time, the researcher were checked the questionnaire to see if all the items were answered properly or not.

3.1.5. Methods of Data Analysis

3.1.5.1.Data Analysis Techniques

Statistical Package for Social Science (SPSS) is used to analyse the survey results and descriptive statistic like mean, percentage, standard deviation, frequency was used to calculate summations, averages and percentages of the data.

For the analysis of qualitative data, grouping similar kinds of information together in categories, relating different ideas and themes to one another and coding techniques for finding and marking the underlying ideas in the data is used (Rubin and Rubin, 1995). Therefore based on this the researcher analysed the qualitative data collected through interview.

3.2.Ethical Consideration

During the research process the researcher was kept ethical considerations of confidentiality and privacy. Their names were not exposed in the questionnaire and the research report it is assured by written guarantee. A verbal and written description of the study was given to the participants, and informed consent was got before the survey. Participants are participated in this study voluntarily and also the researcher assured for the respondents that their response will kept confidentially and only be used for the purpose of this study.

Chapter Four

4. Results and Discussion

4.1.Results

This chapter is about data presentation and discussion of the research findings. It presents the results of demographic characteristics of respondents, Monitoring and Evaluation practices, challenges, project cycle management and result based management. Finally, it deals with the discussion of the research findings with previous research studies.

Major findings of the study are there is low level of monitoring and evaluation practice in the enterprise. EEP does not implement monitoring and evaluation and project cycle management as tool of M&E and result based management. The enterprise not used base line assessment prior to the start of project, framework and standard monitoring and evaluation approach. There is no in house established Monitoring and evaluation System and plan in the hydro power projects offices and all other renewable projects in EEP.EEP implement monitoring and evaluation as usual based on government reporting system.

4.1.1. Response Rates

From 53 sample respondents 3 were interviewed and closed ended questionnaires were distributed for 50 respondents. 44 respondents were filled the questionnaire and respond correctly. That means 44 (88%) of the respondent were correctly filled and returned.

Table 2: Response rate of the respondent

Respondent	Number	Percent
Correctly responded	44	88%
Total	Total 50	100%

Source: Owner survey, 2020

4.1.2. General information about the Respondents

The respondents of the study have diverse demographic characteristics. The demographic information of the participants is the first part of the survey questionnaire. This part involves the use of a variety of statistical procedures including basic descriptive statistics (e.g. tables and percentages) and includes information such as sex, age, academic qualification, job

position and work experience. The survey was conducted on a total of 50 top managements and employees.

Table 3: Demographic profiles of the respondents

Variables	Category	No. of respondent	Percent (%)
Sex	Male	33	75
	female	11	25
	Total	44	100.0
Age	21-30	25	56.8
	31-40	17	38.6
	41-50	2	4.5
	Total	44	100.0
Marital status	Married	20	45.5
	Single	23	52.3
	Divorce	1	2.3
	Total	44	100.0
Qualification	PhD	1	2.3
	Masters	19	43.2
	BA/Bsc	19	43.2
	Diploma	5	11.4
	Total	44	100.0
Position	Top level management	2	4.5
	Middle level management	8	18.2
	Coordinator/officer	19	43.2
	expert	15	34.1

	Total	44	100.0
Experience	0-5	15	34.1
	6-10	18	40.9
	11-15	9	20.5
	>15	2	4.5
	Total	44	100.0

Source: Survey2020 SPSS V.25 Result

From Table 3 above, the majority of the employees are male (33)75% while female are represented by (11)25%. This shows both in the management level and non-management positions the number of female employees is by far less than male employees. The majority of respondents 56.8% are within the age group of 21-30 years followed by those in the age group of 31-40 years at 38.6% and follow by 41-50 years at 4.5% only. This may shows the majority of the employees are matured.

Besides, most of the participants (43.2%) have master's degree and 43.2% have a first degree followed by 11.4% diploma and PhD holder is .2.3%. this might indicate the enterprise are good in recruiting employees who have knowledge to execute activities with the enterprise.

The survey result shows that the highest number takes coordinator/officer/ employees (43.2%) followed by 34.1% expert, 18.2% middle management and the least 4.5% was top level management. It point out coordinator/officer/ employees greater proportion of the organization and greater numbers of employees are experts.

The study discovered that respondents who work with the service between 6-10 years are 40.9%, 34.1% had worked between 0-5 years 20.5% had worked 11-15 years, 4.5% had worked 15 years and above. It indicates the enterprise has experienced employees and good enough to handle and make employees last for many years.

4.1.3. Monitoring and Evaluation Practice

M & E practices is part of design programmes and ensures that there is logical reporting; the process that demonstrates accountability and interconnects results, it calculates efficiency and

effectiveness, assures effective resource distribution and stimulates learning that is continuous along with enhancing better decision making IFAD (2008).

In relation with the actual practice of monitoring and evaluation at Project, the respondents were asked kindly to indicate their levels of agreement on several parameters of the kinds of monitoring & evaluation practiced in the EEP.

The responses were stretched from 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. As shown in Table 4 the Frequency, Mean, mode, standard deviation and percentage were used to analyze the study data. According to the researchers assumption the mean value interpretation is that above three= agree, 3= neutral and below three= disagree.

Table 4: Practice of monitoring and evaluation

No.	Items	Rating scales					Mode	Mean Scored	St. deviation
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly Agree			
	Monitoring and Evaluation practice								
1.	The scope and purpose of monitoring and evaluation clear.	0	21(47.8%)	12(27.3%)	11(25%)	0	2	2.84	96311
2.	EEP has a written monitoring and evaluation plan that guides project execution for every project	0	24(54.5%)	8(18.2%)	12(27.3%)	0	2	2.72	.87241
3.	Adequate budgets are assigned for monitoring and Evaluation	0	12(27.3%)	8(18.2%)	24(54.5%)	0	4	3.31	93443
4.	EEP has allocate enough time and set schedule For monitoring and evaluation.	0	22(50.0)	12(27.3%)	10(22.7%)	0	2	2.90	1.09583
5.	Project stockholder clarity identified in the plan	0	29(65.9%)	8(18.2%)	7(15.9%)	0	2	2.52	99337
6.	Frequency of data collection indicated in the plan	0	22(50.0%)	9(20.5%)	13(29.5%)	0	2	2.88	84876

7.	An enterprise exercise an activity implementation compared to schedule, quantitative and qualitative out puts, Outcomes and goals achieved.	0	23(52.3%)	11(25.0%)	10(22.7.%)	0	2	2.77	1.00842
8.	Disseminating or reporting the M&E findings	0	25(56.8%)	12(27.3%)	7(15.9%)		2	2.77	98504
9.	Capture and documenting the lessons learned Monitoring and evaluation practice	0	21(47.7%)	13(29.5%)	11(25.%)	0	2	2.93	97403
10.	Creating knowledge repository implemented by the enterprise	0	19(43.2%)	15(34.1%)	9(20.5%)	0	2	2.90	98402
11.	The monitoring and evaluation system is effective, efficient and contribute to achieve the project objective.	0	23(52.3%)	14(31.8)	9(21.4%)	0	2	2.90	1.03020
Aggregate mean		μ=2.60							

Source: Survey2020 SPSS V.25Result

Table 4 in the above indicates, respondents were questioned if the scope and purpose of monitoring and evaluation is clear and the majority of 21(47.8%) respondents disagreed 12(27.3%) kept neutral and the remaining 11(25%) agreed with the statement. Most of respondents disagreed on the issues and the mean value 2.84 and the mode value 2 also ensure that. This indicates the concern of scope and purpose of monitoring and evaluation is not clear on for most of the respondents.

As shown in the table 4 question no. 2, 24(54.5%) of the respondent were disagreed on EEP has a written monitoring and evaluation plan that guides project execution for every project, while 12(27.3%) of the respondents were agree on issue and the rest 8(18.2%) of the respondents keep neutral. The mean value of 2.72 and mode of 2 also ensures that there is no written monitoring and evaluation plan that guides project execution for every project as a project oriented enterprise.

Table 4 item no. 3 shows that the respondents who agreed on the Enterprise was assigned adequate budget for monitoring and evaluations are 24(54.5%), 12(27.3%) of the respondents

were disagreed and the rest 8(18.2%) kept neutral. The mean value 3.31 and mode of 4 also ensures most of the respondent agreed EEP assigned adequate budget for M&E practice.

Table 4 item no. 4 indicates that 22(50.0%) of the respondent disagree on the EEP has allocate enough time and set schedule for monitoring and evaluation practice. Whereas 10(22.7%) of the respondent agree on the item and 12(27.3) of the respondents kept neutral.

This is also supported by the mean value (μ=2.90). Top managers who are interviewed also said *there is no any project completed as per the planned Time, Cost and Quality due to hundreds of known and unforeseen reasons during project implementation and contract administration*

In table 4 item no. 5, 29(63.6%) of participants of the study were disagreed on project stakeholders identified clearly identified in M&E plan, 8(18.2%) of respondent keep neutral and 7(15.9%) participants agreed on the issues. This indicates that the enterprise did not have plan for stakeholders how are participated in M&E plan and the mean value of (μ= 2.52) also approves the result.

In table 4 item no. 6. Most of the respondents 22(50.0%) of the respondent disagree on the issue frequency of data collection indicated in the plan was one of the M&E practice, 13(29.5%) respondent agree and 9(20.5%) of kept neutral on the issue. The mean value (μ= 2.88) of the respondents also confirms EEP not employee frequency of data collection indicated in the plan.

In table 4 item no. 7 assessed the issue of compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved an enterprise exercise an activity implementation and 23(52.3%) of the respondent disagree on the statement, 10(22.7%) respondents were agree and 11(25.0%) were remain neutral. The mean values =2.77 support the response by majority of the participants.

In table 4 item no. 8, 25(56.8%) disagreed on the enterprise disseminating or reporting the M&E findings. Whereas 7 (15.9%) agreed with the item and 12(27.3) kept neutral. The mean value =2.77 confirms the response of the majority.

In table 4 item no. 9, if the enterprise capture and documenting the lessons learned, 21(47.7%) participants disagreed. 10(22.7%) of them were agreed, 13(29.5) of the respondent remain neutral and the mean value (2.93) also ensures the enterprise practiced capturing and documenting the lessons learnt.

Concerning item number 10 in table 4, asked the respondent if the enterprise creating knowledge repository implemented by the enterprise and majority of the respondents 19(43.2%) disagreed, 9(20.5%) of the respondents agreed but 34.1% remains to this statement. This indicated that, the enterprise has not a neutral. The mean value (2.90) of the item also confirms the majority of respondent's idea.

A study by Harry et al (2003), outline the significance of knowledge retention and dissemination on the social practices and knowledge management in projects.

According to item no. 11 in table 4, the respondents asked if the enterprise monitoring and evaluation system is effective, efficient and contribute to achieve the project objective and majority of the respondents 23(52.3%) were disagreed, whereas 9(21.4%) of the respondents were agreed and the remaining 14(31.8%) kept neutral. This result also support by the mean value of (μ=2.90) and the aggregate mean (μ=2.60) of the above table.

Generally from the above table, the majority of the respondents assured there is poor practice of project monitoring within the enterprise. Besides according to top managers who are interviewed said *''Hydro power Project offices staff in EEP comprising of a project manager engineers, (civil, mechanical & electrical) geologist and administrative & finance are organized in a project for project management purpose to manage the project tasks (technical), time and budget scheduled in the contract and deliver a biweekly report to the top management. The report is a feedback collected from the consultant (International consultants) procured by EEP as per the recommendation of the financers. Practically all large projects including hydro projects are financed by international financer's (loan, concessional or commercial financing) for repayment on 5- 10 years. M &E is conducted by International consultants procured by EEP working on behalf of the corporation. The current project office main duties are to monitor the project schedule and the project progress is in line with the contract signed by the employer (EEP) and contractors (Civil and Electro Mechanical) based on tasks, time, quality and budget. It can be concluded that there is no in house established Monitoring and evaluation System and plan in the hydro power projects offices and all other renewable projects in EEP.*

According to interview results Projects Plan, Monitoring and Evaluation in Ethiopian Electric Power (EEP) presented below:

Project Plan

Project offices prepare project plan based on the project life time based on an excel work sheet provided by the GOV office nationwide.

Detailed annual budget (Fiscal year, Hamle 1- Sene 30) project physical works, time (month), and budget (monthly) will be filled in the format with (%) indicators for each physical work breakdowns for each month including the finance requirement over the project life.

The project plan will be delivered to all stake holders (MOFED, PM office) and will be approved before the beginning of the fiscal year.

Project Monitoring

The project monitoring is conducted by the project office, all the monthly detailed physical works accomplished will be recorded and financial expenditures will also be collected. The outcome will be checked against the project plan and the excel worksheet automatically indicates the performance in %, and then differences will indicated to identify the reasons occurred during project implementation. If there are differences, the project office will identify the reasons for not meeting the planned target of physical works and financial plan and will include in the monthly report which is officially reported to the top management, executive board of directors and Ministry of finance and economic development (MOFED).

If there is a major delay in the project performance evaluation will be conducted immediately by the project office, consultant & contractor at the presence of the top management where directives will be given for correction.

Project Evaluation

The evaluations of projects are conducted every 3 months, based on the 3 months cumulative average performance of the project reported by EEP. All stake holders will discuss the relevant issues related to the underperformance of the project and give instruction to compensate for the delays if occurred and financial deficit if it over budget.

4.1.4. Monitoring and Evaluation and Project Cycle Management

In describing the level of Project Monitoring & Evaluation and project cycle management at EEP Projects, the respondents were asked to indicate their levels of agreement. The responses were stretched from 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. As shown in Table 5 the Frequency, Mean, mode, standard deviation and percentage were used to analyze the study data. According to the researchers assumption the mean value interpretation is that above three= agree, 3= neutral and below three= disagree.

Table 5: Monitoring and Evaluation and project Cycle Management

No.	Items	Rating scales					
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly Agree	Mode
	Monitoring and Evaluation and project cycle management/tool of M&E (EEP)						
1.	Situation (context) analysis for the need assessment process of the project.	0	20(45.5%)	14(31.8%)	10(22.7%)	0	2
2.	Cost – Benefit analysis (CBA) to evaluate the project performance from contractor profit perspective	0	8(18.2%)	12(27.3%)	24(54.5%)	0	4
3.	Process (activity) monitoring (day to day supervision) to track the progress of the project during implementation	0	16(36.4%)	7(15.9%)	21(47.7%)	0	4
4.	Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries, Process.	0	25(56.8%)	13(29.5%)	6(13.6%)	0	2

5.	The Logical framework of RBM approach application to monitoring and evaluation process.	0	23(52.3%)	11(25.0%)	10(22.7%)	0	2
6.	Is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly?	0	21(47.7%)	13(29.5%)	10(22.7%)	0	2
7	Baseline data is collected prior to the start of project operation.	0	25(56.8%)	10(22.7%)	9(20.5%)	0	2
8	For your M&E plans there are indicators that are clearly linked to the objectives of The program/project.	0	29(65.9%)	10(22.7%)	5(11.4%)	0	2
9	There are implementation indicators set for (Inputs, Activities and outputs).	0	29(65.9%)	11(25.0%)	4(9.1%)	0	2
10.	There are separate indicators for outcome and impact	0	33(75.0%)	7(15.9%)	4(9.1%)	0	2
11	Ex-ante evaluation (at the beginning of the project).	0	31(70.0%)	5(11.4%)	8(18.2%)	0	2

12.	Mid-term (interim) evaluation	0	28(63.6%)	10(22.7%)	6(13.6%)	0	2
13.	Summative evaluation (at the end of the project).	0	30(68.2%)	5(11.4%)	9(20.5%)	0	2
14.	Ex-post evaluation (after the end of the project).	0	30(68.2%)	8(18.2%)	6(13.6%)	0	2
15	Impact evaluation	0	32(72.7%)	8(18.2%)	4(9.1%)	0	2
Aggregate mean		μ=2.62					

Source: Survey2020 SPSSV.25 Result

As item no.1 shown above in table 5, majority of the respondent 20(45.5%) disagreed with enterprise used situation (context) analysis for the need assessment process of the projects, whereas 10(22.7%) agree on the item but 14(31.8%) remain neutral. The mean value (μ=2.77) also confirmed their disagreement on the statement.

As shown in the table 5 item no. 2, the majority 24(54.5%) of respondents agreed on the enterprise uses Cost Benefit analysis (CBA) to evaluate the project performance as tool of M&E and project cycle management, 8(18.2%) of participants were disagree and the remaining 12(27.3%) remains neutral. The mean value (μ=3.36) for this item confirms the majority of the respondents response.

According to the result obtained from table 5 item no. 3 the majority of the respondents 21(47.7%) agree to process (activity) monitoring (day to day supervision) to track the progress of the project during implementation by the enterprise, 16(36.4%) disagree and 7(15.9%) kept neutral. The mean value (3.11) confirms the above idea.

The research asked that Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries to table 5 item no. 6, majority of the respondents 25(56.8%) disagree with the statement, 6(13.6%) said that they agree and 13(29.5%) respondents remains neutral. The mean value (μ=2.56) also confirms the idea of the majority respondents.

In table 5 item no. 7 participants asked in relation to the logical framework of RBM approach application to monitoring and evaluation process in the enterprise majority of respondents 23(52.3%) were disagreed, 10(22.7%) of participant were agreed and the remaining 11(25.0%) respondents left behind neutral to the statement. This result indicates that the enterprise not implemented logical framework of RBM approach tool to monitoring and evaluation as M&E and project cycle management and This argument supported by the lower mean value (μ= 2.70) of the respondent.

The respondents of the study were also asked about is enterprise used logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly? Out of 44 the majority of respondents 21 (47.7%) of them were disagree, 10(22.7%) of the respondents were agreed and 13(29.5%) remain neutral and the mean value (μ=2.75) also ensures the majority of the participants.

The findings also similar to the result obtained from interview, the interviewee were indicates there is no framework implemented in the monitoring and evaluation of projects in the enterprise.

Regarding if baseline data is collected prior to the start of project operation by the enterprise, 25(56.8%) of the respondent disagreed, 9 (20.5%) of the respondents agreed and 10(22.7%) keep themselves on the neutral. The mean value (μ=2.63) also confirms that most of the respondents were not agreed on the prior base line data collection.

Majority of respondents 29(65.9%) disagree the enterprise have indicators that are clearly linked to the objectives of the program/project in relation to M&E, and 5(11.4%) agreed, while 10(22.7%) remained neutral. The mean (μ= 2.45) result of the respondent also ensures there is no indicator that are clearly linked to the objective of the project implemented by enterprise.

In relation to the Inputs, Activities and outputs implementation indicators in the enterprise, the majority 29 (65.9%) disagreed, 4(9.1%) agreed and 11(25.0%) neither agree nor disagree. The mean and mode value 2.43 and 2 respectively confirms the majority of the respondent's idea.

On the other item, Majority of the respondents 33(72.0%) indicates that the enterprise did not used outcome and impact indicator as tool of monitoring and evaluation and project cycle management, 4(9.1%) of the respondent agreed on the statement but 7 (15.9%) kept neutral on this issue. The mean value (μ=2.34) confirmed that majority of the respondents believe.

31 (70.5%) of the respondents were disagreed the enterprise practices ex-ante evaluation (at the beginning of the project) and they stated that the enterprise does not exercised ex-ante evaluation, 8(18.2%) agreed while the rest 5(11.4%) kept neutral. The mean values for this item were (μ=2.47). The result implicates that EEP not used ex-ante evaluation as M&E and project cycle management.

Regarding the item stating whether mid-term evaluation practiced by the enterprise, 28(63.6%) disagreed, 6(13.6%) agreed, and the remaining 10(22.7%) of respondent neither agreed nor disagreed with the idea. with mid-term evaluation implemented by the enterprise. The mean value for this item (μ=2.50) ensures that the enterprise does not implemented mid-term evaluation.

On the other item respondents asked whether EEP used summative evaluation (at the end of the project) during project execution as project M&E and project cycle management or not.

Majority of the respondent 30(68.2%) disagreed on the statement, 9(20.5%) agreed on the idea whereas 5(11.4%) of the respondents were kept neutral. The mean value (μ=2.52) confirms the majority of the respondents response.

Majority of the respondents 30(68.2%) were not agreed with the enterprise used weather ex-post evaluation (after the end of the project) or not 6(13.6%) of the participants agreed and with the statement but 8(18.2%) of the respondents neither agree nor disagree and the mean value (μ=2.45) of the respondent give clue for disagreement of the respondent on the issue.

Regarding with impact evaluation tooled by EEP, 32(72.7%) disagreed while 4(9.1%) agreed and 8(18.2%) kept them self-neutral. The mean value (μ=2.36) is also confirms the majority of the respondents idea.

An evaluation should enable the timely incorporation of recommendations, findings along with lessons in the decision-making process and should bring information with evidence that proved to be credible, reliable and useful Robert (2010).

Table 5 identified that Cost Benefit analysis (CBA) to evaluate the project performance from contractor rated higher (μ=3.36) that almost all the levels of the monitoring & evaluation and project cycle management process performances in the project were rated low or below by the request of the respondents..

The aggregate mean of all the response on the M&E and project cycle management is found to be (μ=2.62) which indicates EEP does not implement M&E and project cycle management as tool of monitoring and evaluation.

The interview result of the top management also confirmed that the main tool of monitoring and evaluation and project cycle management is Cost Benefit Analysis (CBA) but there poor practice of project monitoring and evaluation culture in the enterprise and there is no idea of result based management (RBM).

4.1.5. Tools and technique of Monitoring and Evaluation

4.1.5.1.Area of Monitoring and Evaluation

Table 6: Area of Monitoring and Evaluation

No.	Items	Rating scales					Mean Scored	St. deviation
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly Agree		
	Area of monitoring and evaluation							
1.	Compliance test	0	32(72.7%)	9(20.5%)	3(6.8%)	0	2.34	60782
2.	Performance test	0	31(70.5%)	7(15.9%)	6(13.6%)	0	2.43	72810
Aggregate mean		μ=2.38						

Source: **Source: Survey2020 SPSS V.20 Result**

As table 6 above demonstrates, majority of the respondents 32(72.7%) disagreed with, 3(6.8%) of the respondents were agreed on the implementation of compliance monitoring in the organization whereas the remaining 9(20.9%) of the respondents kept neutral and the mean value 2.34 also ensures the enterprise doesn't used compliance tests in the area of monitoring and evaluation.

Respondents opinion was also collected on whether Performance tests performed by EEP for an area of monitoring and evaluation or not. Majority of the respondents 31(70.5) disagreed, 6(13.6%) of the respondents were agreed on the statement but 7(15.9%) are neither agreed nor disagreed. The mean value 2.43 also shows the majority of respondents perceived that performance test were not implemented in the enterprise.

4.1.5.2.Method of Monitoring and Evaluation

Table 7: Method of monitoring and evaluation

No.	Items	Rating scales					Mean Scored	St. deviation
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly Agree		
	Method of monitoring and Evaluation							
1.	Conducting project record like progress report	0	3(6.8%)	8(18.2%)	33(70.5%)	0	3.68	60127
2.	Conduct formal survey	0	36(81.8%)	3(6.8%)	5(11.4%)	0	2.29	66750
3	Conduct direct observation	0	4(9.1%)	7(15.9%)	33(70.5%)	0	3.65	64495
4.	Conducting Interviews	0	33(75.0%)	5(11.4%)	6(13.6%)	0	2.38	72227
5.	Conducting focus group discussion	0	35(79.5%)	4(9.1%)	5(11.4%)	0	2.31	67420
Aggregate mean		μ=2.86						

Source: Survey2020 SPSS V.25 Result

As indicated in table 7, majority of the respondents mean 33(75.0%) were agreed on the enterprise conducting project record like progress report is one of the method of monitoring and evaluation, 3(6.8%) of the respondents were agreed, 8(18.2%) remains neutral. The mean (μ=3.68) value also supports the result.

The above table 7, 36(81.8%) respondents were said that the enterprise does not conduct formal survey, 5(11.4%) of the respondents were said that the enterprise conducting formal survey and the rest 3(6.8%) of the respondents kept neutral. The mean value (μ=2.2.29) also indicates that EEP does not conduct formal survey.

33(75.0%) agreed about conducting direct observation, 4(9.1%) disagreed, 7(15.9) of the respondents remains neutral. The output of mean value (μ=3.65) assured that conducting direct observation is the key method of monitoring and evaluation.

The respondents also asked whether EEP conduct interview method of monitoring and evaluation or not, 33(75.0%) disagreed on statement, 6(13.6%) agreed and the remaining 5(11.4%) of the respondent were keep on as neutral. The mean value (μ=2.38) also ensures that respondents disagreed on the item and shows that the enterprise does not conducting interview.

In table 7 above participants were asked whether conducting focus group discussion or not. Majority 35(79.5%) participants replied disagree, 5(11.4%) participant were agreed and 4(9.1%) of the respondent neither agree nor disagree. The mean value (2.31) shows that majority of the respondent not agree the enterprise conducting focused group discussion.

4.1.6. Monitoring and Evaluation challenge

4.1.6.1.Technical Challenge

Table 8: Technical challenge

No.	Items	Rating scales					Mean Scored	St. deviation
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly Agree		
	Technical challenge of monitoring and evaluation							
1.	Lack of appropriate M & E approach and tool	0	46(43.4%)	18(17%)	15(14.2%)	0	3.40	81606
2.	Lack of appropriate M & E approach and tool	0	4(9.1%)	8(18.2%)	32(72.7%)	0	3.63	65026
3	Poor monitoring and evaluation planning quality	0	8(18.2%)	11(25.0%)	25(56.8%)	0	3.38	78402
4.	Lack of M&E process reliability and inclusiveness	0	4(9.1%)	7(15.9%)	33(75.0%)	0	3.65	64495
5.	Lack of team skill and Ability	0	3(6.8%)	7(15.9%)	34(77.3%)	0	3.70	59375
Aggregate mean			μ=3.55					

Source: **Source: Survey2020 SPSS V.25 Result**

In the above table 8, 27(61.4%) of the respondents were agreed and stated that lack of appropriate monitoring and evaluation tools are the technical challenge of M&E that face the enterprise, 7(15.9%) of the respondent were disagree and 10(22.7%) of the respondent kept neutral. The mean value (3.40) also confirms that EEP face the challenge of lack of appropriate M&E approach and tool.

In the similar table 8, the respondents asked whether the enterprise face the challenge of lack of availability of data and the majority of respondents 32(72.7%) were agreed, 4(9.1%) of the respondent were disagreed and 8(18.2%) remains neutral. The mean value (3.63) ensures that the enterprise affected by the challenge of lack of data availability.

25(56.8%) of the respondents stated their enterprise challenged by poor monitoring and evaluation quality, 8(18.2%) disagree with the issue and 11(25.0%) are neither agreed nor disagreed. The mean value (μ=3.38) also ensured that most of the respondents responses.

Majority of the respondents 33(75.0%) regarding the lack of monitoring and evaluation process reliability and inclusiveness of the respondent agreed but 4(9.1%) disagreed with the idea and 7(15.9%) remains neutral. This idea is supported by the mean value (μ=3.65).

In table 8 above, 34(77.3%) agreed with the idea that lack of team skill and ability is an exemplary of the challenge of monitoring and evaluation in the enterprise, 3(6.8) disagreed with the issue and 7(15.9%) of the respondent kept neutral. The mean value (μ=3.70%) also supports result.

To a monitoring and evaluation practice human capital skills are of significant and the staff needs trained on the basics of evaluation and also the project should have clear job description as well as designation matching their skill (Bailey and Deen, 2012). The output of aggregate mean confirms that the enterprise exposed by all the technical challenges.

The interview result of top management also ensures that all the above listed technical challenges affect the enterprise as well as projects and one interviewee said that *I can't define challenges on non-existing M & E System.*

4.1.6.2.Bureaucratic Challenges

Table 9: Bureaucratic challenges

No.	Items	Rating scales					Mode	Mean Scored	St. deviation
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly Agree			
	Bureaucratic challenge of M&E								
1.	Lack of management support	0	3(6.8%)	4(9.1%)	37(84.1%)	0	4	3.77	56501
2.	Lack of appropriate budget	0	5(11.4%)	7(15.9%)	32(72.7%)	0	4	3.61	68932
3	Lack of M&E process Transparency	0	2(4.5%)	7(15.9%)	35(79.5%)	0	4	3.75	53374
Aggregate mean			μ=3.71						

Source: **Source: Survey2020 SPSS V.25 Result**

According to the above table 9, the majority of the respondent 37(84.1%) confirms lack of management support was the bureaucratic challenge in EEP while 3(6.8%) disagreed on the statement 4(9.1%) neither disagree and nor agree. of the respondent confirms lack of management support was the bureaucratic challenge in EEP.

In regard to the lack of appropriate budget 32(72.7%) of the respondents agreed in the issue but 5(11.4%) of them were said there is no lack of appropriate budget in the enterprise and 7(15.9) of them were also neither disagree nor agree. The mean value (μ=3.61) in the above table 9 also confirms the idea of the majority respondents

According to the above table 9 majority of the respondent 35(79.5%) said and 2(4.5%) of the respondents were disagreed on the issue but 7(15.9%) remains neutral on the matter. The

mean value (μ=3.75) of the respondent ensures there is lack of M&E process transparency in EEP

The interview result of respondent of the projects shows that even if not appropriately used for the given M&E purpose, appropriate budgets were assigned for monitoring and evaluation in the enterprise.

4.1.6.3 Political Challenge

Table 10: political challenge

No.	Items	Rating scales							
		Strongly Disagree	Don't Agree	Neutral	Agreed	Strongly		Mean	St. deviation
	Political challenge of M&E								
1.	Government interference	0	5(11.4)	12(27.3)	27(61.4)	0	4	3.50	69884
2.	Management influence	0	5(11.4)	8(18.2%)	31(70.5%)	0	4	3.59	69276
Aggregate mean		μ=3.54							

Source: **Source: Survey2020 SPSS V.25 Result**

Table 10 indicates the majority of the respondents 27(61.4%) agreed on the idea of political challenge is there in EEP and they consider government interference as political challenge that hinders the monitoring and evaluation process but, 5(11.4%) disagreed in the statement and 12(27.3%) kept neutral in the issue. The mean (μ=3.50) confirms the majority of the respondents idea.

Table 9 in the above also shows there is management influence of political challenge EEP and confirmed by 31(70.5%) of the respondents while 5(11.4%) of participants were disagreed with the statement and 8(18.2%) remains neutral. The mode 4 and mean (μ=3.59) analysis supports the idea of the majority of the respondent.

The interview result of the enterprise also indicates government the project execution process as whole and monitoring and evaluation in particular. Because the enterprise is government organization so priority gives for political agenda than project monitoring and evaluation. This ensures that government interferences, management influence and stack holder influence were the political challenge of the EEP.

4.2. Discussion

Here explained on the research findings, look how the research questions were answered and discussed the result of the finding. The major findings of this study are presented here in related with the research questions.

4.2.1. Monitoring and Evaluation practice of Hydro projects

Monitoring and evaluation system permit the systematic and effective collection, analysis and use of M&E information for policies, practices and processes (Pasanen&Shaxson, 2016).

Even the monitoring and evaluation becomes a big industry in the development sector, practices are not developed (Joitske et al., 2009). The findings of the current study revealed that there is poor practice of monitoring and evaluation in EEP.

The result of the study also revealed there is not scope and purpose of monitoring and evaluation in the enterprise and EEP has a written monitoring and evaluation plan that guides project execution for every project as a project oriented enterprise. The enterprise implements project monitoring and evaluation using the usual which is not standardized based on government report format. There is no as such established project monitoring & evaluation system instead they are using project management system tools for monitoring the day to day progress follow up.

The results obtained in the present study are supported by other investigations. Melat (2019) reported that there is no well-organized M&E system in Ethiopian Road Authority and is difficult to achieve the M&E goal.

A study conducted by Mackay & World Bank. (2007), there is lack of monitoring and evaluation practices in Washington in the various projects which they formed part of the government projects. Similar results were found in a study conducted by Abebe (2015) in the issue of ‘‘Assessment of Construction Project Planning, Monitoring and Evaluation Practice’’ at Defense Construction Enterprise. It revealed in the study there is no well-organized and integrated project evaluation system in DCE. In every quarter, the enterprise evaluates projects based on their own reports in management meetings without planned site observation report and procurement progress report.

Global evaluation report (UNFPA, 2015) call for more focus on project design log frame development, performance indicators, measurement strategies and M&E plans to be placed

because it found that the challenges of M&E work in development projects in developing countries.

4.2.2. Result based management in EEP

One of the central elements of the Organization's reform process has been Results-Based Management (RBM). RBM has been reinforced by the Medium-Term Strategy which designates the RBM approach as essential for a culture of accountability expressed in terms of results (UNESCO, 2014). EEP doesn't apply result based management for monitoring and evaluation.

Similar results were found in a study conducted by Gashaw (2019) reviled Amhara water work construction enterprise does not use any type of RBM.

Result based evaluation have been established in the country where it has also been materialised in EEP as well. However it failed throughout the nation as it was not practically materialized.

By focusing on the results you need to attain, RBM is useful to support better performance and greater accountability by using a clear, logical framework to plan, manage and measure an intervention. By identifying in advance the planned consequences of a project/program we can better manage a project/program and determine whether a difference has genuinely been made for the people concerned and can measure their progress. Monitoring and evaluation (M&E) is a critical part of result based management (RBM). RBM is a method used based on visibly defined results to measure methodologies and tools used to achieve project/programme management (IFRC, 2011).

4.2.3. Challenges of M&E in Hydro projects

Several challenges are confronted during process and implementation of project monitoring and evaluation either internal or external. Political, technical and bureaucratic are challenges faced during M&E process according to Bernard Phiri (2015). The challenges confronted in South Africa during M&E process at the local government level of are: knowledge, skill and competency (N. Jili 2016). The study finding shows all technical, bureaucratic and political challenges were existed in the enterprise. Besides, there is lack of M & E expertise in EEP. Literatures say that ‘’Expertise requires in M & E and indicator settings: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus group discussions guides and M & E design particularly log frame design also important’’ (mark, 2007).

And also the financial problems also affect the monitoring and evaluation practices in the EEP. Gitahi Kenneth (2015) in determining the future and the success of M & E processes financial resources are central and M and E needs a separate budget than the project undertaken.

The result obtained by Ermiyas (2007) in Monitoring and Evaluation of Projects in Government Organizations there is challenges regarding to inadequate financial resource and less involvement of employee and also failure in planning and managerially in ineffectiveness or insufficient implementation. Besides, challenges such as less awareness on M&E system across the employee; absent of M&E expertise; the turnover of the employee who worked in M&E system etc.

A study by Yibeltal (2020) in Telecom Expansion Project indicates that the effectiveness of the project due to monitor and evaluation practices were affected by lack of stakeholder engagement and inadequacy of budget allocated, poor management support, and lack of skilled human resource also challenge.

As indicated by (Dawit, 2019), problem in time management, incapability to grow project knowledge, bad management and project management methodology, absence of developing integrated project management plan, inadequate project schedule management practices and project planning, political influence to change project scope and plans were identified as the most challenges faced the project management processes in EEP.

Also, according to (PATH, 2013), M and E of projects are usually faced different challenges while implementing., program managers still face numerous practical M&E challenges despite all of the M&E resources that are available.

Chapter Five

5. Summary of Major Findings, Conclusion, and Recommendations

As discussed in previous chapters, this research papers primary aims to assess the monitoring and evaluation practices of Ethiopian Electric Power. Thus this chapter presents the summary of the results of the study presented in chapter four, make conclusions and finally forward recommendations.

5.2. Summary of Major Findings

This part is a direct description on the assessment of project monitoring and evaluation practices at Ethiopian electric power. As discussed in the previous chapters, the enterprise implements project monitoring and evaluation using the usual which is not standardized based on government report format. There is no as such established project monitoring & evaluation system instead they are using project management system tools for monitoring the day to day progress follow up.

EEP as project oriented enterprise doesn't have established M&E system policy and approach in which all project office would follow accordingly. Currently, Ethiopian Electric Power does not use any type of standard monitoring and evaluation such as logical frame work approach. For the concept of result based management the enterprise has not awareness. Even RBM is established in the country where it has also been materialised in EEP as well. However it failed throughout the nation as it was not practically materialized. In the enterprise before start of project implementation, baseline assessments of the project were carried out very rarely and for measuring project performance objectively at the beginning and end of the project enterprise didn't verify performance indicators (input as well as output indicators)

There is no in house established Monitoring and evaluation System and plan in the hydro power projects offices and all other renewable projects in EEP. EEP implement monitoring and evaluation as usual based on government reporting system.

Independent/ external evaluation and the internal evaluation system also very rarely practiced in the enterprise and it does not contribute for accountability and corrective action in the existing project. To evaluate project performance and for the purpose of calculating the profit the enterprise used a cost benefit analysis.

Conducting direct observation and conducting project records like progress report have a positive rating as methods of project monitoring and evaluation. From the perspective of monitoring and evaluation methods, there is no deep data analysis.

There is low practicing of survey data, focus group discussion and conducting interview had in EEP. Staffs in the enterprise also not cleared on role of monitoring and evaluation is significant for project success they are concerned with the technical aspect in doing the project. Ethiopian Electric Power faces the technical, bureaucratic and political challenge of monitoring and evaluation.

5.3. Conclusions

The objective of this paper is to assess the practice of Project Monitoring and Evaluation process at EEP Projects. The study has conducted through survey questioners and interview to assess Ethiopian Electric Power has been carrying out the monitoring and evaluation practice for the projects for this paper. The data was collected from 44 respondents using questionnaire and 3 respondents using interview which are working of EEP which have been linked with the project activity.

Project monitoring and evaluation practice is significant which can indicates the main problem of a given project and the instrument used to overcome the problem and to prevent the problems of project before happens. According to this study, the enterprise not follows standardizes monitoring and evaluation system. The enterprise doesn't consider project monitoring and evaluation have significant impact for project success which results for low practicing of Project Monitoring and Evaluation activities and for the adoption of poor monitoring and evaluation system and poor project M&E and project cycle management.

Result based management is not practiced in the enterprise even the concept is not known by the enterprise staffs worked in project related activity staffs. As the enterprise is project oriented & profit making the contractor was not improve the capacity of monitoring and evaluation expertise. The projects were not detailed at the level it required and the scope of project design/ planning including M&E and baseline assessment was not performed.

The project stakeholders in the enterprise are not participated effectively throughout the project process this may indicates there is not M&E transparency and accountability. The enterprise implements area of monitoring and evaluation explained by performance and compliance test at very low level. All technical, bureaucratic and political challenges were confronted during practicing usual and traditional method of monitoring and evaluation.

Generally, there is no in house established Monitoring and evaluation System and plan in the hydro power projects offices and all other renewable projects in EEP.

5.4. Recommendation

The finding and conclusion of the paper had indicated that there is problem of practicing monitoring and evaluation in the enterprise. Based on the result of this study, the researcher gives the following recommendations.

- The enterprise for the success of the projects needs to set precise monitoring and evaluation system and institutionalized the system on the formal structure by establishing a separate unit of monitoring and evaluation, allocating of appropriate budget, assigning the needed human resources.
- To have standardized M&E system for EEP as well as for related organizations M&E should institutionalized as a separate organization in the national level. .
- As M&E have its own impact for the success of the project, the enterprise should establish its own formats, standards and framework for conducting monitoring and evaluation.
- To full fill the current gap of monitoring and evaluation practice conduct trainings for its staff on the topics such as quality data management, result based management, result oriented approach, about M & E frameworks, base line data and indicators.
- The findings of the study also shows the EEP projects not give a chance for involvement of stakeholder and communities in monitoring and evaluation therefore for the success of the project the relevant stakeholder must be participated in project monitoring and evaluation planning and execution
- The enterprise develops a culture of monitoring and evaluation like external/independent evaluation.
- For the purpose of accountability and transparency all the step/stage of monitoring and evaluation and area of monitoring and evaluation by supporting legal and regulatory structure must be exercised in the enterprise at the regular basis.
- The enterprise should use coping strategies like early planning of monitoring and evaluation at the design stage of the project and strengthen the documentation with modern technology.

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Appendices

Addis Ababa University

College of Business and Economics

Direction: The purpose of this questioner is to collect data about "The assessment of Monitoring and Evaluation project practices a case on Ethiopian Electric Power (EEP)'' for the partial fulfilment of MA degree in Business Management. The information you provide will be used only for academic purpose and kept confidential. Therefore, I kindly request you to provide reliable information of the quality of the research work.

Thank you in advance for your cooperation!

(Mahlet Alemayehu)

General Direction

- No need to write your name
- Read question and put (√)mark

Part one: The profile /background of respondents

1. Sex:_____

2. Age:_____

3. Marital status:_____

4. Current academic qualification:_____

5. What is your work experience:_____

6. Position in the organization:_____

Part Two: Questions related with Monitoring and Evaluation (M&E) practice.

Please answer by put tick "√" in the table boxes for each given statement using the following scale.

1= Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

No	**Questions related with Monitoring and Evaluation (M&E) system (practice).**	Scales				
		5	4	3	2	1
1.	The monitoring and evaluation system contributes to achieve the project objective.					
2.	The scope and purpose of the monitoring and evaluation system is clear					
3.	EEP has a written monitoring and evaluation plan that guides project execution for every project					
4.	Adequate budgets are assigned for monitoring and evaluation					
5.	EEP has allocate enough time and set schedule for monitoring and evaluation					
6.	Project stakeholders clearly identified in the plan.					
7.	Frequency of data collection (M&E) indicated in the plan.					
8.	An enterprise exercise an activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved.					
9.	Disseminating or reporting the M&E findings					
10.	Capturing and documenting the lessons learned					
11.	Creating a knowledge repository implemented by the enterprise.					

Part Three: Questions related with Monitoring and Evaluation (M&E) project/program cycle management

No	Which of the following M&E project/program cycle management or mechanisms are utilized at Ethiopian Electric power projects?	Scales				
		5	4	3	2	1
1.	Situational (context) analysis for the needs assessment process of the project					
2.	Result – Based analysis (RBA) to evaluate the project performance from contractor profit perspective.					
3.	Baseline assessment for the measurement of initial conditions (appropriate indicators) before the start of the project.					
4.	Process (activity) monitoring (day to day supervision) to track the progress of the project during implementation					
5.	Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries					
6.	The Logical framework of RBM approach application to monitoring and evaluation process.					
7.	Is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly					
8.	For your M&E plans there are indicators that are clearly linked to the objectives of the program/project					
9.	There are implementation indicators set for (Inputs, Activities and outputs)					
10.	Baseline data is collected prior to the start of project operation					
11.	Ex-ante evaluation (at the beginning of the project)					
12.	Mid-term (interim) evaluation					

13.	Summative evaluation (at the end of the project)					
14.	Ex-post evaluation (after the end of the project)					
15.	Impact evaluation					
	Area of project monitoring					
1.	Conducting compliance test based Policies/ Procedures, standards &controls in executing activities in each phase of the project lifecycle.					
2.	Conducting performance test by comparing activity completion with plan.					
	Method (tools) of monitoring and evaluation					
1.	Conducting projects records like progress report					
2.	Conduct formal surveys					
3.	Conduct direct observation					
4.	Conduct interviews					
5.	Conduct focus-group discussions and mapping					
	Monitoring and evaluation for project success					
1.	Monitoring and evaluation have contribution for project success					
	Monitoring and evaluation challenge					
	1. Technical challenge					
1.	Lack the appropriate M&E approach & tools					
2.	Lack of Data availability					
3.	Poor M&E planning quality					
4.	M&E process' reliability, inclusiveness, timeframe, validity and substantial					

5.	Lack of team skills and ability					
	2. Bureaucratic challenge					
1.	Lack of management support					
2.	Lack appropriate Budget					
3.	Lack M&E process transparency					
	3. Political challenge					
1.	Government interference					
2.	Management /implementer influence					
	Other Challenges					

Interview Guide Questions Presented to EEP Top Management and Core Process Group.

Sample Interview Questions

Interview Introduction:

Thank you for giving the time. The purpose of the interview is to collect data about "The assessment of Monitoring and Evaluation project practices a case on Ethiopian Electric

Power (EEP)'' for the partial fulfilment of MA degree Business Management. The information you provide will be used only for academic purpose and kept confidential. Therefore, I kindly request you to provide reliable information for the quality of the research work.

Thank you in advance for your cooperation

(Mahlet Alemayehu)

General Direction:

- *No need to write your name*
- *Read each question and put (√) on the given space/ box.*

Part I: Background of the respondent (if necessary)

Sex/ Gender: _____

Age: ____

Marital status: _____

Educational level: _____

Work experience: _____

Job Category /Current position: _____

Part II: Questions related with Monitoring and Evaluation

1. Does your organization have an established Monitoring and evaluation System and plan?

2. How do you evaluate the organization Monitoring and Evaluation system in general as top management and an M&E Practitioner?

3. Do your Projects Complete as per the planned Time, Cost and Quality?

4. What are the challenges of Monitoring and Evaluation Practices in your organization?