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COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT

**Assessment of Project Monitoring and Evaluation Practice at ETETE
Construction**

**A Project Work Presented in Partial Fulfillment of the Requirements for the
Award of Degree of Master of Arts in Project Management**

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Declaration

I, Eskedar Tessema hereby declare that this research titled, “Assessment of Project Monitoring and Evaluation Practice at ETETE Construction” is my original work and has not been presented to any university and that all sources of materials used for the study have been fully acknowledged.

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Certification

This is to certify that the thesis prepared by Eskedar Tessema, entitled “**Assessment of Project Monitoring & Evaluation Practice at ETETE Construction**” and submitted in partial fulfilment of the requirements for the Degree of Masters of Arts in Project Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Acronyms

EVM	Earned Value Management
GDP	Gross Domestic Product
GTP	Growth and Transformation Plan
IFRC	International Federation of Red Cross
MoWUD	Ministry of Works and Urban Development
M&E	Monitoring and Evaluation
PMI	Project Management Institute
UNDP	United Nations Development Program

Abstract

The purpose of this study was to assess the monitoring and evaluation practice of ETETE Construction, which is among grade one building constructor and one of the highly emerging companies in Ethiopia. The objective of the study was to assess the current practice, challenges, and benefits of monitoring and evaluation. To achieve these objectives descriptive research design was used, and the necessary data for the study were collected from 40 employees who were directly related to the projects of the companies. In this study since the population size is manageable census is used. The study solely uses Primary data which was collected through a self-administered questionnaire and the response rate is 92.5%. After data cleaning and coding the analysis is done using descriptive statistics. The findings of this study revealed that ETETE Construction is poorly practicing monitoring and evaluation in its projects. Monitoring and evaluation procedure lacked a well-organized framework and a consistent format or set of guidelines. The other findings of the study about the challenges that impede the monitoring and evaluation practice show that resource shortage, financial problems, and lack of management support are among the major challenges. On the other hand, the respondents agree on many of the benefits of monitoring and evaluation practice which is missed by the company. Finally, based on the findings of the study potential recommendations are provided on how the company should understand the significance of the M&E system and improve the poor practice observed in the study. Establishing or developing written M&E plan/guidelines or framework, providing continuous staff training to equip them with the practice, availing all the necessary resources on time, and if all these possible resolutions will be tough to practice by the company outsource the monitoring and evaluation for other professional companies are recommended.

Keywords: **Building** **Contractor,** **Project,** **Monitoring,** **Evaluation**

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Monitoring and Evaluation Systems have their roots in Results-Based Management Approaches. The Development Assistance Committee, (2002, cited by Juliet, 2016) defines this approach as “a management strategy focusing on performance and achievement of outputs, outcomes, and impacts”. In this light, it is clear that monitoring and evaluation concepts draw on the Results-Based Management Approach, especially with its focus on demonstrable results, outputs and impacts from development programs. In this vein, it should also be recalled that Monitoring and Evaluation Systems are “management toolkits” aiding decision-making in organizations, and enhancing development’s effectiveness through the delivery of results.

Monitoring and evaluation (M&E) are essential components of results-based management (Rist, Boily & Martin, 2011). Results-based management involves deliberately gathering empirical evidence in order to know the extent to which intended results are being achieved so that modifications to the design and delivery of activities can be made to improve and account for performance in achieving the intended outcome.

The Canadian M&E system has invested heavily in both evaluation and performance monitoring as key tools to support accountability and results-based management. Additionally, the current state of the M&E system has evolved over time, as the central designers have recognized that the development and implementation of M&E is long term and iterative therefore putting emphasis on the “process” of implementation as an important mechanism in itself in developing an “evaluation culture” or “results culture” in an organization and across the entire system (Lahey, 2009).

The construction industry is an important part of any economy. Infrastructures delivered by the construction industry and its key allies affect economic growth.

The construction industry is indeed an integral component of a nation’s infrastructure and industrial growth (Tom & Paul, 2013). The industry is considered one of the oldest industries organized on a project basis (Chitkara, 2012). The purpose of construction project management

is to plan, coordinate and control the application of project objectives in the most effective way according to stakeholders' needs (Harris & McCaffer, 2013).

The construction enterprise in Ethiopia is the most important quarter wherein public and private sectors are making an investment big amount of funds. the proportion share of the development area to GDP at regular basic charge has increased from 4.3 % in 1999/2000 to 5.8% by way of 2011/12 and growth by sector construction in the first place by 15.7 % and 23.4 % ranking past five years of annual growth relative to other sectors in the year of 2017/18 (supply: national bank of Ethiopia 2018/19 fiscal 12 months' collection Vol 28 and according to Arkebe.O,(2018) the construction industry added the value increased from 11.1 to 27.7 percent between 2010/11 and 2014/15 and then slightly dipped to 22.85 percent in 2015/16–2016/17. growth of economic infrastructure (railways, roads, telecom, energy, irrigation) being vital closer to accomplishing a's growth and Transformation Plan (GTP). The development industry of Ethiopia has contributed a whole lot to the reduction of poverty, increasing employment growth through small and medium employer development, and job introduction via the construction of low-priced homes in Addis Ababa which became finally replicated in other regional states (MoWUD annual development document 2010/11).

Therefore, this study conducts to assess Project Monitoring & Evaluation practice in ETETE Construction.

1.2. Background of the company

ETETE Construction is a legally registered Building Contractor with category BC-1 in the Ministry of Urban Development and Construction. It is registered with VAT in Addis Ababa City Administration Finance and Economy Development Bureau. ETETE has a business license from Addis Ababa City Administration Trade and Industrial Development Bureau.

ETETE construction is a privately owned domestic firm established in Addis Ababa with a capital of birr 500,000.00 with category one. It was set up to fulfill the increasing demand of construction firms in the country and also to contribute its share in generating employment.

Following the development initiatives of the government, noteworthy progress is being registered in almost all sectors. The remarkable growth and advancement demonstrate life-

changing improvement in most cases and witness the outcomes of the promising path of development. The company is highly engaged in building construction activities. Its strength is in understanding and delivering the needs and aspirations of its clients in a manner, which provides trust and confidence at all stages of the construction process. Its principle is to be regarded as a highly efficient and cooperative construction firm and team. For this our clients are witnesses. It successfully operates across several sectors of the market and has experienced teams with expertise in construction and other areas. The company has been in the industry for more than ten years. During this long period in the industry the company was engaged in 15 apartment & mixed-use buildings, 12 university buildings, 2 hotel buildings, and 11 office and other types of building projects. (ETETE Construction Company Profile)

1.3.Statement of the problem

The project monitoring and control process is done to make sure everything goes according to plan. In other words, it identifies discrepancies, handles change management, and provides feedback to update and progressively elaborate the plan (Jack, Okeke, Okechukwu & Akinola, 2016). To put it formally, a project monitoring and control system works to minimize the deviations from the project plans and consists of identifying and reporting the status of the project, comparing it with the plan, analyzing the deviations, and implementing the appropriate corrective actions. Hence it includes the set of policies, methods, and tools that would ensure the achievement of the project targets (Hazir, 2014).

The construction industry is undoubtedly a national asset whose development ought to reflect the development and transformation of wider society. Moreover, a nation's economic growth is affected by the physical infrastructure that is delivered by the construction industry and its key participants. Therefore, it is imperative that the construction industry needs to improve its capability and delivery system to meet social and economic objectives. Besides, as large amounts of resources are required/or involved in infrastructure delivery, it is important to investigate whether the systems put in place and the processes adopted are effective in achieving the set objectives. In this regard, as highlighted earlier, the Ethiopian construction industry is said to harbor many inefficiencies and ineffectiveness in its delivery system and processes (SMEC, 1999; MoWUD, 2001; ERA, 2009). These inefficiencies result in a significant impact on the

country's already constrained resources, as it means, among others, allocation of extra resources needed to implement the projects, a necessity to maintain infrastructure before their due period, and not delivering the intended purpose of the projects are incepted for.

One of the causes of the inefficiencies is the lack of a consistent system that identifies the major construction processes and presented 'better practice' on how they are affected (Wubishet, 2004). As highlighted earlier, many projects are not planned, executed and monitored according to the generally accepted (internationally) guidelines of such practices in modern construction management. There are various reasons for this including a lack of trained personnel, non-appreciation of the importance of proper planning and monitoring schemes to improve performance- primarily driven by the impetus to dwell on actual physical work, and the lack of appropriate guidelines in the management of the various processes.

In Ethiopia, most government organizations do not use monitoring and evaluation systems in appropriate manner for their projects (CIDA, 2010). Existing assessment of monitoring and evaluation capacity in Ethiopia also reveals gaps both in institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank (2006, cited by Habtamu, 2018). There is an insufficient quantity of literature on monitoring and evaluation but some studies were undertaken by different studies conducted. According to Geremew (2016) studies the absence of integrated monitoring and evaluation is one of the reasons for the delay of projects and hence the community couldn't reap the fruits of the projects as intended on the plan.

A study conducted by Ashenafi, (2015) "An assessment of construction project planning, monitoring and evaluation practice at Defense Construction Enterprise (DCE). The descriptive research method was used in order to achieve the intended purpose of the study. The target populations were 101 employees, His study revealed that there are many problems in planning, monitoring, and evaluation of DCE construction projects. The most important were poor planning practice, absence of well-organized project monitoring and evaluation system, and cost and time overrun due to poor planning, monitoring, and evaluation.

Some construction projects contracted to local companies are noted for poor quality, schedule delays, and cost overruns. The Riib dam in Gondar is one such a case. At contracting to the Ethiopian Construction Works Corporation, it was planned to be completed within four years at 1.6 billion Birr. But it lasted for 10 years, costing 3.7 billion Birr (Zenebe, 2018).

With the above statements in mind ETETE Construction was terminated two projects because of delay, as well as currently active projects have completed their contract duration and all are under time extension. As some literatures show that one of the reason for project delay is lack of consistent project management practice with that being said, monitoring and evaluation is part of project management with a significant impact on project success.

There is limited knowledge on how to practice monitoring and evaluation in Ethiopian construction companies. Therefore, this paper attempts to assess the current monitoring and evaluation practice in addition to major challenges and opportunities of M&E for ETETE construction. Furthermore, the study will highlight the importance of M&E practice for the company as well as for other companies in the same area. Finally, possible recommendations will be presented with the expectation that the organization will recognize the value of M&E procedures.

1.4.Research questions

1. What are the current project monitoring and evaluation practices at ETETE Construction?
2. What are the major challenges in monitoring and evaluating projects undertaken by ETETE Construction?
3. What are the major benefits of monitoring and evaluation of projects at ETETE Construction?

1.5.Objective of the study

1.5.1. General objective

The general objective of this study is to assess the project monitoring and evaluation practice of ETETE construction.

1.5.2. Specific objectives

- ✓ To assess the current project monitoring and evaluation practice at ETETE Construction.
- ✓ To assesses the major benefits of the M&E practice at ETETE Construction.
- ✓ To assesses the major challenges of the M&E practice at ETETE Construction.

1.6.Significance of the study

The finding and results of the study will be essential to project managers and other project team members of ETETE construction in particular and other contractors, in general, to create

awareness on the issue of monitoring and evaluation practices on projects, even though this research focuses on building construction projects, the findings and the outcome could be an input for those who are interested to conduct a study in this area in future.

1.7.Scope of the study

The purpose of this study is to assess the monitoring and evaluation practice of ETETE Construction only from the company side, the study is limited to seven active construction projects commenced by ETETE Construction between the period 2017 to 2022 located, in Addis Ababa, Debre Birhan, Debre Markos, Debre Tabor, and Arbaminch. The study is also limited in scope as it only covers the current practice, major benefits, and challenges of M&E.

1.8.Limitation of the study

The basic limitation of the study is the lack of secondary data in the company for project monitoring and evaluation and the shortage of time funds is another constraint in this study by limiting the researcher from covering other stockholders such as the employer's and consultants' perspectives on M&E practice at ETETE Construction.

1.9.Definition of terms

Project: a temporary endeavor undertaken to create a unique product, service, or result.

Project management: concerned with managing the life cycle of the project from planning to completion of the project.

Monitoring: is the routine continuous tracking of the key elements of the project implementation process, inputs activities, and outputs through methods like keeping records.

Evaluation: is the episodic or periodic assessment, usually midterm of an ongoing project and after completion of a project to determine its actual impact against the expected impact, efficiency, sustainability, and effectiveness.

Monitoring and Evaluation: monitoring & Evaluation system is a process that is focused on continued tracking of project inputs, activities, and results to indicate whether there is progress or the project has gone off.

M&E tools: M&E tools are tools used in tracking the status of a project by procedurally collecting and evaluating the information on the project. They provide information on whether activities conform to the original plan.

Client: are the parties (public or private) under whose sponsorship the project is executed.

Contractors: are the parties who change the drawings and specifications made by the consultants into a physical structure.

Consultants: are professional bodies who design and supervise the project.

1.10. Organization of the study

This study consists of five chapters. The first chapter provide a brief introduction about background of the study and projects under construction by ETETE construction. The general and specific objective of the study, statement of the problem and limitation of the study as well as the overall structure of the paper are also outlined in this chapter. The second chapter contains a literature review of some relevant important concepts, such as emergence of M&E practice and M&E challenges and benefits. It also contains empirical literature review, conceptual framework and identify literature gap. The third chapter covers the research methodology used. The methodological approach consists of the overall research strategy, research design, method of data analysis and writing of the research paper. The fourth chapter focus on result and discussion of the questioners collected from the respondents. Finally, the fifth chapter presents the findings, conclusion and recommendation of the study.

CHAPTER TWO: LITERATURE REVIEW

This chapter presents a review of studies that have been done in the past. The specific areas covered include the theoretical literature review, Empirical Literature Review and conceptual framework.

2.1.Theoretical review

A theoretical framework can be defined as a collection of interrelated ideas based on theories. It is a reasoned set of prepositions which are derived and supported by data or evidence. This section provided the theoretical framework.

2.1.1. Emergence of Monitoring and Evaluation

There is no agreed upon time on the emergence of monitoring and evaluation among scholars. This is may be due informal use of M&E by humans for a long period of time. According to Kusek & Rist (2004) M&E is certainly not a new phenomenon. Because, according to them, some country like Egypt regularly monitored their country's outputs in grain and livestock production more than 5,000 years ago. Modern governments have engaged in some form of traditional monitoring and evaluation over the past decades. They have sought to track over time their expenditures, revenues, staffing levels, resources, program and project activities, goods and services produced, and so forth (ibid). Monitoring and evaluation are not a recent administrative development since it is an inherent part of any organized human activity according to Bowden, 1988. Rather what is new is its incorporation into the political and administrative systems of national governments and organizations on a regular administrative basis.

According to Segone (2006) the emergence of monitoring and evaluation (M&E) is divided into three phases. The first phase is from 1950s to 70s and at this time M&E started to be implemented in US-based organizations. By the time there was an effort to design projects according to a logical model and to establish mechanisms and indicators to measure projects' outputs. During the second phase in the 1980s, there was an expansion of interest in M&E and international agencies started institutionalizing M&E not only in the United States, but also in Europe, mainly as an accountability tool to satisfy public opinion and governments' demands to know how public aid funds were being used. The third phase is in the 1990s when international agencies have internalized the meaning of M&E systems within an organization and the need for

it. During this phase, organizations are focusing on M&E as a strategic tool for knowledge acquisition, decision making and organizational learning (Segone, 2006).

Currently it become a mandatory administrative tool for all organizations-whether its government or non-Government organization. Kusek & Rist also explained that evolution in the field of monitoring and evaluation involves a movement away from traditional implementation-based approaches towards new results-based approaches. Now a day organization like UNDP are already introduced result-based management (RBM) which leads us managing for development results (MfDR)- which aims to bring real change in people's lives (UNDP, 2009).

2.1.1.1. Program Theory

Program theory was pragmatic tool in monitoring evaluations for many years; the theory was famous for its conclusive mechanism to fix problems, and addresses the need to carry our assessments to compliment the findings. It also provides tools to control influential areas in evaluation (Sethi and Philippines, 2012). Quite a number of organizations' transactions entail the human service programs that are designed to develop the societal needs; the programs are dynamic and are subject to change based on prearranged situations. The program theory hence uses logical framework methodology. The program theory is a comprehensive version of the logic model. It presented through a graphical scale to relate to the logical model. The logical model supports the stakeholders' engagement, senior management and review of outcomes (Hosley, 2009).

The theory applied in the input output model to monitor performance, communicate findings and improve project performance. The M & E practices are the basic inputs when utilized well equates to the processing of the inputs and eventually give measurable output. Program theory explains the effects of influencing the input and processes to achieve better output, and yield good results. The inputs to the process refer to the variables that influence the outcome, which is performance; in this case, the variables are the planning process, technical expertise, stakeholder involvement and management participation. The logical model clarifies the objectives of the program identify expected casual links in following the result chain; inputs, process, outputs and the overall outcome. It provides a link to identification of performance measures at each stage of the logical model. It answers the questions of uncertainty within the project by monitoring the progress and taking corrective when diversion occurs to ensure the objectives are realized. A

program theory shows a single immediate outcome by which the program has achieved, it helps to understand whether there is change towards a desired performance level. Complex programs mainly found in complex projects show a series of immediate outcomes.

2.1.1.2.Result Based Management Theory

The Results-based management (RBM) theory started with the Australian government in the mid-1980s; the theory became increasingly important in the 1990s spearheaded by the Organization for Economic Co-operation and Development (OECD). This theory as the name suggests is results-oriented. The Results Based Management Group (RBMG) noted the evolution of the results-based theory by the preceding theories such as Public Sector Management in the 1960s, Program Management by activity in the 1970s to 1980s, Management by Objectives (MBO) and Logical Framework Approach in mid 1970s, New Public Management (NPM) and Total Quality Management (TQM) in the 1980s.

RBM is one of the strategies in management. All the ground actors, supporting directly or indirectly towards the achievement of specified development results, make sure that their processes, products along with output contribute to the attainment of sustainable results (Crawford and Bryce, 2013). RBM based on clearly defined responsibility. It defines the ultimate results and at the same time requires monitoring as well as self-assessment of progress to sustainable results, including recording performance (UNDP, 2012). RBM is a continuous approach - whose key aspects all intensify M & E elements - starting with fundamentals of detailed planning, to include setting the vision, mission and defining the framework tools based on results. Once agreed, to run a series of results through a programme, execution starts, with monitoring now becoming a critical exercise to facilitate sustainable results attained. RBM is an ongoing process, which requires regular feedback from the participants; the feedback supports the lesson learning a process improvement (UNDP, 2012). Main plans adjusted on a regular basis on lessons learned in the course of monitoring and evaluation. Previously used plans are adjusted and new ones established in line with the current lessons. RBM underlines monitoring as a continuing process, and lessons from the monitoring process discussed periodically. They inform actions and decisions for the project execution

Hwang and Lim (2013) illustrated the RBM model, they paid emphasizes on monitoring as an important task in the life of a programme or project; as a non-stop process of regular organized

taxation based on stakeholder involvement, replication, criticism, data grouping, analysis of definite performance (using indicators) and periodic reporting. An imperative aspect of effective monitoring is safeguarding that information systems are established and collecting data on a consistent period. The baseline data generally collected at the beginning to show where the programme or project performance at a given moment (Valadez and Bamberger, 2012). While monitoring essentially considered a management role and internal to the operation of a programme or project, evaluation is independent and external role. RBM needs external endorsement of outcomes reported for it to be regarded as reliable. It focuses on the expected and achieved attainments, examining chain of results, processes, contextual factors of causality, so as to understand accomplishments or the lack thereof. According to Robert (2010), an evaluation should offer information with evidence that is proved to be credible, reliable as well as useful, and should also enable the timely incorporation of findings, recommendations along with lessons in the decision-making process. RBM provides elements for project monitoring performance, this is linked to the variables in the current study, the planning process, and technical expertise, stakeholder involvement, and management participation are key elements directly linked to the RBM theory. These elements result in sustainable change.

2.1.2. Project Monitoring and Evaluation

According to (Umhlaba Development Services, 2017) Project, monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems, and assess progress.

Monitoring involves repeated assessment of a situation over time. Having an initial basis for comparison helps you to assess what has changed over some time and if this is a result of the project's presence. So, you must have information about the initial starting point or situation before any intervention has taken place. This information is what is commonly known as the "baseline" of information. It is the line of the base conditions against which comparisons are made later on (Simon, 2013).

Monitoring is performed while a project is being implemented, with the aim of improving the project design and functioning while in action. The fundamental prerequisite for monitoring is the Annual Work plan and budget of the project. Monitoring enables a manager to identify and assess potential problems and the success of a programme or project. It provides the basis for

corrective actions, both substantive and operational, to improve the programme or project design, manner of implementation, and quality of results. In addition, it enables the reinforcement of initial positive results. (Gudda, 2011)

Monitoring: is the art of collecting necessary information with minimum effort in order to make a steering decision at the right time. It is a basis for providing corrective action while it reinforces an initial positive result. It provides project management and stakeholder's information on early indicators of project progress. Monitoring is generally done while the projects are under implementation. Annual work plans and budgets of the projects are the fundamental prerequisites for monitoring.

Even though monitoring and evaluation are sometimes related, they are two separate functions. Monitoring is defined as a process that gives information to management and guarantees that this information is used to examine project effects both intended and unintended as well as their impact. Its goal is to determine whether the intended goals have been met.

Monitoring and evaluation (M&E) are crucial tools in managing implementation. Managing implementation entails controlling and directing the processes by which managers make sure that the activities in the action plan happen, and that they happen effectively and on time. (Philip N. et. al, 2010)

Types of monitoring: there are four project monitoring according to Gudda (2011) as cited in Bezawit T 2019.

Process Monitoring/physical progress monitoring: It entails gathering and analyzing data on a regular basis to determine whether project tasks and activities are contributing to the desired project outcomes. The inputs, activities, and outputs are all measured in this type of monitoring. It keeps project managers and owners informed on whether or not project activities are on time. Managing physical progress is linked to time management. During physical progress monitoring, assess project outputs, project inputs, project progress according to objectives and the manner the project is handled, as well as work style. The simplest technique for tracking physical progress is to use project milestones.

As stated by J. Jackson (2010) those three methods can be used for measuring the physical progress of a project:

A. Quantifying output of the activity in absolute terms. It is used to determine what percentage of the work is completed on the project. It can be calculated by measuring the quantity of work executed to date relative to the total quantity of work planned.

$$\frac{\text{Work performed}}{\text{Work planned}} * 100(\%)$$

B. Valuing the output of the activity. It involves calculating earned value of the completed work and compare with total value of work planned.

$$\frac{\text{Value of work done}}{\text{Total value of Work planned}} * 100(\%)$$

C. Using time spent on the project /activity.

$$\frac{\text{Time spent to date}}{\text{Total time to complete}} * 100(\%)$$

Technical Monitoring: Examine the project implementation approach to see if it is producing the desired outcomes.

Assumption Monitoring: Every project has its own set of working assumptions, which must be spelled out in detail in the project log frame. These are the circumstances that may influence project success or failure, but over which the project has no control. Assumption monitoring entails determining these variables that are not related to the project. It entails documenting and assessing risks, as well as making all project team members aware of their existence. It covers the project's technical features, such as the tasks to be carried out.

Financial Monitoring: refers to monitoring project expenditure and comparing them with the budgets prepared at the planning stage. Financial monitoring is important for accountability and reporting purposes, as well as for measuring financial efficiency and ensuring there is no excess or wastage of fund. It is used to estimate project cost at completion (PMI, 2013). One of the budget monitoring or cost performance measurement techniques is the earned value technique (EVT). According to J.Lewis (2004), the earned value technique compares the cumulative value of the budgeted cost of work performed (earned) at the originally allocated budget amount, to both the budgeted cost of work scheduled (planned) and to the actual cost of work performed(actual).

Budgeted cost of work scheduled (BCWS) or planned value (PV): Planned value is the budgeted cost for the work scheduled to be completed on an activity or work break-down structure component up to a given point in time. It shows what is planned for execution

Budgeted cost of work performed (BCWP) or earned value (EV): Earned value is the budgeted amount for the work actually completed on the schedule activity or work break down structure component during a given time period.

Actual cost for the work performed (ACWP) or actual cost (AC): Actual cost is the total cost incurred in accomplishing work on the schedule activity or WBS component during a given time period. It is obtained by summing up the actual cost incurred to date in progressing work package.

An important part of the cost control is to determine the cause of variance, the magnitude of the variance and to decide if the variance requires corrective action. The earned value technique involves developing these key values for each schedule activity, work package or control account. The PV, EV and AC values are used in combination to provide performance measures of whether or not work is being accomplished as planned at any given time. The most commonly used measures are cost variance (CV) and schedule variance (SV).

Cost variance (CV): is computed by comparing actual performance with the budgeted cost of work performed. CV equals EV minus actual cost (AC).

$$CV = EV - AC$$

The cost variance at the end of the project will be the difference between the budget at completion (BAC) and the actual amount spent.

Schedule variance (SV): is computed by comparing budgeted cost of work performed with the budgeted cost of work scheduled.

$$SV = EV - PV$$

If schedule variance is positive, then the project is ahead of its planned cost. If it is negative, then the project is behind its planned cost. Schedule variance will ultimately become zero when the project is completed because all of the planned values will have been earned.

Monitoring Tools

According to (OECD,2011) the most common and widely used communication tools in M&E systems are progress reports, meetings, and site visit observation.

Progress reports: are created to examine the project's status at regular intervals. It allows for progress and achievement assessments as well as a focus on activity results, allowing for the enhancement of subsequent work plans. At the management level, reporting assists in decision-making and learning. Reporting shows how well and efficiently a project is accomplishing its goals.

Review meetings: regular progress review meetings assist managers in informing all members of the team about overall progress, identifying where and when problems are likely to surface, and taking steps to avoid them as much as possible.

Site visits: Another significant mode of communication in the monitoring of project operations and output progress is the site visit. A site visit is a comprehensive collection of project data for monitoring purposes.

Evaluation: is an assessment, as systematic and objective as possible, of an ongoing or completed project, programme, or policy, its design, implementation, and Results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (Umhlaba Development Services, 2017).

A project evaluation informs you of the project's status and performance of the original or revised plan. Also keeps track of the project's progress about the goals and objectives set for it throughout the selection process. Several key points in the project should be assessed. The goal is to improve the project execution process.

Evaluations involve identifying and reflecting upon the effects of what has been done and judging their worth. Their findings allow project/programme managers, beneficiaries, partners, donors, and other projects/programme stakeholders to learn from the experience and improve future interventions (IFRC, 2011).

Types of Evaluation: evaluation is categorized into three major categories, evaluation timing, who conducts the evaluation, and according to evaluation technicality or methodology.

According to evaluation timing

Formative Evaluation: occurs during project/programme implementation to improve performance and assess compliance.

Summative Evaluation: occurs at the end of project/programme implementation to assess effectiveness and impact.

Mid-term Evaluations: are formative in purpose and occur midway through implementation.

Final Evaluations: are summative evaluations in purpose and conducted at the completion of the project/programme implementation to assess how well the project/programme achieved its intended objectives.

Ex-post Evaluations: are conducted sometime after implementation to assess long-term impact and sustainability.

According to who conducted the evaluation?

Internal or self-Evaluations: are conducted by those responsible for implementing a project/programme. Tend to be focused on learning lessons rather than demonstrating accountability.

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

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

Joint Evaluations: are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility, and joint support.

According to evaluation technicality or methodology

Real-time Evaluations (RTEs): are undertaken during project/programme implementation to provide immediate feedback for modifications to improve ongoing implementation. Emphasis is on immediate lesson learning over impact evaluation or accountability.

Meta Evaluations: used to assess the evaluation process itself.

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

Cluster/sector Evaluations: focus on a set of related activities, projects, or programmes typically across sites and implemented by multiple organizations.

Impact Evaluations: focus on the effect of the project/programme rather than on its management and delivery. Therefore, they typically occur after project/programme completion during the final evaluation or an ex-post evaluation.

Tools and Techniques of Monitoring and Evaluation

According to Thomas E Uher, Programming and Scheduling Techniques, 2003 the project control system involves monitoring, evaluation, and adjusting or updating. The task control device guarantees that the paintings meet the described performance outcomes. It calls for the plans accurately replicate strategies advanced for the execution of the undertaking in accordance with the layout documentation. It is able both to stumble on deviations from the plans that may be evaluated and to take periodic corrective action to deliver the paintings in line with the plans (Harris 1978).

According to E Uher, the type and complexity of a control gadget rely upon the nature of an assignment and its size. A small undertaking that includes the construction of a cottage would probably require no more than a simple bar chart schedule and a simple cost-reporting mechanism.

Control of huge projects, on the alternative hand, requires the development of an extra complex device for measuring the overall performance of a selection of crucial factors. The main tools of such a control system are:

- target schedule
- cost budget based on the master cost estimate or master cost plan
- quality assurance plan
- reporting mechanism for the use of resources and other tasks

A resource-leveled target schedule is a crucial tool for cost control. It determines a norm against those deviations in time and within the use of resources are often measured. The elemental demand is that a target schedule accurately represents the work that's to be accomplished within the time nominative.

A cost budget, which relies on the master value estimate or master value arrangement, is the main tool of value management. With the exception of grouping data on prices incurred up to now, it reports deviations from the master estimate and forecasts future expenditures. It conjointly provides a basis for income management. Top-quality assurance arrange defines the specified quality performance outcomes and provides a mechanism for activity them (E Uher, 2003)

2.1.3. Benefits of Monitoring and Evaluation

Most construction projects employ scheduling methods to monitor and control the progress of work and develop a progress report, which involves the recording of construction achievements for detection of deviations from the actual plan and for forecasting project performance. Most local contractors' practice of project control is entirely dependent on cost and schedule reports and personnel performance reviews.

Lawal and Onohaebi, (2010) opined that monitoring of projects by relevant bodies is essential and of greatest benefit, because of the improved insight they provide concerning project completion status. Subramanian *et al*, (2009), observe that appropriate monitoring and control strategies should be put in place so that the project remains on track.

Monitoring and Evaluation (M&E) is a powerful public management tool that can be used to improve the way governments and organizations achieve results. Just as governments need financial, human resource, and accountability systems, they also need good performance feedback systems. (World Bank, 2009)

Monitoring and evaluation can help an organization to extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation, and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

The United Nations, within the subsection of the United Nations Development Programs (UNDP), concludes that the purpose of M&E is to measure the performance of projects or programs so that the outcomes and outputs can be well managed (UNDP, 2002:5).

Whereas the World Bank Group (2014) highlights that monitoring represents the regular tracking of inputs, activities, and outputs, while evaluation determines the importance of objectives, the efficiency of resource use, and the sustainability of results. The United Nations, in its definition of the concept of M&E, separates the concept into monitoring and then evaluation. The result is that monitoring is defined as (UNDP, 2002 and Harlod, 2003) argues that project monitoring and evaluation of company resources for a relatively short-term project which has been established for the completion of a specific goal is important. This assists in determining how to plan, developing the scope statement; selecting the planning team, identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities needed to complete those deliverables and networking the activities in their logical sequence, estimate the resource requirements for the activities, estimating time and cost for activities; developing the schedule; developing the budget; risk planning; gaining formal approval to being work (Rosario, 2000)

According to IFRC Guide, 2011, a well-functioning M&E system is a critical part of good project/program management and accountability. Timely and reliable M&E provides information to:

- ✓ Support project/program implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve project/program performance.
- ✓ Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- ✓ Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards
- ✓ Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and adapt to changing needs.

- ✓ Promote and celebrate our work by highlighting our accomplishments and achievements, building morale, and contributing to resource mobilization

Kamau and Bin Mohamed (2015) noted that several studies have been conducted with the aim of determining the critical success factors that lead to project success. Most of these studies found that project success in many instances as a result of effective M&E. For example, Prabhakar (2008) noted that M&E feedback was among the factors that led to project success. According to Papke-Shields et al. (2010), the likelihood of achieving success in projects is enhanced, among other factors, by constant monitoring of the project. The study further indicated that M&E practices were important in the management of project scope, time, cost, project quality, human resources, communication, and risk (Papke-Shields et al., 2010).

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The primary purpose of monitoring and evaluation is to measure the degree to which an operational design is implemented as planned. Some effort in rural water development project has lacked a clear focus on learning and results including understanding what work and why in what and why in what context and how the best impact can be achieved with resource invested. To remedy this dozen evaluations have been carried out and there have been recent efforts to take stock of evidence according to KFW & IEG (2011), including the systematic reviews (Waddington et al, 2010)

2.1.4. Challenges of Monitoring and Evaluation

M&E is a crucial part of project planning and execution. It's also a management tool that creates a lot of useful data that allows project managers to see important issues, restrictions, and accomplishments throughout implementation, alter project activities, plans, and budgets, and

provide information for accountability and support. M&E, therefore, plays a crucial role in enhancing a project's success (Hobson & Mayne, 2013). However, there are a number of constraints and challenges that hinder the implementation and use of M&E in an organization. The major challenges include; poor organizational capacity, paucity of competent staff (lack of skilled employees), misunderstanding of the role and utility of M&E, inadequate mandate of those charged with M&E responsibilities, and no or little budget allocation for M&E activities, (FAO, 2010).

According to OECD, 2011 difficulties in the M&E system include the following.

- ✓ Poor system design in terms of collecting more data than are needed or can be processed
- ✓ Inadequate staffing of M&E both in terms of quantity and quality
- ✓ Missing or delayed baseline studies. Strictly these should be done before the start of project implementation if they are to facilitate with and without project comparisons and evaluation
- ✓ Delays in processing data are often a result of inadequate processing facilities and staff shortages. Personal computers can process data easily and quickly but to make the most of these capabilities requires the correct software and capable staff
- ✓ Delays in analysis and presentation of results. These are caused by shortages of senior staff, and by faulty survey designs that produce data that cannot be used. It is disillusioning and yet common for reports to be produced months or years after surveys are carried out when the data have become obsolete and irrelevant. This is, even more, the case when computer printouts or manual tabulations of results lie in offices and are never analyzed and written up. finally, even where monitoring is effective the results often remain unused by project staff

2.1.5. Construction Project

Construction is one among many types of project-based production systems (Ballard & Howell, 2003). According to Chitkara (1998), a construction project refers to a high-value, time-bound, and special construction mission with predetermined performance objectives. He further explains that the project mission is accomplished within complex projects Construction is one among many types of project-based production systems (Ballard & Howell, 2003).

A construction project is an assignment of resources, budget, and time to build a new structure or maintain and renovate existing structures. The three basic segments of the construction industry are building contractors, also known as general contractors, who construct residential, commercial, industrial, and institutional buildings; heavy and civil-engineering contractors, who build roads, highways, bridges, tunnels, and other similar projects; and specialty contractors, more familiarly known as subcontractors, who perform specific trade work such as carpentry, roofing, electrical, plumbing, heating-ventilating-air-conditioning (HVAC) work, and a host of other tasks. (Sidney M. Levy)

The construction industry is heterogeneous, enormously complex, sophisticated, and time-consuming undertakings. It is subject to the influence of highly variable and sometimes unpredictable factors. No two construction projects are exactly the same, to a great extent each is unique, and no two jobs are ever exactly the same. (Sears et al, 2015)

Construction contractors are the major actors in any construction project and are also the ones who are highly affected by the success or failure of a project. Hence, constantly following up and frequent evaluation of project status is one of the major activities undertaken throughout the project lifetime (Sears et al., 2015)

According to AbouRizk (2010, cited by Bezawit T. 2019) construction projects differ from other projects in that construction projects have the following features:

- ✓ Construction projects are undertaken at a fixed location or site, requiring a closer look at the logistical complexities involved. Resources required will have to be procured and taken to the site.
- ✓ Weather conditions like snow, heavy rain, storm, sand, etc. have a negative impact on the progression of work.
- ✓ In modern construction, the introduction of new materials and technologies, methods, and requirements for sustainable or green development, can all contribute to increasing levels of risk and complexity.
- ✓ External influence and constraints would be different are different and change throughout the project timeline. These can include rates of technological change, sources of financing, market forces, climate change, politics, and changing client requirements.

- ✓ The timelines of construction projects are typically measured in years. According to clients would typically be required to have prepared and formalized at a very early stage, a design and budget. With some projects, the finer details and points are not fully worked out until after the works have commenced, thereby negatively impacting cost, quality, and timelines for the completion of activities.

2.1.6. Construction Management

The term “construction management “is applied to the provision of professional management services to the owner of a construction project with the objective of achieving high quality at minimum cost. Such services may encompass only a defined portion of the construction program, such as field construction, or they may include total project responsibility. The objective of this approach is to treat project planning, design, and construction as an integrated task within a construction system. (Daniel W, et al 2017,)

The management of construction projects has much in common with the management of similar types of projects in other industries (Hendrickson). Much of the content of PMBOK Guide is also directly applicable to construction projects. (Project Management Institute (PMI), 2013). Even though management of a construction project is similar to the management of other kinds of projects in many respects, it has also some peculiarities that differentiate it from managing other kinds of projects such as software development. For instance, in a building construction project, after excavation work is completed immediately foundation work is executed and other structural works will continue accordingly without waiting for any testing, on the other hand, in software or electronics projects before launching the actual product prototype is tested.

2.1.7. Project Management Process Groups

According to PMI (2013) in order to meet the project objective, a project has to pass through five project management process groups as discussed below by creating linkage with construction projects.

Initiating process group: consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. The purpose of the Initiating Process Group is to align the stakeholders’ expectations and the project purpose, inform stakeholders of the scope and objectives, and discuss how their participation in

the project and its associated phases can help to ensure their expectations are met. In construction projects, this process group represents the contract signing between the client and contractor and also the mobilization of resources to the project site.

Planning process group: consists of those processes that establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives. The processes in the Planning Process Group develop the components of the project management plan and the project documents used to carry out the project. The main priority during the planning phase is to plan the time, cost, and resources needed for the implementation of the projects.

Executing process group: consists of those processes performed to complete the work defined in the project management plan to satisfy the project requirements. This Process Group involves coordinating resources, managing stakeholder engagement, and integrating and performing the activities of the project in accordance with the project management plan. This process group in construction projects is the actual implementation of the project, deliverables are beginning to appear according to drawings and specifications.

Monitoring and controlling process group: consists of those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; initiate the corresponding changes. Monitoring is collecting project performance data, producing performance measures, and reporting and disseminating performance information. Controlling is comparing actual performance with planned performance, analyzing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.

Closing process group: consists of the process performed to formally complete or close a project, phase, or contract. This Process Group verifies that the defined processes are completed within all of the Process Groups to close the project or phase, as appropriate, and formally establishes that the project or project phase is complete. This process group in construction represents either termination or completion of the project.

2.2. Empirical Review

A study by Wachaiyu V, (2016) with the general objective to determine the monitoring and evaluation factors influencing success development projects in Starehe sub-county, Kenya. The

study employed descriptive survey research with a stratified sampling technique, primary data were collected through a questionnaire. The data collected was analogized using correlation regression where the study used Spearson's correlation to relate the variables. The study revealed that the strength of the monitoring team, budgetary allocation, M&E plan, and selection of tools and techniques played an important role in determining the success of development projects. M & E is important for the success of any project, yet in most development projects it has not been adopted effectively. The researcher concluded that there is a need to evaluate other factors which contribute to project success and also the M&E budget should be given its due recognition to the role it plays in ensuring the success of development projects.

Another study that was conducted by Singh, Chandurkar, & Dutt, (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. The objective of this study was to determine the effect of monitoring and evaluation on development projects. However, the recommendation that was given in this study was that the management should provide full support and should fully engage themselves in the monitoring and evaluation process as this will help them in coming up with sound and well-informed decisions.

Asnat, (2018) studied Assessment of Practice and Challenges of Monitoring and Evaluation: The Case of Local NGOs Executing Health Projects. The population of this research is the 288 local NGOs operating within Addis Ababa, Ethiopia. This research employs a descriptive research design for the acquisition of quantitative data. The data is analyzed using SPSS and interpreted in percentage and frequency. The findings of this study reveal that: a large majority of the subjects (94.1%) confirm encountered challenges such as policy/legal framework, inadequate baseline data, lack of funds, and deficiency of expertise to monitor and evaluate projects effectively.

In a study conducted by Sisay (2017) The Role of Monitoring and Evaluation Functions in Achieving Project Success, the Case of Save the Children Projects study objective, an explanatory design along with a mixed approach has been employed. Primary data were collected through a survey questionnaire from 127 Save the Children's project staff members who were selected using the convenience sampling technique. The interview was also conducted with senior management team members to triangulate the quantitative data obtained from the survey. The findings showed that the dimension of monitoring and evaluation practices as a system, competency, program accountability, and project life cycle stage is positively correlated

with project success. It can be concluded from the analysis that monitoring and evaluation experts are contributing to the success of Save the Children's projects. However, installing a workable system around the leadership to continuously capacitate monitoring and evaluation staff and reinforce the tools to be used by project managers is highly recommended.

Similarly, Habtamu conducted research, (2018) the study was to assess project M&E practices of Ethiopian Airport Enterprise (EAE) and the factors that affect its effectiveness. He identifies the major determining variables (budget allocation, human resource capacity, management commitment, and stakeholder engagement) that affect the dependent variable (EAE's monitoring and evaluation effectiveness). A descriptive research method was used in order to achieve the intended purpose of the study. The target populations were 30 employees, the study revealed that lack of human resource capacity, management support, and stakeholder engagement are the major factors that negatively affect the enterprise's project M&E effectiveness.

Gashaw (2019) conducted descriptive research on the assessment of project monitoring and evaluation practice in the case of Amhara Water Works Construction Enterprise through both qualitative and quantitative collection methods within a selected six projects and 55 respondents participated. His study revealed that there is poor monitoring and evaluation practice in the enterprise as well as no standard monitoring and approach. Lastly, the researcher recommended that the enterprise should install a monitoring and evaluation system and also hire professionals or give training to the staff who are currently working for the company. Additionally, to develop standard monitoring and evaluation framework and formats.

2.3. Research gap

The review has established the need for effective monitoring and evaluation practices in projects and programme interventions. It has shown that monitoring and evaluation (M & E) has increasingly been recognized as an essential tool for the management of the project. It calls for close consideration of information provided by the management to support project implementation. A complete feedback loop is important in designing new project initiatives. In addition, M & E also offers a provision for accountability in the course of the utilization of the development resources. Close scrutiny of the review shows that despite the importance associated with the adoption and implementation of effective M & E practices in the projects, very little attention has gone into questioning and investigating whether the practices have their own opportunities and challenges for projects.

The literature review revealed that establishing an M&E system involves a combination of building blocks that do not operate in isolation but complement each other to generate a functional monitoring and evaluation system. A number of studies indicated that Ethiopia, being at its infancy stage, is facing a number of challenges in developing its M&E system. As far as the best knowledge of the researcher there is no study conducted on monitoring and evaluation practice in ETETE Construction. This study is unique to ETETE construction thus making it an important step to closing this gap.

2.4. Conceptual Framework

Based on the literature reviewed above, the following conceptual framework is developed to guide the general direction of the study.

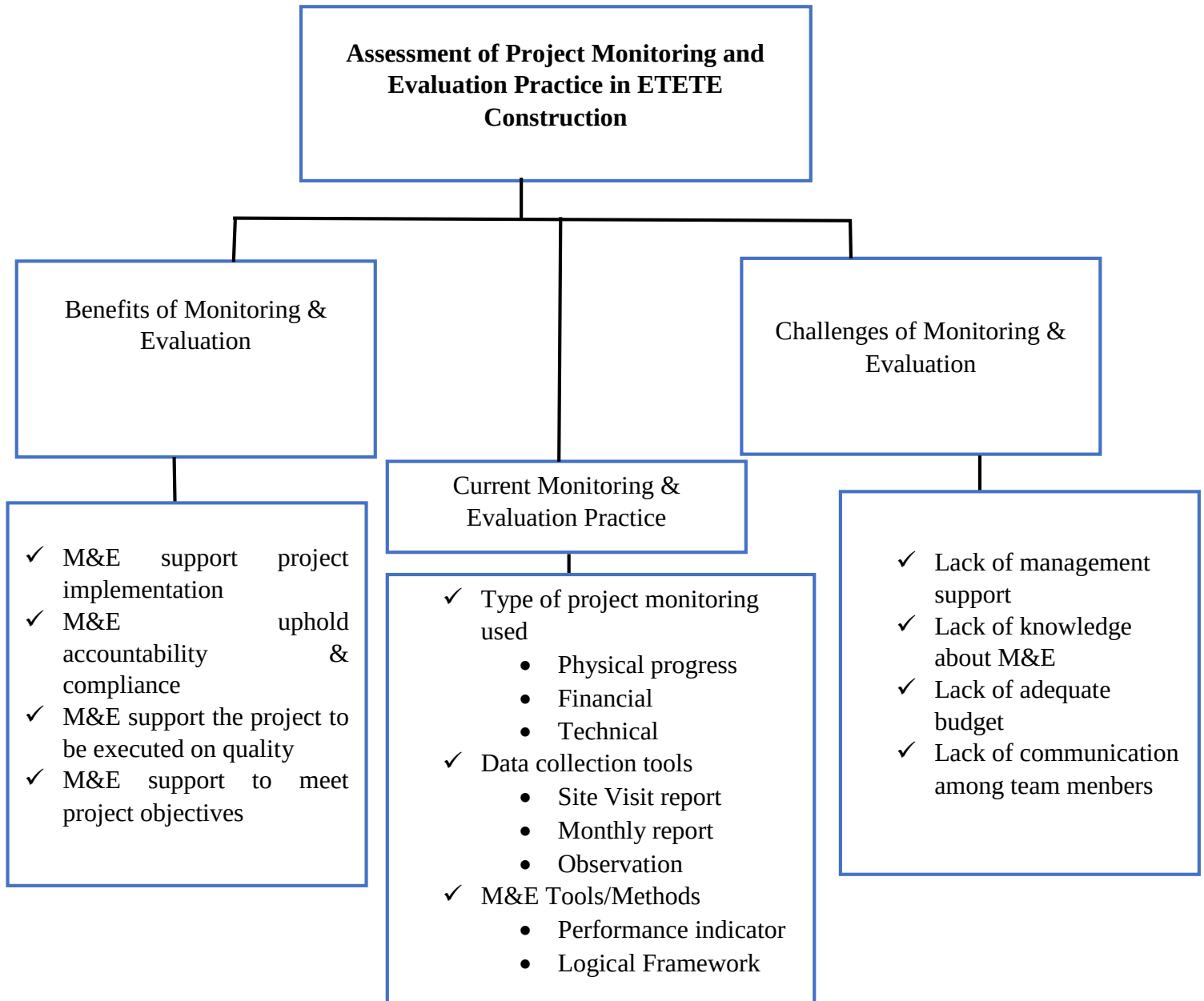


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Research Design

Research design is the blueprint for fulfilling research objectives and answering research questions (John A.H. et al., 2007). In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. This study intended to assess the current project monitoring and evaluation practice at ETETE construction consequently descriptive research design was employed, the major purpose of descriptive research is a description of the state of affairs, as it exists at present.

A descriptive study concerned with finding out the what, where and how of a phenomenon, (Saunders et.al 2009). Hence, this research will enable us to answer the questions of who, what, when, where and how details of the M&E system of the company. Meanwhile, Descriptive statistics is the quantification of data in a way that helps patterns emerge. The shortcoming of descriptive statistics is that the data may not be useful in making conclusions. It is simply a way to describe our data (Loo, Salmiah & Nor, 2015). Descriptive statistics involved computing the mean of the statements that reflect on the research questions.

3.2. Study Population

Currently, ETETE construction is undertaking seven building projects with various scopes in five different locations in the country. Project teams that were contributing to project monitoring and evaluation were mainly engineers with varying roles and responsibilities head office management staff, project managers, project coordinators, site engineers, and office engineers.

In head office, there is no separate monitoring and evaluation department nevertheless planning, monitoring, and evaluation is done under the department of contract administration. This department consists of six personnel. Since the number of projects is a few, members of the project are not too many so the census survey is preferred. The total population of respondents was 40 (7 project managers, 2 construction engineers, 3 management staff, 4 project coordinators, and 23 office and site engineers both at head office and project site).

3.3. Data Collection Method

The data used for this study were quantitative data from the respondents using primary data collected through five-point Likert scale self-administering questionnaires designed by the researcher. Meanwhile, whether to ask a question in an open or closed format is one of the most significant considerations for many researchers. According to Bryman and Bell (2003), close-ended questions have some advantages: it is easy to process answers; enhance the comparability of answers, and make them easier to show the relationship between variables.

Primary data was gathered through a survey in which closed-ended questionnaires were distributed at the project site and head office. The questionnaire was designed to be clear and straightforward so that the respondents could understand what was expected of them.

The questionnaire statements were evaluated on a 1-5 Likert scale, which _1‘indicates strongly agree with the statement, _2‘agree, _3‘neutral, _4‘disagree, and _5‘strongly disagree with the statement. In the meantime, the formal media of communication between stakeholders and head office is the English language the researcher used English on its questionnaire. The questionnaire mainly had two parts and two sections the first part was background information about the respondents the second part had two sections the first section focuses on the company’s current monitoring and evaluation practice and the second section focused on major opportunities and challenges of monitoring and evaluation. Some of the questions are adopted and modified from (Bezawit.T 2019).

3.4. Data Analysis

This is the process that entails checking, verifying, and refining data with the ultimate goal of finding out useful findings. All the data collected was coded and entered into an excel sheet, organized, and cleaned for any inconsistencies. The data was then processed using Statistical Packages for Social Sciences (SPSS) Software Version 25 and analysis methods included descriptive statistical analysis.

Quantitative data analysis turns raw data into meaningful numbers by using a calculation of deference between variables and frequency of variable. Numeric data collected in research can be analyzed quantitatively using statistical tools into different ways. Descriptive statistics involved computing the mean of the statements that reflect on the research questions.

3.5. Reliability and Validity

Patton (2002), states that validity and reliability are two factors, which any researcher should be concerned about while designing a study, analyzing results, and judging the quality of the study. Validity tests were conducted for content, criterion and construct validity to test how well the instrument is representative, capture relationships between the variables as well as measure the concepts (Saunders et al, 2009; Vogt, 2007; and Sekaran & Bougie, 2010).

Cronbach's Alpha reliability test

To test the internal reliability of the questionnaire, Cronbach's alpha test was used. According to (Bonett and Wright, 2015) Cronbach's alpha is one of the most widely used measures of reliability in the social and organizational sciences. Current practice is to report the sample value of Cronbach's alpha reliability, but a confidence interval for the population reliability value also should be reported. Reliability analysis is concerned with the internal consistency of the research instrument.

Table 3.2: Rule of Thumb of Cronbach's alpha

Cronbach's Alpha	Description
$\geq .9$	Excellent
$\geq .8$ but $< .9$	Good
$\geq .7$ but < 0.8	Acceptable
$\geq .6$ but < 0.7	Questionable
$\geq .5$ but $< .6$	Poor
$< .6 = .5$	Unacceptable

Source: Zikmund, *et al*, 2010.

In this research, multiple items in all constructs were used, and the internal consistency/reliabilities of current monitoring and evaluation practice, monitoring, and evaluation challenges, and benefits of monitoring and evaluation were assessed with Cronbach's Alpha and the reliability value for all constructs are confirmed as greater than 0.7. Which are considered acceptable. The following table shows the summary of reliabilities of all constructs of monitoring and evaluation and Cronbach's alpha of 0.88, 0.778 and 0.939 for current practice, challenge and benefit respectively achieved which is greater than 0.7 that confirms the acceptability of the research instrument.

Table 3.3: Reliability statistics results

Description	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Current Practice of M&E	0.880	0.880	10
Challenges of M&E	0.778	0.780	10
Benefits of M&E	0.939	0.945	10

(Source: Researcher Survey Result on SPSS 25 2022)

Validity tests were conducted for content, criterion and construct validity to test how well the instrument is representative, capture relationships between the variables as well as measure the concepts (Saunders et al, 2009; Vogt, 2007; and Sekaran & Bougie, 2010). This study employed content validity.

Content validity is the extent to which the measurement device provides adequate coverage of investigative questions. Creswell (2003) suggests that a colleague and / or an external auditor can provide additional insight into the study and research findings.

Content validity ratio used to calculate the Content Validity Index, using the formula below:

$$CVI = \frac{\text{Total Number of items rated by all respondents (30 items)}}{\text{Total Number of items in the Instrument (30 items)}}$$

$$CVI = \frac{30}{30}$$

$$CVI = 1.00$$

A content validity index of 0.7 and above, according to Amin (2005) qualified the instrument for the study. From the results of validity test, it was concluded that the instrument was valid as evidenced by CVI score of 1.00 which is above the recommended CVI of 0.7. In general, the findings showed that the research instrument correctly addressed the objectives of the study.

3.6. Ethical Consideration

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper and Schindler, 2001). In conducting this research, the researcher informed respondents that, the data collection is carried out whenever they were

willing to cooperate. In addition to this, any information that was collected via questionnaire would never be used for any other purpose than its academic intent. The data were kept confidential and if they need researcher let them know before it is publicized by issuing a copy of the research findings. The researcher tried her best to minimize the respondent's bias that would come due to the design of questionnaires as well as in selecting respondents. In using others' prior work and all the literature reviewed for this research was properly acknowledged and cited to make this research free from unethical conduct in form of plagiarism. Finally, this research was conducted in a manner of properly coding, entering into a system, and having the output only basing the collected responses. The analysis was performed based on system-generated results.

CHAPTER FOUR: RESULT AND DISCUSSION

4.1.Introduction

This chapter presents the results of primary data collected from a self-administered questionnaire analyzed by descriptive statistics and discusses the findings. A total of 40 questionnaires were distributed within seven active projects and at the head office 37 of them were returned, and 3 questionnaires were not returned. Therefore 37 questionnaires were considered with a response rate of 92.5%.

4.2.Demographic Profile of Respondents

Under this section, the researcher analyzed the respondent's profiles, which include their gender, age, educational level, job position, total work experience, and experience with the company of respondents who were involved in this study. This determines the accuracy and representatives of information drawn from the sample to the population. Findings regarding their gender, age, educational level job position, total work experience, and experience with the company are presented in table 4.1.

Table 4.1: Demographic profile

Variables	Category	Frequency	Percentage (%)
Sex	Female	21	56.8
	Male	16	43.2
	Total	37	100
Age	25-30	17	45.9
	31-35	12	32.4
	36-40	5	13.5
	41-46	2	5.4
	Above 46	1	2.7
	Total	37	100
Level of Education	MA/MSc	10	27.0
	BSc	27	73.0
	Total	37	100

Total Years of experience	< 2years	2	5.4
	2-5 years	13	35.1
	6-10 years	6	16.2
	>10 years	16	43.2
	Total	37	100
Position at the company	Management team	3	8.1
	Project Manager	7	18.9
	Project Coordinator	4	10.8
	Office Engineer	15	40.5
	Site Engineer	8	21.6
	Total	37	100
Years of experience with the company	< 2years	6	16.2
	2-5 years	29	78.4
	6-10 years	2	5.4
	Total	37	100

(Source: Researcher Survey Result on SPSS 25 2022)

4.2.1. Gender distribution of the respondents

As indicated in table 4.1., from the total of 37 respondents, 56.8% (21) were female respondents who took a large share of the total respondents and the remaining 43.2% (16) were male respondents. This shows that female employees are larger than male employees in the company.

4.2.2. Age of the respondents

The SPSS results showed that the largest proportion of the respondents fall in the age group between 25 – 30 years, which is 45.9% (17), followed by the second largest proportion of the respondents in the age group is between 31 – 35 years, which is 32.4% (12). The third-largest proportion of the aged group is between 36 – 40 years, which is also 13.5% (5), and 41-46 and above 46 were 5.4% (2) and 2.7% (1) respectively. This indicates that the majority of the employees who participated in the study are middle-aged.

4.2.3. Academic qualification of the respondents

The data collected showed that, the largest proportion of the respondents, which is 27 (73%) respondents with First Degree holders and Master's degrees 10 (27%). The fact that the majority of the respondents were well-educated means that they well understood the question from the questionnaire and were able to respond to the questionnaires without difficulties.

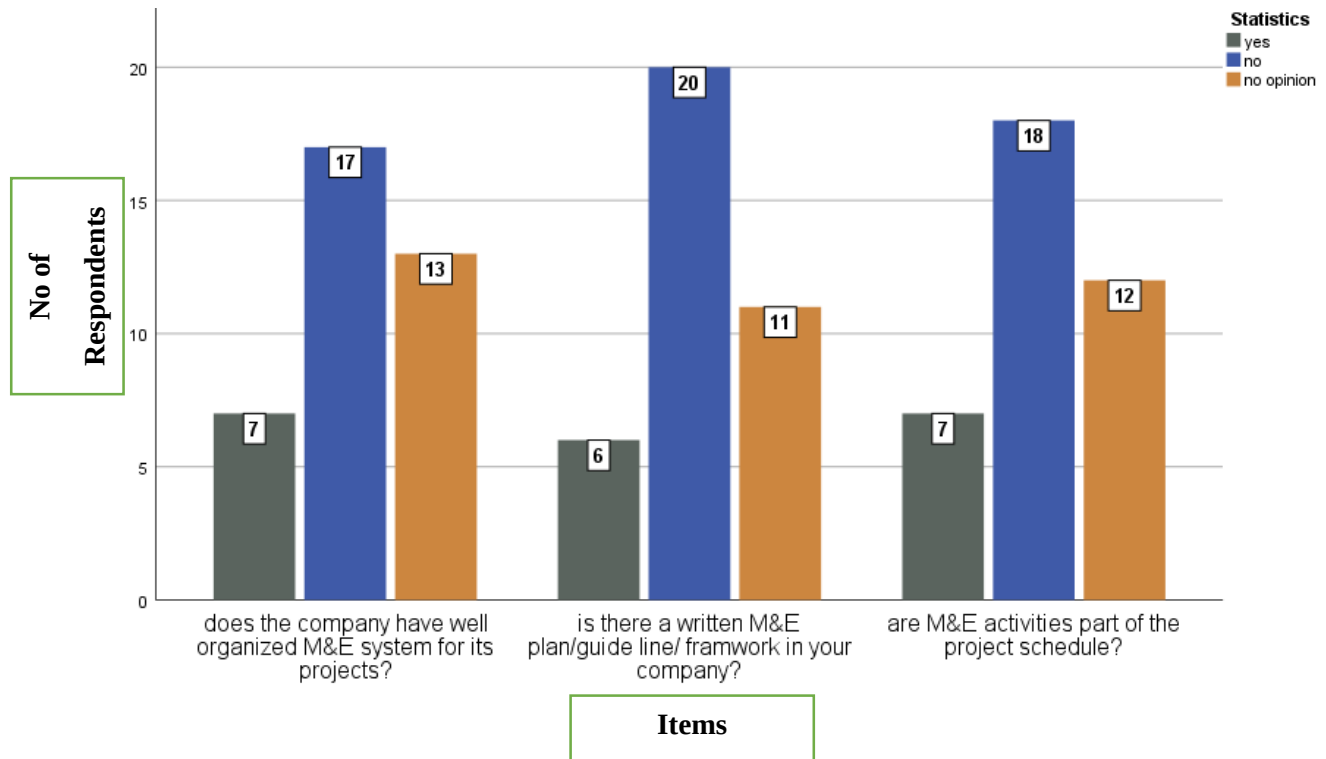
4.2.4. Total work experience of the respondents

As seen in Table 4.1 above, the majority 43.2% (16) of the respondents had above 10 years of experience and 35.1% (13) had 2 – 5 years, 16.2% (6) had 6-10 years, and finally, 5.4% (2) of the respondents have worked in the construction companies for less than 2 years working service. This leads to the conclusion that at least more than 43.2% of the respondents had a working experience above 10 years in the construction industry, which shows that most of the respondents had adequate knowledge regarding the M&E practices.

4.3. Monitoring and Evaluation System

Under this section the current monitoring and evaluation practice of ETETE construction is discussed and related questions are discoursed in a summery and other questions discussed step by step. The results are presented using bar chart accordingly.

Figure 4.1: current monitoring and evaluation practice



(Source: Researcher Survey Result on SPSS 25 2022)

4.3.1. Having a Monitoring and Evaluation system

Well-organized monitoring and evaluation practices are very important for construction projects, although 45.95% of the respondents agreed that the company doesn't have a well-organized M&E system, 35.14% had no opinion and the rest 18.92% believe that ETETE construction has well-organized monitoring and evaluation. The majority of the respondents bet that the company does not have well-organized monitoring and evaluation system. The company need to practice M&E on its projects which would help to determine the success or failure of the project and make timely decision as well as take corrective action for the mistakes that has been made.

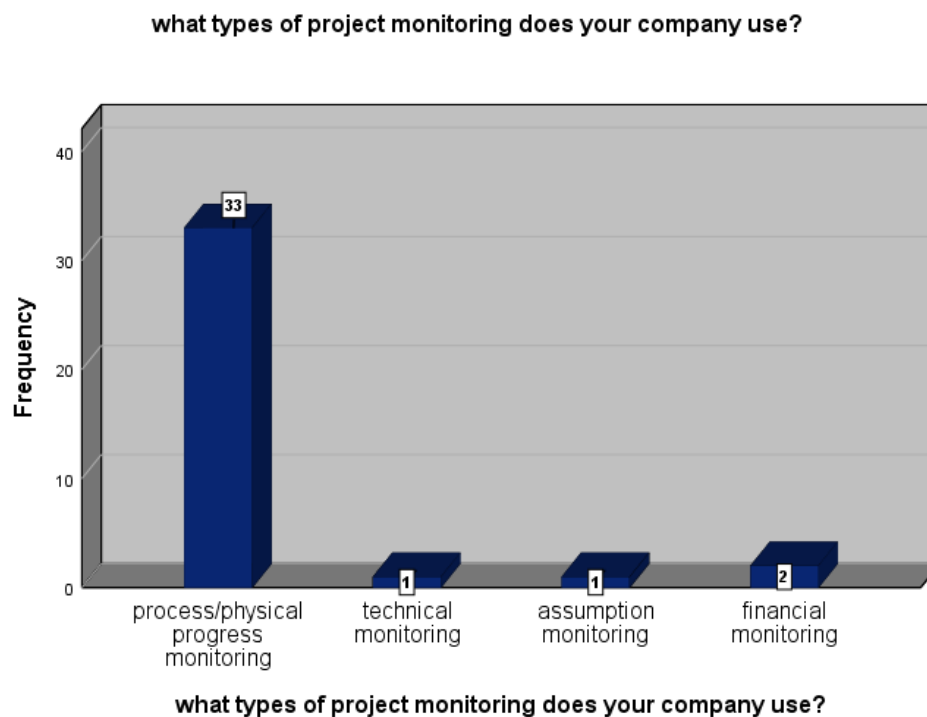
Regarding standard monitoring and evaluation plan/guidelines/framework, 54.1% of the respondent responded no, 29.7% had no opinion and the remaining 16.2% replied yes, that the company has a written guideline or framework for monitoring and evaluation. More than half of the respondents said no so this indicates that ETETE construction has no reputation for using standard monitoring and evaluation guidelines/frameworks for its projects. Adoption of standard

guideline/framework for M&E would enhance project performance by presenting all the project information in the form of document.

Based on the literature reviewed, M&E process should be included in the project management process, starting from planning stages of the project. Result of this study show that whether monitoring and evaluation activities are part of the project schedule, 48.6% of the respondents said that it is not part of the project schedule, 32.4% has no opinion and only 18.9% said yes. This clearly indicates that monitoring and evaluation have no part in the project schedule of ETETE construction. Including monitoring and evaluation process in the project schedule would help the company to track the project status.

4.3.2. Type of project monitoring the company uses

Figure 4.2: types of projects monitoring the company uses



(Source: Researcher Survey Result on SPSS 25 2022)

About the type of monitoring that the company uses for its projects (33)89.2% of the respondents respond to process/ physical progress monitoring, (2)5.4% to financial monitoring, and (1)2.7%

for both technical and assumption monitoring. Using physical progress monitoring on projects enable the company to gather data regularly and track activities which contribute to the desired outcome of the project. On the other hand, insufficient use of financial monitoring could have a consequence of liquidation.

Monitoring tools the company uses for data collection were 25(67.6%) monthly reports and 10(27%) responded that both monthly report and site visit report and remaining 2(5.4%) believe that the company doesn't have a standard monitoring data collection tool. Based on the survey the company mostly uses the monthly report data collection method for project monitoring. Even if, all the data collection tools have their own benefits a collective use of them could have substantial impact to meet the project objectives.

Regarding the type of evaluation, the company uses 20(54.1%) responded internal evaluation and the remaining 17(45.9%) said formative evaluation (an evaluation executed during project implementation).

According to majority of the respondents 21(56.8%) project manager is responsible to conduct M&E at project site, 8(21.6%), 6(16.2%), 2(5.4%) believe that project coordinator, office engineer and site engineer respectively are responsible.

The information about M&E is provided to the management staffs based on 24(64.9%) respondents, 9(24.3%) to project stakeholders and 4(10.8%) to all staffs.

4.3.3. Current Monitoring and Evaluation Practice

To examine the current monitoring and evaluation practice of ETETE construction, mean and standard deviation statistical analyses were performed using different variables as shown in the following table. Among these statistical analysis tools mean value is a crucial indicator to determine the extent of ETETE construction practice on each variable. A high mean score, higher than the benchmark of 3.5 implied that there were higher levels of agreement among the respondents concerning various research questions. A mean score between 2.0 and 3.5 implied that there were average levels of agreement among the respondents. Besides, the means score below 2.0 revealed the existence of below-average levels of consensus among the respondents (Verzuh, 2010).

The mean or average is a measure of central tendency that offers a general picture of the data without unnecessarily covering one with each of the observations in the data set.

Table 4.2: Descriptive statistics about the current monitoring and evaluation practice

A	Assess current monitoring and evaluation practice		SD	D	N	A	SA	M	STD
1	A standard data collection format will be developed before the project execution	%	5.4%	32.4%	18.9%	21.6%	21.6%	3.22	1.272
		F	2	12	7	8	8		
2	There are responsible personnel's for monitoring and evaluating on your company	%	8.1%	21.6%	32.4%	24.3%	13.5%	3.14	1.159
		F	3	8	12	9	5		
3	There is a standard monitoring and evaluation format in your company projects	%	8.1%	35.1%	27%	13.5%	16.2%	2.95	1.224
		F	3	13	10	5	6		
4	Your company project is monitored as per documented standards or guidelines for monitoring and evaluation	%	5.4%	32.4%	40.5%	10.8%	10.8%	2.89	1.048
		F	2	12	15	4	4		
5	Your company project is being monitored on a regular time period	%	2.7%	48.6%	27%	2.7%	18.9%	2.86	1.182
		F	1	18	10	1	7		
6	There is adequate documents needed such as contract documents, drawings, and others to monitor & evaluate the project scope, time, and cost	%		16.2%	40.5%	24.3%	18.9%	3.46	0.989
		F		6	15	9	7		
7	There is adequate budget and resources deployed for monitoring and evaluation	%	10.8%	40.5%	35.1%	10.8%	2.7%	2.54	0.931
		F	4	15	13	4	1		

8	Monitoring & evaluation is implemented with respect to indicators or assumptions	%	2.7%	21.6%	54.1%	18.9%	2.7%	2.97	0.799
		F	1	8	20	7	1		
9	Project cost M&E is implemented in the company projects	%	2.7%	21.6%	43.2%	27%	5.4%	3.11	0.906
		F	1	8	20	7	1		
10	Project time M&E is implemented in the company projects	%	2.7%	37.8%	40.5%	16.2%	2.7%	2.78	0.854
		F	1	14	15	6	1		

Source: survey, 2022 **SD**=Strongly Disagree, **D**=Disagree, **N**=Neutral, **A**=Agree, **SA**=Strongly Agree, **M**=Mean, **STD**= Standard Deviation

Based on the data collected from the respondents to assess ETETE construction's current project monitoring and evaluation practice, most of the respondents agreed that the company will not develop a standard data collection format before the project execution and there are no standard monitoring and evaluation formats as well as there is a limitation of budget and resource to perform M&E, additionally, the company projects were not monitored regularly. As the above table shows for the other nine questions respondents' agreeableness was neutral. The response in Table 4.2 supports the yes or no questions discussed previously, that the company doesn't have well-organized monitoring and evaluation system.

4.4.Challenges of Monitoring and Evaluation

Ten questions were provided regarding the challenges of project monitoring and evaluation the response are summarized below.

Table 4.3: Descriptive statistics about challenges of monitoring and evaluation

B	Monitoring and Evaluation Challenges		SD	D	N	A	SA	M	STD
1	Lack of M&E tools could be a challenge in your company	%	2.7%	10.8%	21.6%	40.5%	24.3%	3.73	1.045
		F	1	4	8	15	9		

2	Lack of knowledge about monitoring and evaluation In the project team could be challenge in your company	%	5.4%	13.5%	18.9%	40.5%	21.6%	3.59	1.142
		F	2	5	7	15	8		
3	Lack of top management support could be a challenge in your company	%		8.1%	18.9%	43.2%	29.7%	3.95	0.911
		F		3	7	16	11		
4	Lack of adequate budget could be a challenge in your company	%		18.9%	16.2%	40.5%	42.3%	3.7	1.051
		F		7	6	15	9		
5	Inaccessible location of the project site could be a challenge for M&E	%	2.7%	24.3%	40.5%	21.6%	10.8%	3.14	1.004
		F	1	9	15	8	4		
6	Project stakeholders involve in the M&E of your company projects	%	2.7%	10.8%	51.4%	32.4%	2.7%	3.22	0.787
		F	1	4	19	12	1		
7	Political influence to perform M&E could be a challenge	%	5.4%	24.3%	35.1%	32.4%	2.7%	3.03	0.957
		F	2	9	13	12	1		
8	Delay in data provision from different departments could be a challenge in your company	%	2.7%	16.2%	32.4%	37.8%	10.8%	3.38	0.982
		F	1	6	12	14	4		
9	Lack of communication among project team members could be a challenge in your company	%	5.4%	8.1%	27%	45.9%	13.5%	3.54	1.016
		F	2	3	10	17	5		
10	Your company keep lesson learned about M&E of previously completed	%	16.2%	24.3%	29.7%	21.6%	8.1%	2.81	1.198

	projects	F	6	9	11	8	3		
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Source: survey, 2022 **SD**=Strongly Disagree, **D**=Disagree, **N**=Neutral, **A**=Agree, **SA**=Strongly Agree, **M**=Mean, **STD**= Standard Deviation

As indicated in the above Table 4.3 respondents believe that lack of M&E tools, lack of knowledge among the project team, lack of top management support, insufficient budget, delay in data provision from other departments, and lack of communication among project team members could be major challenges of project monitoring and evaluation in ETETE construction. Inaccessible location of the project site, projects stakeholder involvement in M&E practice, political influence and lesson learned from previously completed projects could be moderately a challenge for monitoring and evaluation.

4.5.Benefits of Monitoring and Evaluation

Table 4.4: Descriptive statistics about benefits of monitoring and evaluation

C	Benefits of Monitoring and Evaluation		SD	D	N	A	SA	M	STD
1	M&E supports project implementation/execution.	%	5.4%		13.5%	29.7%	51.4%	4.22	1.058
		F	2		5	11	19		
2	M&E contributes to organizational learning and knowledge sharing.	%	2.7%	2.7%	2.7%	40.5%	51.4%	4.35	0.889
		F	1	1	1	15	19		
3	M&E provides opportunities for stakeholders' feedback.	%			13.5%	35.1%	54.4%	4.38	0.721
		F			5	13	19		
4	M&E would allow to promote & celebrate the work.	%		2.7%	10.8%	43.2%	43.2%	4.27	0.769
		F		1	4	16	16		

5	M&E upholds accountability & compliance.	%			10.8%	51.4%	37.8%	4.27	0.652
		F			4	19	14		
6	M&E would support the project schedule.	%		5.4%	5.4%	35.1%	54.1%	4.38	0.828
		F		2	2	13	20		
7	M&E would support the project to complete on planned cost.	%		2.7%	5.4%	45.9%	45.9%	4.35	0.716
		F		1	2	17	17		
8	M&E would support the project to be executed on quality.	%		5.4%	5.4%	51.4%	37.8%	4.22	0.787
		F		2	2	19	14		
9	M&E would support the project to meet its objective	%			10.8%	40.5%	48.6%	4.38	0.681
		F			4	15	18		
10	M&E practice support organizational mission and vision.	%		2.7%	5.4%	51.4%	40.5%	4.3	0.702
		F		1	2	19	15		

Source: survey, 2022 **SD**=Strongly Disagree, **D**=Disagree, **N**=Neutral, **A**=Agree, **SA**=Strongly Agree, **M**=Mean, **STD**= Standard Deviation

In general, respondents believed in the benefits of project monitoring and evaluation, 51.4% agreed on M&E supports organizational mission and vision, executes the project with quality, and upholds accountability and compliance. Additionally, 45.9%, 40.5%, 43.2% agree practicing M&E support the project to complete on planned cost and meet its objective as well as allow to promote & celebrate the work respectively.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Summary of Major Findings

This study was intended to assess the monitoring and evaluation practice of ETETE construction in terms of three major areas, M&E current practice, benefits of M&E, and challenges of M&E. based on the results of the study summaries of major findings are explained as follows.

One of the objectives of this paper was to assess the current monitoring and evaluation practices by ETETE construction, it was found that the company neither has well-organized monitoring and evaluation practices nor standard guidelines/framework for project monitoring and evaluation. Most of the respondents confirmed that ETETE construction projects are not monitored regularly and there is a resource and budget constraint to perform monitoring and evaluation. The M&E process is not part of the project schedule. The company mostly exercises process/physical progress monitoring and poorly financial monitoring nearly at all technical and assumption monitoring. Internal and formative types of evaluations are believed to be practiced in projects. The data collection tool the company used for monitoring and evaluation was a monthly report and site visit report only, the information gathered through the monthly report is provided to the management. Resource and budget constraints are significantly limiting the M&E practice of the company. Currently, ETETE construction is poorly practiced monitoring and evaluation, effective application of M&E practice has a high contribution to meet project objective.

5.2.Conclusion

Ethiopian local construction companies blamed by the fact that failing to meet the initially planned project duration, it is necessary to evaluate their project monitoring and evaluation practice. Consequently, this paper was done on ETETE construction with planning to answer the basic research questions: what is the current M&E practice, and what are the major challenges and opportunities of monitoring and evaluation. A quantitative survey was done on seven presently active projects commenced by ETETE construction using the census descriptive research design.

The company lacks a well-organized monitoring and evaluation system, structure, or standard M&E format. Poor financial monitoring practices by the company make it difficult to compare the initial budget plan with the actual spending. The project schedule does not contain monitoring and assessment, nor was the standard format created prior to the project's implementation.

Regarding challenges to practice monitoring and evaluation in the company lack of management support, resource and budget limitation, knowledge gap, and delay in data provision are the top priorities.

The key informants held that the company's adoption of a well-organized M&E system would enhance the likelihood that project objectives (time, money, and scope) would be met, as well as support the organizational mission and vision by promoting the work and celebrating success. In general, it was found out that ETETE construction has poor reputation of monitoring and evaluation practice.

5.3.Recommendation

Based on the results and conclusion along with the literature review the researcher forwarded some important recommendations:

- ✓ In order to get well-organized monitoring and evaluation system, the company has to develop a monitoring and evaluation strategy either by out sourcing or cooperating the project team.
- ✓ The company should improve the knowledge gap about monitoring and evaluation for both project team member and management staffs by providing continuous professional developments trainings.
- ✓ ETETE construction should resolve the resource and budgetary limitation to strength M&E practice.
- ✓ It is crucial considering to incorporate M&E as part of project schedule

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Appendices

ETETE Construction List of currently active projects

Item No.	Project Name	Client	Consultant	Contract Amount
1	2B+G+8 Alert Trauma Hospital	FDRE, Ministry of Health	GaTMeTs International plc.	751,256,443.18
2	2B+G+10 Mixed-Use Apartment	FDRE, Federal Housing Corporation	Acute Engineering plc.	461,791,756.88
3	B+G+6 Post Graduate Complex	Debre Berhan University	Ethiopian construction design & supervision works corporation	146,597,790.36
4	2 Blocks B+G+4 Dormitory	Debre Berhan University	Ethiopian construction design & supervision works corporation	289,942,002.96
5	G+4 Class Room Building	Arbaminch University	K2N Architecture & Engineering Consultancy	262,481,995.77
6	Post Graduate Building Complex	Debre Markos University	Ethiopian construction design & supervision works corporation	277,624,721.80
7	2B+G+4 Specialized Teaching Referral Hospital	Debre Tabor University	MTT Consulting Architects & Engineers	380,200,538.16

Addis Ababa University School of Commerce
Department of Project Management

Academic Questionnaire

Dear respondents, I Eskedar Tessema undertaking project work on project monitoring and evaluation practice at Etete Construction. The project work is part of a master's program in project management at the school of commerce.

This questionnaire is designed to collect data on project monitoring and evaluation of Etete construction since you have been an employee of the company you are selected to take part in this study as a respondent. All the information you provide will be kept in strict confidentiality and will be used for only academic purposes. Please answer all the questions carefully.

Sincerely,

General Instructions

- There is no need of writing your name
- Where answer options are available, please tick (✓) in the appropriate box.

Contact Address

Eskedar Tessema

+251911000726

Email: eskedartessema@gmail.com

Thank you in advance for your precious time!

Part I: Background Information about the respondent please tick (✓) in the appropriate box

1. Last academic qualification

MA/MSc ☐ BSc ☐ Diploma ☐
Other ☐ If other please specify

2. Sex

Female ☐ Male ☐

3. Age

Below 25 ☐ 25-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐
Above 46 ☐

4. Total years of experience in the industry

Less than 2 years ☐ 2-5 years ☐ 6-10 years ☐ above 10 years ☐

5. Years of experience with the company

Less than 2 years ☐ 2-5 years ☐ 6-10 years ☐ above 10 years ☐

6. Position in the company

1. Project Manager ☐
 2. Project Coordinator ☐
 3. Office Engineer ☐
 4. Site Engineer ☐
 5. Management Team ☐
 6. Other Please specify ☐
-

Part II. General questions about project monitoring and evaluation

Section I Monitoring and Evaluation System

1. Does the company have a well-organized M&E system for its projects?

☐Yes ☐No ☐No opinion

2. Is there a written M&E plan/guideline/framework in your company?

☐Yes ☐No ☐No opinion

3. Are monitoring and evaluation activities part of the project schedule?

☐Yes ☐No ☐No opinion

4. What type of project monitoring does your company use?

☐Process / physical progress monitoring

☐Technical monitoring

☐Assumption monitoring

☐Financial monitoring

☐Quality monitoring

☐Other (please specify below)

5. What type of evaluation does the company use?

☐Formative Evaluation (during implementation)

☐Summative Evaluation (at the end of the project)

☐Participatory Evaluation (done with the collaboration of stakeholders)

☐Internal Evaluation

☐External Evaluation

☐Real-Time Evaluation

☐Other (please specify below)

6. What kind of M&E tool/techniques or method does the company use?

☐ Performance Indicators

☐ Logical Framework approach

☐ Formal survey

☐ Rapid appraisal method

☐ Other (please specify below)

7. Who conducts M&E at a particular project site?

☐ Project Manager

☐ Project Coordinator

☐ Site Engineer

☐ Office Engineer

☐ Other (please specify below)

8. To whom is M&E information provided?

☐ To all staff

☐ To stakeholders

☐ To the management

☐ Other (please specify below)

9. What tools and techniques do your company use to collect data? (You can select more than one if it uses more than one technique)

☐ Questionnaire

☐ Interview

☐ Observation

☐ Site visit report

☐ Focus group discussion

☐ Monthly report

☐ Case study

☐ No standard tools/techniques used

Section II. Monitoring and Evaluation Practice, challenges and benefits of M&E in the company

Listed below are sentence about project monitoring and evaluation. Please indicate your level of agreement with the statement so that the answer to these questions will enable the researcher to assess what you think about project monitoring and evaluation in the company that you are working.

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

		Rating Scale				
A	Assess current monitoring and evaluation practice	(1)	(2)	(3)	(4)	(5)
1	A standard data collection format will be developed before the project execution					
2	There are responsible personnel's for monitoring and evaluating on your company					
3	There is a standard monitoring and evaluation format in your company projects					
4	Your company project is monitored as per documented standards or guidelines for monitoring and evaluation					
5	Your company project is being monitored on a regular time period					
6	There is adequate documents needed such as contract documents, drawings, and others to monitor & evaluate the project scope, time, and cost					
7	There is adequate budget and resources deployed for monitoring and evaluation					
8	Monitoring & evaluation is implemented with respect to indicators or assumptions					
9	Project cost M&E is implemented in the company projects					
10	Project time M&E is implemented in the company projects					
B	Monitoring and Evaluation Challenges	(1)	(2)	(3)	(4)	(5)
1	Lack of M&E tools could be a challenge in your company					
2	Lack of knowledge about monitoring and evaluation In the project team could be challenge in your company					
3	Lack of top management support could be a challenge in your company					
4	Lack of adequate budget could be a challenge in your					

	company					
5	Inaccessible location of the project site could be a challenge for M&E					
6	Project stakeholders involve in the M&E of your company projects					
7	Political influence to perform M&E could be a challenge					
8	Delay in data provision from different departments could be a challenge in your company					
9	Lack of communication among project team members could be a challenge in your company					
10	Your company keep lesson learned about M&E of previously completed projects.					
C	Benefits of Monitoring and Evaluation	(1)	(2)	(3)	(4)	(5)
1	M&E supports project implementation/execution.					
2	M&E contributes to organizational learning and knowledge sharing.					
3	M&E provides opportunities for stakeholders' feedback.					
4	M&E would allow to promote & celebrate the work.					
5	M&E upholds accountability & compliance.					
6	M&E would support the project schedule.					
7	M&E would support the project to complete on planned cost.					
8	M&E would support the project to be executed on quality.					
9	M&E would support the project to meet its objective.					
10	M&E practice support organizational mission and vision.					

Thank You!