



Addis Ababa University

College of Business and Economics

School of Commerce Department of project management

**Assessing project monitoring and evaluation practices and challenges in
Addis Ababa city administration working premise development and
administration agency: The case of premise identification and development
project.**

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June 2024

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**A Research Proposal Submitted to The School of Post Graduate Studies of
Addis Ababa University in Partial Fulfillment of the Requirement for The
Degrees of Masters in Project management**

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Advisor: Dr. Adane Atara(Phd)

June 2024

Addis Ababa, Ethiopia

DECLARATION

I declare that the research work entitled ‘Assessing project monitoring and evaluation practices and challenges in Addis Ababa city administration working premise development and administration agency: the case of premise identification and development project’ presented for assessment in this dissertation is my original work completed under the supervision of my advisor and it has not been previously presented for any institution. Additionally, all sources that are used in this paper are properly recognized and acknowledged. All ethical considerations related to the research conducted for this thesis have been addressed in accordance with the guidelines and regulations of Addis Ababa University. I also confirm that the work conforms to the guidelines for presentation and style set out in the relevant documentation.

Declared by:

Selam Mamo Amberber

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April, 2024

Addis Ababa University

CERTEFICATION

This is to certify that Selam Mamo has completed the research work entitled ‘assessing project monitoring and evaluation practices and challenges in Addis Ababa city administration working premise development and administration agency: The case of premise identification and development project’ under my supervision. This work is original and it is sufficient for the submission of the partial fulfillment of the requirement for the Award of degree of Master of Arts in Project Management.

Advisor: Dr. Adane Atara (Phd) _____
Signature Date

Approved by Board of Examiners

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External Examiner Signature Date

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Acronyms/Abbreviations

M&E	monitoring and evaluation
PID	premise identification and development
WPDAA	working premise development and administration agency
KPIS	key performance indicators
PMBOK	project management book of knowledge
BCM	beneficiary contact monitoring
RCT	randomized control trials
RBM	result based management
SMART	specific, measurable, achievable, relevant, time-bound
EEU	Ethiopia electric utility
WSA	water and sewerage authority
LDAO	land development and administration office
MSEs	Micro and Small Enterprises
UNIDO	United Nations Industrial Development Organizations
SPSS	Statistical package for Social Science Students
GDP	gross domestic product
MOTI	ministry of trade and industry
MSEDS	micro and small enterprise development strategy
FMSEDA	federal micro and small enterprise development agency
RMSEDA	regional micro and small enterprise development agency

ABSTRACT

The purpose of the study is to assess monitoring and evaluation practices and challenges in Addis Ababa city administration working premise development and administration agency (WPDAA) in premise/workplace identification and development project (PID). The research objectives are correspondingly focused on assessing the current level of M&E practices on PID project, the structure, policies and procedures of M&E, and the challenges faced during practicing M&E. To attain the above objective a descriptive research design and quantitative method was used to collect and analyze data. The researcher took the whole population of WPDAA as a sample size. Both questionnaire and document analysis is used as primary and secondary data collection method respectively. The findings from the respondents were analyzed by using SPSS software version 20 and interpreted in percentage, mean and standard deviations. The findings of the study revealed that the agency has M&E with a set of documented policies and procedures. There is also a clear M&E structure with defined roles and responsibilities. The findings also revealed that there is ineffective implementation of the M&E activities included in the proclamation and there is lack of adequate budget for practicing M&E. Ineffective stakeholders engagement, absence of effective baseline study, not using lessons learned for future projects, problem in data availability and quality, rapid urbanization, informal settlements and land use policies are the challenges faced in practicing monitoring and evaluation. Project staffs are required to conduct effective baseline study before initiating a project. The agency and project staff needs to improve its implementation of M&E practices allocate sufficient budget and utilize lessons learned for future initiatives. External stakeholders should enhance their involvement in making the project successful. Addressing issues related to informal settlements, land identification and usage and employing expertise in land identification is advisable. Using prefabricated houses to cope up with urban planning policies and rapid urbanization is essential.

Key words: M&E practices, Premise development and identification, WPDAA, PID

CHAPTER ONE

1. INTRODUCTION

This chapter presents the research topic, research objectives and the research problem. It also explains the scope, organization, limitation and terms used in the study.

1.1 Background of the Study

Project management includes many arrangements and considerations important in managing projects across borders and cultures. In light of the circumstances of project management in both international and Ethiopian perspectives, various studies shed light on the practices, success and challenges, in this field. (Amanuel, 2012)

Project management and project monitoring and evaluation (M&E) are closely related processes that operate sequentially to ensure the successful implementation and outcomes of projects. Project management is the planning, organizing, and execution of tasks to achieve certain objectives within predefined constraints such as resources, time, and budget. Project monitoring and evaluation focus on evaluating the performance, impact, and progress of the project over its whole life cycle. Tracking milestones and key performance indicators (KPIs) allows you to identify deviations from the project plan and take the necessary corrective action. Evaluations take place periodically or at completion to assess the overall relevance, efficiency, efficacy and sustainability of project outputs. (Achmad & Lenny, 2020)

For development projects to be implemented successfully, monitoring and evaluation are essential. They are crucial to ensure that these projects are completed successfully since they offer relevant information about the effectiveness and progress of the projects as well as an evaluation of their effects on end users and beneficiaries. Effective monitoring and evaluation practices assist project implementers in providing sufficient technical capacity building, resources, a conducive project surrounding and effective stakeholder participation. (Tengan & Aigbavboa, 2017)

According to WPDAA (2013), Premise refers to the physical location where work is conducted or business activities take place. It can be a building, office, factory, store, or any other facility where employees work or where business operations are carried out. In a broader sense, it can also refer to the overall environment, conditions, or circumstances in which work is performed or a business operates. The history of working premise/workplace identification and development reflects a powerful interaction among economic, social, and geographical factors.

During the former civilizations such as Mesopotamia, Egypt, and China, early forms of working premises/ industrial villages emerged as centers for specialized production. For example, in Mesopotamia, cities like Ur and Uruk had appointed areas where craftsmen and artisans lived and worked, creating goods such as pottery, metalwork, and textiles. In medieval Europe, artisanal, guilds and workshops served as the foundation of urban economies. (Titus & Wouden,1992)

In the Ethiopian perspective, the history of working premise development can be traced back to the country's efforts to transform its economic environment and promote small scale industries. In order to reduce the poverty and unemployment in our city, some of the people, especially women and youth, have been organized into small enterprises and many citizens have been given employment opportunities.

The Addis Ababa City Administration Working Premise Development and Administration Agency (WPDAA) play a crucial role in the urban development and economic growth of Ethiopia's capital city. As Addis Ababa continues to experience rapid urbanization and industrialization, the agency is tasked with the responsibility of identifying, developing, and managing working premise to accommodate the needs of various industries, encourage economic diversity and create employment opportunities. The establishment of working premises is a strategic project aimed at addressing the challenges associated with unemployment, informal settlements, and economic growth. By providing assigned areas for industrial activities, the Addis Ababa city administration seeks to promote sustainable urban development, enhance the competitiveness of local industries and improve the overall economy of the residents.

The agency (WPDAA) has been implementing the PID project since 2012 and practicing M&E activities is the major approach for the project. The premise identification and development project (PID) is aimed at identifying a land for the working premise and providing infrastructure for the end users. Monitoring and evaluating working premises in Addis Ababa involves a combination of compliance measures and strategic assessments to ensure adherence to standards, enhance productivity, industrial zone development and support sustainable development in workplace settings. (WPDAA, 2012)

Nevertheless, there is no previous research done in this development project in the current practices of monitoring and evaluation, the policies and procedures used and challenges faced while practicing M&E. Therefore, it becomes essential to assess the project monitoring and evaluation practices in order to ensure the successful completion of these projects.

1.2 Statement of the problem

The relationship between project management, project monitoring, and evaluation in development projects is crucial for ensuring success and accountability. These processes are interconnected, with monitoring tracking progress, evaluation assessing impact, and project management ensuring effective implementation. M&E plays a critical role in the successful implementation of development projects. In a general perspective the M&E practices of working premises/ workplaces suffer from several gaps and challenges including: Absence of thorough framework, data quality and availability, regular M&E activities, capacity and training/ lack of technical skill, timeliness of reporting/ regular reporting and communication, engagement of stakeholders, resource limitations, alignment with development goals, , sustainability considerations, resource & budget allocation and integration of lessons learned. (Muindi, 2018).

At WPDAA, in the case of PID projects, monitoring and evaluation practices seem to be overlooked. There is no previous study conducted in the area of M&E activities in the PID project. There are negative outcomes which indicate the existence of gaps in practicing M&E activities. These include, ineffective budget utilization, lack of accountability, unrealized project benefits, delays and missed deadlines, poor decision making and missed project objectives. There exists a clear gap in fully understanding the adequacy and effectiveness of M&E practice in the successful implementation of PID project. The agency is currently managing 18750 working premises in the 11 sub cities. Despite the critical role of M&E, there is no prior research focusing on assessing project monitoring and evaluation practices within the agency, particularly in the context of PID project. (WPDAA, 2012)

In spite of the implementation of various projects aimed at increasing industrial infrastructure and promoting economic growth within the agency, there remains a gap in understanding the effect of monitoring and evaluation mechanisms employed in the execution of such projects. Addressing these gaps requires a combined effort to strengthen monitoring and evaluation systems, increase data collection and analysing capacities, promote stakeholder engagement, and ensure alignment with broader development objectives. In the case of PID projects, evaluating project M&E methods can provide important information to enhance the project's functioning, resolve implementation-related problems, and identify areas that need development in future projects. (WPDAA, 2012)

Therefore, this study aims to address key questions regarding the current practices of M&E within the agency, the implementation of systems, policies, and structures used for M&E practices and challenges in implementing M&E practices.

1.3 Research questions

In light of the problems discussed above the research specifically aims to answer the following key research questions:

1. What looks like the current project M&E practices of the Addis Ababa city administration working premises development and administration agency for the PID project?
2. What looks like the implementation of policies, procedures & structures to facilitate monitoring and evaluation of PID projects implemented by the agency in Addis Ababa?
3. What challenge hindered the practice of M&E with in the project?

1.4 Research objectives

1.4.1 General objectives

The general objective of the study is to assess the monitoring and evaluation practices in Addis Ababa city administration working premises development and administration agency: the case of premise identification and development project.

1.4.2 Specific objectives

1. To evaluate the current project M&E practices of Addis Ababa city administration working premises development and administration agency in a PID project.
2. To assess the implementation of policies, procedures and structures to ease M&E practices in a PID project at working premise development and administration agency.
3. To identify challenges that obstructs the process of practicing monitoring and evaluation of the project.

1.5 Significance of the study

This study is significant because it advances our knowledge of how these procedures are carried out in actual situations. It attempts to identify the strengths and shortcomings in project monitoring and assessment by evaluating the current procedures. The study's

conclusions can provide insight and awareness about the advantages of M&E practices to policymakers, project implementers, administrators, stakeholders, and the office as a whole. It can also be used to determine the value of project monitoring and evaluation practices in urban development projects. This may result in the development of more focused and targeted policies meant to enhance project management and execution techniques. By addressing these issues, project performance can be improved, resulting in the effective use of resources and the achievement of project goals. The study's conclusions and suggestions can have practical implications for project managers, administrators, implementers, and stakeholders engaged in related projects. They can gain knowledge about best practices and potential areas for advancement in project monitoring and assessment techniques from it. The study contributes to the body of knowledge on project management in academia, especially as it relates to urban development projects. It guides academics and researchers in their investigation of related topics and acts as a reference point for upcoming research projects in linked fields.

1.6 Scope of the study

This study assessed the current monitoring and evaluation practices in the Addis Ababa city administration working premises development and administration agency and centers around a specific project within the agency. It utilized descriptive cross-sectional design by using quantitative methods. The whole population of the agency(WPDAA) was used as a sample. Data from primary and secondary sources were gathered through semi-structured and structured questionnaires and project document analysis. This study will only cover the last four years as its time period. (2012-2016). It centers on the premise identification and development project with in the WPDAA.

1.7 Limitation of the study

The limitations of this study includes: time constraint, insufficiency of published materials regarding working premises/workplaces and lack of published materials regarding M&E practices in working premises/workplaces. Internal documents were used to support the existing published materials. The study tries to assess the current M&E practices, policies and procedures for M&E and the challenges faced while practicing M&E in a PID project. For the PID project land identification for working premises and fulfillment of infrastructures is included in this study. However, the construction of the working premises and related topics

are not covered in this study. This is because the construction of the working premises is conducted by other governmental organization (design and construction office).

1.8 Definition of terms and concepts

Project- is a quick effort undertaken with the goal of creating a unique product, service, or result. Its scope, objectives, and allotted resources characterize it. Its objectives, boundaries, start, and finish are all made very evident.

Project management- is a field of study which includes planning, organizing, executing, controlling and managing projects to achieve a specific goal with in defined performance constraints.

Monitoring- is a continuous process that includes tracking, reporting and reviewing a project's performance and progress over the period of its existence.

Evaluation- is assessing a project or program's effectiveness, efficiency, relevance, and sustainability. It analyses the project's outcomes, impacts, processes and objectives to determine its success or failure.

M\$E system- is an organized framework and collection of procedures created to systematically track and assess the effectiveness and progress of projects, plans, or regulations.

Practices- are methods, techniques, procedures, tools and processes used in the field of monitoring and evaluation.

Premise- is a property, location, building including any structure or facility that is used for business operations and activities.

Identification- is the initial phase of the project where potential premises are identified for development. It involves surveying, assessing suitability and selecting working premise based on a certain criterion.

Development- is the subsequent phase of the project where the identified premises are further developed and improved.

1.9 Organization of the study

This project work is organized under five chapters. The first chapter consists components namely the background, problem statement, research questions, research objectives, significance of the study, scope of the study, limitations of the study and definition of terms. Chapter two deals with literature review and chapter three deals with research methodologies. The remaining chapters four and five deal with results, discussion and summery of findings, conclusion and recommendations respectively.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

To help us understand the subject matter, this chapter provides a survey of the relevant literature. The concepts and practices of project monitoring and evaluation system are discussed.

2.1 Theoretical literature review

2.1.1 The concept of monitoring and evaluation

According to PMBOK (2016), project management is the application of information, abilities, instruments, and methods to project operations in order to fulfil project requirements. It involves applying knowledge, abilities, procedures, techniques, and experience to achieve project goals within predetermined performance parameters. It is the process of overseeing project success and effectively managing projects to give project team members instructions on how to do their tasks within the time frame.

Monitoring and evaluation has become an essential part of project management and organizational strategy. It involves the systematic collection, analysis, and interpretation of data to assess the progress, performance, and impact of projects or initiatives. The purpose of monitoring and evaluation is to provide timely information and feedback to decision-makers and project managers so they can make educated decisions, identify areas that need improvement, and ensure that project objectives are met. (Kabonga, 2018)

Project implementers benefit from monitoring and evaluation procedures when it comes to providing enough resources, developing technical capacity, creating a favorable project environment, and involving and participating stakeholders.

2.1.1.1 Monitoring

Monitoring is a continuous procedure whose primary goal is to give early warning signs of progress or lack of progress in the accomplishment of program or project objectives to project

management and other key stakeholders. (Hardlife & Zhou, 1997) The purpose of monitoring is to improve the project design and functioning while the project is being implemented.

According to Bamberger and Hewitt (1986), Monitoring is an internal project activity designed to give ongoing input on how a project is going, what issues it is encountering, and what order it is being implemented in. A management may determine potential problems and the success of a project or program by using monitoring. It offers a structure for real and practical corrective measures to enhance the design of the project or program, the execution process, and the quality of the output.

2.1.1.2 Evaluation

Evaluation is the process of analysing the plan, execution, and outcomes of a project, program, or policy, whether it is continuing or has been completed. Evaluation is carried out to determine the importance and success of objectives. Lessons learned from an evaluation can be included into the decision-making process of both beneficiaries and donors. (Ninson, 2018)

According to Patrick Gudda (2011), Analyzing how project resources are used prior to, during, and after completion is the procedure of evaluation. This analysis is done for the purpose of making the necessary and relevant recommendations and suggestions aimed at improving project implementation and consequently better use of project resources. An evaluation should include identifying, considering, and weighing the effects of the actions taken, as well as determining their significance. It should also provide information that is appropriate and helpful, enabling the beneficiary and fund suppliers to integrate lessons learned into their decision-making processes.

2.1.2 Types of Monitoring and Evaluation

There are several types of monitoring and evaluation that are used in project lifecycle. Types of monitoring includes: result monitoring, process (activity) monitoring, compliance monitoring, context (situation) monitoring, beneficiary monitoring, financial monitoring and organizational monitoring. These monitoring types are employed in project management from the beginning to the final stage of project life cycle. (IFRC, 2011)

There are different categories of evaluation. Common types of evaluation include: 1. According to evaluation timing: -formative evaluation, summative evaluation, mid-term evaluation, final evaluation and ex-post evaluation. 2. According to who conducts the evaluation: -internal (self) evaluation, external (independent) evaluation and participatory evaluation. 3. According to evaluation technicality and methodology: - real time evaluation, Meta evaluation, thematic evaluation, cluster (sector) evaluation and impact evaluation. These evaluation methods are used in different stages of the project life cycle. (IFRC,2011)

2.1.3 Monitoring vs. Evaluation

Monitoring: -is on-going review of the project's progress in order to improve management decision-making and achieve the desired outcomes. It is a systematic task that needs to be completed on a regular basis while the project is being implemented. Its scope is centered on tasks, results, and measures of progress and change. Since it's an internal task, the project team or the intended recipients should perform it. Monitoring is carried out in order to update the project execution plans, identify obstacles, report progress to management, and take corrective action. (Chandurkar, Dutt, & Singh, 2017)

Evaluation: - is an analysis of the potential contribution of the project to the indicated change in the results. It should be carried out only at specified intervals, such as mid-project, phase shift and project completion. Its scope concentrates on delivery of project outcomes and deliverables. It evaluates the project's progress toward its goals and objectives. In order to prevent conflicts of interest, it should be an external activity conducted by external evaluators with participation from sponsors, project staff, and project users. It is conducted to ensure accountability of the project, learn lessons and provide suggestions to similar projects. It gives emphasis to opportunities and achievements of the project. (Chandurkar, Dutt, & Singh, 2017)

2.1.4 Commonly Used Terms in Monitoring and Evaluation

There are a number of widely used terms and concepts in monitoring and evaluation. The five most commonly used terms include: inputs, activities, outputs, outcomes and impact. Monitoring and evaluating these components makes up to the different components of M&E activities or practices. **Inputs:** resources that are used in the project such as expertise, money, technology and information **Activities:** include provision of technical advice, training session and other essential tasks that the project will do. **Outputs:** are the direct outcomes of the project's operations. **Outcomes:** are short term and medium term results usually requiring

collective effort of stakeholders. **Impact:** long-term advantages for particular target audiences. It may be helpful or harmful, purposeful or unintended. (Moore & Spires, 1999)

2.1.5 History of M&E practice in the premise identification and development projects

Monitoring and evaluation (M&E) practices have evolved significantly over time, originating from early financial oversight and compliance measures in public administration and project management. In the mid-20th century, the rise of development projects stimulates the need for systematic M&E, leading to the adoption of results-based management (RBM) approaches that emphasized outcome and impact measurement. Collaboratively, participative approaches gained acceptance, bringing stakeholders into M&E procedures to increase ownership and relevance. Stakeholder participation, evidence-based decision-making and adaptive learning procedures are all becoming more common in M&E. (Mugo, 2014)

Working premise identification and development initiatives have seen a change in monitoring and evaluation procedures over time. The history of M&E practices in working premise identification and development projects traces back to the broader evolution of development studies and project management. It involved a shift towards more comprehensive and strategic approaches to assess performance and impact. Initially, development initiatives frequently lacked organized M&E frameworks throughout the early phases of industrialization and urbanization. Assumptions guided the implementation of projects, with little attention paid to monitoring development or assessing results. Its primary focus was on gathering and reporting data, but it has now expanded to cover a wider range of tasks meant to increase organizational performance and accomplish specific goals. (Lamhauge, Lanzi & Agrawala, 2012). Organizations are increasingly recognizing the importance of M&E in driving decision-making processes, enhancing accountability, and promoting a culture of learning and continuous improvement. (Okafor, 2021)

According to Kariuk (2014), key aspects of the M&E practices in premise/ workplaces include:

Customizable M&E Frameworks: organizations are creating M&E frameworks that are adopted to meet their unique requirements, emphasizing the collaboration of monitoring, evaluation, and learning across all project stages. **Adaptability and Learning:** There is an increasing recognition on learning from M&E data to inform decision-making. Evaluation results are used by organizations to analyze effectiveness, efficiency, and goal progress, resulting in ongoing improvement. **Resource Allocation:** sufficient resources, both human

and financial, are important for effective M&E. Organizations are investing in specialized evaluation capabilities, data collecting, and knowledge management in order to provide appropriate evidence for decision-making. **Focus on Impact and Sustainability:** M&E procedures are being adjusted in order to evaluate the impact of development and ensure stakeholder responsibility. Learning, development effect, and evidence-based decision making are given top priority in the evaluation objectives. **Collaboration and Stakeholder Engagement:** It is becoming more typical to use shared approaches to M&E that involve all stakeholders, including beneficiaries, donors, and governments. Incorporating stakeholders into the evaluation process promotes mutual accountability and ensures a precise assessment of development initiatives. **Feedback and Continuous Improvement:** M&E findings are being used to inform decisions and actions at both strategic and operational levels. Organizations are instructing M&E data to identify areas for improvement, set realistic goals and increase organizational performance.

The Addis Ababa city administration is providing various supports for citizens in order to solve the problem of unemployment in the city by organizing them in the micro, small and medium enterprise development sector so that they can move to medium and high industries. One of the supports it provides is the provision of workplaces. Since 1996, the city administration has been providing buildings, workshops and premises for production, display and sales for micro, small and medium enterprises through government budget, private organizations and various charitable organizations.

The city administration has been building working premises and passing it to customers at low rent to help the community, reduce unemployment and enhance job opportunities. The Addis Ababa city administration working premise development and administration agency (WPDAA) has been working in accordance with the proclamation given to working premises (67/2012) by the city administration. The agency has been managing, monitoring and organizing the activities that take place in the working premises since 2012. (WPDAA, 2012)

According to WPDAA (2013), the agency has been enforcing M\$E practices of workplaces/working premises by directive No. 002/2013. The order or structure of M\$E practices of the working premises in WPDAA involve the following activities: - Develop M\$E work plan or framework and implementation action program, Preparing check-lists and various forms used for M\$E practice, Receiving complaints and suggestions from stakeholders, the community, workplace user enterprises, and other parties, Organize documents relevant for M\$E practice, Going down to the site or workplace and collecting necessary information according to the prepared checklists and forms, analyzing the collected information in a way that is conducive to decision making, providing feedback or decision proposal to the relevant parties in a way that is convenient for decision-making and Follow up and control whether decisions made by agency, relevant stakeholders and management

are implemented or corrective action is taken based on findings obtained through monitoring and control work

Other M&E activities in WPDAA typically involve, monitoring work conditions, tracking performance, assessing social impact, environmental monitoring and capacity building. The agency also uses other M&E methods and tools including keeping project records, formal surveys, direct observation and focus-group discussions.

2.1.6 Importance of Monitoring and Evaluation in WPDAA

Monitoring and evaluation (M&E) play a critical role in the successful outcome of development projects by ensuring accountability, transparency, systematic way to assess progress, impact and effectiveness. For development projects, M&E acts as a compass and roadmap, enabling organizations to monitor their progress, pinpoint areas in need of improvement, and show their influence. To evaluate if programs are accomplishing their objectives and improving the world, it involves ongoing feedback loops, data gathering, analysis, and reporting. (Ahmed, 1988)

Through systematic monitoring, project managers can track the implementation of activities, identify bottlenecks, and make timely adjustments to ensure that project objectives are being met efficiently. By evaluating the effects and results of complications, evaluation goes one step further and offers useful knowledge about what functions well and what doesn't. This information helps the development community learn more broadly and makes it easier to replicate successful strategies and steer clear of failed ones. It also helps with decision-making within the project. Organizations that frequently monitor and evaluate their development programs can ascertain what is working and what needs to be changed or improved.

Monitoring and evaluation enables project stakeholders to track the use of resources identify any gaps or challenges in implementation and make informed decisions for project improvement. It also gives government officials, development managers, the private sector and civil society better ways to learn from past experience, improve service delivery, plan and allocate resources, ensure accountability and transparency and indicate results as part of accountability to key stakeholders. A project or program's strengths and shortcomings can also be determined with the use of monitoring and evaluation, enabling adaptive management and experience-based learning. (Otieno, 2000)

Monitoring and Evaluation (M&E) are critical components for PID project ensuring accountability, efficiency and effectiveness in achieving organizational goals. M&E

provides the agency with systematic mechanisms to track the progress of their initiatives, identify strengths and weaknesses, and make data-informed decisions. By monitoring activities and outputs, the agency ensures that resources are utilized effectively and that projects stay on track to meet their objectives. Evaluation allows assessing the impact and outcomes of these projects by providing awareness into what works well and what needs improvement. This information is valuable for the agency to learn from their experiences, adapt strategies as needed and continuously improve their programs and services. The processes increase transparency and accountability by enabling the agency to demonstrate results to stakeholders, including funders, policymakers and the public. M&E practice also plays a crucial role in guiding evidence-based decision-making, maximizing the impact of the project and promoting trust and dependability within the community. (WPDAA,2012)

2.1.7 Determinants of Effective M&E practices

Defining clear objectives and corresponding indicators are important for effective M&E. Setting goals should make it easier to identify relevant indicators for monitoring development and evaluating results. Uncertain goals or unclear indicators can make it difficult to evaluate progress or pinpoint areas that require improvement, which can undermine M&E efforts. (Crawford & Bryce 2003)

According to Njama (2015) and Wanjiru, E., & Kimutai (2013), these are the key determinants of effective M&E practices in development projects: -**Clear Goals and Objectives:** Establishing clear goals and objectives is essential for effective M&E. Clear objectives provide a roadmap for M&E activities and ensure alignment with overarching goals. **Stakeholder Engagement:** Engaging stakeholders, including workplace residents, workers, employers and local authorities is necessary for successful M&E. Their involvement ensures that M&E initiatives take into account community needs and interests. Accountability and participation in the observation and assessment process are promoted by frequent discussions and meetings. **Adequate Resources and Capacity Building:** Adequate financial and human resources must be allocated in order to adopt M&E techniques that work. This includes funding for M&E staff and stakeholders' capacity building and training. Developing technical skills increases the standard of data gathering, processing, and interpretation. **Comprehensive Data Collection Methods:** Using broad data collection methods enables an inclusive understanding of workplace identification and development within the working premises. This may involve a combination of surveys, interviews, site visits, and participatory approaches. Gaining knowledge about various

aspects of working premises dynamics is possible through gathering both quantitative and qualitative data. **Continuous Monitoring and Feedback:** Continuous monitoring allows for real-time tracking of progress and early identification of challenges. By creating feedback loops, you can make sure that stakeholders are informed about M&E findings on time. Frequent feedback encourages responsibility, speeds up learning and makes it possible for adaptive management to deal with new problems as they arise. **Flexibility and Adaptability:** Flexibility and adaptability are essential for M&E practices to respond to changing circumstances and evolving needs. Working villages are dynamic places where social, environmental, and economic elements combine. M&E systems must be adaptable enough to take these changes into account and modify their techniques as necessary.

According to WPDAA (2012), the benchmarks in developmental practices include: - proObject planning and design, infrastructure development, operational efficiency, economic impact, environmental and social impact, resource management, compliance and governance, sustainability and innovation and quality of life. The accomplishment of the intended result and the successful implementation of policies, programs, and projects depend on efficient monitoring and evaluation processes. By addressing these factors, stakeholders can enhance their ability to identify needs, assess progress, and encourage sustainable development in their communities. (Mpabanga, 2016)

2.1.8 Best practices of Monitoring and Evaluation

Best practices of Monitoring and Evaluation (M&E) in projects describes the most reliable and efficient techniques, tactics, and plans of action that organizations can use to guarantee the successful implementation, tracking, and assessment of their projects. These best practices comprise a set of guidelines, concepts, and methods that are generally accepted and recommended for attaining the best results in project management through systematic observation and evaluation. (White, 2013)

The application of best practices in project monitoring and evaluation (M&E), which comprise a number of key components as well as a variety of guiding principles and approaches, is crucial to the effectiveness, efficiency, accountability, and success of any project. It consists systematic methods to track progress, assess results, and improve project success. (Kihuha, 2018)

According to Ababa (2014), Some key best practices of M&E include: establish clear goals, objectives, and indicators, develop a timeline and budget, participatory approach (involve all stakeholders), standardize data collection processes, capacity building, use of mixed methods, analyze results and report findings, mid-term evaluation and review, use of modern information

tools, use of data base system, utilization-focused evaluation, use results for informed decision-making , feedback and continuous improvement.

In addition to the above, M&E practices in the agency(WPDAA) in premise identification and development project consists: needs assessment, baseline study, monitoring and evaluation plan, regular monitoring activities, schedule for M&E activities, data quality assurance, outcome and Impact Evaluation, learning and knowledge sharing and continuous improvement. (WPDAA, 2013)

2.1.9 Challenges associated with practicing M&E in WPDAA in PID project

Monitoring and Evaluation (M&E) serve as the backbone of development projects, offering valuable insights into their progress, impact, and effectiveness. However, the path to effective M&E is filled with challenges, each presenting its own set of obstacles to overcome.

According to Kapama (2022) and Maimula (2017), the challenges associated with M&E practice in development projects include: balancing culture and attitude, avoiding irrelevant & in accurate data, using modelled policies, procedures and framework, involving stakeholders effectively, managing time and resources and problems regarding land identification and use. Since most organizations lack access to evaluation specialists within their own structures, M&E can be very difficult for many of them. Thus, one of the main obstacles to developing and successfully executing an M&E framework can be gaining access to the necessary technical skills.

Additionally, according to Ababa (2021), M&E practice of development projects face multiple challenges including: - Complex stakeholder dynamics, occupational health and safety risk, environmental impact assessment, compliance with regulations, data collection in dangerous environments, budget allocation, socio-economic impacts on local communities and long term sustainability. In addition to these, ensuring the long-term sustainability of development projects comes with its own set of difficulties. Stakeholder cooperation and creative thinking are required to monitor and evaluate the consequences on social progress, environmental sustainability, and economic growth. If proper planning and ongoing assessment efforts are not performed, development initiatives run the danger of becoming unsustainable or increasing existing gaps and vulnerabilities within communities.

WPDAA has been implementing M&E practices of working premises/work places by directive No. 002/2013. Different structures and policies are used for monitoring and evaluation practices in the agency. However, M&E practices face challenges in premise identification and development projects in WPDAA in Addis Ababa. These challenges

include: -Rapid Urbanization, Informal Settlements, land identification and permitting process, land holding security, data availability and quality, stakeholder coordination regarding infrastructure and service provision, Coordinating efforts among multiple stakeholders involved in premise identification and development projects, including government offices such as Ethiopian electric utility (EEU), water and sewerage authority (WSA), land development and administration office(LDAO), private sectors, community organizations, and development partners in light of providing water, sanitation, electric city, transportation and others can be complex. Ensuring effective collaboration, communication, and alignment of objectives require strong leadership and organizational coordination procedures. Other challenges to M&E practices include: - adherence to urban planning regarding negotiating complex regulatory frameworks, land use policies and permitting processes, building sustainable and strong premises that withstand environmental risks, climate change impacts, and political decisions. (LEIDB, 2013)

2.2 Empirical literature review

The process of monitoring and evaluating the project is one of the elements that makes it successful. Sustainable development objectives are supported by other M&E strategies such as leadership support, stakeholder involvement, employee skill development, effective training programs, effective use of information technology, and timely and helpful report output. (Kamau & B, 2015)

A study carried out by Hwang and Lim (2013), stated that project success could be influenced by monitoring and evaluation, a claim that was further scientifically examined by doing regression analysis. The findings showed a statistically significant positive relationship between monitoring and evaluation and project performance. Research conducted in Kenya revealed a sizable number of initiatives that were successful as a result of good monitoring and evaluation procedures being implemented. For example, the project of the Youth Enterprise Development Fund, this project aimed to give young people more economic options so they could contribute to the development of their country. (Kimando, 2012)

The Self-Reliant Agriculture (SRA) initiatives, which aimed to assist the communities in becoming self-reliant by cultivating their own food, were another successful endeavor. This project was successful because it involved key stakeholders in training, capacity building, and effective M&E processes to achieve its goals. (Ward, 2010)

According to a survey conducted by Rogito (2010) on 79 youth initiatives in Kenya's Marani District, most youth project implementers (85.8%) lacked M&E training, and 74% of the projects lacked M&E strategy. The survey also found that the majority of initiatives (63%) do not collect data on M&E and do not achieve their goals. The primary challenges were financial, skills and time constraints related to M&E. The researcher concluded that the training for M&E baseline surveys is inadequate. M&E plans affected project implementation and, in turn, the achievement of development objectives. As a result, it seems that everyone agrees that monitoring and evaluation affect project performance and overall successful completion.

The practices of monitoring and evaluation (M&E) have been the subject of in-depth research in a number of contexts, such as non-governmental organization (NGO) projects and health development efforts in Rwanda, development projects in Yemen and project implementation projects in Rwanda. These studies highlight the importance of M&E in fostering transparency and accountability, raising efficiency and productivity and ensuring project success.

A study published in the International Journal of Science and Research (IJSR) that looks at how monitoring and evaluation procedures affect project execution in the Feed the future Program in Rwanda. In order to accomplish the goals of development projects in a way that is both successful and sustainable, this research highlights the significance of M&E practices, such as management support, stakeholder participation, employee skills, training programs, information technology utilization, and timely reporting.

It also provides best practices for observing, assessing and emphasizing the necessity of procedures to guarantee appropriate and rapid actions, effective results, communication, and the significance of management reactions to assessment results. It emphasizes how crucial it is to have an organized management response system and effective communication to ensure that assessment results are utilized in projects and decision-making procedures.

According to Golini & Landoni, (2014), development projects such as working premises and industrial villages, are characterized as short-term attempts to accomplish specific development-related goals within deadlines that they should have completed within predetermined budgets. These projects are typically carried out by organizations with funding from donors. One of the top goals for monitoring is to maximize development impact; nevertheless, there are still obstacles to overcome in order to use information to enhance project delivery.

According to Mulhern (1995), almost everyone acknowledges the importance of micro and small enterprises (MSEs) and their dominance in fostering growth and development particularly in developing nations such as those in Latin America and Africa. Micro and small firms are generally owned and operated by the underprivileged in developing countries. They are small, loosely organized businesses making up a sizable share of the GDP and overall employment; they provide a significant contribution to the creation of income and the elimination of poverty. In high-risk environments, such as those with civil instability, frequent droughts, and natural disasters, MSEs frequently serve as the primary source of income for the most vulnerable households.

A study by Abdulmelike (2018), states that in Ethiopia a significant portion of the population is said to benefit greatly from the employment opportunities and revenue production that micro and small enterprises (MSEs) generate. They are also viewed as a vital part of economic expansion and a catalyst for projects aimed at rescuing the country from poverty.

Throughout the 1980s, the idea of creating Micro and Small Enterprises (MSEs) as a development project emerged as a potential initiative in Ethiopia. In order to encourage the expansion of MSEs, the Ethiopian Ministry of Trade and Industry (MOTI) released the "Micro and Small Enterprises Development Strategy: MSEDs" in November 1997. The Program element aided in the creation of a supportive legislative environment. Following the publication of the MSE development strategy paper, the Ethiopian government established the Federal Micro and Small Enterprise Development Agency (FMSEDA). The regional states then developed MSE promotion plans in line with the existing circumstances of the federal MSEDs, and they established Regional Micro and Small Enterprise Development Agencies (RMSEDA) to facilitate the implementation of the plans.

The study by Mebrahtu (2002), highlights the importance of other practices implemented in the M&E process. The goals of development projects can be achieved by management support, stakeholder involvement, employee skills, ideal training programs, effective use of information technology and the timely and helpful reporting of information. The monitoring and evaluation protocols that are in place have a significant impact on the effectiveness and efficiency of work settings. These protocols encompass the systematic gathering, evaluation and interpretation of data in order to assess the success, performance and effects of different initiative and activities carried out inside the workspace.

A research done in Participatory Monitoring and Evaluation (PM&E) in Nepal (2023), implies that making sure development programs and initiatives are sustainable and effective requires a focus on monitoring and evaluation. A critical analysis of PM&E methods in Nepal addresses issues such as types, opportunities, difficulties, history, and suggestions for development. The monitoring and evaluation system is made up of components that make it functional including: a well-developed monitoring and evaluation plan, the skills for M&E and M&E information management systems that influence the performance of a development project.

An article on Principles and Practice of Monitoring and Evaluation by Kabonga & Itai (2019), emphasizes that M&E serves as a crucial platform for learning and accountability in development projects such as working premises/industrial villages. The paper lists learning, accountability, participatory methods, quality control, and reporting as essential M&E principles. The need for effective public administration, civil society inquiry and good governance has made the M&E discussion more important.

CHAPTER THREE

3.RESEARCH METHODOLOGY

INTRODUCTION

This chapter outlines the research methodology. It describes the methods the researcher used to collect and analyze data. It encompasses the research design, setting, target population, sampling technique, data source, data collection tools and techniques and data analysis that were used in this study.

3.1 Research Setting and research design

3.1.1 Research Setting

This research is conducted in Addis Ababa, the capital city of Ethiopia. Addis Ababa is located in the central part of Ethiopia, situated at an elevation of approximately 2,400 meters (7,874 feet) above sea level. It is the largest and densely populated region with a land area of 286,612 square kilometers. As the capital city, Addis Ababa is home to the federal government of Ethiopia, including the offices of the President, Prime Minister, and various ministries and government institutions. It also hosts the headquarters of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA), making it a significant diplomatic house for Africa. (Wikipedia, 2024)

Specifically, the study is conducted in the working premise development and administration agency (WPDAA) under Addis Ababa city administration in a specific project called premise identification and development project.

3.1.2 Research Design and Approach

Research design provides the glue that holds the research project together. A design serves to organize the data, illustrate how the project's main components function together, and attempt to answer the main research objectives. Research design refers to the plan or strategy a researcher prepares before starting research. It serves as the framework of the study protocol and the glue that keeps the investigation coherent. (Trochim, 2005)

According to Shona (2021), a research design is a plan for employing empirical data to address your research issue. Making decisions about your overall research objectives and methodology, your sampling strategies or subject selection criteria, your data collection techniques, the procedures you'll follow to collect data, and your data analysis techniques are all part of

creating a research design. You can also choose whether to rely on primary or secondary research.

According to Mahmoud (2004), Descriptive and experimental research designs are the two basic types that exist in general. By analyzing the advantages and disadvantages among different research methods the researcher decided to use descriptive study design because it provides a clear and complete summary of the specific aspects of the study and provides detailed, systematic and accurate findings of the subject matter. The researcher employed a quantitative strategy to gather and examine data regarding M&E procedures of a WPDAA PID project.

The study adopted quantitative research approach to get objective and numerical data that can be analyzed statistically. It used both primary and secondary data collection methods. A research questionnaire and internal documents from the city administration and the WPDAA were used to collect data and to get further knowledge and understanding about the M&E practices of PID project in the agency. Quantitative research approach is used: to minimize bias and subjectivity in data collection and analysis, to generalize findings to a larger population or make predictions based on data, for collecting data from large samples and to analyze responses quantitatively.

3.2 Research Population and Sampling

3.2.1 Target population of the study

In research papers, the target population refers to the specific group of individuals or subjects that the researcher is interested in studying. The assessment of M&E practices in WPDAA Particularly appealed information from project staff, project managers, M&E specialists, M&E coordinators, project specialists and the whole staff at WPDAA. The research's target populations are a total of 70 staff of premise development and administration office.

3.2.2 Sample size determination

Sampling is a research method where a small number of individuals or items are selected from a larger population in order to gather information and make inferences about the community as a whole. The number of people or things chosen to be included in the sample is known as the sample size. (Bolarinwa, 2020)

Due to the type of the project, the researcher's study setting, to ensure all relevant perspectives and experiences are captured and to get a comprehensive and complete data set

the researcher purposefully took the whole staff of WPDAA, implementing the premise identification and development project to conduct the research. The researcher may easily access the study region, which facilitates the distribution of the questionnaire, allows for follow-up, and raises the respondents' response rate. Therefore, due to the above reasons, the study is conducted to the whole staff of the agency. All project staffs, which are 70 employees of the agency, are the researcher target.

3.3 Data collection methods and Instruments used

The data collection processes for a research paper require the use of various methodologies to obtain information relevant to the research objectives. The two basic tactics are the primary and secondary data collection approaches. Primary data gathering is getting original data directly from the source, whereas secondary data collection uses previously gathered data. (Taherdoost,2021)

The study used quantitative data collection method. This method was considered due to the type of the project, the target population, the sample size and because it is the right approach to assess the M&E practices quantitatively. Both primary and secondary data were collected. The primary data was collected by a structured questionnaire directly from project staffs that included project managers, M&E specialists, project coordinators and all employees at WPDAA. The questionnaire contains both open-and close-ended questions which is used to collect data and information addressing all the research objectives. The questionnaire covered different topics to capture relevant information including background information on participants, M&E system, M&E practices and the challenges faced implementing M&E practices. Secondary data was collected by reviewing records of the organization's reports, internal documents, manuals, the bureau's strategic plan, annual plans, project agreement documents, performance reports, policies, guidelines, procedures, and other relevant documents which are related to M&E practices of the project.

3.4 Method of data analysis and presentation

The approaches employed in data analysis are ways to get findings that are significant from unprocessed data. These techniques fall into two general categories: quantitative and qualitative procedures. While qualitative approaches analyse non-numeric data to understand traits, attributes, and meanings, quantitative methods analyse numerical data using statistical and mathematical models. (Kirkup,1996)

The researcher collected primary data by using questionnaire and secondary data by using internal documents. Statistical tools were used in this study's data analysis and interpretation. The data gathered was inspected and checked for completeness and clarity. The findings from the questionnaire about project M&E practices and problems were inserted into the SPSS (statistical package for social science) version 22 program. The mean, standard deviation, and percentage were used in descriptive analysis. Eventually, the results are interpreted in light of the study's findings, organizational M&E policies and practices.

3.5 Reliability and Validity analysis

Validity and reliability analysis are crucial parts of research that guarantee the validity and reliability of the conclusions. The consistency and stability of the measurement tool or research instrument used in the study are referred to as reliability. The instrument's validity, however, is determined by how well it catches the data that it is meant to. (Roberts & Priest, 2006) The questionnaire was given to the advisor of this paper. To secure the validity and reliability of data collected through questionnaire, different organizational and project documents are used.

Additionally, to assess the reliability and internal consistency of the data gathering tools, a Cronbach alpha test was used. To find the correlation between items, Cronbach's Coefficient Alpha is calculated using SPSS. A reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations. (Peterson,1994)

The Cronbach's reliability coefficient for this study was 0.823, which is greater than 0.7 so the research instrument is reliable.

3.6 Ethical Consideration

When conducting research, researchers are required to adhere to certain norms and concepts known as ethical concerns. These elements are crucial because they help the research achieve its objectives, which include precision, knowledge, and avoiding errors. It is against research ethics to misinterpret data and provide misleading information when forming conclusions. Considering ethical issues is crucial for fostering cooperation, respect, and trust because research usually involves researchers and participants from various backgrounds. (George, 2023)

The researcher informed participants about the aim of the research prior to any data is collected from them. Confidentiality of data obtained was ensured and necessary caution was taken. In order to protect the rights of the participants, the researcher explained the

advantages of the study to the participants and no personal identifiers were on the questionnaire. In agreement with academic protocol and to steer clear of plagiarism, all sources used in this thesis are properly acknowledged by text or in listing of references.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the collected data, analysis and discussion of findings on the system, practice and challenges of monitoring and evaluation in working premise identification and development project. The findings were examined and presented according to the specific objectives of the study including the agency’s overall M&E system, policies & structures of M&E and challenges associated with M&E practice in the agency. 4.2 Respondents demographic information

4.2.1 Respondents response rate

The study targeted 70 participants which are the whole population of the working premise development and administration agency including office head, project director, project/program officer, M&E director, M&E officer and others. Among the target participants 62 of them successfully completed and returned the questionnaire. The response rate of the questionnaire is 88%.

4.2.2 Respondents gender, age, educational level and position

Respondent's gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	37	59.7	59.7	59.7
	female	25	40.3	40.3	100.0
	Total	62	100.0	100.0	

Table 1: respondents gender

Source: survey data

As shown in the above table, the study showed that majority 37 (59.7%) of the respondents were male. The remaining 25(40.3%) of the respondents were female. This indicates that more than half of the population in the agency are male. This might be because most of the activities performed in the office are site works.

Respondent's age					
		Frequency	Perc ent	Valid Percent	Cumulative Percent
Valid	21-30	9	14.5	14.5	14.5
	31-40	36	58.1	58.1	72.6
	41-50	15	24.2	24.2	96.8
	above 50	2	3.2	3.2	100.0
	Total	62	100. 0	100.0	

Table 2: respondents age

Source: survey data, 2024

According to the above table, the study revealed that majority of the respondents 36 (58.1%) are between the age of 31-40. The remaining 15(24.2%), 9 (14.5) and 2 (3.2%) are between the age of 41-50, 21-30 and above 50 respectively. This implies that most of the employees in the agency are at their productive age and this helps in the performance of the employees.

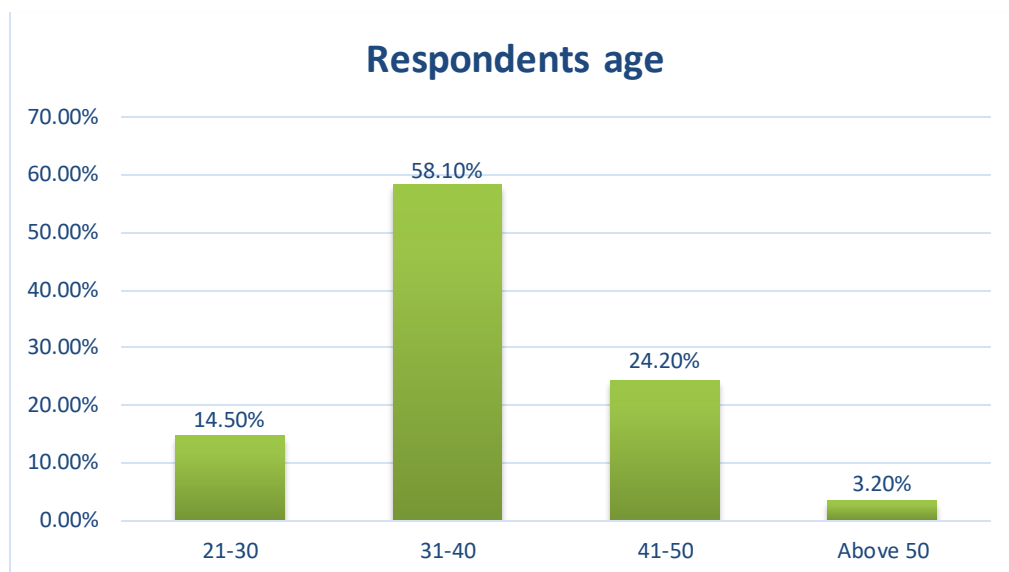


Figure 1: respondents age

Source: survey data,2024

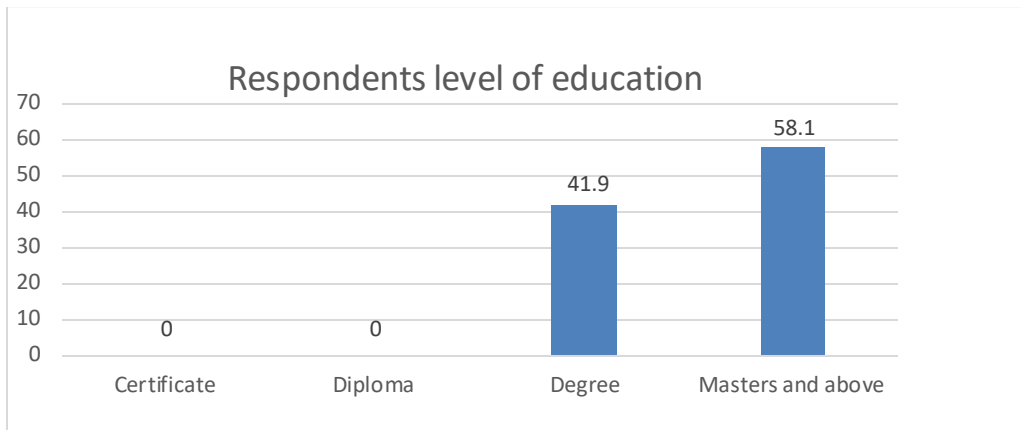


Figure 2: respondents level of education

Source: survey data, 2024

As shown in the above figure, the study indicated the respondent's level of education in order to discover if the staffs were well equipped and knowledgeable with their areas of specialization. From the data, majority of the participants (58.1%) have masters and above followed by other participants (41.9%) with degree educational level. None had certificate and diploma qualification as their highest level of education. The results therefore indicate that the respondents have the required skill and capacity to conduct M&E activities in the agency.

What is your current position in the agency?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Office head	4	6.5	6.5	6.5
	Project manager	9	14.5	14.5	21.0
	project officer/Director	8	12.9	12.9	33.9
	M&E manager	4	6.5	6.5	40.3
	M&E officer	19	30.6	30.6	71.0
	Other(specify)	18	29.0	29.0	100.0
	Total	62	100.0	100.0	

Table 3: respondents current position in the agency

Source: survey data,2024

The above table shows the respondents current position in the agency. The respondents were the staff of the working premise development and administrative agency. Questionnaire were distributed to the project management staff including the office head, directors, M&E officers, M&E managers, control officers, administrative officers and others.

4.2.3 Respondents M&E related work experience

As shown in the figure below, majority of the respondents 21(34%) had worked in M&E for more than 5 years. The remaining 20 (32%), 17(27%) and 4(7%) respondents worked in the agency in M&E for 2-3 years, 4-5 years and less than 1year respectively. Therefore, the findings show that the respondents were experienced enough to provide relevant information regarding the agency’s M&E system, its practice and challenges associated with practicing M&E.

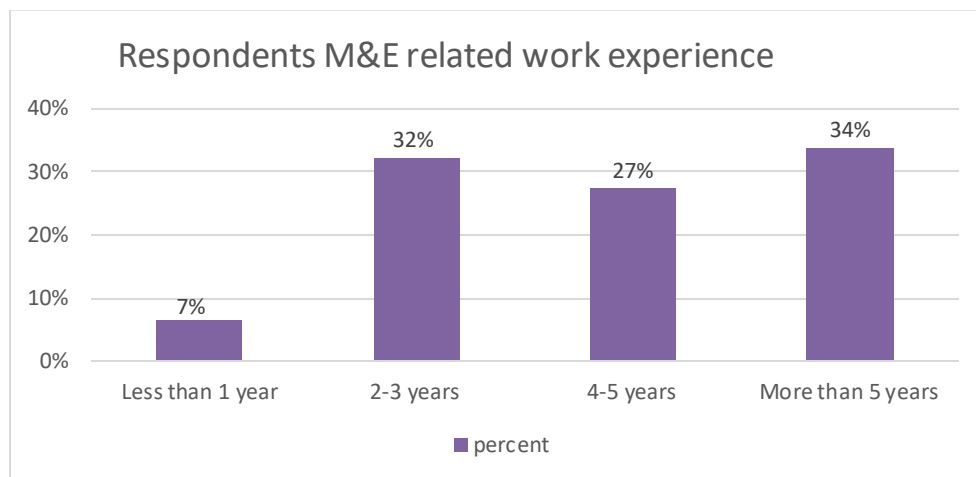


Figure 3: respondents M&E related work experience

Source: survey data, 2024

4.3 Organizational information

The respondents were asked about the organization of monitoring and evaluation system at the agency, if they have been trained on monitoring and evaluation and if the agency has monitoring and evaluation capacity building plan for its employees.

4.3.1 Organization of M&E in the agency

The respondents were asked about the organization of M&E in the agency. According to the table below, among the respondents’ majority 43(69.4) of them replied that the organization of M&E in the agency is at department level. While 13(21%), 2(3.2),2(3.2) and 2(3.2) respondents said that the organization of M&E is at a team level, individual based,

decentralized and others respectively. According to the agency’s M&E manual, that organization of M&E in the agency is at a department level, while there are teams at each department.

Organization of M&E in the agency?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	At department level	43	69.4	69.4	69.4
	At team level	13	21.0	21.0	90.3
	Individual/officer based	2	3.2	3.2	93.5
	Decentralized	2	3.2	3.2	96.8
	Others	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

Table 4: organization of M&E in the agency

Source: survey data, 2024

4.3.2 Training and capacity building on M&E

In this section, the respondents were asked if they have been trained on monitoring and evaluation. Out of the total respondents’ majority 47(75.8%) of them have received M&E trainings, whereas the remaining 15(24.2%) replied that they did not receive M&E trainings.

As far as the agency’s M&E capacity building plan is concerned, 57 (91.9%) of the total respondents know that the agency has M&E capacity building plan. Whereas the remaining 5 (8.1%) said that the agency does not have M&E capacity building plan.

A review on the agency’s internal document shows that there is a defined M&E directorate in the agency and within the directorate there are teams for organizing and coordinating M&E trainings. The directorate also has capacity building plans for the employees working under monitoring and evaluation of working premises.

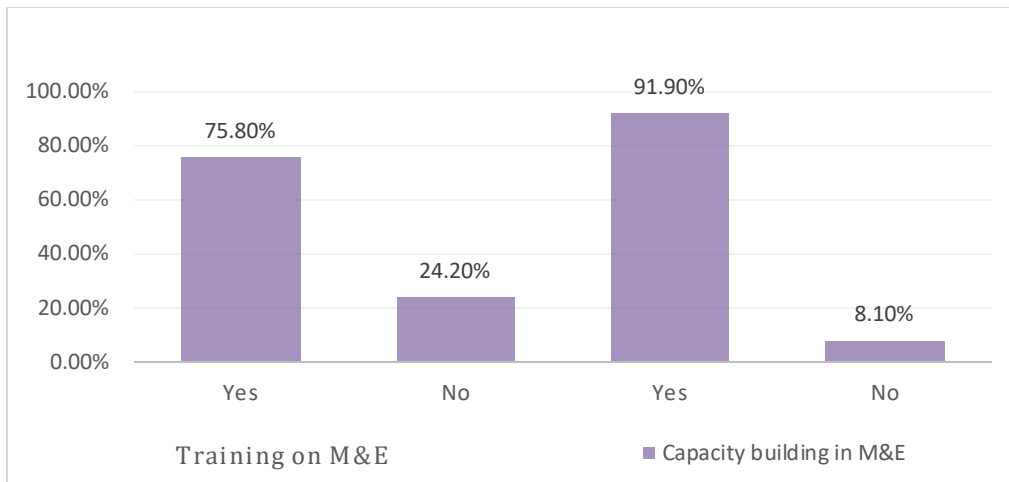


Figure 4: Training and capacity building on M&E

Source: survey data,2024

The above findings imply that the agency has been giving trainings on M&E for its employees and it also has M&E capacity building plan for its employees. A small number of the respondents said that they haven't been trained on M&E and that the agency does not have M&E capacity building plan for the employees. This possibly is because of their title/ job description and their experience on M&E in the agency.

4.4 The overall M&E system of WPDAA

A Monitoring and Evaluation (M&E) system is a comprehensive framework used to assess the performance and impact of projects, programs, or policies. It helps organizations track progress, measure outcomes, and ensure that objectives are being met.

This section indicates the findings to the questions asked to the respondents regarding the agency's overall M&E system. It includes results to the questions regarding the agency's M&E plan, needs assessment, M&E policies and procedures, tools and guidelines, budget, skilled manpower, schedule for M&E and reporting system.

4.4.1 M&E baseline, plan and policies

Comprehensive M&E framework comprising a baseline, plan, and policies is crucial for the successful implementation and evaluation of any project. It provides the structure needed to systematically collect and analyze data, ensuring that the project stays on track and achieves its objectives. The table below shows the findings of the respondents regarding the agency's needs assessment practice, its M&E plan, regarding policies and procedures.

In light of this, respondents were asked if the agency conducts need assessment survey while planning a project. Out of the total respondents 33(53.2) of them disagreed that the agency conducts baseline study before planning a project. The remaining 20(32.3), and 9(14.5) respondents remain undecided and agreed that there is pre assessment before any interventions respectively.

Regarding the agency’s M&E plan, out of the total respondents, 43(69.4) of them agreed that the agency has a comprehensive M&E plan. The respondents were asked if the agency has a set of documented policies and procedures for M&E. Out of the total respondents 37(59.7%) of them agreed to the question. 13(21%) of the respondents remain undecided about the policies and procedures for M&E. the remaining 7(11.3%) and 5(8.1%) disagreed and strongly disagreed.

M&E baseline, plan and policies					
	N	Minimum	Maximum	Mean	Std. Deviation
The agency conducts a needs assessment survey while planning a project?	62	2	4	2.79	.908
The agency has a comprehensive M&E plan?	62	3	5	4.05	.556
The agency has a set of documented policies and procedures for M&E?	62	2	5	3.65	.791
Valid N (list wise)	62				

Table 5: M&E system baseline, plan and policies

Source: survey data, 2024

Based on the findings, respondents lean very slightly towards agreement that their agency conducts a needs assessment survey while planning a project (mean = 2.79). Meanwhile, there is a higher average agreement regarding the agency having a comprehensive M&E plan (mean = 4.05). A lower standard deviation, as seen with the comprehensive M&E plan (.556), suggests that responses are more closely clustered around. In contrast, the higher standard deviation for the needs assessment survey (.908) with a lower mean indicates more variability in responses.

A review on the organization's M&E manual revealed that there is a broad monitoring and evaluation plan for M&E. There is an agreement that the agency has documented policies and procedures for M&E, with a mean of 3.65. Furthermore, the researcher was able to see the documented policies and procedures for monitoring and evaluation. Overall the findings from the respondents and a review of the organizations internal document implied that the agency has a comprehensive M&E plan with a set of documented policies and procedures. Based on the findings, the agency is less likely to conduct a needs assessment survey while planning a project and this may affect the project's focus in achieving its objectives.

4.4.2 M&E tools, budget and HR

To ensure effective Monitoring and Evaluation (M&E) of projects, it's essential to have the right tools, allocate an appropriate budget and engage skilled manpower. This section presents the findings for the questions regarding the agency's M&E tools, M&E budget and skilled manpower for M&E as shown in the table below Here's a detailed overview of these critical components.

Respondents were asked if the working premise identification and development project staffs use standard tools and guidelines in data collection, analysis and presentation. Out of the total respondents 42(67.7%) and 7(11.3%) of them agreed and strongly agreed about the use of tools and guidelines. The remaining 13(21%) remain undecided.

The respondents were asked if the agency allocates sufficient budget for M&E. 32(51.6%) of the respondents disagreed that the agency allocates sufficient budget for M&E. the remaining 12(19.4%) and 18(29%) respondents remain undecided and agreed about the allocation of budget respectively.

Regarding the availability of sufficient skilled manpower, 37(59.7%) of the respondents agreed in the availability of skilled human resource. 16(25.8%) and 9(14.5%) of the respondents remain undecided and disagreed about the existence of sufficient manpower for the project respectively.

M&E tools, budget & HR					
	N	Minimum	Maximum	Mean	Std. Deviation
Project staff uses standard tools and guidelines in data collection, analysis and presentations?	62	3	5	3.90	.564
The agency allocates sufficient budget for M&E?	62	2	4	2.77	.876
The agency allocates sufficient skilled manpower for the project?	62	2	4	3.45	.739
Valid N (list wise)	62				

Table 6: M&E tools, budget and HR

Source: survey data,2024

According to the findings, Project staff generally agree that they use standard tools and guidelines for data collection, analysis, and presentations with a larger mean. There is less agreement or frequency in allocating sufficient budget for M&E (mean = 2.77), while there is moderate agreement regarding the allocation of sufficient skilled manpower. The lower standard deviation for the use of standard tools and guidelines (.564) suggests responses are more tightly clustered around the mean, indicating more consistency among respondents. The higher standard deviation for the sufficient budget for M&E (.876) indicates greater variability in responses, suggesting more diverse opinions or practices in the agency.

There is strong agreement and consistency among respondents that project staff use standard tools and guidelines in data collection, analysis, and presentations. Furthermore, the researcher examined the existence of defined tools and guidelines for data collection, analysis and presentations in the agency. There is relatively low agreement and high variability regarding the sufficiency of budget allocation for M&E indicating this is an area where practices vary and potentially need improvement. The allocation of sufficient skilled manpower for projects has moderate agreement and variability, suggesting some departments in the agency may need to improve in this area.

4.4.3 M&E in project schedule and reporting

This segment presents findings about M&E in a project schedule and how results from monitoring and evaluation are circulated.

Does the project schedule include activities of M&E?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	56	90.3	90.3	90.3
	No	6	9.7	9.7	100.0
	Total	62	100.0	100.0	

Table 7: project schedule

Source: survey data,2024

The respondents were asked if the project schedule includes activities of M&E. as shown in the above table, majority 56(90.3%) of the respondents said that M&E activities were included in the projects schedule. Additionally, a review of the agency’s internal document revealed that monitoring and evaluation activities are included in the project’s plan.

How are the results from M&E circulated?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No circulation	3	4.8	4.8	4.8
	Report to project staff	31	50.0	50.0	54.8
	Report to stakeholders	15	24.2	24.2	79.0
	Report to beneficiaries	10	16.1	16.1	95.2
	Community meetings	3	4.8	4.8	100.0
	Total	62	100.0	100.0	

Table 8: M&E reporting

Source: survey data,2024

Regarding the reporting system, respondents were asked how the results from monitoring and evaluation were circulated. As seen in the above table ,31(50%) and 15(24.2%) of the respondents said that results are circulated by reporting to the project staff and stakeholders respectively. 10(16.1%) and 3(4.8%) said that results are circulated by reporting to the beneficiaries and using community meetings respectively.

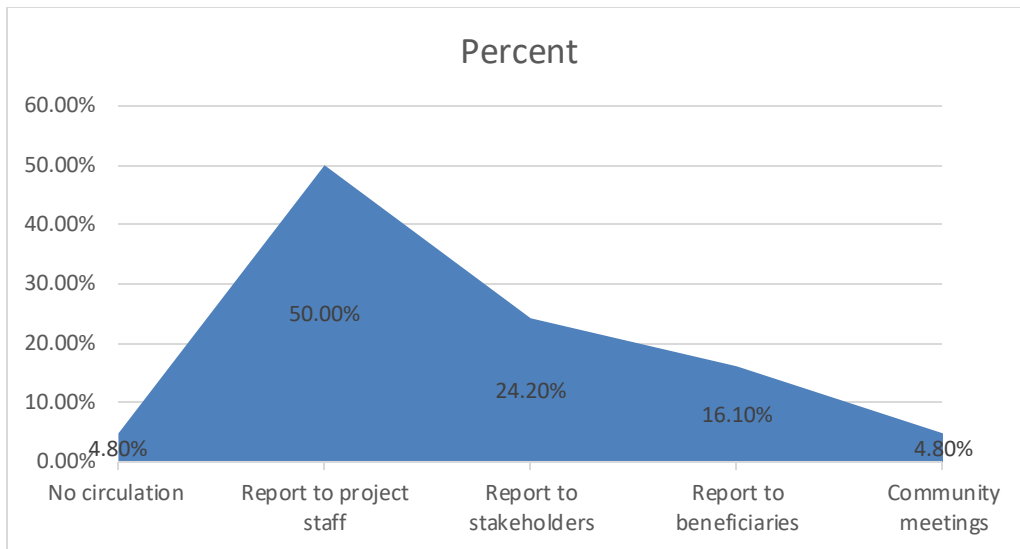


Figure 5: methods of circulation of M&E

Source: survey data,2024

Based on the above findings and review of internal and external reports, the most common method of circulation is reporting M&E results to the project staff. This shows a strong internal focus on keeping staff informed about project evaluations. The results of M&E are also reported to the respective stakeholders who might be involved or interested in the project outcomes. The least methods used to circulate results are the community meetings and reporting to beneficiaries.

4.5 Overall M&E practices in WPDAA

Effective monitoring and evaluation (M&E) practices are essential for assessing the progress, performance, and impact of projects, programs or policies.

4.5.1 M&E structure, Project outcomes and Stakeholders

A well-structured M&E framework is essential for measuring project outcomes and engaging stakeholders effectively. By defining clear objectives and involving relevant stakeholders, projects can demonstrate accountability, learn from experiences, and enhance their impact.

This section presents questions about the agency's M&E practices as shown in the table below. It tries to explore how M&E is implemented in projects within the agency. The table below shows the findings to the questions regarding the M&E structure, if the project outcomes are clearly defined in the M&E strategy, if M&E uses simple, accessible tools and procedures for data collection and if stakeholders are sufficiently involved during every stage of M&E.

M&E structure, outcomes and stakeholders					
	N	Minimum	Maximum	Mean	Std. Deviation
The agency has M&E structure with clear roles and responsibilities?	62	3	5	4.06	.475
The project outcomes are clearly defined in the M&E strategy to track and assess?	62	2	4	2.90	.863
M&E uses simple, accessible tools and procedures for data collection?	62	2	4	3.52	.763
Stakeholders are sufficiently involved during every stage of M&E?	62	2	4	2.77	.895
Valid N (list wise)	62				

Table 9: M&E practice

Source: survey data,2024

With respect to the agency’s M&E structure, the respondents were asked if the agency has M&E structure with clear roles and responsibilities. Majority 48(77.4%) and 9(14.5%) of the respondents agreed and strongly agreed that there exists M&E with clear roles and responsibilities. The remaining 5(8.1%) of them disagreed the existence of M&E structure with clear roles and responsibilities.

Regarding the project outcomes, out of the respondents, 26(41.9%) of them disagreed that outcomes are properly stated in a way they can be easily tracked and monitored. 16(25.8%) and 20(32.3%) remain undecided and agreed respectively.

The respondents were asked if M&E uses simple, accessible tools and procedures for data collection.42(67.7%) of them agreed the use of simple tools and procedures. 10(16.1%) and again 10(16.1%) disagreed and remain undecided regarding M&E tools respectively.

Stakeholders effective engagement were asked and 33(53.2%) of the respondents disagree that stakeholders are efficiently involved in every stage of M&E. the remaining 19(30.6%) and 10(16.1%) agreed and remain undecided respectively.

Based on the above findings, most respondents agree that the agency has a clear M&E structure with defined roles and responsibilities. The mean score of 4.06 indicates a high level of agreement, and the low standard deviation (0.475) suggests that responses are closely clustered around the mean, showing consistency in responses. Inspection of the organization's internal documents show that a structure of M&E has been formulated with clear roles and responsibilities with- in the agency.

There is some variation in the perception of how clearly project outcomes are defined in the M&E strategy. The mean score of 2.90 (closer to the middle of the scale which is undecided) suggests that opinions are mixed, and the standard deviation (0.863) indicates considerable variability in responses. It is possible that the respondents don't have enough knowledge to decide whether project outcomes are indicated in M&E strategy.

Respondents generally agree that the M&E tools and procedures are simple and accessible. The mean score of 3.52 suggests a positive perception, but the standard deviation of 0.763 shows that there is a little variability in opinions. The use of certain accessible tools and procedures are included in the M&E manual of the agency. The involvement of stakeholders at every stage of M&E is perceived less favorably compared to other items. The mean score of 2.77 indicates that many respondents feel stakeholder involvement could be improved. The standard deviation less than one (0.895) suggests there is some variability in responses, indicating differing experiences or opinions among respondents. An investigation of M&E report of the agency reflects that there is ineffective involvement of stakeholders.

The findings imply that while the agency generally has a clear M&E structure and uses accessible tools, there is room for improvement in clearly defining project outcomes in the M&E strategy and ensuring stakeholder involvement throughout the M&E process. The variability in responses, particularly in the second and fourth items, highlights differing perceptions that might need to be addressed.

4.5.2 M&E implementation

This section explores overall implementation practise in the agency. The respondents were asked to rate the use of M&E tools during monitoring and evaluation. Out of the total respondents, 39(62.9%) of them rate the use of M&E tools as high. The remaining 13(21%) and 10(16.1%) respondents rate the use of M&E as low and remain unsure respectively.

M&E tools					
	N	Minimum	Maximum	Mean	Std. Deviation
How do you rate the use of M&E tools during M&E?	62	2	4	3.42	.821
Valid N (listwise)	62				

Table 10: M&E tools

Source: survey data, 2024

Based on the above findings, the average rating is 3.42. This mean is closer to the higher end of the rating scale, indicating that on average, respondents view the use of M&E tools favourably. It aligns with the previous finding where a majority rated the tools as "High". While a significant majority view the M&E tools favorably, a meaningful fraction of respondents either perceive them negatively or are unsure about their effectiveness. This highlights potential areas for improvement in communication, training or strengthening of the tools to address the concerns and uncertainties of the respondents who rated the tools as low or were unsure. A standard deviation close to 1 suggests moderate variability in the ratings. There is a fair amount of consistency in how respondents rate the use of M&E tools, though there are some differences in opinions.

Regarding the methods used in collecting M&E data, majority 29(46.8%) of the respondents said that they use checklists to collect M&E data. The remaining 14(22.6%), 10(16.1%) and 9(14.5%) said that site visits, receiving complaints and participant observation are used in collecting M&E data.

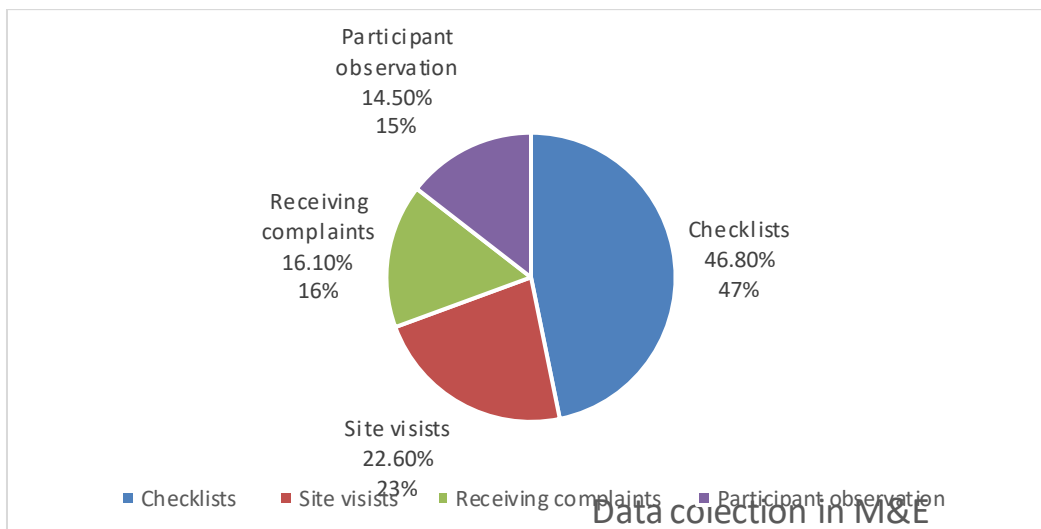


Figure 6: data collection in M&E

Source: survey data, 2024

Based on the above findings, the most frequently used method for collecting M&E data is using checklists, with nearly half of the respondents employing this approach. This suggests a preference for a systematic and organized data collection method. Site visits and receiving complaints are also notable methods that are used in the agency respectively. These methods allow for both direct observation and stakeholder feedback. Participant observation, while it is the least used method, still represents a significant portion of the data collection strategies, highlighting the importance of qualitative insights in M&E.

The considerable variability in responses supported by the agency’s internal document review implied that while using checklist is the most preferred method to collect M&E data, there is no single method that is universally preferred or used by all respondents. Instead, there are diverse practices and opinions about the effectiveness or frequency of use of different M&E data collection methods. This distribution suggests a diverse approach to M&E data collection, with a combination of quantitative and qualitative methods being utilized to ensure comprehensive monitoring and evaluation of projects.

M&E evaluation types					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mid-term evaluation	23	37.1	37.1	37.1
	Summative evaluation	6	9.7	9.7	46.8
	Final evaluation	7	11.3	11.3	58.1
	Ex-post evaluation	26	41.9	41.9	100.0
	Total	62	100.0	100.0	

Table 11: evaluation type

Source: survey data,2024

As shown in the table above, the respondents were asked the type of evaluation method they use while implementing a project. Out of the total respondents, 26(41.9%) and 23(37.1%) said that they use ex-post and midterm evaluations respectively. The remaining 7(11.3%) and 6(9.7%) said that final and summative evaluation types are used while implementing a project. Based on the findings, ex-post evaluations and mid-term evaluations are frequently used while implementing a project. This suggests a strong focus on both assessing long-term

impacts and making adjustments during the project's implementation. While the considerable variability in responses as indicated in the findings together with document inspection suggests that mid-term and ex-post evaluations are frequently used, there is no single evaluation type that is universally preferred or used for all projects. This highlights the importance of understanding and possibly standardizing evaluation practices to improve consistency and effectiveness across different projects or teams.

Management impact on M&E					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	19	30.6	30.6	30.6
	high	36	58.1	58.1	88.7
	Low	7	11.3	11.3	100.0
	Total	62	100.0	100.0	

Table 12: management impact

Source: survey data, 2024

The role of management in shaping the practice of monitoring and evaluation is critical. Effective management ensures that M&E practices are strong, relevant, and integrated into the organizational structure.

Concerning the impact of management on M&E practice, majority 36(58.1%) and 19(30.6%) of the respondents replied that management has high and very high impact on M&E practice respectively. The remaining 7(11.3%) of the respondents said that management has low impact on M&E. As shown in the above table, management is generally seen as having a substantial impact on M&E practices. This could mean that management's involvement is crucial for the success and effectiveness of M&E activities. Given that a very small percentage of respondents perceive low impact, this might be because there are inconsistencies in how management is involved in M&E across different projects or teams or due to personal experiences. Addressing this could help in ensuring that all teams benefit equally from strong management support.

M&E stakeholders					
	N	Minimu m	Maximu m	Mean	Std. Deviation
When do you involve stakeholders in the process of M&E?	62	1	4	2.94	1.304
Valid N (list wise)	62				

Table 13: M&E and stakeholders

Source: Survey data, 2024

Respondents were asked when they involve stakeholders in the process of M&E. out of the total respondents, majority 36(58.1%) of them said that they involve stakeholders at all stages of M&E. The remaining 14(22.6%) and 12(19.4%) of them said that stakeholders are involved at the first and mid phase of the M&E respectively. As shown in the table above, the average rating is 2.94, indicating that on average respondents tend to involve stakeholders relatively early in the process or moderately throughout the M&E process. A standard deviation of 1.304 suggests significant variability in responses. This implies that respondents have diverse practices regarding when they involve stakeholders in the M&E process. This might reflect different involvement of stakeholders based on different project requirements and organizational policies

4.5.3 M&E reports and lessons learned

In relation to the lessons learned, respondents were asked how often they record lessons learned when implementing a project. 40(64.5%) and 22(35.5%) of the respondents said that lessons learned are recorded every 3 months and every month respectively. This indicates that, on average, respondents tend to record lessons learned more frequently. There is less variability in responses. This implies that most respondents have somewhat similar practices regarding how often they record lessons learned. Findings from the project documents revealed that lessons learned are recorded every month and every 3 month depending on the type of the project.

Regarding the review of M&E reports, 50(80.6%) of the total respondents said that the agency reviews M&E reports on a regular basis to evaluate shortcomings and success. The remaining 12(19.4%) of them said that the agency doesn't review M&E reports.

The findings indicated that the agency does review M&E reports on a regular basis to evaluate success and shortcomings. The little variability in responses suggests an agreement among respondents that M&E reports are reviewed regularly. This implies that regular review of M&E practice is common in the agency.

Analysis of the results to the findings of M&E indicates that out of the total respondents, 52(83.9%) of them said that M&E findings are provided for project officers to assist in decision making. The remaining 10(16.1%) of them said that findings are not provided for project officers.

The findings suggest that most respondents indicated that M&E findings are regularly provided to project officers to assist in decision-making. The very little variation in responses suggests a high level of agreement among respondents on this practice. This suggests that in the majority of projects, M&E findings are reported to project officers to help with decision-making, which is crucial for informed and effective project management.

Regarding the agency's system to ensure that lessons learned are applied for future projects, 42(67.7%) of the respondents said that there is no system to ensure that lessons learned are applied to future projects. The remaining 20(32.3%) of them said that there is a system to ensure that lessons learned are applied to future projects.

A majority of respondents indicated that their agency does not have such a system in place. This implies that the agency might not have a formal system to apply lessons learned from past projects to future projects, which could be an area for potential improvement in project management practices. The variance in response may imply that there is no standardized practice for lessons learned and could reflect differences in organizational culture and emphasis on learning and continuous improvement. This lack of standardization can lead to inconsistencies in project management quality and outcomes. This highlights an area ready for improvement in project management practices across agencies.

According to internal documents, the agency appears to have structures in place for regularly reviewing M&E reports and providing findings to project officers, which are critical for informed decision-making and continuous improvement. The higher variability for the question regarding the application of lessons learned suggest that there may be gaps or

inconsistencies in how lessons learned are captured and applied. This indicates a potential area for improvement.

4.5.4 M&E system effectiveness in WPDAA

Monitoring and evaluation is essential for a successful implementation and completion of a project. The overall effectiveness of the monitoring and evaluation system of the agency were assessed. In light of this, the respondents were asked to rate the effectiveness of M&E system in the agency. 31(50%) and 3(4.8%) of the respondents said that M&E is ineffective and very ineffective respectively. 16(25.8%) and 2(3.2%) of them said the M&E system is effective and very effective. 10(16.1) of them were unsure regarding the effectiveness of M&E.

M&E effectiveness					
	N	Minimum	Maximum	Mean	Std. Deviation
How would you rate the effectiveness of M&E practice in the agency?	62	1	5	2.73	1.011
Valid N (list wise)	62				

Table 14: M&E effectiveness

Source: survey data,2024

As shown in the above table, the mean rating of 2.73 suggests that, on average, respondents find the M&E practice to be between "Ineffective" and "Not Sure". This indicates a generally negative to neutral perception of the effectiveness of M&E practices. The majority of respondents (54.8%) rate the M&E practice as either very ineffective or ineffective. This indicates a significant dissatisfaction with the current M&E practices. A notable portion of respondents (16.1%) are unsure about the effectiveness of the M&E practice. This might imply a lack of clarity or insufficient information among respondents regarding the M&E practices. The variable in responses reflects differing opinions and experiences among respondents regarding the effectiveness of M&E practices.

The findings indicate that the overall effectiveness of M&E practices in the agency is perceived as largely ineffective by the majority of respondents. This suggests a need for a review and potential improvement of M&E practices to address the dissatisfaction and uncertainties expressed by respondents. Efforts should be made to understand the reasons

behind the negative perceptions and to enhance the effectiveness and clarity of M&E processes within the agency.

4.6 Challenges associated in practicing M&E at WPDAA in a PID project

Every monitoring and evaluation system and practice may face challenges while implementing across different projects. The study examines for the extent to which respondents agree or disagree with the following statements relating to the factors and challenges to the system and practice of M&E regarding the PID project in the agency.

4.6.1 Challenges of M&E system

M&E system challenges					
	N	Minimum	Maximum	Mean	Std. Deviation
Baseline data unavailability on premise identification and development	62	1	5	3.66	.867
Ineffective stakeholders participation in M&E	62	2	5	3.81	.698
Lack of human resource capacity(M&E expertise)	62	2	4	2.73	.813
Ineffective implementation of the proclamation (67/2012) given to the WPDAA by the city administration	62	2	4	3.44	.781
Communication and reporting issue	62	2	4	2.73	.853
Support of management	62	2	5	2.87	.914
Valid N (list wise)	62				

Table 15: M&E system challenges

Source: survey data,2024

As shown in the table below, the respondents were asked questions related to the challenges of monitoring and evaluation system in the PID project. With respect to that, respondents

were asked about the baseline data or pre assessment of the project. Out of the total respondents, 41(66.1%) and 5(8.1%) of them agreed and strongly agreed on baseline data unavailability on premise identification and development project. 8(12.9%) and 1(1.6%) of them disagreed and strongly disagreed on the unavailability of baseline data. 7(11.3%) of them remain undecided. The mean score of 3.66 indicates that, on average, respondents perceive baseline data unavailability as an issue affecting M&E practices. The standard deviation of 0.867 suggests a little variability in opinions. The findings imply that there is a gap in conducting a pre assessment or collecting baseline data before implementing a project. The variability in responses indicates differing levels of concern or experience among respondents regarding this challenge.

Stakeholders participation were inquired to the respondents and out of the respondents, 45(72.6%) and 5(8.1%) of the respondents agreed and strongly agreed in the ineffective stakeholders' participation. The remaining 7(11.3%) and 5(8.1%) remain undecided and disagreed to the ineffective involvement of stakeholders. The mean score of 3.81 indicates that ineffective stakeholders' participation is perceived as a significant issue affecting M&E practices. The lower standard deviation of 0.698 suggests more agreement among respondents on the issue. This implies that ineffective stakeholders' participation in M&E of the project is seen as a notable challenge in the agency and it agrees with the previous section findings regarding their involvement in the project.

Regarding the lack of M&E expertise, 31(50%) and 17(27.44%) of the respondents disagreed and remain undecided about the lack of M&E expertise. 14(22.6%) of them agreed on the lack of M&E expertise. The mean score of 2.73 indicates that respondents perceive a moderate level of concern regarding the lack of M&E expertise. The standard deviation of 0.813 suggests a little variability in perceptions. This indicates split in opinions among respondents regarding the lack of expertise in M&E. While a significant portion disagrees, a notable percentage also agrees with the idea that there is a lack of expertise and a significant portion of the sample did not strongly lean towards either agreement or disagreement. This suggests potential ambiguity or complexity surrounding the issue of expertise in M&E. The presence of differing opinions highlights the importance of further investigation and dialogue within the organization or among stakeholders.

It was inquired if the ineffective implementations of the proclamation (67/2012) was a challenge for M&E system and 38(61.3%) of the respondents agreed to the ineffective

implementation and the remaining 13(21%) and 11(17.7) of them remain undecided and disagreed to the ineffective implementation of the proclamation. The mean score of 3.44 indicates that ineffective implementation of the proclamation is seen as an issue affecting M&E practices with significant agreement among respondents. The standard deviation of 0.781 indicates a low variability in responses. This entails that challenges related to the implementation of policies, such as the proclamation by the city administration, point to potential governance issues or gaps in policy execution.

Concerning the issue of communication and reporting, 33(53.2%) of the total respondents disagreed in communication and reporting being the challenge for M&E. the remaining 16(25.8) and 13(21%) of them agreed and remain undecided about communication and reporting issue being a challenge for M&E. Similar to lack of M&E expertise, communication and reporting issues are perceived as moderate concerns with a mean score of 2.73. The standard deviation of 0.853 suggests a little variability in responses. This signifies that majority of the respondents do not perceive communication and reporting as a significant challenge in M&E practice. The presence of undecided respondents suggests that there may be ambiguity or differing interpretations regarding the nature of communication and reporting challenges in M&E. For those who perceive communication and reporting as challenges, there may be opportunities for improvement in how information is shared, documented, and reported within the M&E system.

As regards to the support of management, 29(46.8%) of the respondents disagree to perceive support of management as a challenge to M&E. the remaining 19(30.6%) and 13(21%) of them agreed and remain undecided to the support of management being an issue to M&E. While majority of respondents disagree with the idea that support from management is a challenge in M&E, the presence of both agreement and disagreement, as well as a portion of undecided respondents, indicates variability in perceptions among respondents regarding management support being a challenge in M&E. This implies that further exploration or clarity may be needed to better understand the underlying reasons behind these perceptions.

Ineffective stakeholders' participation, baseline data unavailability and ineffective implementation of proclamations are perceived as significant challenges affecting M&E practices. Lack of M&E expertise, communication and reporting issues and management support are perceived as moderate concerns with varying levels of agreement among respondents.

4.6.2 Challenges of M&E practice

M&E practice challenges						
	N	Minimum	Maximum	Mean	Std. Deviation	
Inadequate budget allocation	62	1	5	3.63	1.105	
Ineffective data collection methods	62	2	4	2.74	.867	
Data availability and quality assurance	62	2	4	3.68	.621	
Analyzing and utilizing the M&E findings	62	1	5	2.77	.999	
Lack of continuous monitoring and feedback	62	2	4	2.89	.925	
Valid N (list wise)	62					

Table 16: Challenges of M&E practice

Source: survey data, 2024

In respect of resource and budget allocation, out of the total respondents, 36(58.1%) and 10(16.1%) agreed and strongly agreed that there is inadequate budget allocation. The remaining 11(17.7%) and 3(4.8%) of them disagreed and strongly disagreed about the inadequate budget allocation. 2(3.2%) of the respondents remain undecided. The mean score of 3.63 indicates that respondents generally recognize inadequate budget allocation as a significant issue affecting M&E practices; this means that they believe there is room for improvement in the amount of resources allocated for M&E purposes. The standard deviation of 1.105 suggests considerable variability in opinions. This variability implies differences in budget allocation due to organizational contexts, project sizes, or individual experiences.

With reference to data collection methods, 33(53.2%) of the respondents disagree in data collection methods being challenge for M&E. 17(27.4%) of the respondents agreed in the existence of ineffective data collection methods. 12(19.4%) of them remain undecided. The mean score of 2.74 suggests that respondents perceive data collection methods as moderately ineffective. The standard deviation of 0.867 indicates some variability in responses. The responses are relatively clustered around the mean, as indicated by a lower standard deviation showing less variability in perceptions among respondents. The mean score near the midpoint and a standard deviation below 1 suggest a general agreement among respondents that data

collection methods are not highly effective, but also not extremely ineffective. It highlights a need for improvements in data collection methods.

Relating to data availability and quality assurance, 47(75.8%) of the respondents agreed in data availability and quality assurance being the challenge for M&E. 10(16.1%) of them remain undecided and 5(8.1%) of them disagreed. The mean score of 3.68 indicates that data availability and quality assurance is seen as a significant issue. This means that many respondents find it difficult to obtain reliable and high-quality data, which is crucial for effective monitoring and evaluation. The lower standard deviation of 0.621 suggests more agreement among respondents on this issue. Given that this challenge is viewed as significant, it implies that the agency should prioritize improving data availability and quality assurance. This could involve investing in better data collection, management systems and training staff to ensure data quality and implementing meticulous data verification processes.

With reference to analyzing and utilizing M&E findings, 31(50%) and 2(3.2%) of the respondents disagreed and strongly disagreed in perceiving analyzing and utilizing of M&E findings as a challenge for M&E. 17(27.4%) and 2(3.2%) of them agreed and strongly agreed in seeing analyzing and utilizing of M&E findings as a challenge for M&E. 10(16.1%) remain undecided. The mean score of 2.77 suggests a moderate concern regarding the analysis and utilization of M&E findings. The standard deviation of 0.999 indicates variability in respondents' perceptions. This could be due to differences in expertise, resources, processes, or context in which M&E is conducted. Given the moderate mean score and high variability, there is room for improvement in this area.

As for continuous monitoring and feedback, 23(37.1%) of the respondents agree in the lack of continuous monitoring and feedback. 30(48.4%) of them disagreed and 9(14.5%) of the respondents remain undecided. The mean score of 2.89 indicates a moderate level of concern about the lack of continuous monitoring and feedback and indicating that this issue is somewhat challenging but not one of the most critical issues faced in M&E practices. The standard deviation of 0.925 suggests some variability in responses indicating diverse opinions among respondents about the lack of continuous monitoring and feedback. This variability suggests that participants have different experiences or opinions about the difficulty of maintaining continuous monitoring and feedback. This could be due to differences in organizational processes, availability of resources, team structure, staff expertise or the specific context in which M&E is conducted.

Inadequate budget allocation and data availability and quality assurance, are perceived as significant issues. Ineffective data collection methods, lack of continuous monitoring and feedback and analysing and utilizing M&E findings are perceived as moderate concerns with some variability in perceptions.

4.6.3 Challenges in M&E of premise identification

There are certain challenges in monitoring and evaluation of working premise identification projects. These challenges are related to identification of land and usage, rapid urbanization, informal settlements, land use policies and urban planning.

Challenges in premise identification					
	N	Minimum	Maximum	Mean	Std. Deviation
Rapid urbanization	62	2	4	3.63	.659
Informal settlements and issues regarding land identification and use	62	2	4	3.56	.716
Urban planning and land use policies	62	2	4	3.65	.655
Valid N (list wise)	62				

Table 17: Challenges in premise identification

Source: survey data, 2024

As for rapid urbanization, 45(72.6%) of the respondents agreed that it is a challenge for M&E in premise identification. 11(17.7%) and 6(9.7%) of them remain undecided and disagreed on rapid urbanization being a challenge for M&E in premise identification. The average rating is 3.63, indicating that respondents generally perceive rapid urbanization as a significant issue. The standard deviation is 0.659, indicating a very little variability in responses, meaning there is a fair amount of agreement among respondents regarding the impact of rapid urbanization.

With respect to Informal settlements and issues regarding land identification and use, 43(69.4%) agreed in it being an issue for M&E in premise identification. 11(17.7%) and 8(12.9%) remain undecided and disagreed in perceiving informal settlement as an issue respectively. The average rating of 3.56 suggests that respondents recognize informal

settlements and land identification issues as significant problems. The score being close to 4 indicates an agreement that these are substantial challenges.

Concerning urban planning and land use policies, 46(74.2%) of respondents agreed that it is a challenge for M&E. 10(16.1%) and 6(9.7%) of the respondents remain undecided and agreed to urban planning and land use policies being a challenge of M&E in working premise identification respectively. The average rating of 3.65 indicates that respondents view urban planning and land use policies as significant issues, similar in severity to the other factors. A score near 4 implies that it is widely seen as a major challenge. The standard deviation of 0.655 indicates relatively low variability in responses, suggesting strong agreement among respondents on the significance of urban planning and land use policies as issues.

All three factors, rapid urbanization, informal settlements and land use issues, and urban planning and land use policies are perceived as significant challenges by respondents, with mean scores around 3.6. The standard deviations for all three factors are relatively low, indicating that respondents generally agree on the seriousness of these issues. This suggests that addressing these issues is crucial for effective premise identification.

4.6.4 Other M&E challenges by the respondents

The respondents were asked to mention other challenges that are not included above, related to practicing monitoring and evaluation in a premise identification and development project. Although the respondents mentioned many challenges, the most frequently raised were: absence of designated land that is identified for working premise, ownership claim for land that is identified for working premise, location of the working premise such as along river side or buffer area, difficulty in working with different stakeholders regarding fulfilling infrastructure, changing policies in connection to urban planning and procedure, challenges in conducting M&E due to working premise location and lack of expertise in land identification and use.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter tries to dispense summary of the findings from the results and discussions in the above chapter. It also presents the possible conclusions and recommendations regarding the M&E system, practice and challenges of M&E in the agency.

5.2 Summary of Findings

The study revealed that the agency practices M&E regularly and at a department level. It also showed that the agency has M&E capacity building plan and a directorate for conducting M&E trainings. The agency has a comprehensive M&E plan with a set of documented policies and procedures. There is also a clear M&E structure with defined roles and responsibilities. Activities of M&E are included in the project schedule and results from M&E activities are mostly circulated through reporting to the project staff and to relevant stakeholders. There is an agreement that the agency somehow needs improvement in conducting pre- assessment surveys or baseline study when planning projects.

Furthermore, based on the findings, project staff and M&E staff uses simple, accessible, standard tools, procedures and guidelines for data collection, analysis, and presentations. However, there is less consensus regarding the sufficiency of the budget allocated for M&E activities. The respondents generally disagreed that the agency allocates sufficient budget for conducting M&E effectively. There is variety in response due to non-uniform budget allocation across departments. Regarding availability of skilled human resource, there is moderate agreement and variability indicating some departments need improvement. In light of project outcomes, there is variability which indicates respondents are not sure about the clarity of project outcomes in the M&E strategy. The findings and internal reports indicate ineffective stakeholder involvement in the M&E process. Found on the findings, there is an agreement in using tools for M&E but a little variability in the responses indicates potential areas for improvement in communication and training. Built on the findings, the project team uses checklists and site visits as the main method to collect M&E data and uses mid-term and ex-post evaluation types. The agency review M&E reports on a regular basis and findings are provided for project officers to assist in decision making. However, there is no system to ensure that lessons learned are applied to future projects.

The system and practice of M&E at WPDAA in a PID project is challenged by different factors including, ineffective stakeholders' participation, baseline data unavailability, ineffective implementation of the M&E proclamation, inadequate budget allocation and data availability and quality assurance. While the above challenges are critical challenges in practicing M&E for the PID project, other moderate concerns also exist such as communication and reporting issue, support of management, availability of skilled manpower, data collection methods, continuous monitoring and feedback and utilization of M&E findings. Other serious challenges of M&E in working premise identification and development project include: rapid urbanization, informal settlements, issues related to land identification and use, urban planning and land use policies. The findings highlight a notable emphasis on urban planning and land use policies as crucial factors, potentially indicating their perceived importance in addressing urbanization challenges and informal settlement issues.

5.3 Conclusion

Based on the findings it is possible to conclude that the agency has a comprehensive M&E plan with clear roles and responsibilities and with a set of documented policies, procedures and guidelines. It also uses simple and accessible tools for data collection. However, there is a gap in conducting needs assessment or baseline study before implementing a project. A needs assessment or a baseline study is essential tool used in project planning, implementation, and evaluation. Project outcomes need to be clearly stated in M&E strategy for the project staff because it assists in determining how to reach your strategic objectives. According to the findings, it is concluded that there is ineffective involvement of stakeholders and this affects the project's implementation as a whole.

Findings from M&E are circulated mostly through reports to the project staff and stakeholders. Checklists and site visits are the most commonly used methods to collect M&E data. Based on the results the project team uses mid-term and ex-post evaluations during project implementation. Institutionalizing evaluation practices is needed to improve uniformity and success across different projects or teams.

Lessons learned are recorded every month and every 3 month and M&E reports are reviewed on a regular basis to assist project officers in decision making. However, there is no system to ensure that lessons learned are used for future interventions. Lessons learned provide future project teams with information that can increase effectiveness and efficiency.

Additionally, the M&E system of WPDAA specifically PID project was challenged significantly by different factors including, ineffective implementation of M&E proclamation, ineffective stakeholders' participation, baseline data unavailability, inadequate budget allocation, data availability and quality assurance, rapid urbanization, informal settlement and issues regarding land identification and usage, urban planning and land use policies, difficulty in working with different stakeholders regarding fulfilling infrastructure, challenges in conducting M&E due to working premise location and lack of expertise in land identification and use. Some moderate concerns also exist regarding communication and reporting, availability of sufficient human resource, utilizing and analyzing of reports, support of management, data collection methods and continuous monitoring and feedback.

5.4 Recommendations

Based on the above conclusions, the researcher proposed the following recommendations to address the key findings.

1. The project team should conduct baseline study or needs assessment before implementing a project. A project's end users, its economic impact, social impact, relevant stakeholders, current needs, problems should be known before implementation. Finding the needs, between a desired outcome and the actual situation is done through a needs assessment process. It is very difficult to know that the project is addressing the real needs of the end users unless proper investigations were done before any action.
2. Outcomes serve as benchmarks for measuring progress throughout the project lifecycle. They help assess whether the project is on track. A project's outcome should be clearly stated in the monitoring and evaluation strategy. Clearly stating project outcomes helps ensure that everyone involved understands what the project aims to achieve. It provides a clear target for M&E efforts, ensures alignment and accountability and continuous improvement.
3. Address ineffective participation of relevant stakeholders who are part of the project. Identifying the root cause to determine the reason behind their ineffective participation should be the first strategy. Ensure that stakeholders understand the purpose and importance of M&E in the project and clearly communicate their roles and responsibilities in the process, as well as how their input contributes to decision making and project improvement.

4. Develop a system to ensure that lessons learned are effectively captured and applied to future projects. This helps in making informed decisions, promotes continuous improvement, helps in knowledge management and capacity building. This could involve creating formal processes, documentation, training staff, establish knowledge sharing platform and integrating lessons learned into project planning and execution.
5. Understanding and improving the implementation of M&E proclamations given by the city administration could lead to substantial improvements in M&E practices. This could be done by clarifying objectives and expectations, ensure consistency and standardization and facilitate learning and knowledge sharing of the policies and proclamations of M&E.
6. Addressing budget constraints and improving budget allocation is critical for improving M&E practices. This can be implemented by prioritizing critical areas, using phase approach and seeking for alternative funding. Implementing these strategies can help reduce budget shortages in M&E practices.
7. Ensuring data availability and quality assurance is crucial for effective M&E. Standardize and improve data collection methods, implement processes for validating and verifying data, conduct regular checks on data collection activities and establish feedback mechanisms with stakeholders to review and validate data to ensure data quality and reliability.
8. An urgent need for strategic interventions in urban planning, land use policies, and rapid urbanization is crucial. This includes collaborative planning and stakeholders engagement, public(communty) consultation, alignment with urban planning policies, using spatial analysis and geographic information systems, implement adaptive design, using prefabricated premises, assess infrastructure and service planning, collect baseline data, identify potential risks and prepare contingency plans and ensure regulatory compliance (permits and approvals)
9. Addressing issues related to informal settlements, land identification and land usage is necessary to effectively practice M&E practices. This incorporates community engagement, using geo spatial technologies, conducting baseline surveys, using standardize policies that recognize informal settlements, inclusive planning, comprehensive land surveys, create platform for various stakeholders, environmental assessment, establish mechanisms for resolving land disputes and conflicts and promote integrated land use planning that balances residential, commercial, industrial and green areas.
10. To direct the moderate concern regarding data collection methods, examine the current process used, ensure that individuals involved are adequately trained and make sure that

the methods used are reliable and valid. As far as the communication and reporting issue, provide training and clear guidelines and establish a culture of continuous improvement where feedback is actively involved.

11. Effectively analyzing and utilizing M&E findings and having efficient continuous monitoring and feedback system is essential for the practice of monitoring and evaluation. To address the modest concern on the above practices, increase training and resources, involve relevant stakeholders, review and improve current process, improve continuous monitoring system, set up regular feedback loops and document successful practices and lessons learned from continuous monitoring efforts.
12. Having skilled human resource is critical for effective implementation of M&E practices. An issue in this area can be improved by, recruiting individuals with M&E expertise, provide opportunities for professional development, establish mentorship programs and create incentives to attract and retain skilled expertise. In regards to management support, the issue can be addressed by involving management in the M&E process, using outcomes to illustrate how M&E contributes to organizational goal, establish clear and regular communication channel, ensure that M&E activities are aligned with organizational goals and promote a culture that values and supports M&E.

5.5 Suggestions for future research

Since the study is limited in scope and time, it only covered areas of monitoring and evaluation on a working premise identification and development project at WPDAA. A further analysis would be beneficial. A longitudinal study should be conducted to track changes in M&E practices over time and to understand the long-term impacts of these practices on project outcomes. A future researcher should include a broader range of variables in the research, such as external environmental factors, stakeholder satisfaction, and the impact of technology on M&E practices. Employ a mixed-methods approach that combines quantitative and qualitative data to provide a more comprehensive understanding of M&E practices. Qualitative data can offer deeper insights into the reasons behind certain quantitative findings.

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ANNEXES



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE GRADUATE PROGRAM
MA IN PROJECT MANAGEMENT**

Introduction and consent form

Dear Sir/Madam,

My name is Selam Mamo, a graduate student of Addis Ababa University School of commerce. I am doing my final project work for MA in project management on the title ‘assessing project monitoring and evaluation practices on working premise development and administration agency: the case of premise identification and development project.’ This is for the partial fulfillment of the degree of masters in project management. You are selected because you are among the one who can contribute the most valuable ideas for the study. You are kindly requested to provide thoughtful and honest response. The data collected here will be used to assess the M&E practices of WPDAA in a PID project. The findings of this study will be helpful in strengthening the M&E practices of the agency. I would appreciate if you kindly assist me by responding to all the questions attached in the questionnaire to the best of your knowledge. Your participation in this study is voluntary. Finally, the researcher wants to assure you that this research is intended fully for academic purpose and all information that you provide will be used only for research purpose and kept confidential.

Note: There is no need to write your name on the questionnaire.

Selam Mamo
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Questionnaire for the whole staff at WPDAA

Instruction

This questionnaire is prepared to collect information on “Assessment of practices of Monitoring and Evaluation(M&E) practice at WPDAA on a premise identification and development project. The information gathered through this questionnaire will be treated with confidentiality and will be used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

The questionnaire has four sections.

- The 1st section deals with respondent’s general information
- The 2nd section deals with the agency’s overall M&E systems
- The 3rd section focuses on exploring M&E practices of the agency
- The final part assesses the challenges associated in implementing M&E practices in a PID project at WPDAA.

Try to attain to all the questions carefully to the best of your knowledge and follow the guide under each section.

SECTION I: RESPONDANT’S GENERAL INFORMATION (tick the appropriate response)

S1	questions	variables
1.1	Respondent’s gender	1. Male <input type="checkbox"/> 2. Female <input type="checkbox"/>
1.2	Respondent’s age	1. Below 20 years <input type="checkbox"/> 2. 21-30 <input type="checkbox"/> 3. 31-40 <input type="checkbox"/> 4. 41-50 <input type="checkbox"/> 5. above 50 <input type="checkbox"/>
1.3	Educational level	1. Certificate <input type="checkbox"/> 2. Diploma <input type="checkbox"/> 3. Degree <input type="checkbox"/> 4. Masters and above <input type="checkbox"/>
1.4	What is your current position in the agency?	1. Office Head <input type="checkbox"/> 2. Project Manager <input type="checkbox"/>

3. Project Officer/ Director
4. M&E Manager
5. M&E Officer
6. Other (specify)
- 1.5 Organization of M&E
in the agency?
1. At department level
2. Team level
3. Individual / officer based
4. Decentralized
5. Others
- 1.6 M&E related work experience
at the agency in years?
1. Less than 1 year
2. 2 – 3 years
3. 4 – 5 years
4. More than 5 years
5. No experience
- 1.7 Have you been trained on
Monitoring and evaluation?
1. Yes
2. No
- 1.8 Does your agency have M&E
capacity building plan for its
employees?
1. Yes
2. No

SECTION 2: DEALS WITH THE AGENCY'S OVERALL M&E SYSTEM

Read the given statements carefully and using Likert scale, tick the appropriate response by putting a tick mark (✓) regarding WPDAA M&E(monitoring and evaluation) system, Where 5 = strongly agree, 4 = agree, 3 =un-decided, 2 = disagree and 1= strongly disagree.

Please indicate the degree to which you agree with the following statements concerning overall M&E system of the agency.

No.	M&E PRACTICE	5	4	3	2	1
1.	The agency has M&E structure with clear roles & responsibilities.					
2.	The project outcomes are clearly defined in the M&E strategy so that they may be tracked and assessed.					
3.	M&E uses simple, accessible tools and procedures for data collection.					
4.	Stakeholders are sufficiently involved during every stage of M&E.					

3.1 How do you rate the use of M&E tools during monitoring and evaluation?
(you can tick more than one)

- 1. Very low
- 2. Low
- 3. Not sure
- 4. High
- 5. Very high

3.2 What methods do you use in collecting monitoring and evaluation data?
(you can tick more than one)

- 1. Participant observation
- 2. Using checklists
- 3. Focus group discussions
- 4. Site visits
- 5. Receiving complaints

3.3 Which evaluation type do you use while implementing a project?
(you can tick more than one)

- 1. Mid-term evaluation
- 2. Summative evaluation
- 3. Final evaluation
- 4. Ex-post evaluation
- 5. Other

3.4 How much of an impact does management have on M&E practice, in your opinion?

- 1. Very high
- 2. High

- 3.5 When do you involve stakeholders in the process of M&E?
(you can tick more than one)
- 3.6 How often do you record lessons learned when implementing a project?
(you can tick more than one)
- 3.7 Does the agency review M&E reports on a regular basis to evaluate success and shortcomings?
- 3.8 Are monitoring and evaluation findings provided for project officers to assist in decision making?
- 3.9 Do the agency have a system in place to ensure that lessons learned are applied to future projects?
- 3.10 How would you rate the effectiveness of the M&E system in WPDAA?
3. Low
4. No influence
1. 1st phase
2. Mid phase
3. End phase
4. At all stages of M&E
1. Every month
2. Every 3 month
3. Every 6 month
4. Every 12 month
5. Never
1. Yes
2. No
1. Yes
2. No
1. Yes
1. No
1. Very ineffective
2. Ineffective
3. Not sure
4. Effective
5. Very effective

SECTION IV: ASSESSES THE CHALLENGES ASSOCIATED IN IMPLEMENTING MONITORING AND EVALUATION(M&E) PRACTICES AT WPDAA IN A PREMISE IDENTIFICATION AND DEVELOPMENT(PID) PROJECT

Which of the following factors affect the practice of M&E in the agency?

Read the given factors and using Likert scale, tick the appropriate response by putting a tick mark (√) regarding challenges of M&E practice, in the agency in a PID project. Where, 5= is most highly, 4= highly, 3= moderately, 2 =Slightly, and 1 =Not at all

No.	Challenges associated with M&E practice	5	4	3	2	1
1.	Unavailability of baseline data (needs assessment) on premise identification and development project.					
2.	Ineffective stakeholder participation in M&E.					
3.	Lack of Human resource capacity (M&E expertise).					
4.	Ineffective implementation of the proclamation (67/2012) given to the WPDAA by the city administration.					
5.	Communication and reporting issue					
6.	Support of management					
7.	Inadequate budget allocation					
8.	Ineffective data collection method					
9.	Data availability and quality assurance					
10.	Analyzing and utilizing M&E findings					
11.	Lack of continuous monitoring and feedback					
12.	Rapid urbanization					
13.	Informal settlements or issues regarding land identification and use.					
14.	Urban planning and land use policies					

Please mention any other challenges related with practicing monitoring and evaluation in a premise identification and development project.

THANK YOU FOR YOUR COOPERATION!

