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MASTER OF ARTS DEGREE PROGRAM IN PROJECT MANAGEMENT

ASSESSMENT OF PROJECT MONITORING AND EVALUATION PRACTICE: THE CASE OF AMHARA WATER WORK CONSTRUCTION ENTERPRISE.

BY

GASHAW ABEBAW

ID Nº: GSR/9132/09

A project work submitted to Addis Ababa University College of Business and Economics School of Commerce: In Partial fulfillment of the requirements for the Degree of Master of Arts in Project Management

JUNE 2019,

ADDIS ABABA, ETHIOPIA.

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A Project Based Research Work Submitted to Addis Ababa University, School of Commerce in Partial Fulfillment of the Award of Masters Degree in Project Management/MAPM/

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APPROVED BY BOARD OF EXAMINERS

Advisor	**Signature**
External Examiner	**Signature**
Internal examiner	**Signature**

DECLARATION

I Gashaw Abebaw declare that the research entitled " ***Assessment of Project Monitoring and Evaluation Practice: The case of Amhara Water Work Construction Enterprise*** "is the outcome of my own endeavor. The information presented in this project based work is true and original as far as my knowledge and understanding is concerned. Information and Sources used have been known and the work had not been submitted to any other academic institutions for the requirement of any degree or diploma to the best of my awareness.

Gashaw Abebaw **Date**

CERTIFICATE

This is to certify that this project work, ***"Assessment of Project Monitoring and Evaluation Practice: The case of Amhara Water Work Construction Enterprise"*** undertaken by Gashaw Abebaw for the Partial fulfillment of the award of Master's degree in Project Management at Addis Ababa University, School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

Wubshet Bekalu (PhD): Research Advisor.

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ABBREVIATIONS AND ACRONYMS

AWWCE - Amhara Water work Construction

CPA - Critical path analysis

EEP - Ethiopian Electric Power

IFRC - International Federation of Red Cross and Red Crescent Association

LFA – Logical Framework Approach

M&E - Monitoring and Evaluation

MfDR - Managing for Development Result

MoFED - Ministry of Finance and Economic Development

OECD - Organization for Economic Co- operation Development

OPADC - Oromia Pastoral Area Development Commission

PERT - Program Evaluation and Review Technique

PMER - Planning, Monitoring, Evaluation, and Reporting

PPM - Program Logic Mode

PPM -- Project Planning Matrix

RBM - Result Based Management

UNDP - United Nation Development Program

WBC - Work break down structure

Abstract

This research had the general objective of assessment of project monitoring and evaluation practice: the case of Amhara Water Work Construction Enterprise. To achieve this objective descriptive survey was used as a research design and strategy and a non-probability judgmental/ purposive sampling as sampling technique and mixed (Qualitative and quantities) data were used. Both primary and secondary data source were used. For the primary data the research used questionnaire and interview and for the secondary data the research employed document reviews. The research employed purposive or judgmental sampling technique and censes were employed to selected projects as well as respondents involved. Six projects and 55 respondents involved in this research. The primary data gathered through the questionnaire was analyzed using the statistical package for social science (SPSS-20) and the results were presented using tables, frequencies and percentages and charts. The research found that the monitoring and evaluation system as well as practices of the organization exercised very poor level. The aggregate mean (μ=2.33) of monitoring and evaluation practice ensured that there is low level of monitoring and evaluation practice in the enterprise. Surprisingly the enterprise assigned budget for monitoring and evaluation, and it is not used for intended purpose and not assigned skilled human resource for implementation of monitoring and evaluation practice. The study also found that the enterprise used a cost benefit analysis to evaluate project performance for the purpose of calculating only the profit without making corrective action for incorrect practice and process or activity monitoring also used to track the progress of the project. The aggregate mean of all the response on the M&E and project cycle management is found to be (€ =2.37) implying that a negative response, that means AWWCE does not implement M&E and project cycle management as tool of monitoring and evaluation. There is no external/independent evaluation on the project of the enterprise. The enterprise not used standard monitoring and evaluation approach, framework and no base line assessment prior to the start of project. The study recommends that the enterprise develop monitoring and evaluation system, hire skilled personal or provide trainings for the existing technical staff and build capacity and expertise and mainly establish its own standardized monitoring and evaluation frameworks and formats.

Key Words: Monitoring, Evaluation, AWWCE, Practice and Challenges.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Governments have many different kinds of tracking systems as part of their management toolkits. Every government needs the three legged stool of good human resource systems, financial systems, and accountability systems. But they also need good feedback systems. A results-based M&E system is essentially a special public management tool governments can use to measure and evaluate outcomes, and then feed this information back into the ongoing processes of governing and decision making (World Bank, 2004).

Building an M&E system essentially adds that fourth leg to the governance chair. What typically has been missing from government systems has been the feedback component with respect to outcomes and consequences of governmental actions. This is why building an M&E system gives decision makers an additional public sector management tool (World Bank, 2004).

According to Mackay, 2000 governments migrate to M&E since it provides feedback on the performance of departments, ministerial agencies and their staff. Monitoring and evaluation also helps to improve budgeting, decision making, inter-governmental fiscal control, enhance the quality of government policy and end corruption (Mackay, 2006).

The data and evidence that the government and state institutions needs to make decisions, implement policy and hold officials accountable should be derived from a results based performance feedback system to ensure that it is possible to make strategic, tactical and operational decisions more relevant (Mackay, 2007).

According to World Bank (2010), immense demand and supply for standardized monitoring and evaluation has been on the rise. The demand has been necessitated by the increased need of transparency and effectiveness in the public sector, rising information back ground and system need for program quality improvement while supply has been necessitated increased accessibility of monitoring and evaluation technologies with other instruments for monitoring and evaluation.

Top agencies monitoring and evaluation have been created by most countries with supported legal and regulatory structure that insure monitoring and evaluation on the regular base to give information and allow for the embrace of new innovative tool for monitoring and evaluation that support the planning exercise and budgeting process (World Bank, 2010).

Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002).

Good M&E system is a source of knowledge capital. It enable governments and organizations to develop a knowledge base of the types of projects, programs, and policies that are successful, and, more generally, what works, what does not, and why. It can also provide continuous feedback in the management process of monitoring and evaluating progress toward a given goal (Kusek & Rist, 2004). According to Hlatshwayo & Govender (2015) monitoring and evaluation is more than accountability, control measures and assessment of results. Rather, it includes additional purposes such as learning, programme improvement, future planning and augments capacity.

Monitoring and Evaluation is one of the factors leading to project success. Project success seemed to be enhanced among other factors, by constantly monitoring and evaluating the progress of a project. Monitoring, Evaluating and controlling is relevant in management of project scope, time, cost, quality, human resources, communication and risks (Kamau & Mohamed, 2015).

Several mega public projects in Ethiopia have been informally positioned (sited) as failed projects like sugar projects, fertilizer factory project, irrigation dame project, power plant projects etc. Amhara Water Work Construction Enterprise ***(AWWCE)*** is as one of the public profit making project oriented enterprise has an ambitious vision (striving to embark to the leading construction industry in African for the coming 20 years) but projects under AWWCE are over budget, under quality, face time overrun and scope change problems (Wendimagne, 8th month report, 2011). Therefore, those activities require close supervision to ensure that they are executed right at first hand to eliminate re-work, increased project cost, prolong project duration and scope change and as such the need to monitor and evaluate projects to achieve the desired outcome.

Adoption and implementation of proper M & E practices is crucial to ensure sustained retention of realized benefits by these projects (Ahsan and Gunawan, 2010). The intension of this paper is that to full fill the research gap and assess the monitoring and evaluation practice in the case of Amhara Water Work Construction Enterprise (AWWCE).

1.2. Back Ground of the Organization

Construction industry is one of the industries that play an important role in developing and enhancing economic sector and also the development of one's country. The construction industry has important contributions to the Ethiopian economy, as demonstrated by its share in the GDP. For instance, the share of the sector in the total GDP averaged at about 15 percent in the period 2012/13.

Amhara Water Work Construction Enterprise (AWWCE) is grade one general contractor principally establish to carry out construction of civil work. Amhara water work construction enterprise (AWWCE) is a public enterprise which is established to construct water supply projects and irrigation development projects by Council of Amhara national regional state government proclamation number 15/1988 and again amended by the proclamation number 166/2001 additionally construct road and building construction.

The purpose of the enterprise to full fill the demand of the region in the construction sectors especially these water and related work. The main activity of the enterprise included the construction Dam, irrigation, water supply, river diversion, road, building, and borehole as well as pump test. The vision of Amhara Water Work Construction Enterprise is striving to embark the leading construction industry in African for the coming 20 years.

The objective of this projectized public organization is that provide water supply, irrigation structure, road and housing both in terms of quality and quantity. Provide wide construction service and quality work thereby continuous increasing construction capacity of the enterprise, time and resource usage and make the enterprise long-lasting and profitable. AWWCE well equipped and has rich experience particularity in the construction of hydraulic structure mainly irrigation and water supply. It is the leading water works construction company in the region and has been under taken large and big projects in the region, the neighboring region, national and international level.

To mention just a few Lalibela water supplies, Selamiko irrigation dam in North Wollo, Estie water supply project at South Gonder, Telelak river diversion weir in the Afar region and Dam and irrigation project in Rwanda. Projects engaged under AWWCE involved three independent profit oriented and service maker public parties. These are contractor (AWWCE), Amhara design (designer and consultant) and Amhara regional water bureau (client).

Amhara Water Work Construction Enterprise has three main branch offices. These are East Amhara WWCE office, West Amhara WWCE office and Tana Blues AWWCE office.

1.3. Statement of the Problem

Good intentions, large programmes and projects, and lots of financial resources are not enough to ensure that development results will be achieved. The quality of those plans, programmes and projects, and how well resources are used, are also critical factors for success. Good planning, monitoring and evaluation enhance the contribution by establishing clear links between past, present and future initiatives and development results (UNDP, 2009).

Monitoring and evaluation for government projects every sector is very keys. This is because a lot of government resource majorly from taxation, are put into such project for the benefit of country's development. Countries government should also have an effective monitoring and evaluation system as part of their management tool for implementing there project to the benefit of respective countries.

Currently, different infrastructure and construction projects could be initiated to transform social, political and economic wellbeing of the community in particular area but unable to achieve the intended objectives and goals; equivalently effective project monitoring and evaluation system are also required. In absence of proper monitoring and evaluation of these projects it is challenging to pinpoint if indeed the envisioned outcomes are being achieved as per plan, the level of remedial action needed to guarantee completion, and determine if the outcomes are creating a positive influence (UNDP, 2009).

Poor project performance attributes to limitations in application of monitoring and evaluation as a component of project management cycle. Most of the studies on project monitoring and evaluation practice in Ethiopian concerned on the development projects.

According to Ermias (2007) NGOs have a good practice and experience on M&E system as compared to government organizations.

In Ethiopia, most of the government organizations do not use monitoring and evaluation system in appropriate manner for their projects (CIDA, 2010). A study conducted by Ermias (2007) also shows that monitoring and evaluation is not effectively implemented in the projects undertaken by the Ministry of Mining and Geology Survey of Ethiopia.

In addition, Muluken (2017) did a research on assessment of monitoring and evaluation practice at Dire Dawa diesel power plant rehabilitation project, EEP (Ethiopia Electric Power) had supposed to have a well-defined and functional monitoring & evaluation system. Especially when you noticed that the company's involvement in the project activities is as a client, you may think that the firm could implement an outstanding M&E approach and tools; since most of its project management process job is validating the deliveries and assuring the quality of processes. However, the result of this study indicated the opposite. The existing assessment of project monitoring and evaluation capacity in Ethiopia reveal gaps both institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank (2006).

To harmony with the above notion/ idea the preliminary interview result of the enterprise AWWCE staff confirmed that no consistent monitoring and evaluation practice and culture in the organization, but there is reporting to the respected body for discussion about the positive and negative issues written in the reports, the report is produced periodically, there are monthly, quarterly and yearly reports. Moreover, projects executed under the enterprise were over budget, under performance and distressed. The assessment of regular project performance, enable the managers of projects to take corrective measures and at the same time inform future strategies in the course of initiation and in implementation of projects. Many scholars have linked project performance to the practice of M & E. (Magutu, Mbeche, Nyamwange and Osongo, 2013). From the above intent ineffective use of monitoring and evaluation practice as one of project management tool contribute to project frailer.

1.4. Basic Research Question

This paper will answer the following research question.

1. What are the current Monitoring and Evaluation practice of AWWCE?
2. What type of result-based monitoring and evaluation implemented in the AWWCE?
3. Determining the monitoring and evaluation tool and technique?
4. What are the challenges of M&E in AWWCE?

1.5. Objective of the Study

1.5.1. **General Objective:** The general objective this research to examine the assessment of monitoring and evaluation practices of the projects under East Amhara Water Work Construction Enterprise.

1.5.2. Specific Objective:

- To explore the existing monitoring and evaluation practice AWWCE.
- To know the type of result based M&E implemented in AWWCE.
- To determine the monitoring and evaluation tool and technique.
- To isolate the challenges of conducting proper monitoring and evaluation.

1.6. Significance of the Study

The result of this study will be important for AWWCE in particular and other related sector in general. This study helps project managers and staffs of the enterprise to know how they are implementing monitoring and evaluation activities and identify the gaps observed in the process, and take corrective measures based on the findings to improve the monitoring and evaluation process as required. The first and the most important point here is that, the planned research will be important for top and middle manager, it can be serve as their orientation or channel to improve their monitoring and evaluation system within the organization they are leading.

1.7. Scope of the Study

Amhara water work construction enterprise categorized the number of projects in to three main offices at Tana Bules, west Amhara and east Amhara offices. Even if the enterprise has three main office and immense number of projects and geographically diversified in Amhara region, this study will give an emphasis on east Amhara branch office only.

This proposed study would also concerned on contractor`s perspective point of view, the project under employed (2007-2011) and regarding the scope of analysis, the study will employee descriptive techniques.

1.8. Limitation of the Study

The main limitation of this study is unavailability of adequate secondary data (published and documented data) of monitoring and evaluation on Amhara water work construction enterprise projects and no M&E research also on irrigation and water supply project.

CHAPTER TWO

LITRATURE REVIEW

2.1. Project Monitoring and Evaluation

2.1.1. Concept of Result based management

RBM is broad management strategy that aims at achieving improved performance and demonstrable results, and is adopted by many development agencies (bilateral & multilateral) and public administrations throughout the world (UNDP, 2009).

RBM is an approach to project/programme management based on clearly defined results, and the methodologies and tools to measure and achieve them. RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results you want to achieve. By identifying in advance the intended results of a project/programme and how we can measure their progress, we can better manage a project/programme and determine whether a difference has genuinely been made for the people concerned.

Monitoring and evaluation (M&E) is a critical part of RBM**.** It forms the basis for clear and accurate reporting on the results achieved by an intervention (project or programme). In this way, information reporting is no longer a headache, but becomes an opportunity for critical analysis and organizational learning, informing decision-making and impact assessment (IFRC, 2011).

The main objectives of good planning, monitoring and evaluation: that is, RBM are to: Support substantive accountability to governments, beneficiaries, donors, other partners and stakeholders, Prompt corrective action, Ensure informed decision making, Promote risk management, Enhance organizational and individual learning (UNDP,2009).

Results-based monitoring and evaluation (M&E) is a powerful public management tool that can be used to help policymakers and decision makers track progress and demonstrate the impact of a given project, program, or policy. Results-based M&E differs from traditional implementation-focused M&E in that it moves beyond an emphasis on inputs and outputs to a greater focus on outcomes and impacts (World Bank, 2004).

Jody and Ray (2004) explained over the last several years, there has been an evaluation in the field of monitoring and evaluation involving a movement away from traditional implementation based approaches towards new results based approaches.

2.2. Understanding Monitoring and Evaluation

Good intentions, large programmes and projects, and lots of financial resources are not enough to ensure that development results will be achieved. The quality of those plans, programmes and projects, and how well resources are used, are also critical factors for success (UNDP, 2009).

Good planning, monitoring and evaluation enhance the contribution by establishing clear links between past, present and future initiatives and development results. Monitoring and evaluation can help organizations extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

The document released by the MoFED (2008) noted that project monitoring and evaluation are synergistic and indispensable project management tools and tend to be used as a single phrase, and in many ways closely linked. Thus, ‘’there is not much point in doing monitoring if one cannot evaluate it, and one cannot evaluate something unless monitoring is conducted earlier.’’

2.2.1. Monitoring: can be defined as a systematic and continuous process of, and collecting, analyzing using information for the purpose of the management and decision making (MoFED, 2008). Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/programme management (IFRC, 2011).

According to OECD(2002) cited by UNDP(2009) Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Type of Monitoring: A project/programme usually monitors a variety of things according to its specific informational needs (IFRC, 2011).

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

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

Compliance monitoring: ensures compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards.

Context (situation) monitoring: tracks the setting in which the project/programme operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project/programme.

Beneficiary monitoring: tracks beneficiary perceptions of a project/programme. It includes beneficiary satisfaction or complaints with the project/programme, including their participation, treatment, access to resources and their overall experience of change. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism.

Financial monitoring: accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring.

Organizational monitoring: tracks the sustainability, institutional development and capacity building in the project/programme and with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organization.

2.2.2. Evaluation: Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors (UNDP, 2009).

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

It is best to involve key stakeholders as much as possible in the evaluation process. Participation ensures that different perspectives are taken into account, and hence reinforces learning from & ownership of the evaluation findings. Ultimately, the approach & method used in an evaluation is determined by the audience and purpose of the evaluation. Major types of evaluation that are conveniently classified in to three broad categories, timing, methodology/technicality, and conductor (IFRC, 2011).

According to Evaluation Timing

Formative evaluations: occur during project/programme implementation to improve performance and assess compliance.

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

Midterm evaluations: are formative in purpose and occur midway through implementation. For secretariat-funded projects/ programmes that run for longer than 24 months, some type of midterm assessment, evaluation or review is required.

Typically, this does not need to be independent or external, but may be according to specific assessment needs.

Final evaluations: are summative in purpose and are conducted (often externally) at the completion of project/ programme implementation to assess how well the project/ programme achieved its intended objectives. All secretariat funded projects/programmes should have some form of final assessment, whether it is internal or external

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

According to who conduct evaluation?

Internal or self-evaluations: are conducted by those responsible for implementing a project/programme.

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

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

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

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

2.3. The difference between Monitoring and Evaluation

Having understood the definition of M&E, the practitioner can now list the key differences between the two. Some of the distinctions between monitoring, which is to see 'what we are doing' and evaluation, which is to assess 'what we have done' are given in the matrix below (KEPA, 2015).

	Monitoring	**Evaluation**
Definition	Concurrent analysis of project progress towards achieving the planned results with the purpose of improving management decision making (Aquaknow, 2016).	Assessment of the magnitude of change in the results proposed by the project that may be attributed to the project
What is it done?	Systematic activity should be done regularly throughout the project implementation.	It should be done only at specific points of time like in the middle of the project, at the change of phase, and at the end of the project etc.

Scope	Focuses on activities, outputs and indicators of progress and change.	Focuses on delivery of project outcomes and impacts. It assesses the progress towards the project objectives and goals.
What does it?	Ideally, it should be an internal activity. This should be done by project staff or its target beneficiaries.	Ideally, it should be an external activity to avoid conflict of interest. It should be conducted by external evaluators while involving donors, project staff and project users.
Why it is done?	It is done to report project progress to the management, to identify the bottlenecks, take remedial action and modify the project implementation plans.	It is done to ensure accountability of the project, learn broad lessons and provide recommendations to similar projects. It highlights the potential and the achievements of the project.

***T**able-2.1- Monitoring v Evaluation*

2.4. Importance of Monitoring and Evaluation

A well-functioning monitoring and evaluation system is a critical part of good project management and accountability. As Berhanu et al, (2010) note timely and reliable monitoring and evaluation have the following importance.

First, useful to provide timely and useful information to decision-maker and stakeholder feedback, especially beneficiaries, to provide input into and perceptions of work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.

Secondly, good monitoring and evaluation system helps governments and organizations to develop knowledge base of the types of projects, programs and policies that have worked and did not work, and why.

Thirdly, monitoring and evaluation systems can be used to promote greater transparency and accountability within organizations and governments.

2.5. Steps of Monitoring and Evaluation

IFRC (2011) identified six monitoring and evaluation steps. These are identifying the purpose and scope of the M&E system, planning for data collection and management, planning for data analysis, planning for information reporting and utilization, planning for M&E human resources and capacity building, and preparing the M&E budget.

2.6. Monitoring and Evaluation system

A more formal definition of a M&E system is a 'series of policies, practices and processes that enable the systematic and effective collection, analysis and use of monitoring and evaluation information' (Pasanen & Shaxson 2016).

According to European commission civil society fund in Ethiopia (2017), a well-functioning M&E system manages to integrate the more formal, data orientated side commonly associated with the task of M&E together with informal monitoring and communication, such as project field staff sharing impressions of their field work with each other and their managers over lunch (or coffee). Seeing M&E as an integrated support to those involved in project implementation requires: Creating M&E processes that lead to clear and regular learning for all those involved in project strategy and operations; understanding the links between M&E and management functions; using existing processes of learning, communication and decision-making among stakeholders as a basis for project orientated M&E; putting in place the necessary conditions and capacities for M&E to be carried out and a good M&E system consists of four interlinked parts.

1. **Planning:** Identifying information to guide the project strategy, ensure effective operations and meet external reporting requirements. Then deciding how to gather and analyse this information and document a plan for the M&E system.

2. **Implementing:** Gathering and managing information through informal as well as more structured approaches. Information comes from tracking which outputs, outcomes and impacts are being achieved and checking project operations.

3. **Participation**: Involving project stakeholders in reflecting critically. Once information has been collected it needs to be analyzed and discussed by project stakeholders. Again, this may happen formally or informally.

4. **Communication**: The results of M&E need to be communicated to the people who need to use it. Ultimately the results from M&E – both the communication processes and information – will improve the project strategy and operations. Senior management is responsible for seeing to this with support of M&E staff. Sometimes improvements can be immediate. But sometimes more extensive negotiations may be required.

Monitoring and evaluation practice deals with the issue of how to implement M&E system. It is concerned with the application of the system on the ground. Though the practice may differ from organization to organization and based on the size and complexity of projects the main issues are common more or less.

2.6.1. Monitoring and Evaluation Practice

According to Ermias (2007), the basic practice associated with monitoring and evaluation includes preparing: M&E plan, preparing coherent framework like LFA, Insuring the availability of required M&E budget, scheduling the M&E period, Identifying and assigning responsible personnel for the monitoring and evaluation activities, specifying the frequency of data collection, Stakeholder involvement, Ensuring inputs for M&E (financial and human) utilization, Activity implementation compared to project schedule, For output monitoring and evaluation mix of quantitative and qualitative indicator ensured, Outcomes and goals achieved, Disseminating or reporting the M&E findings and finally capturing and documenting the lessons learned i.e., creating a knowledge repository.

2.6.2. M&E and the project/ Programme Cycle Management

According to IFRC (2011), here we provide an overview of the usual Stages and key activities in project/program Planning, Monitoring, Evaluation and Reporting (PMER). Typically, the PMER activities include:

Initial needs assessment: This is done to determine whether a project/programme is needed and, if so, to inform its planning.

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

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

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

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

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

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

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

Initial Needs Assessment; during project initiation process; through: situational analysis and SWOT Analysis

Context monitoring & evaluation; during project planning/procurement planning; through: technical/financial evaluation, Cost/Benefit Analysis, positioning matrix Analysis and baseline assessment.

Mid-term/process monitoring & evaluation; during project implementation; through: Project work breakdown structure (WBS), Gantt chart, milestone chart, network diagrams (PERT, CPA) and Earned Value Management.

Real Time Evaluation (RTEs); during emergency requirements mostly on distressed projects; through: sunk cost technique, root cause assessment and Meta evaluation.

Summative Evaluation; at the final stage of a project; through; project work breakdown structure (WBS) and earned value management.

2.7. Monitoring and Evaluation Framework and Indicator

2.7.1. The Logical Framework Approach

LFA is an analytical and project management tool which is widely used by funding agencies, international nongovernmental organizations (NGOs) and many government agencies for the

designing and management of development projects. It was developed in the late 1960s to assist USAID to improve its project planning and evaluation systems (Republic of Serbia, 2011). LFA supports objective oriented planning and management. It can be used to perform systematic and structured analysis of a project or programme. This analytical process consists of a set of tools or techniques which can be used in managing development projects.

Log frame matrix is the documented product at the end of conducting the logical framework analysis. On one hand, it facilitates optimal resource allocation; while on the other hand, it sets performance measures and standards that provide for a framework for M&E. It also takes into account the assumptions and risks envisaged while implementing the project (NORAD, 1999).

The steps that are followed in conducting an LFA are analysis of the project's context, problem analysis/situation analysis, stakeholder analysis, options identification and selection, identification of the main activities, their schedule, and the required resources, risk identification and Log frame write-up and validation

The log frame or the PPM is a four-by-four matrix that details the logical connect between the various components of the project as well as the framework for assessing the performance. The basic philosophy of the logical framework approach (LFA) is the logical approach in achievement of the impacts, where inputs given through activities leading to outputs and further to outcomes, which finally contributes towards impacts. This hierarchy forms the rows of the PPM matrix and the logical connect between various levels is termed as the vertical logic (FAO). Performance measures called indicators are set for each hierarchical level, with sources of information listed for each indicator.

Finally, assumptions that make activities translate into outputs, and outputs to purpose or purpose to goal are also listed. This forms the horizontal logic of the PPM. Columns and rows of the PPM are given below. *Figure 2.1: Log framework matrix*

	Horizontal Logic			
Vertical Logic	**Narrative Summary**	**Objectively Verifiable Indicators (OVI)**	**Means of Verification (MOV)**	**Assumptions/ Risks**
	Goal			
	Outcome			
	Outputs			
	Activities	**Inputs**		

How does the Log Frame help with Project Evaluation*?*

The LF and its PLM can provide useful frameworks and tools for evaluation work. They can be used to demonstrate the role of monitoring, evaluation and impact assessment and the specific points at which M&E should be undertaken in the program or project implementation.
Monitoring work focuses on the progress and tracking of inputs, implementation of activities and production of outputs. Evaluation tends to take place at specific points/stages in a project and permits an assessment of progress over a longer period of time. The focus is on tracking changes in relation to outcomes (with reference to objectives) and impact, in terms of the project goals.

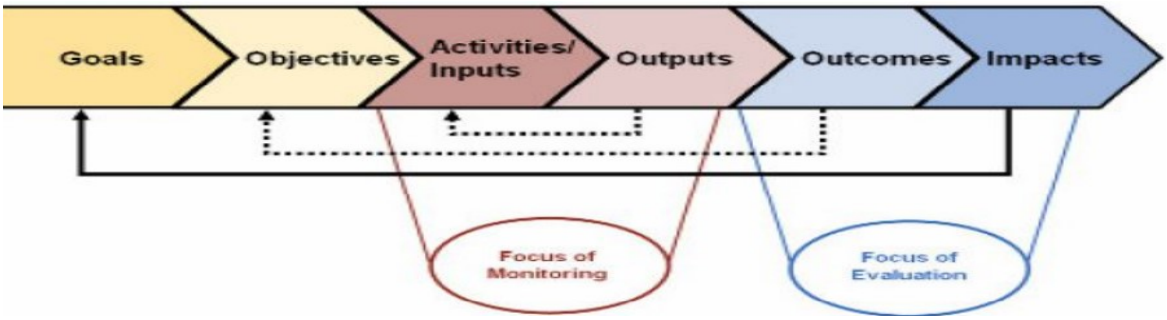


Figure 2.2: The Place of M&E in the logic model (IFC, GTZ, & DFID, 2008, p. 37

2.7.2. Indicator and Target

The concept of indicators is pivotal to M&E. As per its dictionary definition, an indicator is defined as a sign or a signal. In the context of M&E, an indicator is said to be a quantitative standard of measurement or an instrument which gives us information (UNAIDS, 2010). Indicators help to capture data and provide information to monitor performance, measure achievement, determine accountability and improve the effectiveness of projects or programmes.

Designing indicators is one of the key steps in developing an M&E system. Indicators are units which measure information over time to document changes in the specific conditions. With respect to the various M&E levels and the result chain of the project, specific indicators need to be developed for each stage of the results chain. Thus, there should be a different set of indicators at the impact level, at the outcome level as well as at the output, activity and input level. Also, for each level, there can be more than one indicator.

An indicator may be quantitative or qualitative based on the characteristics of information that it provides. Those that deal with information that can be expressed in numbers are quantitative indicators, while those dealing with information units expressed in any form other than in numbers, e.g., statements, are qualitative indicators. Another important attribute of quantitative indicators is that arithmetic functions can be applied to its corresponding data while this is not possible in the case of qualitative indicators.

2.7.3. Base line

According to IFRC (2013), a "baseline" refers to measurements of key conditions (indicators) before a project begins, from which change and progress can be assessed. Baseline refers to a set of factors or indicators used to describe the situation prior to an intervention that acts as a reference point against which progress is assessed or comparisons made. The establishment of Baseline Data involves establishing where we are at present relative to the outcome we are trying to achieve. The baseline is the first measurement of an indicator, setting the current condition against which future change can be tracked. One cannot project performance into the future (set targets) without first establishing a baseline.

2.8. Tools and Technique of Monitoring and Evaluation

2.8.1. Monitoring and Evaluation Method

According to Hunter (2009) and MoFED (2008), project monitoring and evaluation methods include keeping project records, formal surveys, interviews, direct observation, focus-group discussions and mapping.

2.8.2. Areas of Project Monitoring

Hosein (2003) sited by Bido (2014) indicated that two Project areas to be monitored are compliance and performance tests.

The Compliance Test: this refers to determining whether and to what extent the members of the project team have complied with defined project management policies, procedures, standards & controls in executing activities in each phase of the project life cycle, including activities related to procurement management and financial management.

The Performance Test: is the process of comparing the schedule for activity completion and their associated costs with the planned activity schedule and associated budget parameters defined in the project baseline plan.

2.9. Project Monitoring & Evaluation Practice/Process Challenges:

The performance of project monitoring and evaluation activity is influenced by several internal and external factors. There are many challenges in practice during the implementation of the process. Bernard Phiri pointed out three groups of project M&E process challenges (political, technical and bureaucratic) of the can be grouped in to three (Bernard Phiri, 2015). According to Mthethwa and Jili, the challenges of M&E process at the local government level of South Africa are: knowledge, skill and competency (R. M., Mthethwa and N. N. Jili, 2016).

By summarizing the results of previous studies and practices, the challenges of Project Monitoring & Evaluation Process can be:

Political (Contextual): It is internal/external political challenge that threats the monitoring & evaluation performance during the management of project. These are governmental interference, management/implementer influence and stakeholder (external power) influence.

Technical (Methodological): these are the challenges which are linked to the quality of the monitoring & evaluation system implemented in the project. These are choice of the appropriate M&E approach & tools, data availability M&E planning quality, M&E process' reliability, inclusiveness, timeframe, validity and substantial and M&E team skill and ability.

Bureaucratic (psychological): these are the challenges which are linked to the project working culture and organizational assets. These are company policy clarity, higher management support, budgetary allocation, M&E process transparency, ethical issues; like corruption & compliance with company standards and Employee's commitment and attitude.

2.10. Monitoring and Evaluation of Public Projects in Ethiopia

Public sector projects monitoring and evaluation at different stages of projects cycle are the most crucial function to enhance the quality of project management and ensure the efficiency and effectiveness of the development intervention made by the government. As a result, this section tries to provide bird's eye-view of the Ethiopia's experience of the public sectors projects monitoring and evaluation practices.

As the MoFED (2008) disclosed, public sectors projects monitoring and evaluation practice manifested different features from regime to regime. Under this part of the study, the *Dergue* and

Federal Democratic Republic of Ethiopia (FDRE) regimes public sectors projects monitoring and evaluation features shall be discussed.

During the ***Dergue*** regime, the centrally planned command economy, the Central Planning Commission was responsible for the overall monitoring and evaluation of public sectors projects activities. Quarterly, bi-annual and annual progress reports, field inspection interviews and discussions held with public sectors projects implementers were used as the basic tools of data gathering for projects monitoring and evaluation (MoFED, 2008).

As the Ministry of Finance and Economic Development indicates, the overall public sectors projects monitoring and evaluation of the past system had suffered from the following basic limitations.

These where, public sectors projects monitoring and evaluation system was too rigid, and lack dynamism and project managers had limited autonomy of decision making. On the other hand, there was delay of monitoring and evaluation feedbacks to both managers and implementers. There was high cost of project monitoring and evaluation and outcome evaluation did not get attention. In the early 1990's, the responsibility of coordinating and consolidating public sectors projects monitoring and evaluation was provided to the Ministry of Planning and Economic Development. During this period, the Ministry had developed the standard formats that were used for both financial and physical project performance data collection and communication. Minimal field trip to conduct projects monitoring and evaluation and poor feedback system were some of the weaknesses of the public sectors projects monitoring and evaluation system of the period (MoFED, 2008).

MoFED (2008) added that during the early 1990's, the responsibility of conducting externally financed projects monitoring and evaluation was given to the Ministry of External Economic Cooperation. The ministry had no its own projects monitoring and evaluation system and was relied only on adopting donors driven projects monitoring and evaluation philosophy like field visit, review meeting and periodic monitoring. And the observed major challenges were: review meetings were conducted only on annual bases which created long interval to take corrective measure on time, monitoring activities were dependent only on progress reports that had

obtained from projects implementing sectors and monitoring and evaluation lacked comparative analysis of what was planned and achieved.

Following the decentralization process in the country, during the Federal Democratic Republic of Ethiopia, public sector projects monitoring and evaluation system has begun to be conducted at both regional and federal levels. As a result, the planning and program departments both at the Federal Ministry of Finance and Economic Development and Regional Bureaus of Finance and Economic Development are mandated to play a role of coordinating and consolidating projects monitoring and evaluation (MoFED,2008).

At the federal level, the MoFED has developed standard guidelines and formats for federal public sectors to conduct public sectors development projects monitoring and evaluation accordingly. In addition, Proclamation No.41/1993 vested power and responsibility on the Ministry of Finance and Economic Development to following up and evaluate the implementation of capital budget, external assistance, loan and Federal subsidies granted to the regional states.

2.11. An Empirical Review

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

A study conducted by Kariuki (2014) on the Community Development Projects in Kenya, analyzed the importance and the challenges of monitoring and evolutions and concluded that monitoring and evaluation were very important to ensure project accountability and necessary for ensuring that projects meet the intended rationale. It was found that a poor design of the monitoring and evaluation hindered the monitoring process which then resulted in difficulty of achieving project success.

The study conducted by Bido (2014) on the title of the study an assessment of project monitoring and evaluation practice in Oromia pastoral area development commission at Fentalle and Mieso district, Ethiopia. The research approach employed in this study is descriptive method as the data gathered both from respondents and different documents were recorded and described and both qualitative and quantitative approach were also employed. Both primary and secondary data source were used in the research. The study was used four method of data collection. These were questionnaires, key informant interview, focus group discussion and documents reviews.

This study was used stratified sampling technique to group the sampling respondent and judgmental sampling for individual sample. The finding also indicated that materials and human resource limitation, unplanned and irregular monitoring and evaluation practice at the districts level, weak follow up made to completed projects, utilization of administrative records and files as tools of monitoring and evaluation, lack of evaluation standards and principles, un functioning of some completed projects, lack of outcomes evaluation were some of the major gaps identified. The researcher also given the recommendation on the illustrated problems like conduct outcome evaluation, restructuring human resource during project design for the purpose of future project planning, avoid competition over project resource and improving monitoring and evaluation manual by including project evaluation principle and standard.

Temesgen (2004) conducted an assessment of monitoring and evaluation of Oromia Health Bureau of Hospitals construction projects. This study was guided by the general objective**,** to assess the project monitoring and evaluation of Oromia Health Bureau in relation to hospital construction. The study employed descriptive research approach and the participants were selected through judgmental sampling. The study includes both qualitative and quantitative data analysis. The findings of the study showed that there is no organized monitoring and evaluation plan, lack of well-organized monitoring and evaluation unit for Hospitals construction projects in the bureau, lack manuals which shows procedure, principle, criteria and standards of monitoring and evaluation for Hospital construction projects. Generally, the result of the study indicated that there is weak monitoring and evaluation practice of Hospital construction projects in the Bureau. Finally, the study recommended that, the Bureau has to organized well-structured monitoring and evaluation department, prepare monitoring and evaluation guidelines, using systematically organized planning.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design and Approach

This study was used descriptive research design because descriptive studies are often designed to collect data that describe characteristics of objects (such as persons, organizations, products, or brands), events, or situations. The study was employed survey strategy. The survey strategy is very popular in business research, because it allows the researcher to collect quantitative and qualitative data on many types of research questions. Indeed, surveys were commonly used descriptive research to collect data about people, events, or situations. This study was used mixed approach. Because mixed methods research focuses on collecting, analyzing, and mixing both quantitative and qualitative data in a single study or series of studies. A mixed methods approach is increasingly advocated within business research (Uma S.et.al, 2016).

3.2. Target Population

The target population refers to the specific group relevant to a particular study. Mugenda and Mugenda (2003) explain that a population is a group of individuals or objects that have the same form of characteristics.

A report from East Amhara Water Work Construction Enterprise comprised by Wendimagne, (2019) revealed that sixty three projects (29 water supply, 17 irrigation and 17 building construction) are on progress/ ongoing. The enterprise also employed 134 engineers and 26 foremen. They are act as directors, department officer, supervisors, project manager's, site engineer, office engineer and site foreman.

3.3. Sampling and Sample Selection Technique

A sample could basically be describe as a subject of the population in which case a population constitute all the individuals which possess some common observable characteristic' (Mugenda, and Mugenda, 2003). The sampling technique in this study was used judgmental / purposive sampling in which the decision to include a sample in the study was made based on the criteria of the person's knowledge of M&E, experience and background of project management.

Because purposive sampling here was confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or they conform to some criteria set by the researcher (Uma S.et.al, 2016).

Among the sixty three projects only six projects (two water supply, two irrigation and two building construction projects) were selected purposively for this research because, the serious problems emanated by low financial and physical performance of the projects as compared to plan and projects also face enormous time and cost overrun. Another reason to select these projects are huge amount of money consumed and high human resource engaged on the projects relatively any other projects. The name of projects selected for this paper are Ruga and Sciynt water supply projects, Milla Koticha and Upper Milla irrigation projects, South Wollo zone administrative office and South Wollo zone court office projects were selected.

The total populations of respondents were 55 engineers engaged on project execution of selected projects. They were actively participated on more technical work as well as monitoring and evaluation activity. All the employees/ engineers were selected that are participated on project execution activity purposively for sampling respondent for data collection i.e. census was exercised to get a more comprehensive picture of the issue under study.

4.4. Sources of Data and Collection Instruments

The study was relying on both primary and secondary sources of data. This research study was used a questioner, interview and observation for data collection method. The primary data was collected from respondents by semi structured interview and closed ended likert scale type questionnaire. The secondary sources of data was obtained from Reports, Working Formats and other documents of the organization describing the monitoring and evaluation tools, principles and standard.

4.5. Reliability and Validity

Reliability is a test of how consistently a measuring instrument measures whatever concept it is measuring. Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure. In other words, validity is concerned with whether we measure the right concept and reliability with stability and consistency of measurement. To ensure validity and reliability researchers can use the instruments already reputed to be “good,” rather than laboriously developing their own measures.

When using these measures, however, researchers should cite the source (i.e., the author and reference) so that the reader can seek more information if necessary (Uma S.et.al, 2016). So this research will used tested instrument by other researcher.

Creswell (2009) states that employing multiple data collection instruments help the researcher to combine strengthen and amend some of the inadequacies and for triangulation of the data. Triangulation means compensating the use of single data collection methods and a simple study design with the use of several information sources and different methods simultaneously, to generate information about the same topics.

3.6. Data Analysis and Presentation

The study was utilizes a quantitative and quantitative method for the analysis of the collected data. Descriptive analysis tools of frequency, percentage and mean were used for the analysis of project monitoring and evaluation practices data. The data presentation would be staged by table, graph and chart.

3.7. Ethical Consideration

According to Saunders et al., (2009) Research ethics therefore relates to questions about how we formulate and clarify our research topic, design our research and gain access, collect data, process and store our data, analyze data and write up our research findings in a moral and responsible way.

An attempt was made to ensure all respondents to keep their identity and responses as confidential; so that all the information will give in full confidence. The questionnaire will distributed based on willingness of each respondent. In addition, the purpose of the questionnaire is clearly indicate in a cover letter along with the questionnaire

CHAPTER FOUR

Data Presentation and Interpretation

This chapter presents the results of the primary data analyzed which was collected through the use of closed ended questionnaires, interview questions and discusses the findings of the survey. Descriptive statistics tools were used to analyze the collected data on the practices of project Monitoring & evaluation at Amhara Water Work Constriction Enterprise projects. The results were analyzed from the point of response rate & the demographic characteristics of the respondents.

The findings of the study: Monitoring & evaluation practice applied; Monitoring and evaluation and project cycle management, Method of Monitoring and Evaluation; Area of monitoring and the appropriate Monitoring & evaluation for program/project to control the existing situation of the projects output would be presented through Frequency distribution tables; pie, line and Bar charts. The data were analyzed by frequency of the respondent, mean, aggregate mean and percent.

4.1. Response Rates

A closed ended questioners were distributed for 55 respondents and 52 respondents were fill the questioner and respond correctly. Three questioners were not returned. That means 52 (95%) of the respondent were correctly filled and returned.

Table 4.1: Response rate of the respondent.

Respondent	Number	Percent
Correctly responded	52	95%
Not responded	3	5%
Total	55	100%

Source: Owner survey, 2019.

4.2. General information about the Respondent

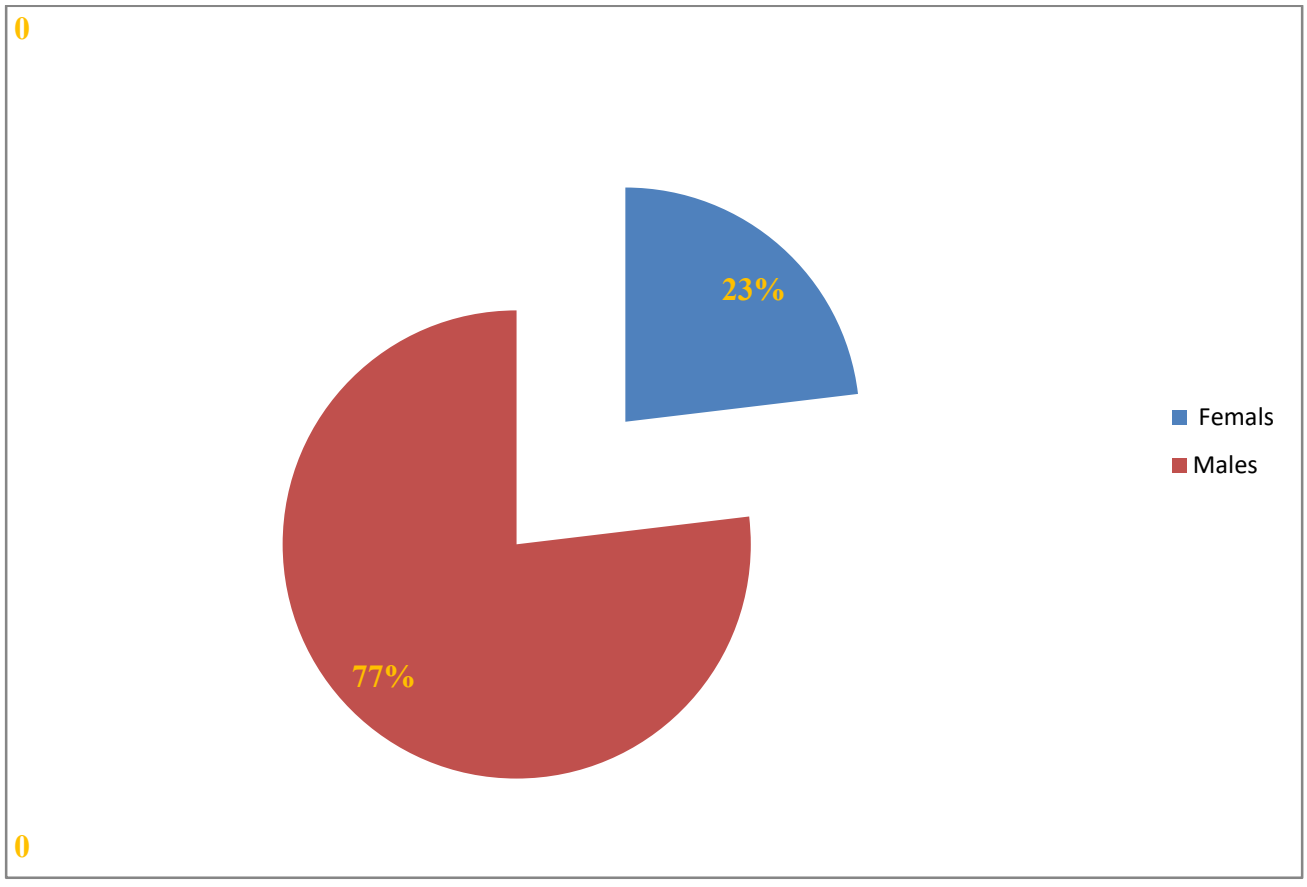
The information generated to address the stated research objectives is solicited from respondents with diverse demographic characteristics.

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and professional characteristics of respondents. These variables were included: sex, age, academic qualification, job position and work experience.

4.2.1. Sex of the Respondents:

As the data obtained from the respondents figure 4.1, 40 (77%) majority of the respondents were male while 12(23%) were female. This shows that the participation of females lower than males in the organization.

Figure 4.1 sex of respondent



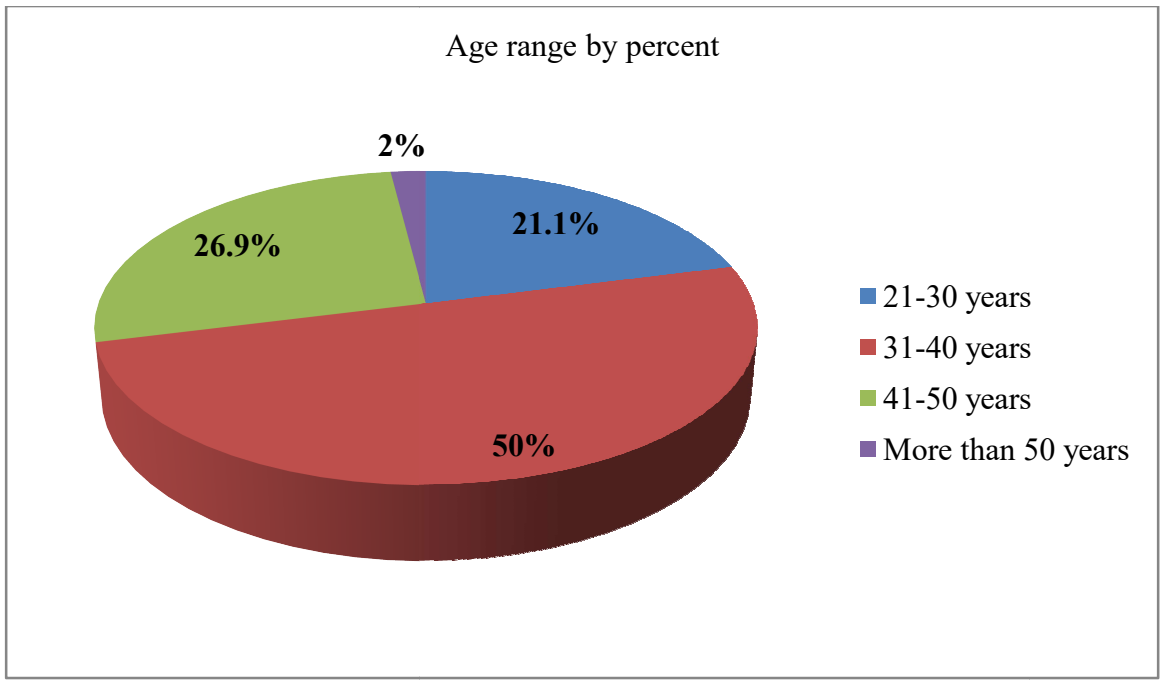
Source: Owner data, 2019.

4.2.2. Age of the Respondents:

Concerning the age of the respondents on the figure 4.2, 21.1 % of the respondents were in the age range of 21-30, while 50 % of them were in the age range of 31-40, the remaining 26.9 % and 2 % are in the age range of 41-50 and older, respectively.

This is indicated that relative majority of the respondent under the range of 31- 40 reperesent 50% of the respondent. This indicated that most of the respondent were at middle age, active and mature for their work.

Figure 4.2 Age of the respondent



Source: Owner data, 2019.

4.2.3. Academic Qualification of Respondents.

As per the table 4.4 shown below academic qualification of the respondents, 8(15.4%) of the respondents hold their diploma, 32(61.5%) of them have their first degree and 12(23.1%) have Master's degree. This is confirmed that most of the respondents were ranked first degree holder. This study revealed that the enterprise outfitted by good academic performed staff. This is considered as an advantage to get accurate and relevant information/data for this study.

Table 4.2: Academic qualification of the respondents

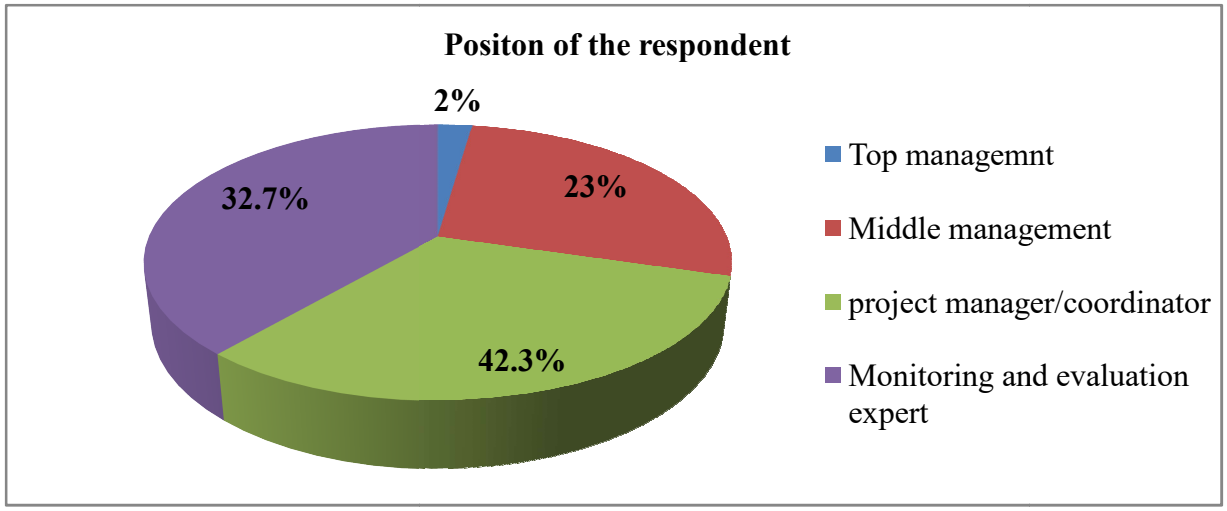
	Frequency	Percent	Valid Percent	Cumulative percent
MA/Msc	12	23.1	23.1	23.1
BA/Bsc	32	61.5	61.5	84.6
Diploma	8	15.4	15.4	100
Total	52	100	100	

Source: Owner survey, 2019.

4.2.4. Position of the Respondents in the Organization

Regarding the position of respondent on the following figure 4.3, 2 % of the respondents were ranked under top management of the east Amhara branch office, 23 % of them were racked under middle management (claim and payment teams under contract administration, head department of construction), 42.3% of the respondents were acted as project coordinators (Site managers, office engineers and project managers) and 32.7% of them ranked are monitoring and evaluation expert (supervision team). This is indicated that the composition of staffs in the enterprise was good for the thoughtful of monitoring and evaluation for this study conducted.

Figure 4.3 Position of the respondent

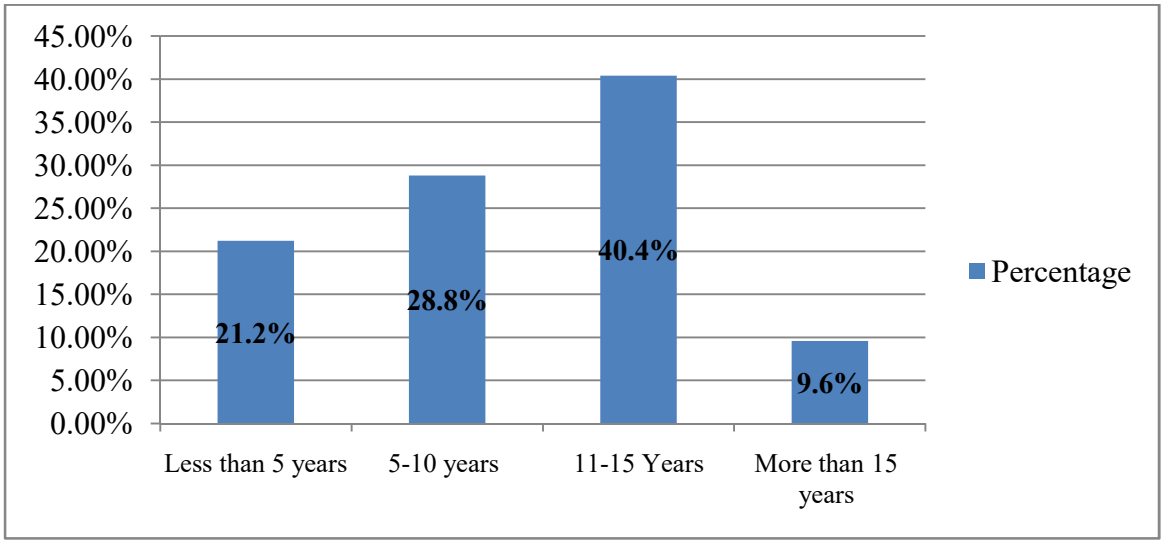


Source: owner survey, 2019.

4.2.5. Work Experience of the Respondents

As shown in figure 4.4, below majority 21(40.4%) of the respondents have a work experience of 11-15 years followed by 15(28.8%) 5-10 years, 11(21.2%) less than 5 years and 5(9.6 %) of the respondents had more than 15 years' work experience. This is reviled that experienced respondent were found in the organization the information gained from these respondents reliable.

Figure 4.4: work experience of the respondent



Source: owner survey, 2019.

4.3. Data Analysis of Monitoring and Evaluation System

In this section, the analyzed data for respondents' thought of the monitoring and evaluation practice/system at Amhara Water work Construction Enterprise Project in terms of: M&E system practiced, Monitoring and Evaluation and project cycle management, area of monitoring and evaluation, method of monitoring and evaluation, contribution of monitoring and evaluation for project success and the challenges of M&E process were presented her.

4.3.1. Monitoring and Evaluation Practice

IFAD (2008) sees monitoring and evaluation practices as part of design programmes as it ensures that there is logical reporting; the process that interconnects results and demonstration accountability, it quantifies efficiency and effectiveness, guarantees effective resource distribution, stimulates learning that is continuous along with enhancing better decision making.

In view of assessing the kinds of monitoring & evaluation practice which have been applied at Project, the respondents were asked politely to Amhara Water Work Construction Enterprise to indicate their levels of agreement on several parameters of the kinds of monitoring & evaluation practiced. The responses were ranged from strongly disagree= SD=1, disagree=D=2, neutral=N=3, agree=A=4, and strongly agree=SA=5. The Frequency, Mean, and percentage were used to analyze the study data as shown in Table 4.3. The mean value interpretation for the assumption of the researcher is that above three= agree, 3= neutral and below three= disagree.

Table 4.3: Practice of monitoring and evaluation

	Monitoring and Evaluation practice	Frequency of respondents		Percent		Mode	Mean
1	The scope and purpose of monitoring and evaluation clear.	SD	11	21.1%	69.2% (36)	2	2.25
		D	25	48.1%			
		N	11	21.2%			
		A	2	3.2%	9% (5)		
		SA	3	5.8%			
		Total	52	100%			
2	AWWCE has a written monitoring and evaluation plan that guides project execution for every project.	SD	9	17.3%	65.4% (34)	2	2.35
		D	25	48.1%			
		N	9	17.3%			
		A	9	17.3%	17.3% (9)		
		SA	0	0			
		Total	52	100%			
3	Adequate budgets are assigned for monitoring	SD	4	7.7%	19.2% (10)	4	3.38
		D	6	11.5%			

	and evaluation	N	15	28.8%			
		A	20	38.5%	52%		
		SA	7	13.5%	(27)		
		Total	52	100%			
4	AWWCE has allocate enough time and set schedule for monitoring and evaluation.	SD	12	23.1%	71.2%	2	2.25
		D	25	48.1%	(37)		
		N	8	15.4%			
		A	4	7.7%	13.5		
		SA	3	5.8%	(7)		
		Total	52	100%			
5	Project stockholder clarity identified in the plan	SD	16	30.8%	78.9%	2	1.96
		D	25	48.1%	(41)		
		N	8	15.4%			
		A	3	5.8%	5.8%		
		SA	0	0	(3)		
		Total	52	100%			
6	Frequency of data collection indicated in the plan	SD	15	28.8%	63.5%	2	2.23
		D	18	34.6%	(33)		
		N	11	21.2%			
		A	8	15.4%	15.4%		
		SA	0	0	(8)		
		Total	52	100%			

7	An enterprise exercise an activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved.	SD	10	19.2	57.7% (30)	2	2.33
		DA	20	38.5			
		N	17	32.7			
		A	5	9.6	9.6% (5)		
		SA	0	0			
		Total	52	100%			
8	Disseminating or reporting the M&E findings	SD	11	21.2%	69.2% (36)	2	2.21
		D	25	48.1%			
		N	10	19.2%			
		A	6	11.5%	11.5% (6)		
		SA	0	0			
		Total	52	100%			
9	Capture and documenting the lessons learned	SD	15	28.8%	73.2% (38)	2	2.12
		D	23	44.2%			
		N	9	17.3%			
		A	3	5.8%	9.6% (5)		
		SA	2	3.8%			
		Total	52	100%			

	Monitoring and evaluation practice	Frequency of respondent		Percent		Mode	Mean
10	Creating knowledge repository implemented by the enterprise	SD	14	26.9%	69.2% (36)	2	2.10
		D	22	42.3%			
		N	13	25%			
		A	3	5.8%	5.8% (3)		
		SA	0	0			
		Total	52	100%			
11	The monitoring and evaluation system is effective, efficient and contribute to achieve the project objective.	SD	8	15.4%	61.5% (32)	2	2.42
		D	24	46.2%			
		N	13	25%			
		A	4	7.7%	13.5% (7)		
		SA	3	5.8%			
		Total	52	100%			
Aggregate mean		μ =2.33					

Source: owner survey, 2019.

From the above table 4.3 indicated that, respondents were asked whether the scope and purpose of monitoring and evaluation is clear. With regard to this question item, majority of 36 (69.2%) respondents disagreed with the statement, 11(21.2%) kept neutral and the remaining 9(9%) agreed with the statement. The mean value 2.25 and mode 2 indicates that most respondents disagreed on the matter. This shows that majority of the respondents were not clear on the concern of scope and purpose of monitoring and evaluation.

As shown in the table question no-2, 34(65.4%) of the respondent were disagreed on the issue of AWWCE has a written monitoring and evaluation plan that guides project execution for every

project, while 9(17.3%) of the respondents were agree on matter and 9(17.3%) of the participant also neutral.

The mean value of 2.35 and mode of 2 disclosed that most of the respondent ensured that there is no written monitoring and evaluation plan that guides project execution for every project as a project oriented enterprise.

As indicated item number-3 on the above table, 27(52%) of the respondents were agreed that the Enterprise was assigned adequate budget for monitoring and evaluation, 10(19.2%) of the participants were disagreed while the remaining 15(28.8%) kept neutral.

Based on the result of item-3, mean value of 3.38 and mode of 4 majority of the respondent agreed AWWCE assigned adequate budget for M&E practice. IFAD (2012), in its report noted that most developing countries are being faced with the challenge of implementing a sound monitoring and evaluation due to lack of control on their funding.

For the question no -4, the respondents ranked in to three major likert scale position. That is 37(71.2%) of the respondent disagree on the item, while 7(13.3%) of the respondent agree on the issue of AWWCE has allocate enough time and set schedule for monitoring and evaluation practice and 8(15.4) of the respondents were reserved on neutral position.

Majority of the respondent revealed that AWWCE does not allocate enough time and not set good schedule for monitoring and evaluation practice. This is supported by the mean value (μ= 2.25) of the respondents, the enterprise was not set enough time and realistic schedule for the purpose of M&E.

The respondent of the study were asked that project stakeholders identified and place in the M&E plan. With this item 41(78.9%) of participants were disagree on the item, 8(15.4%) of respondent renaming neutral and 3(5.8%) participants agreed. This implies that the enterprise did not practiced project stakeholders identified and placed in M&E plane and this is supported by the mean value of (μ= 1.96).

The respondent of the study were also asked the question frequency of data collection indicated in the plan was one of the M&E practice. Regarding this item, majority 33(63.5%) of the respondent disagree, 8(15.4%) respondent agree and 11(21.2%) of remain neutral to the statement. This result of the respondent shown that AWWCE not employee frequency of data collection indicated in the plan. The mean value (μ= 2.23) of the respondents supported the overall argument of the respondent.

The study also assessed the issue of an enterprise exercise an activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved.

The response of respondent for this item, 30(57.7%) of the respondent disagree on the statement, 5(9.6%) respondents were agree and 17(32.7%) were stayed neutral.

This indicated that the enterprise does not realize activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved.

The mean values =2.33 support the rating scale result of the majority of the participants, hat is no activity implementation compared to schedule, quantitative and qualitative output.

The study also reviews disseminating or reporting the M&E findings. The respondents were disagreed 36(69.2%), while 6 (11.5%) agreed with the statement and 10(19.2) remaining neutral. The rank of likert and the mean value also ensured that disseminating or reporting M&E finding was not considered as M&E practice in the enterprise.

From the item concerned with capture and documenting the lessons learned, 38(73.2%) participants disagreed with the statement. From these 52 respondents 5 (9.6%) of them were agreed, 9 (17.3) of the respondent remain neutral. This is confirmed that capturing and documenting the lessons learnt is not the usual practice in the enterprise.

Regarding the item number 10, majority of the respondents 36(69.2%) disagreed and stated that their organization does not creating knowledge repository implemented by the enterprise, 3(5.8%) of the respondents agreed that their organization does practiced indeed creating knowledge repository but 25% of the organization respondents said that they neither agreed not disagreed to this statement. This indicated that, the enterprise has not a practical culture of creating knowledge repository implemented in the enterprise itself as well as lessons leant for the next projects.

A study by Harry et al (2003) on the social practices and knowledge management in projects, outline the importance of knowledge retention and dissemination. The key study finding, signify processes of knowledge capture, transfer along with learning in project formulation depend heavily on the social trends, practices and processes in manners, which depict the value and the importance of including community-based approach in knowledge dissemination.

According to the last item, the monitoring and evaluation system is effective, efficient and contribute to achieve the project objective, 32(61.5%) of the participants were disagreed on the statement, while 7(13.5%) of the respondents were agreed but 13(25%) ban on neutral. Hence

the majority of respondents believed that monitoring and evaluation system was not effective, efficient and contributes to achieve the project objectives. This is also support by the mean value of (μ=2.42).

The aggregate mean (μ=2.33) of the above table supported that, there is low level of monitoring and evaluation practice in this public enterprise. The majority of the respondents assured and rated below the satisfactory level for all of the ten M&E practices.

The interview result of top management and main supervision team reviled that even if the enterprise assigned enough budgets for monitoring and evaluation practices, the culture of monitoring and evaluation practices was immature and had not concern at each stage of the projects. The problems emanated from the M&E system designed for M&E practice in the enterprise and the use of assigned resource by M&E the practitioner for monitoring and evaluation. A study conducted by Mackay & World Bank. (2007), in Washington, revealed that lack of monitoring and evaluation practices in the various projects which they formed part of the government projects. According to Muluken T. (2017),

4.3.2. Monitoring and Evaluation and Project Cycle Management

In view of describing the level of Project Monitoring & Evaluation and project cycle management at AWWCE Projects, the respondents were requested to indicate their levels of agreement on several parameters of the level of Project Monitoring & Evaluation and project cycle management. The responses were ranged from strongly disagree=SD=1, disagree=D=2, neutral=N=3, agree=A=4, strongly agree=SA=5. The Frequency, Mean, and percentage were used to analyze the study data shown in Table 4.4.

Table4.4: Monitoring and Evaluation and project cycle management.

No	Monitoring and Evaluation and project cycle management/tool of M&E (AWWCE)	Frequency of respondent		Percent		Mode	Mean
1	Situation (context) analysis for the need assessment process of the project.	SD	13	25%	71.3% (38)	2	2.13
		D	25	48.1%			
		N	8	15.4%			

		A	6	11.5%	11.5% (6)		
		SA	0	0			
		Total	52	100%			
2	Cost – Benefit analysis (CBA) to evaluate the project performance from contractor profit perspective	SD	2	3.8%	13.5% (7)	4	3.69
		D	5	9.6%			
		N	10	19.2%			
		A	25	48.1%	67.3% (35)		
		SA	10	19.2%			
		Total	52	100			
3	Process (activity) monitoring (day to day supervision) to track the progress of the project during implementation	SD	4	7.7%	21.2% (11)	4	3.52
		D	7	13.5%			
		N	8	15.4%			
		A	24	46.2%	63.4% (33)		
		SA	9	17.2%			
		Total	52	100%			

	Monitoring and Evaluation and project cycle management/tool of M&E (AWWCE)	Frequency of respondent		Percent		Mode	Mean
4	Milestone trend charts and	SD	14	26.9%	63.5%	2	2.19

	phase evaluation to determine the project performance or to validate semi deliveries.	D	19	36.5%	(33)		
		N	14	26.9%			
		A	5	9.6%	9.6%		
		SA	0	0	(5)		
		Total	52	100%			
5	The Logical framework of RBM approach application to monitoring and evaluation process.	SD	18	34.6%	73.1%	2	2.06
		D	20	38.6%	(38)		
		N	8	15.4%			
		A	5	9.5%	11.5%		
		SA	1	2%	(6)		
		Total	52	100%			
6	Is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly?	SD	18	34.6%	84.6%	2	1.88
		D	26	50%	(44)		
		N	5	9.6%			
		A	2	3.7%	5.75%		
		SD	1	2%	(3)		
		Total	52	100%			

7	Baseline data is collected prior to the start of project operation.	SD	12	23.1%	76.9%	2	2.15
		D	28	53.8%	(40)		
		N	6	11.55			

		A	4	7.7%	11.5%		
		SA	2	3.8%	(6)		
		Total	52	100%			
8	For your M&E plans there are indicators that are clearly linked to the objectives of the program/project.	SD	14	26.9%	65.4%	2	2.19
		D	20	38.5%	(34)		
		N	13	25%			
		A	4	7.6%	9.6%		
		SA	2	2%	(6)		
		Total		100%			
9	There are implementation indicators set for (Inputs, Activities and outputs).	SD	14	26.9%	59.6%	2	2.31
		D	17	32.9%	(31)		
		N	12	23.1%			
		A	9	17.3%	17.3%		
		SA	0	0	(9)		
		Total	52	100%			

10	There are separate indicators for outcome and impact	SD	10	19.2%	67.3%	2	2.27
		D	25	48.1%	(35)		
		N	11	21.2%			
		A	5	9.5%	11.5%		
		SA	1	25	(6)		
		Total	52	100%			

11	Ex-ante evaluation (at the beginning of the project).	SD	12	23.1%	71.2% (37)	2	2.23
		D	25	48.1%			
		N	8	15.4%			
		A	5	9.6%	13.4% (7)		
		SA	2	3.8%			
		Total	52	100%			
12	Mid-term (interim) evaluation	SD	18	34.6%	59.6% (31)	2	2.23
		D	13	25%			
		N	13	25%			
		A	7	13.5%	15.4% (8)		
		SA	1	2%			
		Total	52	100%			

13	Summative evaluation (at the end of the project).	SD	14	26.9%	65.4% (34)	2	2.35
		D	20	38.5%			
		N	8	15.4%			
		A	6	11.5%	19.2% 10%		
		SA	4	7.7%			
		Total	52	100%			
14	Ex-post evaluation (after the end of the project).	SD	13	25%	65.4% (34)	2	2.33
		D	21	40.5%			
		N	9	17.3%			

		A	6	11.5%	17.3%		
		SA	3	5.8%	(9)		
		Total	52	100%			
15	Impact evaluation	SD	19	36.5%	75%	2	2
		D	20	38.5%	(39)		
		N	8	15.4%			
		A	4	7.6%	9.6%		
		SA	1	2%	(5)		
		Total	52	100%			
Aggregate mean		μ=2.37					

AS table 4.4 shown that research respondent were asked whether the enterprise used situation (context) analysis for the need assessment process of the projects, out of all respondent 38(71.3%) disagreed, while 6(11.5%) agree on the item but 8(15.4%) of them were assigned under neutral position. The mean value (μ=2.13) also confirmed their disagreement on the statement. This is indicated that situation analysis for the need assessment process of the project does not apply as an M&E and project cycle management tool.

As shown in the table item no-2, 35(67.3%) of the majority research respondent agreed on the item where as the remaining 7(13.5%) of participants were disagree and 10(19.2%) ban themselves neutral position. The mean value (μ=3.69) for this item approved that an agreement on the Cost – Benefit analysis (CBA) to evaluate the project performance as tool of M&E and project cycle management.

According to the result obtained from table 4.4, 33(63.4%) said that they agree to process (activity) monitoring (day to day supervision) to track the progress of the project during implementation by the enterprise, similarly 11(21.2%) also said they disagree and 8(15.4%) said that they neither disagree nor agree. The mean value (3.52) is continent for the above idea.

The study also asked that Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries to table 4.4, majority 33(63.5%) said that the enterprise does not used milestone trend chart and phase evaluation to determine the project performance, also 5(9.6%) said that they agree the enterprise does indeed milestone trend chart and phase evaluation to determine project performance or to validate semi deliverable and 14(26.9%) respondents neither agree nor disagree on this question. The mean value (μ=2.91) also clearly disclosed that respondents disagree on the item.

In relation to the logical framework of RBM approach application to monitoring and evaluation process, 38(73.1%) of participants were disagreed, 6(11.5%) of participant were agreed and the remaining 8(15.4%) respondents left behind neutral to the statement.

This result shows that the enterprise not implemented logical framework of RBM approach tool to monitoring and evaluation as M&E and project cycle management. Since the vast majority of the respondent witnessed that the enterprise not applied logical framework of result based management to monitoring and evaluation approach. This argument supported by the lower mean value (μ= 2.06) of the respondent.

The respondents of the study were also asked about, is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly? The vast majority or out of 52 respondents 44 (84.6%) of them were disagree on the question, 3(5.75%) of the participants were agreed on the respective question and 5(9.6%) of the respondent neither agree nor disagree. The mean value (μ=1.88) also shows that the enterprise did not implement the logical framework approach in its project planning stages so as to help M&E activates accordingly.

The findings also similar to the result we obtained from quantitative data, many of the interviewee were answered there is no any kind of framework implemented in the organizations, few of them also even, they don't know what theoretical framework for M&E means and they have heard for the first time even.

However regarding, weather baseline data is collected prior to the start of project operation by the enterprise, 40(76.9%) of the respondent disagreed and they said baseline data were not collected prior to the start of project operation by the enterprise, 6 (11.5%) of the respondents

agreed and they stated that the enterprise was collected baseline data prior to the start of project and 6(11.55%) reserved themselves on the neutral position. The mean value (μ=2.25) also ensured that most of the respondents were not agreed on the prior base line data collection. The baseline data generally collected at the beginning to show where the programme or project performance at a given moment (Valdez and Bamberger, 2012).

With regard to M&E plans there are indicators that are clearly linked to the objectives of the program/project, majority 34(65.4%) respondents stat that they disagree to there are indicators that are clearly linked objectives of the project and 6(9.6%) also they said disagree, while 13(25%) remained neither agree nor disagree. The mean (μ= 2.19) result of the respondent suggested that no indicator that are clearly linked to the objective of the project implemented by enterprise.

In relation to the Inputs, Activities and outputs implementation indicators, 31 (59.6%) stat that input, activity and outputs implementation indicators were not implemented by the enterprise, 9(17.3%) of the respondent stat that input, activity and outputs implementation indicators were implemented and 12(23.1%) stayed in neutral condition.

The response of the respondent in line with the mean and mode value 2.31 and 2 respectively.

On the other item, whether enterprise used as tool separate indicators for outcome and impact for monitoring evaluation. 35(67%) disagree and stated that the enterprise did not used outcome and impact indicator as tool of monitoring and evaluation and project cycle management, 6 (11.5%) of the respondent did agreed on the idea whereas 11 (21.2%) of the respondents were indifferent on this issue. The mean value (μ=2.27) indicated that majority of the respondents do not believed that the enterprise used separate outcome and impact indicators for monitoring and evaluation as tool of M&E and project cycle management.

Participants reflected their view on the ex-ante evaluation (at the beginning of the project). With this regard 37 (71.2%) of the respondents were disagreed and they stated that the enterprise does not exercised ex-ante evaluation, 8(15.4%) agreed and stated that the enterprise exercise ex-ante evaluation but 7(13.4%) of the respondent also neither disagree nor agree. The mean values for this item were (μ=2.23). The result implicates that AWWCE not used ex-ante evaluation as M&E and project cycle management.

Concerning the item stating whether mid-term evaluation, 31(59.6%) disagreed with mid-term evaluation practiced by the enterprise as tool of M&E and project cycle management whereas 13(25%) kept apathetic but 8(15.4%) of respondent agreed with mid-term evaluation implemented by the enterprise. The mean value for this item was 2.23 and it confirmed that the enterprise does not implemented mid-term evaluation.

All research participants were asked whether the AWWCE used summative evaluation (at the end of the project) during project execution as project M&E and project cycle management or not. Great part of the respondent 34(64.4%) said that summative evaluation not implemented in the organization, 10(19.2%) of the respondents were agreed on the idea whereas 8(15.4%) of the respondents were indifferent on the item. The mean value 2.35 also indicates that majority of the respondents do not believed that the AWWCE did not implement summative evaluation during project execution and not used for M&E and project cycle management.

On the other item, the enterprise used weather ex-post evaluation (after the end of the project) or not. Out of all the respondents 34(65.4%) were not agree/disagree on the statement, 9(17.3%) of the participants also agreed and said that ex-post evaluation were implemented as tool of monitoring and evaluation and project cycle management but 9(17.3%) of the respondents were neutral on the item. The mean value (μ=2.33) of the respondent give clue for disagreement of the respondent on the matter.

Respondents had also shared their view on impact evaluation tooled by AWWCE. 39(75%) disagreed whereas 5(9.5%) agreed and 8(15.5%) kept them self neutral. As the result indicated that, lion shard of respondents perceive that the enterprise does not implement impact evaluation as tool of M&E and project cycle management. The mean value (μ=2) is also in line with this argument. According to Robert (2010), an evaluation should offer information with evidence that is proved to be credible, reliable as well as useful, and should also enable the timely incorporation of findings, recommendations along with lessons in the decision-making process.

Table 4.4 identified that almost all the levels of the monitoring & evaluation and project cycle management process performances in the project were rated low or below by the request of the respondents. Only Cost – Benefit analysis (CBA) to evaluate the project performance (μ=3.69) and Process (activity) monitoring (day to day supervision) to track the progress of the project

during implementation (μ=3.52) were rated higher. These were implemented in the organization as tool of M&E and project cycle management

The aggregate mean of all the response on the M&E and project cycle management is found to be (€ =2.37) implying that a negative response, that means AWWCE does not implement M&E and project cycle management as tool of monitoring and evaluation. The overall mean/aggregate mean value of monitoring and evaluation and project cycle management rated lower than expected level.

The interview result of the top management and main supervision team also ensured that the main tool of monitoring and evaluation and project cycle management was daylily Cost Benefit Analysis (CBA) as public profit making organization and activity monitoring to track the progress of the project. But there is a weak evaluation culture in the organization, especial external or independent evaluation is not familiar tool for AWWCE.

The outcome of interview confirmed that there is no concept of result based management. This indicated that the enterprise mainly used Cost Benefit Analysis (CBA) as public profit making organization and process /activity monitoring to track the progress of the project as monitoring and evaluation and project cycle management. As Wachaiyu (2016) found out from her study, the utilization level of project M&E tool and mechanism influences its success. Hence, measuring the utilization level of the instruments is quite important in order to understand the M&E process practices of the project. The findings of the study found out that the utilization level of most M&E mechanisms was low.

4.4. Tools and technique of Monitoring and Evaluation

4.4.1. Area of Monitoring and Evaluation

Table4.5, Area of monitoring and evaluation.

No	Area of monitoring and evaluation	Frequency of respondent		Percent		Mode	Mean
1	Compliance test	SD	8	15.4|%	59.6%	2	2.44
		D	23	44.2%	(31)		

		N	13	25%			
		A	6	11.5%	15.4%		
		AD	2	3.8%	(8)		
		Total	52	100%			
2	Performance test	SD	10	19.2%	67.2%	2	2.29
		D	25	48%	(35)		
		N	10	19.2%			
		A	6	11.5%	13.5%		
		SA	1	2%	(8)		
		Total	52	100%			
Aggregate mean		μ=2.365					

Source: owner data, 2019.

As table 4.5 below shows, participants were asked whether compliance tests were used an area of monitoring and evaluation in the enterprise or not. 31 (59.6%) respondents were not agree and they stated that compliance test were not used as monitoring and evaluation in the organization. 8(15.4%) of the respondents were agree on the implementation of compliance monitoring in the organization while 13(25%) of the respondents were reserve under neutral position.

Hence, as the mean value 2.44 also tells, it can be judged that the poor compliance test used for monitoring and evaluation process in AWWCE.

At the same table, respondents view was also collected on whether Performance tests performed by AWWCE for an area of monitoring and evaluation or not. With the item concerned on this question, 35(67.25) disagreed and they said that no appropriate performance test were implemented as organizational and project level, whereas 8(13.5%) of the respondents were disagreed on the piece but 10(19.2%) kept themselves as neutral. The mean value for this item

was also found to be 2.29. As the result shows, majority of respondents perceived that performance test were not implemented in the enterprise.

According to Hosein (2003), there are two Project areas to be monitored are compliance and performance tests. The Compliance Test: this refers to determining whether and to what extent the members of the project team have complied with defined project management policies, procedures, standards & controls in executing activities in each phase of the project life cycle, including activities related to procurement management and financial management. The Performance Test: is the process of comparing the schedule for activity completion and their associated costs with the planned activity schedule and associated budget parameters defined in the project baseline plan.

Hosein adds also without a Project Management Standards and Procedures Manual and Project Baseline Plans, there is no fundamental basis for conducting Project Monitoring. What many organizations refer to as Project Monitoring is, in fact, limited to Project Coordination. It is also important to note that persons hired to meet responsibilities in Monitoring and Evaluation is unlikely to achieve the desired levels of performance, if the required institutional systems in Monitoring and Evaluation are not present.

4.4.2. Method of Monitoring and Evaluation

Table 4.6: Method of monitoring and evaluation

<table>
<tr><th></th><th>Method of monitoring and evaluation</th><th colspan="2">Frequency of respondent</th><th colspan="2">Percent</th><th>Mode</th><th>Mean</th></tr>
<tr><td rowspan="4">1</td><td rowspan="4">Conducting project record like progress report</td><td>SD</td><td>0</td><td></td><td rowspan="2">5.8% (3)</td><td rowspan="4">4</td><td rowspan="4">3.87</td></tr>
<tr><td>D</td><td>3</td><td>5.8%</td></tr>
<tr><td>N</td><td>13</td><td colspan="2">25%</td></tr>
<tr><td>A</td><td>24</td><td>46.2 %</td><td>69.3%</td></tr>
</table>

		SA	12	23.1 %	(36)		
		Total	52	100%			
2	Conduct formal survey	SD	19	36.5%	71%	2	2.1
		D	18	34.5%	(37)		
		N	7	13.5%			
		A	7	13.5%	15.4%		
		SA	1	1.9%	(8)		
		Total	52	100%			
3	Conduct direct observation	SD	0	0	3.8%	4	4
		D	2	3.8%	(2)		
		N	10	19.2%			
		A	26	50%	76%		
		SA	14	26%	(40)		
		Total	52	100%			

No		Frequency of respondent				Mode	Mean
4	Conducting interviews	SD	18	34.6%	71.1%	2	2.1
		D	19	36.5%	(37)		
		N	7	13.5%			
		A	8	15.4%	15.4%		
		SA	0	0	(8)		

		Total	52	100%			
5	Conducting focus group discussion	SD	22	42.3%	75% (39)	2	2.06
		D	17	32.7%			
		N	5	9.6%			
		A	4	7.7%	15.4% (8)		
		SA	4	7.7%			
		Total	52	100%			

Source: owner survey, 2019.

Table 4.6 shows that, majority of the respondents mean 36(70%) were agreed and they stated that conducting project record like progress report is one of the method of monitoring and evaluation, 3(5.8%) of the respondents were stated that conducting project records is not practiced in the organization and 13(25%) of the respondent were neither disagree nor agree. The mean (μ=3.87) value also certain that the enterprise implemented/ conducting project recorded as method of monitoring and evaluation.

With respect to method of monitoring and evaluation, the above table 4.6, also said that 37 (71%) respondents were said that the enterprise does not conduct formal survey, 8(15.4%) of the respondents were said that the enterprise conducting formal survey and 7(13.5%) of the respondents also neither agree nor disagree. The mean value (μ=2.37) analysis of this item suggests that AWWCE does not conduct formal survey.

Regarding conducting direct observation, 40(76%) agreed and stat that conducting direct observation is the usual practice of the enterprise, 2(3.8%) disagreed and said that AWWCE does not conduct direct observation as method of monitoring and evaluation. The output of mean value (μ=4) assured that conducting direct observation is the key method of monitoring and evaluation.

On the same face of above table, whether AWWCE conduct interview method of monitoring and evaluation or not. 37(71.1%) disagreed on the item, 8(15.4%) agreed and 7(13.5%) of the respondent were remained as neutral. The yield of mean value (μ=2.1) confirmed that respondents disagreed on the item. This result shows that the enterprise does not conducting interview.

In the vein of on the same table 4.6, participants were asked whether conducting focus group discussion or not. Large majority 39(75%) participants replied disagree, 8(15.4%) participant were proved agree and 5(9.6%) of the respondent neither agree nor disagree. The mean value (2.06) shows that majority of the respondent not agree the enterprise conducting focused group discussion.

For the methods of monitoring and evaluation the most respondents agreed that the data method of monitoring and evaluation relies on the conducted direct observation and conduct project record like progress report, both of them were identified based on the mean value of 4 and 3.78 respectively.

The interview result of the respondent indicated that direct observation of the project area during project execution exercised without firm data management approach depend on the hostile/complex nature of project environment. This implies that conduct direct observation and conducting project records like progress report were used as methods of monitoring and evaluation in the enterprise. But conducting formal survey, conducting focus group discussion and conduct interview were not important as method of evaluation.

4.5. Monitoring and Evaluation challenge:

4.5.1 Technical Challenge

Table 4.7: Technical challenge

No	Technical challenge of monitoring and evaluation	Frequency of respondent				Mode	Mean
1	Lack of appropriate M & E approach and tool	SD	2	3.8%	15.4%	4	3.48
		D	6	11.5%	(8)		

		N	15	28.5%			
		A	23	44.2%	55.7%		
		SA	6	11.5%	(29)		
		Total	52	100%			
2	Lack of data availability	SD	2	3.8%	11.5%	4	3.75
		D	4	7.7%	(6)		
		N	10	19.2%			
		A	25	48.1%	69.3%		
		SA	11	21.2%	36%		
		Total	52	100%			
3	Poor monitoring and evaluation planning quality	SD	2	3.8%	15.3%	4	3.75
		D	6	11.5%	(8)		
		N	9	17.3%			
		A	21	40.4%	67.3%		
		SA	14	26.95	(35)		
		Total	52	100%			

4	Lack of M&E process reliability and inclusiveness	SD	3	5.8%	15.4%	4	3.56
		D	5	9.6%	(8)		
		N	14	26.9%			
		A	20	38.5%	58.7%		
		SA	10	19.2%	(30)		

		Total	52	100%			
5	Lack of team skill and ability	SD	4	7.7%	17.3% (9)	4	3.58
		D	5	9.6%			
		N	12	23.1%			
		A	19	36.5%	59.6% (31)		
		SA	12	23.1%			
		Total	52	100%			
Aggregate mean		μ= 3.624					

Source: Owner survey, 2019.

As shown from the above table 4.7, item no-1, 29(55.7%) of the respondents were agreed and stated that lack of appropriate monitoring and evaluation tools are the technical challenge of M&E that face the enterprise, 8(15.4%) of the respondent were also disagree and said that appropriate monitoring and evaluation tools were implemented by the enterprise and 15(28.5%) of the respondent in lined with neither agree nor disagree. The mean value (3.48) also assured that AWWCE face the challenge of lack of appropriate M&E approach and tool.

On the same move on table 4.7 above, whether the enterprise face the challenge of lack of availability of data, 36(69.3%) of the respondents were determined that lack of availability of data was one of the challenge of monitoring and evaluation for the enterprise, 6(15.5%) of the respondent were disagree and they explained that there is availability of data for M&E and 10(19.2%) neither disagree nor agree. The mean value confirmed that the enterprise affected by the challenge of lack of data availability.

Participant reflected their view on whether there exist poor monitoring and evaluation planning quality or not. 35(67.3%) agreed and they stated their enterprise challenged by poor monitoring and evaluation quality, 8(15.4%) disagree and 9(17.3%) kept them self-neutral. The mean value ensured that (μ=3.75) most of the respondent said that poor planning quality is the challenge of the enterprise.

Regarding the lack of monitoring and evaluation process reliability and inclusiveness 30(57.8%) of the respondent agree whereas 8(15.4%) of the respondents were said that lack M&E process reliability and inclusiveness not challenge of the organization but 14(26.9%) of neither disagree nor agree. The mean value (μ=3.56) indicated that most of the respondent agreed that lack of monitoring and evaluation process reliability and inclusiveness is another challenge of monitoring and evaluation.

As can be seen in table 4.7, 31(59.6%) of the participant were responded that lack of team skill and ability is an exemplary of the challenge of monitoring and evaluation, another group of respondents were declared that lack of team skill and ability is not the technical challenge of the organization and 12(23.1%) of the respondent restrained themselves in neutral position. The mean value (μ=3.58%) result also explored that most of respondent replied that of lack of team skill and ability as the type of technical challenge of monitoring and evaluation. There is a big gap for skilled M & E professionals, capacity building of M & E systems, and harmonization of project management courses and technical support (Gorgens and Kusek, 2009). Human capita Skills are of significant importance to a monitoring and evaluation practice that is effective; the staff needs trained on the basics of evaluation (Bailey and Deen, 2012)ls on the project should have clear job description as well as designation matching their skill.

The interview result of top management and main supervision team confirmed that all the above listed technical challenges affect the organization as well as projects project level. The output of aggregate mean confirms that the enterprise exposed by all the technical challenges.

4.5.2 Bureaucratic Challenge

Table 4.8: Bureaucratic challenge

No	Bureaucratic challenge of M&E	Frequency of respondent		percent		Mode	Mean
1	Lack of management support	SD	3	5.8%	17.3% (9)	4	3.58
		D	6	11.5%			
		N	12	23.1%			
		A	20	38%	59.6% (31)		
		SA	11	21.2%			

		Total	52	100%			
2	Lack of appropriate budget	SD	12	23.15%	59.7% (31)	4	3.57
		D	19.	36.55%			
		N	12	21.2%			
		A	5	9.8%	17.6% (9)		
		SA	4	7.7%			
		Total	52	100%			
3	Lack of M&E process transparency	SD	3	5.8%	15.4% (8)	4	3.60
		D	5	9.6%			
		N	11	21.2%			
		A	24	46.2%	63.5% (33)		
		SA	9	17.3%			
		Total	52	100%			

Source: Owner survey, 2019.

According to the above table 4.8 question no-1 illustrates, lack of management support was the bureaucratic challenge. 29 (55.7%) of the respondent responded that lack of management was a bureaucratic challenge, whereas 8(15.4%) of them were revealed that lack of management was not M&E challenge but 15(28.5%) neither disagree and nor agree. The mean value (μ=3.58) of the respondent were agreed on the issue. Ofer did a study in 2008; the study found out essential top management support processes helped in significantly improving project performance.

With respect to the lack of appropriate budget form above table, 31(59.7%) agreed whereas 9(17.6%) of them were said no issue but 12(21.2) of them were also neither disagree nor agree. The mean value (μ=3.57) explained that lack of budget was not the challenge of M&E.

From the above result of above finding of lack of M&E process transparency, 33(63.5%) agreed and 8(15.4%) of the respondents were disagreed and state lack of M&E process transparence was not bureaucratic challenge but 11(21.1%) kept them on neutral.

The interview result of respondent of the projects publicized that appropriate budgets were assigned for monitoring and evaluation even if not appropriately used for the given M&E purpose. They also ensure that as top management and monitoring and evaluation supervision team leaders were not support M&E activity and do not create M&E process transparency.

4.5.3. Political Challenge

Table 4.9: political challenge

No	Political challenge of M&E	Frequency of respondent				Mode	Mean
1	Government interference	SD	2	3.5%	13.5% (7)	4	3.62
		D	5	9.6%			
		N	13	25%			
		A	23	44.2%	61.5% (32)		
		SA	9	17.3%			
		Total	52	100%			
2	Management influence	SD	4	7.7%	15.4 (8)	4	3.63
		D	4	7.7%			
		N	12	23.1%			
		A	19	36.5%	61.5% (32)		
		SA	13	25%			
		Total	52	100%			
3	Stakeholder influence	SD	2	3.8%	13.5% (7)	4	3.71
		D	5	9.6%			
		N	11	21.2%			
		A	22	42.3%	65.4% (34)		
		SA	12	23.1%			
		Total	52	100			

Source: owner survey

According to table 4.9 of political challenge question no-1, 32(61.5%) of the respondents were arguably in agreement that government interference considered as political challenge, 7(13.5%) of the respondents were not said that government interference were not the challenge of M&E, and 13 (25%) of respondents were neither agree nor disagree on the criteria. The mean (μ=3.62) and mode (4) value of the respondents were agreed on the item.

With regard to the management influence of political challenge, 32(61.5%) agreed, where as 8(15.4%) of participants were disagree and 12(23.1%) neither disagree nor agree. The mode (4)

and mean (μ=3.63) analysis shows that respondents were agreed that management influence accounted as political challenge.

With respect to item no-3 stakeholder influence of political challenge, 34(65.4%) of respondent arguably in agreement and state that stakeholder influence accounted as political challenge, 7(13.5%) of the respondent not affirmed that stakeholder influence was not political challenge but 11(21.2%) of the respondents were abstain from agree and disagree. The mean (μ=3.71) value also shows that the respondents agree and look for that stakeholder influence as political challenge. Wayne (2010) noted that it is important to involve stakeholder participation when designing monitoring and evaluation tools. The participatory methods also create and encourage stakeholder project ownership (Clarke, 2011).

The top management and main supervision team interview result of the enterprise reported that the hand of government visibly affect the monitoring and evaluation as well as the project execution process as whole. Because as a government organization priority were made based on the sensitivity of political agenda of the people and divert one project budget for the politically sensitive projects. This confirmed that government interferences, management influence and stack holder influence were the political challenge of the enterprise.

Surprisingly, the data that is collected from secondary source confirmed that Amhara Water Work Construction Enterprise does not meet the state of three matrices (cost, time and quality).

- **Schedule overruns**; all the projects under the consumption of this research face time over run.
- **Scope creep**; the scope change request in the organization was common not only for these projects under study, the enterprise face as a challenge.
- **Cost overrun**; the project has incurred additional direct costs to due to the schedule slippage. If the opportunity cost from the intended irrigation products for client, service of water supply for client and rent of the buildings.

The annually and monthly report of the organization comprised by Wendimagne (2019), revealed that these projects under study faces poor physical performance of the project, time and cost overrun as well as schedule slippage.

The findings of this study emphasized that the practice of monitoring and evaluation system at the underlined projects is at lower level. This section therefore focuses on the detailed discussions of the major findings of the study which also entails comparing the study findings to the literature in order to come up with a comprehensive conclusion.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

As discussed in previous chapters, this research papers primary aim is to assess the monitoring and evaluation practices of Amhara Water Work Construction Enterprise as a survey. Therefore this chapter presents the summary of the results of the study presented in chapter four, make conclusions and finally forward recommendations.

5.1. Summary

This section is a direct description of the study results to pin point the facts that the research discovered on the assessment of project monitoring and evaluation practices at Amhara Water Work Construction Enterprise.

As indicated on presentation of the pervious chapter, Amhara Water Work Construction Enterprise has not clear set the scope and purpose of monitoring and evaluation practice. Even if the enterprise assigned budget and human resource for monitoring and evaluation, the overall level of monitoring and evaluation system practices of the project is low; that means, AWWCE isn't in the position to understand whether the project is successful or not as the result of poor monitoring and evaluation system. AWWCE as project oriented enterprise doesn't have a clear M&E system policy and approach in which all project office would follow accordingly. Generally, The monitoring and evaluation system isn`t effective, efficient and contribute to achieve the project objective.

The exiting situation of monitoring and evaluation in Amhara water work construction enterprise does not use any type of standard monitoring and evaluation system approach like logical frame work approach. The enterprise has not awareness for the concept of result based management.

Baseline assessments of the project were carried out very rarely before start of project implementation. Hence, the project didn't verify performance indicators (input as well as output indicators) for measuring project performance objectively at the beginning and end of the project.

The enterprise does not follow any type of independent/ external evaluation and the internal evaluation system also very rear and it does not contribution for accountability and corrective action the given project.

The enterprise used a cost benefit analysis to evaluate project performance for the purpose of calculating the profit without the purpose of making corrective action and process or activity monitoring also used to track the progress of the project.

The enterprise has a written a complacence and performance test to make corrective action for the erroneous responsibility, but it is not appropriately apply on the incorrect matter. Low application of these tests to improve poor project performance.

Conducting direct observation and conducting project records like progress report have a positive rating as methods of project monitoring and evaluation. From the perspective of monitoring and evaluation methods, there is no deep data analysis. The use survey data, focus group discussion and conducting interview had low rating.

The most of staff of the organization also does not have clear awareness for role of monitoring and evaluation for project success. The attention of staffs in the organization was considered on the technical aspect of the work of the project.

Amhara water work construction enterprise faces the technical, bureaucratic and political challenge of monitoring and evaluation.

5.2. Conclusion

The crux of this paper is to assess the practice of Project Monitoring and Evaluation process at AWWCE Projects. The study has conducted a census survey through questioners and interview to elaborate Amhara water work construction enterprise has been carrying out the monitoring and evaluation practice at the underlined projects for this paper. The data was collected from 52 respondents working at project sites and central office of East AWWCE which have been linked with the project activity. Currently, East AWWCE is carrying 63 irrigation, water supply and building construction projects.

As public project and profit oriented organization, AWWCE supposed to have a well-defined and functional monitoring and evaluation system. Especially when you noticed that the

enterprise involvement in the project activities is as a profit maker giant international profit making public contractor, you may imagined that the firm could implement an marvelous M&E approach and tools; since most of its project management process job is validating the deliveries and assuring the quality of processes.

However, the result of this study indicated that opposite or the enterprise not follows good monitoring and evaluation system. Project monitoring and evaluation practice is an important instrument by indicate the main problem of a given project and the tool used for making decision on the incorrect action, preventing the project before deemed to distress. Loosing Project Monitoring and Evaluation activities has a large attribute for the existing low project performance ratings of organizations in the international and national level.

The AWWCE projects adopt poor monitoring and evaluation system and poor project M&E and project cycle management. All the projects under the enterprise do not incorporate the contribution of result based management and the logical framework approach. This means the level of monitoring and evaluation very low or not matured.

As the project oriented &profit making contractor was not enhance the capacity of monitoring and evaluation expertise. The scope of project design/ planning including M&E of the projects were not detailed at the level it required, baseline assessment was not performed and no indicators that are not linked to the project objectives. The enterprise does not have a culture of independent or external evaluation. This indicates there is not M&E transparency. The enterprise could not adhere the monitoring and evaluation system is effective, efficient and contribute to achieve the project objective.

The area of monitoring and evaluation explained by performance and compliance test implemented very low level. Elementary and very traditional method of monitoring and evaluation technique implemented and all technical, bureaucratic and political challenges were existed in the enterprise.

Generally the enterprise loose the function of M&E as the feedback component that is used to possible to make strategic, tactical and operational decisions to enhance result based performance as a fourth leg of the public organization**.**

5.3. Recommendation

The aim of this paper is not finding of the mistake of the organization/enterprise. The finding and conclusion of the paper had shown that weakness of the enterprise level as well as project level problems. Based on the problem that was prevailed, the researcher gives the following recommendations and set solution for the future project execution.

The enterprise as the institution needs to set clear monitoring and evaluation system and approach. Appropriate M&E and project management cycle tool must be fit for the type of project. The system must be institutionalize on the formal structure of the organization and develop a clear frame work of Monitoring and evaluation. The enterprise needs to establish its own formats, standards and framework for conducting monitoring and evaluation.

Surprisingly, the enterprise assigned budget for the monitoring and evaluation, the budget does not used for monitoring and evaluation because the person who is assigned on monitoring and evaluation does not know how about M&E. So the budget must be used only for the purpose of monitoring and evaluation. That means the enterprise must full fill the shortage of monitoring and evaluation expert as well as material resource M&E.

The enterprise must be hired skilled M&E expert or human resource to full fill the current gap of monitoring and evaluation practice. Since there have been no trainings conducted for technical staffs so far and monitoring and evaluation practices requires experts who know the importance and methods of monitoring and evaluation.

The study strongly advised that the organization to hire or conduct trainings for its staff on the topics such as quality data management, result based management, result oriented approach, about monitoring and evaluation frameworks, base line data and indicators.

The findings of the research also highlights that the fact that there is not much involvement or participation of beneficiaries and community in monitoring and evaluation activities in the AWWCE projects, so for the sustainability of the projects the relevant stockholder must be participated in project monitoring and evaluation planning and execution.

The enterprise develops a culture of monitoring and evaluation like external/independent evaluation. All the step/stage of monitoring and evaluation must be used for purpose of accountability and transparency.

In addition to monitoring and evaluation system the enterprise must be strictly exercise area of monitoring and evaluation by supporting legal and regulatory structure that insure monitoring and evaluation on the regular bas. More over the enterprises tackles all the challenges of M&E by developing effective M&E system. AWWCE also used coping strategies like early planning of monitoring and evaluation at the design stage of the project, hire monitoring and evaluation expert, train all management staffs to the importance of M&E and strengthen the documentation with modern technology.

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Annex- 1

Addis Ababa University

School of commerce

Department of Project Management

Academic Research Questionnaire

Dear Respondent, I Gashaw Abebaw, a postgraduate student pursuing a Master's Degree in Project Management at Addis Ababa University, School of commerce. As part of this course, I am carrying out a research on Project Monitoring and Evaluation Practices. This questionnaire is designed to collect data on "Project Monitoring and Evaluation Practices of Amhara Water Work Construction Enterprise Project." You have been selected to take part in this study as a respondent. The data collected from this survey is used only for an academic purpose. Thus, the study upholds the principles of 'do no harm'; the data will be treated confidentially. Honesty is expected at most from the responders.

To contact the researcher, use the following addresses:

Phone*: +25983796302*

Email:*gashawanebawmohammed@gmail.com*

PART II: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS AND GENERAL BACKGROUND

1. **Sex:**
   a. Male B. Female
2. **Age:**
   A. 21-30 B. 31-40 C. 41-50 D. above 50
3. **Current academic qualification:**
   A. Ph.D. B. MA/Msc C. BA/BSc D. Diploma
   E. High School completed If other, please specify----------
   ----
4. **Position in the organization:**

A. Top management B. Middle management

C. Project Coordinator/officer/facilitator D. M&E expert/officer

F. Other Expert

5. What is your work experience?
   a. less than 5 years
   b. 5-10 years
   c. 10-15 years
   d. More than 15 years

Assessment of monitoring and evaluation system and practice at the case of Amhara Water work construction enterprise. (This questioner Adopted from Muluken T. (2017), Mehret G. (2017).

PART II: GENERAL QUESTIONS RELATED TO MONITORING AND EVALUATION (M&E) system and practice in Amhara Water Work Construction Enterprise. Please answer by putting "√" mark in the table boxes. Key: *SA= strongly agree=5 AG= agree=4 NN= Neutral=3 DA= Dis agree=2 SD=strongly disagree=1*

No	Question	Response category				
		1	2	3	4	5
1.1	The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective.					
1.2	The scope and purpose of the monitoring and evaluation system is clear					
1.3	AWWCE has a written monitoring and evaluation plan that guides project execution for every project.					
1.4	Adequate budgets are assigned for monitoring and evaluation					
1.5	AWWCE has allocate enough time and set schedule for monitoring and evaluation					
1.6	Project stakeholders clearly identified in the plan.					
1.7	Frequency of data collection (M&E) indicated in the plan.					
1.8	An enterprise exercise an activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved.					
1.9	Disseminating or reporting the M&E findings					
1.10	Capturing and documenting the lessons learned					
1.11	Creating a knowledge repository implemented by the enterprise.					

M&E and project/program cycle management. Please thick (√) all as appropriate using a scale of '1-5' to each of the questions in this section.

S.N	Which of the followingM&E project/program cycle management or mechanisms are utilized at Amhara water work construction enterprise projects?	*SD*	*DS*	*NN*	*AG*	*SA*
		1	2	3	4	5
1.1	Situational (context) analysis for the needs assessment process of the project					
1.2	Cost – Benefit analysis (CBA) to evaluate the project performance from contractor profit perspective.					
1.3	Baseline Assessment for the measurement of initial conditions (appropriate indicators) before the start of the project.					
1.4	Process (activity) monitoring (day to day supervision) to track the progress of the project during implementation.					
1.5	Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries.					
1.6	The Logical framework of RBM approach application to monitoring and evaluation process.					
1.7	Is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly					
1.8	For your M&E plans there are indicators that are clearly linked to the objectives of the program/project					
1.9	There are implementation indicators set for (Inputs, Activities and outputs)					
1.10	There are separate, result indicators set for (Outcomes and Impacts)					
1.11	Baseline data is collected prior to the start of project operation					

1.12	Ex-ante evaluation (at the beginning of the project)					
1.13	Mid-term (interim) evaluation					
1.14	Summative evaluation (at the end of the project)					
1.15	Ex-post evaluation (after the end of the project)					
1.16	Impact evaluation					
	Area of project monitoring					
1.1	Conducting compliance test based Policies/ Procedures, standards & controls in executing activities in each phase of the project life cycle.					
1.2	Conducting performance test by comparing activity completion with plan.					
	Method of evaluation					
1.1	Conducting projects records like progress report					
1.2	Conduct formal surveys					
1.3	Conduct direct observation					
1.4	Conduct interviews					
1.5	Conduct focus-group discussions and mapping					
	Monitoring and evaluation for project success					
1.1	Monitoring and evaluation have contribution for project success					
	Monitoring and evaluation challenge					
I.	**Technical challenge**					
1.1	❖ Lack the appropriate M&E approach & tools					

1.2	❖ Lack of Data availability					
1.3	❖ Poor M&E planning quality					
1.4	❖ M&E process' reliability, inclusiveness, timeframe, validity and substantial					
	❖ Lack of team skills and ability					
II.	**Bureaucratic challenge**					
1.1	✓ Lack of management support					
1.2	✓ Lack appropriate Budget					
1.3	✓ Lack M&E process transparency					
III.	**Political challenge**					
1.1	Government interference					
1.2	Management /implementer influence					
	Stakeholder influence					

Interview Guide Questions Presented to AWWCE TOP Executives/ Top management and Core process group.

Addis Ababa University College of Business and Economics

School of Commerce

Department of Project Management

Master of Project Management Program

Date of Interview: _____

Purpose: This interview is being conducted as part of my research examining Monitoring and evaluation practices of AWWCE: case study of East Amhara AWWCE.

I am interested in your experience and perspectives.

1. Does the organization has M&E department or team?
2. Does your organization have an established Monitoring and evaluation System?
3. What do you evaluate the organization Monitoring and Evaluation system in general as top management and an M&E Practitioner?
4. Tell me about the Monitoring and Evaluation practice of your organization?
5. Does your organization have monitoring and evaluation plan?
6. Did your organization assigned sufficient budget for M&E practices? If yes how? If no, why?
7. How do you rate the contribution of M&E to projects success?
8. Do your Projects Complete as per the planned Time, Cost and Quality?
9. Which area of monitoring and evaluation get more emphasis?
10. What are the challenges of Monitoring and Evaluation Practices in your organization?
11. How can Monitoring and Evaluation be improved in the future?
12. Any additional issues?