ADDIS ABABA UNIVERSITY

COLLEGE OF COMMERCE

Assessment of Monitoring and Evaluation Practices and Challenges of Cow and Poultry Farm Shade Project: The Case of Addis Ababa City Construction Bureau

BY

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AUGUST, 2021

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(GSR/9625/10)

A Research Project Submitted to Addis Ababa University School of Commerce in Partial Fulfillment of the Requirement for Master of Arts in Project Management

ADVISOR: Dr. BANTIE W.

AUGUST, 2021

ADDIS ABABA, ETHIOPIA

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Graduate Program

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By

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DECLARATIONS

I Sara Zeleke, declare that this Thesis entitled "**Assessment of Monitoring and Evaluation Practices and Challenges of Cow and Poultry Farm Shade project: The Case of Addis Ababa city construction bureau**" **is** my original work and all sources of materials used for the study have been acknowledged. I have conducted the study independently with the guidance and comments of the research advisor.

Name: Sara Zeleke Doni

Signature: ……

Date:……..

STATEMENT OF CERTIFICATION

This is to certify that Sara Zeleke has carried out her research work on the topic entitled, "**Assessment of Monitoring and Evaluation Practices and Challenges of Cow and Poultry Farm Shade project: The Case of Addis Ababa city construction bureau**", for the Partial Fulfillment of the Requirements for the Award of a Master's Degree in PROJECT MANAGEMENT, complies with the regulations of the University and complies the accepted standards with respect to originality and quality.

Advisor: Dr. BANTIE W.

ACKNOWLEDGEMENT

It gives me a great pleasure to extend my sincere gratitude for the help I received to complete this project. First of all, I would like to Thank God, the Mighty for giving me the ability to achieve my objectives and goals. My sincere thanks go to my supervisor Dr. Bantie W (PhD) for his unreserved assistance, suggestions and guidance.

I would also like to express my gratitude to my family and to all my friends for their moral support and encouragement.

Lastly, my thanks also go to the staff and management of the studied organization in Addis Ababa city construction bureau for completing the research questionnaire and spanned their valuable time.

Thank you all!

Sara Zeleke Doni

TABLE OF CONTENTS

Contents **Pages**

LIST OF TABLE

Pages

ABSTRACT

Monitoring and evaluation method is a method that comprises by gathering information and evaluating of it in order to determine whether the progress is being made towards the planned goals and objectives of a project. The aim of this thesis is Assessment of Monitoring and Evaluation Practices and Challenges of Cow and Poultry Farm Shade project implemented by the Addis Ababa city construction bureau. The study adopted a descriptive research design and Data for the study is collected using the questionnaire by developing and distributing Questionnaires. The target population of the study is employees, who are directly and indirectly involved in the project, of Addis Ababa city Construction bureau. Among these target population forty one samples were chosen to get feedback form respondents regarding questions listed in the questionnaire about practices and challenges encountered in the project by using purposive sampling technique. The result of the study shows that the firm has a well-organized M&E system on its projects, but it does not have a guide and framework for it; the study also showed that the function and role of the Monitoring &Evaluation system is not effectively promoted to the staff. Furthermore the employees conducting the Monitoring &Evaluation practices do not have any prior training provided to them or what so ever rather they conduct the process from previous projects experience only. The study also identified challenges in practicing M&E such as Lack of time and resources, Difficulty in communicating the results of M&E and the data tampering during evaluation and monitoring and M&E practices are not being given priority by the management of the firm. Thus, The Addis Ababa city construction bureau should improve the adequacy of its staff performing the monitoring and evaluation practice of the project. A department which is specifically responsible for M&E should be created and a continuous training for the members should be provided. In addition, sufficient time for preparing conducting M&E and adequate resources should be assigned to the process.

Key Words: Project Monitoring and evaluation, *Cow and Poultry Farm Shade project*

CHAPTER ONE

1. Introduction

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1. Background of the Study

Monitoring and evaluation (often called M&E) is a combination of data collection and analysis (monitoring) and assessing to what extent a program Monitoring and Evaluation (M&E) is used to assess the performance of projects, institutions and programs set up by governments. Several studies show M&E as a main part of critical success factors which Contribute to project success.

Monitoring and evaluation allows one to ascertain if the project resources are enough and whether they are properly utilized, whether the capacity is adequate and suitable, and whether one is doing as planned. Evaluation is more about the results/outcomes and impact of the project. It is usually aperiodic assessment of changes in the predetermined results that relates to the program or the interventions of a project (Goyder, 2009).

Monitoring and evaluation helps the project manager to arrive at decisions on the project's destiny, and to determine if the project has attained the set goals and objectives. International Fund for Agricultural Development (2008) sees monitoring and evaluation practices as part of design programs as it ensures that there is logical reporting; the process that inter connects result and demonstration accountability, it quantifies efficiency and effectiveness, guarantees effective resource distribution, stimulates learning that is continuous along with enhancing better decision making.

Though monitoring and evaluation practices have substantial cost, time as well as human resource implications, they are very vital for successful projects and should not be

overlooked at the beginning of the process (Khan, 2013). It is then important to ensure that the management along with the donor agencies apprehend and are overly focused to these overheads and are committed to implement the recommendations arising from monitoring and evaluation (Dyason, 2010). Those involved in the process understand the importance of evaluation (Chaplowe, & Cousins, 2015). It is important that the project implementers recognize the methods and the thinking that is based on monitoring and evaluation techniques used (Ober, 2012). Monitoring and evaluation practices is not a practice that can be safely left to ad consultants from the ‘’head office’’ (Ober, 2012), as several stakeholders as possible should be involved both in implementing and steering the monitoring and evaluation. Nowadays, there is a growing realization of the need of Monitoring and Evaluation practices across the globe. Monitoring and evaluation helps the company to grasp skills and knowledge’s from previous trends and obstacles and brings some frame works for decision-making (Gudda, 2011). Assessment of projects monitoring and evaluation practices and challenges on the project is crucial in selecting opportunities for M & E project plan improvements.

For Ethiopia's development programs to succeed, development sectors, particularly government sectors, mobilize development resources to execute monitoring and evaluation techniques. Among the projects performed by the Addis Ababa municipal construction bureau is the Cow and Poultry Farm Shade project, which aims to rehabilitate farmers who have been driven from their farmlands and livelihoods as a result of the capital city's horizontal expansion. As a result, the local government has resolved to rehabilitate them as much as possible by presenting various farm projects and workshops in which they can participate in industries from which they can gain. Dairy and Poultry farm is one of the projects proposed to be constructed in Addis Ababa town, at Akaki Kality.

Therefore, in light of the above argument, this study will assess the current M&E practices and challenges of the Cow and Poultry Farm Shade project implemented by Addis Ababa city construction bureau.

1.2 Statements of the Problems

The success of projects depends on various factors. One of the key factors for project success is having a sound monitoring and evaluation system and practices to make informed decisions and document lessons learnt for future programming, design and implementation. (Mbeche, 2011).

Nowadays, to come up with visible and tangible changes in the society at large we make sure that there is consistent and efficient organizational performance since there is high demand for executing effective and efficient development projects success and implements M&E. This indicates that project monitoring and evaluation practices and distinguish challenges are essential for sustainable improvement and quality of performance in any organizational activities (Bido, 2014).

However, according to Ethiopian Country Program Evaluation (2010), in Ethiopia, most of the government organizations do not apply monitoring and evaluation system in appropriate way for their programs. And there are many misunderstanding and myths like M&E besides this IFC monitoring and evaluation indicates there is challenges of M& E in projects like lack of commitment, lack of experience; limited financial and staff resources; gaps in technical knowledge with regard to defining performance indicators, the retrieval, collection, preparation and interpretation of data; and inefficient monitoring and evaluation practices (IFC, 2008).

In addition to this a lot of changes are occurred from time to time in the recent years that prompting need for further research to add some knowledge to the existing literature regarding the projects executed by the Addis Ababa construction Bureau by assessing challenges and practices of monitoring and evaluation of the project, Thus in order to fill this research gaps the study assess monitoring and evaluation practices and challenges and provide empirical evidence outcomes that is possible recommendations forwarded for decision makers and other researchers who need basic data for further research.

1.3 Research Question

- ✓ What major challenges were faced in conducting monitoring and evaluation of Cow and Poultry Farm Shade project of Addis Ababa city construction bureau?
- ✓ What policy, procedures & structures are in place for M&E evaluation of Cow and Poultry Farm Shade project of Addis Ababa city construction bureau?
- ✓ How and to what extent monitoring and evaluation of the project that is practiced in Addis Ababa city construction bureau?
- ✓ What are the mechanisms Addis Ababa city construction bureau adopt to overcome challenges they face in relation with monitoring and evaluation?

1.4 Research Objective

1.4.1 Main Objective

The main objective of the research will be to assess the monitoring and evaluation practices and challenges of Cow and Poultry Farm Shade project of Addis Ababa city construction bureau?

1.4.2 Specific Objectives

The study will be guide by the following specific objectives:

- ✓ To identify major challenges encountered in conducting monitoring and evaluation of Cow and Poultry Farm Shade project of Addis Ababa city construction bureau.
- ✓ To assess the practices of monitoring and evaluation of the project that is practiced in Addis Ababa city construction bureau.
- ✓ To identify and suggest mechanisms Addis Ababa city construction bureau adopt to overcome challenges they face and forward recommendations based on findings to improve the practices of M&E.
- ✓ To assess the extent of monitoring and evaluation of the project that is practiced in Addis Ababa city construction bureau.

1.5 Significance of the Study

The findings of the study will greatly benefit the Cow and Poultry Farm Shade project of the Addis Ababa city construction bureau in terms of taking corrective measures if the monitoring and evaluation practices are weak, and strengthening the best practice if the practice is already strong, as well as identifying major challenges, learning from the project, and recommending solutions for other similar projects in the monitoring and evaluation process. The study's findings and recommendations enhance the improvement of monitoring and evaluation processes' efficiency and effectiveness. This study is expected to help the company, project managers and staffs to know how they are implementing monitoring and evaluation practices and identify the gaps observed in the process.

The study helps to provide information to decision makers for internal and external user and to contribute new knowledge for scholar's and other researchers in conducting further study Finally the study gap may insight other researchers to fill that gap.

1.6 Scope and Limitation of the Study

The study was conducted on Addis Ababa construction office. The participants of the study were the company's staffs who directly or indirectly participate on the project planning and M&E.

The limitation of the study is lack of time and financial resources; in addition the study focuses only two projects i.e. only Cow and Poultry Farm Shade project of Addis Ababa city construction bureau.

1.7 Operational Definitions of Key Terms

Project is defined as a temporary endeavor undertaken to create a unique product or service, temporary means that the project has a definite ending point, and unique means that the product or service differs in some distinguishing way from all similar products or services (PMI, 1996). On the other hand, a guide to PMBOK sixth edition (2017) stated that projects are undertaken at all organizational levels. A project can involve a single individual or a group. A project can involve a single organizational unit or multiple

organizational units from multiple organizations. Examples of projects include but are not limited to: Developing a new pharmaceutical compound for market, Expanding a tour guide service, Merging two organizations, Improving a business process within an organization, Acquiring and installing a new computer hardware system for use in an organization, Exploring for oil in a region, Modifying a computer software program used in an organization, Conducting research to develop a new manufacturing process, and Constructing a building. The Umhlaba Development Services (2017) define the term "project" as a group of activities undertaken to produce a Project Purpose in a fixed time frame. In development terms "program" is taken to mean a series of projects whose objectives together contribute to a common Overall Objective, at sector, country or even multi-country level. Project management is defined as an application of knowledge, skills, tools and techniques to project activities to meet project requirements. This is accomplished through the application and integration of the project management five processes groups of initiation, planning, executing, monitoring and controlling and closing (PMI, 2004). Project Monitoring and Controlling are necessary to initiate measures at the right time of the project cycle.

Project management is defined as an application of knowledge, skills, tools and techniques to project activities to meet project requirements. This is accomplished through the application and integration of the project management five processes groups of initiation, planning, executing, monitoring and controlling and closing (PMI, 2004). Project Monitoring and Controlling are necessary to initiate measures at the right time of the project cycle. Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget schedule.

Monitoring and control project work is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan (PMI 2008). PMBOK describes the role of 'Monitoring & Controlling Process as "The integrative nature of project management requires the Monitoring and Controlling Process Group to interact with the other Process Groups such as initiating, planning, Executing and closing processes. Monitoring and Controlling processes occur

at the same time as processes contained within other Process Groups. Thus, the Monitoring and Controlling Process is a ‘background’ Process Group for the other four Process Groups” (PMI, 2013).

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/program management. It is an ongoing process of data capture and analysis for primarily project control with an internally driven emphasis on efficiency of project as Crawford and Brye, 2003, cited in Mutua, Nicholas. (2013) described.

Evaluation is a systematic determination of a subject's merit, worth and significance, using criteria governed by a set of standards. ... The primary purpose of evaluation, in addition to gaining insight into prior or existing initiatives, is to enable reflection and assist in the identification of future change. Evaluation is the systematic assessment of the design, implementation or results of an initiative for the purposes of learning or decision

The overall purpose of project monitoring and control processes is to understand the evolution of the project and measure (quantitatively or qualitatively) its progress. This permits to undertake actions to correct the trajectory of the project when it deviates from the plan (in terms of schedule, cost, performance, etc.), or when it appears that current objectives have no chance to be reached with the current and future situation.

1.8 Organization of the Study

The study is arranged as follows. Chapter one explains background of the study, the objectives of the study, and the significance of the study, scope and limitation. Chapter two explains related topic literatures (theoretical and conceptual framework) regarding Assessment of Monitoring and Evaluation Practices and challenges of Cow and Poultry Farm Shade Project of Addis Ababa City Construction Bureau. Chapter three presents the methodological part of the study Chapter four presents results, findings and interpretation of the study. The last chapter presents to conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter deals about Theoretical Concepts; Empirical (previous) studies and Conceptual framework of the study.

2.1 Theoretical Concepts

2.1.1 Concepts of Monitoring and Evaluation

According to (Dyason, 2010), when we analyze information monitoring is applicable side by side with a given program; and evaluation is a process to assess questions by focusing a program. Those definitions displays monitoring is continuous process which is only based on the planned activities and targets in line with planning stage of the work. It aims in focusing the work on track, and enables the management understand whether things are not going as expected in the execution of the project. If it is properly managed, it is part and parts of a project management success, and provides abasement for assessment.

It permits that one assure if the project resources are available in the intended way and are they utilized efficiently, whether it has enough capacity and performed as planned Evaluation is more concerned with outcomes of the project and its effect. It is usually an assessment of changes periodically in the preplanned results that connects to the project or the involvement of a project (Goyder, 2009). It assists the project manager to reach at decisions on the project's destination, and to predict if the project has meet goals and objectives initially determined. At each stage of the project process outcome of the project can be ensured through Monitoring and Evaluation practices along with a checklist for follow up to assure accountability and responsibility when claims are forwarded by making informed decision at each level of the program.

According to (International Fund for Agricultural Development- IFAD, 2008) indicates programs are designed by considering in to account monitoring and evaluation works and assures that communication and reporting flow should be logical; the project flow gives result outcomes responsibility and accountability, quantification of efficiency and effectiveness warrants proper resource utilization and also allocation in the process continuously along with building best learning and decision making practices. At the beginning of the process efficient projects are given serious attention in order to meet its objectives although monitoring and evaluation practices require huge cost, time and resources utilization (Khan, 2013). Donor agencies with the management are engaged to perform comments, valuable ideas and suggestion that are essential for their practices that comes from monitoring and evaluation and focuses on claims as well (Dyason, 2010).

The importance's of evaluation are easily understood and grasp some knowhow by those stakeholders who are participated in the project execution process (Chaplowe, & Cousins, 2015). It is remarked that implementers of the project recognizes that monitoring and evaluation tools are crucial for ways and thought applicable in the process (Ober, 2012) implementers of the program accept responsibility along with the process, are committed to them and need the help of other members of stakeholders throughout the project cycle and bring success of the project are noted equally. Every member of the project committees take their part in the practice of monitoring and evaluation process, like consultants, including the headquarter (Ober, 2012), in the planning and implementation stage, participation of stake holders is mandatory in order to bring success. during implementation stage there should be noticeable effort to demarked the major target groups and recognize the intended outcomes available in member of the project Furthermore, in order to bring sustainability, quality and success project , monitoring and evaluation brings attitude change and also establish capacity of the members of the project being executed (Khan, 2013).

To achieve goals project monitoring and evaluation practices should apply in proper manner through time, community's priority needs is fulfilled. Shenhar (2011) noted strengthening community's capacity and engagement that are applicable throughout the project cycle. This means community should be participated directly in the selection

alternative needs, articulating the objectives of the programmer, executing activities and monitoring and evaluating the program is necessity Human resources management are vital in project management. Particularly, if human resources are managed properly it assures that there is an effective monitoring and evaluation practice. Organizational and technical know-how in performing monitoring and evaluations, human resource participation in the process of decision making is given due attention as well as their motivation in implementing the decision arrived can significantly have an impact on the evaluation process (Vanessa, 2011). Dobrea et al (2010) moreover exemplifies that this should not be just only training by accepting learning approach and have a positive impact on the evaluation being practiced within the project environment. Donaldson (2013) justifications indicate that how stakeholder is empowered, different set of stakeholders take different activates, this clearly shows when and how the stakeholder are empowered in their different activates . These methods encourage significant participation and involvement in the project environment. To make sure that weather Stakeholders involvement are strong or not, they participated in early stages of evaluation particularly in planning stage. This assures members of the project and political agents of high status should be funded, who have need in learning as well as using tools in bringing effectiveness (Jones, 2008). Participatory methods needs flexible involvement during decisions for vested members in the project and its objective, the involvement provides a notion or rather sense of ownership in outcomes and suggestions related to M & E (Chaplowe, & Cousins, 2015).

2.1.2. Project Monitoring

Monitoring can be described as a going function that targets primarily to give the management and major stakeholders of a sustainable intervention with alert indications of progress, or lack thereof, in the success of outcomes. A continuous interference might be a project, program or other kind of help to a result. (UNDP, 2018)

Monitoring is the day-to-day activity of gathering and analyzing information that connects how an activity is going on and what matters it is, if any, need modification Monitoring is simply systematic gathering of data on continuous bases indicating factors

to give clue to the management and stakeholders of continuous national society or International tasks of the extent of tracks and achievement of outcomes in the help of allocated funds. (IFRC: 2002)

Reporting and monitoring are not isolated. Monitoring information is

- ✓ ad hoc reports and prepared in standard format
- ✓ Communicated with many users like implementing partners, donors and beneficiaries
- ✓ benchmarked to draw inferences and recommendations in evaluations

- ➢ **Computerized systems for monitoring**

Computerized systems for monitoring offer opportunities for the following: efficient data storage, flexibility and speed of analysis, cross-comparisons, trend analysis, and preparation of simple graphs. However, before deciding on what computer Program to use you should check the following:

- ✓ Do existing manual systems work efficiently? If yes, then computerization may not be an immediate concern.
- ✓ Will data be collected extensively for a significant period of time, and be analyzed quantitatively? If yes, then computerization is likely to offer considerable efficiency gains. What is the best Program or software to use? This will depend on the staff skills, equipment and funds available, the type of data required, and the type of analysis planned. Relatively simple computerized systems using Microsoft Excel or Access exist and information on existence, strengths and weaknesses of such systems can be accessed.

Whatever system is chosen, the organization should ensure detailed plans for computerization should be prepared as part of the monitoring and evaluation system design, to ensure that the necessary physical and financial resources are provided for and ensure provision for back up to the system in case of computer breakdown. In addition, skilled staff will be required to operate and maintain the system, and to undertake the necessary analysis. (UNDP: 2018).

- **Types of monitoring**

According to (Gudda, 2011) **process monitoring, technical monitoring, assumption monitoring, financial monitoring and impact monitoring** are types of monitoring These kind of monitoring measures the inputs, activities and outputs. It comprises a routine data gathering and analysis in order to form whether the project tasks and routines are becoming towards the intended project outputs. It informs managers and owners of the project in keeping a check on weather activities in project are up to schedule. Managing physical progress can be linked to managing time. Project out puts, Project inputs, Progress of project according to objectives and the way the project is managed, and style of work are items to consider during physical progress monitoring. Project milestones are the simplest method for monitoring physical progress monitoring.

Technical monitoring: investigates the method that is being used in project execution to form whether it is meeting the intended outcomes. It comprises the technical knowhow of the project such as the tasks to be carried out.

Assumption monitoring: any project that has its operating assumptions which have to be specifically jot down in the project checklist. These operating assumptions are inputs which might determine project outcomes either success or failure, but the project has no control over one another. Assumption monitoring comprises measuring these factors which are not internal to the project. it involves the process of writing down the risks, assessing them and making all project team members be aware of their existence.

Financial Monitoring: indicates evaluating project cost and comparing them with the budgets forecasted at beginning stage. Financial monitoring is necessary for bringing responsibility, accountability with in the environment and enables to establish report as well as for measuring financial effectiveness and ensuring there is no excess or wastage of fund. It is used to estimate project cost at completion (PMI, 2013).

Project quality Monitoring: The first goal of the quality management plan is to get things done right the first time. Getting it right in construction doesn't always means getting it perfect. Quality monitoring primarily deals with issues relating to conformance

to the plans. All of the materials, systems, and workmanship applied to the project must conform to the requirements set forth in the contract documents. Quality control is accomplished using a number of different mechanisms: submittals, mock-ups, shop drawings, inspections, and testing, which are all called for in the project manual.

Impact Monitoring:-It is one type of monitoring which permanently investigates the effect of project tasks on the target population.

2.1.3. Project Evaluation

Garbutt, (2013) defined evaluation as "a learning and management tool; assessing what has taken place in order to improve future work, determine how far objectives have been achieved and whether the initial assumptions about what would happen were right; and, to make judgments about effectiveness, efficiency, impact and sustainability of the work." Additionally, (Catherman, 2013) also defines "Evaluation is the periodic assessment of changes in desired outcomes that can be attributable to a program's interventions. The objective is to confirm objectives and its needs of the project is fulfilled and developmental efficiency, effectiveness, impact and sustainability is assured. Evaluation is a process and systematic way of assessing finalized project, program, or policy, including its design, implementation, and outcomes. An evaluation should give information that is valuable and important; it supports the undertaking of lessons learned into the decision-making process of both receivers and givers (IFRCS, 2011).

According to the IFRCS, 2011 the evaluation standards that guide us in evaluating our work are Utility, Feasibility, Ethics and legality, Impartiality and independence, Transparency, Accuracy, Participation and Collaboration.

- **Types of evaluation**

According to IFRCS, (2011) the different types of evaluation are;

- ✓ **Based on evaluation timing:**

Formative evaluation: evaluation done during project implementation to assess project performance, providing continuous feedback to inform on-going changes and improvements.

Summative evaluation: is a form of assessment that traces its roots back to measuring the attainment of goals and objectives over time. It comes at the final stage of the project/program execution to investigate impact and efficiency.

Midterm evaluations: is evaluation that occur midway through the project evaluation formative

in purpose. Final evaluations: are end evaluations in purposes and are carried out at the final stage of project execution to investigate how the project meets its desired objectives well. After execution of the project Ex-post evaluations are carried out later to investigate long term effect and continuity.

- ✓ **Based on who conducts the evaluation**:

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

External or independent evaluations: are evaluations performed by evaluator(s) outside of the executing team, giving it a degree of objectivity and often technical expertise.

Participatory evaluations: are Evaluations carried out with the users and other main stakeholders, and can be strengthening, establishing their capacity, ownership and help.

Joint evaluations: are conducted jointly by more than one executing partner, and can support to bring agreement at each stage of the project cycle, credibility and joint support. Based on evaluation technicality or methodology:

Real-time evaluations: are carried out during project/program execution to provide spot response for amendment to upgrade continuous execution activities

Meta-evaluations: are occurred to investigate the evaluation activity itself.

Thematic evaluations: relies on one theme, such as gender or environment, typically across a number of projects, programs or the whole project environment.

Cluster/sector evaluations: relies on a group of related jobs, projects or programs, specifically on sites and carried out by multiple organizations (e.g. National Societies, the United Nations and NGOs).

Impact evaluations: relies on the impact of a project/program, other than on its management and outcome. Building on Segone (2006) division of M&E evolution stages, it can be concluded that the beginning of M&E practices were adopted only by US-based development agencies then by European development organizations and finally it destined other developing countries after the Paris Declaration on Aid Effectiveness which leads to country–led M&E Systems. The following paragraphs will discuss further the factors for adopting M&E from a worldwide view.

- **Accountability for Monitoring and evaluation practices**

One of the one and most significant factors for performing M&E is accountability According to (Edwards and Hulme ,1995) becomes different actors for different purposes (Loveridge, 2011).

During the past 15 years, development projects have been increasingly pressured by all types of funders to demonstrate their effectiveness and document their programs outcomes as the current political and funding environment continues to stress the importance of accountability and measuring performance (Walker and Grossman, 1999; Salamon, 1999). Donors are demanding more formal accountability requirements from development projects to ensure that their donations are being used to benefit society. In response to these demands for greater accountability, development projects are adopting monitoring and evaluation practices (Juillet et al., 2001). According to (Edwards and Hulme, 1995) a recognized authority is an authority that asks individuals and organizations for their actions to be considered as an accountability and accordingly, they are responsible for each and every activity being implemented. OECD (2011) describes accountability, in development terms, as the duties of members to perform according to clearly set responsibilities and roles with an efficient use of the resources. For evaluators,

it indicates the responsibility of giving accurate, objective and tangible monitoring reports and performance evaluations (OECD, 2010). Ebrahim and Weisband (2007) further consider four main parts of accountability, which are: compliance, transparency, answerability or justification, and enforcement. To acquire knowledge and lessons from Monitoring and evaluation Learning and knowledge requirement is another main factor for undertaking M&E in non-profit organizations (UNICEF, 2006). In his book "Evaluating Development Effectiveness: Issues, Problems and Solutions", Cracknell (2006) introduced "knowledge perspective" which argues the "accountability perspective" for adopting M&E in non-profit organizations. Crack Nell discussed that since M&E of aid first began in the early 1960s in the USA, there has been a tension and a dichotomy between the main drivers and objectives of M&E; namely, accountability and knowledge acquisition (Cracknell, 2006).

The Inter-American Development Bank (1997) tells when M& E findings are analyzed, systematized, disseminated and internalized within an organization then lessons learned from those findings are transformed into knowledge. However, after lesson learnt should meet certain criteria in order to have effective results then transforming the lessons to knowledge, According to (NASA, 2001) through experience lesson and knowhow is learnt and take as knowledge for next time. The lessons gained may be positive or negative if it is positive it is success otherwise it is failure A lesson must be substantial and significant in that it has a real effect on operations being implemented and valid that is factually and technically wright. It should be practicable in that it outlines a specific journey or process that minimizes or diminishes the potential failures and strengthen a positive result (NASA, 2001). The attention paid by development projects and evaluators to 'lessons learnt' as a result of the M&E process has increased over the past decade (UNEP, 2007). Patton (2001) looked that M&E has shifted from only delivering findings about some programs to achieve donor requirement to bringing knowledge.

2.1.4 Project Performance

A project is an endeavor that is performed to bring with a unique product or service that gives changes and benefit (Anandajayasekeram and Gebremedhin, 2009). This unique

feature of projects stands alone in contrast to processes or rather operations that are either rigid in nature or not. The routine process delivers the quality and standardized output. The necessary measure of a successful project is that it has provided a successful product/service to the project environment at large. Closely near to this project management success, which is in line with approved scope, time limit, budget and quality? The loyal customer connection is not offending being out the project groups (Houston, 2008). Therefore, measures of project delivery outcomes needs standardized project requirements; outcomes are achieved positively and provide with a sense of increasing revenue or minimizing costs within the expected time schedule.

Project performance connects to the achievement of goals in considering the technical requirements, customer satisfaction and soon. contribution of Effective project management is essential for attaining the company's performance in the continuous base , take in to account the competitive advantages; enabling to enhance the performance of the company; increasing market share; along with achieving specified revenues as well as profits (Al-Tmeemy, 2011).

Appraising of projects Performance is measured quantitatively using many performance indices that could be connected to many aspects to add time, client request and changes, the performance of the organization, cost, health and safety, along with quality performance (Cheung et al. 2014). The strong part of competitors side is considered as spring board for measuring project performance is determined at the first stage of a project, to deliver a clue to the project works for all members to relay on the similar direction. The project may not be successful because of visible differences in opinion, attentions along with objectives (Baccarini, 2009). (Shenhar, 2011) has identified four performance parameters. The first parameter is the time efficiency, cost and quality, production efficiency, among others. Organization should be constrained so as to eliminate the performance measurement limit through the measurement of efficiency as these are measuring project performance in successful implementation and does not show the overall project performance. The other element is the impact on the customer. Finally, it supports the project environment to manage and organize later in future.

2.2. Empirical Review on Monitoring and Evaluation

There are many literature conducted in Monitoring and evaluation practices and challenges in different organization and projects. Some literature related to the topic of the study will be discussed in this section.

According to a study conducted by Singh, Chandurkar, and Dutt (2017), the most significant aspect in development projects is monitoring and assessment. The goal of this research was to demonstrate how monitoring and evaluation affect development programs. However, one of the suggestions made in this study was that the project management should provide full support and completely participate in the monitoring and evaluation activities, as this will help them make smart and well-informed judgments. A study conducted by Vittal (2008) showed that technology knowhow is vital in project monitoring and evaluation due to its importance and obstacles in today's technology-driven projects, this is particularly where technological tools are demonstrated in project management tasks, this study supported to visualize fundamental linkage between technical knowhow and project performance. Consequently, internalize the major function of technical expertise to the project team in planting project performance enhancement. The findings of this study were that project teams have with the right technical skills connected to project performance. The study highlighted that it is impossible to isolate the use of technology with project performance and the absence of such connection retards project performance, being a technical knowledge is coupled with monitoring and evaluating a project it can play a major role in helping project members in conducting projects effectively and efficiently.

A study conducted by Sunindijo (2015) Faculty of Built Environment; Australia determined that Project managers have diversified tasks that explicitly affected the project performance. Other studies had also identified four skills incorporated in project managers to be efficient they include mental, human, stakeholders, and technical skills, along with their sixteen other skill competencies. The study was to identify whether technical skills in projects can influence project performance. Data gathered from 107 project team members using a questionnaire survey method. The study findings showed that project teams which have technical skills leads the project properly and bring the

intended outcome. Project performance is influenced by several skill components, among those which include visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management, document and agreement administration and soon. Project Managers may help the project outcome as a metric to give some assignment on human resource development on skills that are significant for project success. And enables them to identify project managers with the 'right' skill profile

A study conducted by Harry et al (2003) on the social practices and knowledge management in projects, highlighted that the usefulness of knowledge gaining and allocation. The study determined that the intention of social drivers in assisting knowledge management skill in a project environment, proofed from case study research particularly from construction industry. The key finding of the study resulted knowledge capture, knowledge transfer along with lessons in project preparation depend highly on the social trends, practices and processes, which displays the participatory and the importance of including community-based approach in knowledge allocation.

A study conducted by Njuki et al (2015) on Participatory Monitoring and Evaluation (PM & E) for Stakeholder Engagement, evaluation of Project Impacts, and for Institutional and Community Learning and Change Enabling Rural Innovation in Africa - CIAT-Africa, Uganda, investigating the role of stakeholders and their contribution in project implementation. The study explained that to flourish the enhancement of outputs, outcomes, and results outlined above it is necessary to reconnect the local project indicators with external project level indicators. This explained a more general view of the project outcomes. This process also delivers factors that are often hard to measure results such as empowerment from communities' perspective or individuals participated in the project. Bargaining with different members of the project helps for project performance measurement from the views of different project members.

To achieve sustainable development, Community participation in development projects is very crucial and benefiting themselves The theory states that the members being participated can confirm their economic as well as social obstacles that they face and mostly have in-depth understanding that can be a tool in establishing initiatives that are

targeted to benefit them (Benjamin, 2012). Hypothetically, concerned participation of members of the project in initiatives allows them to have interest on it and influence the final outcomes which are affected by a decision. Stakeholders assume that have a key role and connected at various levels–from local to global, their role and diligence can influence the successfulness of a development projects. Wayne (2010) noticed that it is essential to bring stakeholder participation when planning monitoring and evaluation tools. A multi-sectorial method, including delegating some work to someone's which is members of the project teams, strengths learning, make sense of ownership and promotes transparency among the agents participated.

This is particularly necessary when achieving the objective of monitoring and evaluation and how the tools is properly practiced, analyzed and affects project planning (Wayne, 2010). Offer conducted a study in 2008; done in Victoria Management School, Victoria University of Wellington, New Zealand. The study was to highlight how high hierarchy commitment like top management in the project environment affects the outcomes of a project. This was occurred mostly in a software industry. The study was intended to evaluate the help of top management and project members. The aim of this study was to determine the non-operation processes related to top management activates that had a major influence on the successfulness of the project as well as compare and to make balance with those key processes with the actual organizational support. A number of two hundred thirteen project managers in software development areas along with their supervisors in Japan, Israel as well as New Zealand. Seventeen top management support processes were identified and organized for each of these nations, the effect of the top management support processes on the project delivery were assessed with the objective of selecting vital processes. Key and minor top management support processes with their defined level of procedures were compared by managers. The study finding indicated that essential top management support processes involved in significantly escalating project performance.

Management assistance is highly connected with project management performance and delivers vital view to project outcomes, still the project process are going to be with the right direction, and make all project teams to have an active role in the project activities.

In line with the management decisions and approval project plans are revised regularly to give clear journey and route, the management is indeed expected to have high assistance in the project monitoring and evaluation tasks. Tangible assistance by management is equally vital to the project members, they confirm that well done project performance is very important in contrast with the occurring of project failure, and the project team considers management interest in the project performance activities. Management support and commitment can be breakdown in two tasks, and these are project sponsorship and project life-cycle management. The main duty of the project sponsor is to connect the team and task by interfering on the spot that may motivate the managers of the project besides that informing continuously the project team that project performance at the highest levels of excellence are acceptable (Bickman, 2007). It is imperative that project objectives and goals in line with outcomes are incorporated by the project members throughout the project life cycle. Sustainable and positive Management participatory, in a building of leadership capacity will definitely confirms the diligence and commitment to project objectives by the senior management.

Once managing the project risks effectively meaning it is part of the project success. Major inputs to achieve project success are time, costs, along with performance expectations. The project manager holds those requirements, executes and depicts appropriate management and leadership knowledge and skills (Zimmerer and Yasin, 2011). By implementing the needed factors of leadership like expertise, persistence, adequate decision-making, vision, morals, integrity, trust, steadiness and honesty a project manager holds the skills to provide the project efficiently and effectively (Maylor, 2013). Ahmed (2008) remarked that a project manager has the ability make vital decision, and has the power to make changes to the project. Then everyone participated and offered their part of responsibility to the benefit in general the project. Project Manager has strong responsibility of enhancing and informed a communication strategy to all stakeholders. In achieving for this conformation, the project manager is expected to rely on the objective and vision, by motivating and encouraging the team members and managing risks.

2.3 Conceptual Framework

In most empirical studies, a conceptual framework is an analytical tool with various modifications depending on the setting. It can be used in a variety of fields where an overall image is required. It's similar to a blueprint, and it lays out the steps for doing a research project. A conceptual frame work is a graphic that depicts the connections between various aspects that may influence the achievement of goals and objectives.

It aids in determining which factors will have an impact on the outcomes, as well as how each of these elements may relate to and affect the outcomes (Wachamba E.2009). This study examines the project monitoring & evaluation practices and challenges of the cow and poultry shade project with the case study of Addis Ababa construction Bureau. The frame work for this research indicates key factors or elements which have a direct or indirect impact in project M&E practices and challenges of the cow and poultry shade project with the case study of Addis Ababa construction Bureau. The elements stated in the conceptual framework not only affect the M&E executed by Addis Ababa construction Bureau but also has an impact at final project outcome.

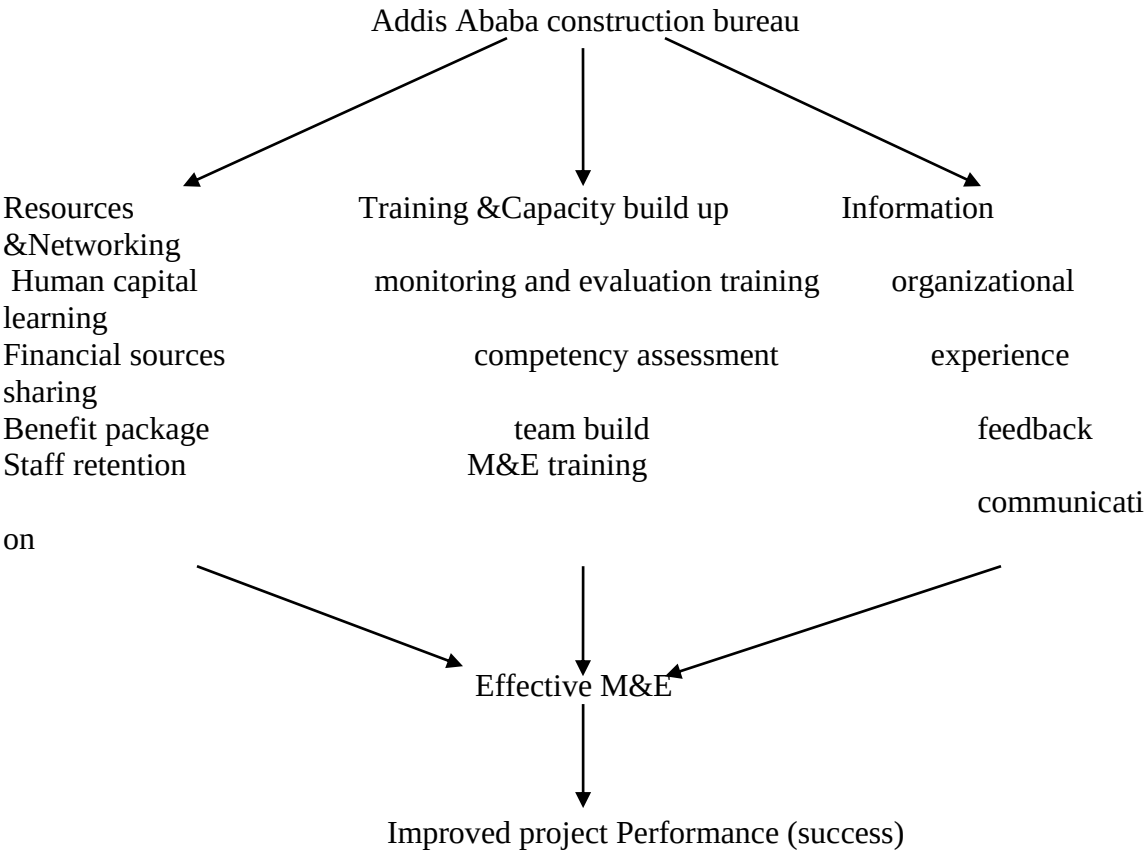

Figure 2.1 Conceptual Framework

Source: own survey 2021

CHAPTER THREE

RESEARCH METHODOLOGY

3. Introduction

This chapter deals about the Research Design, Research approach, Target population and sampling, Data collection instrument and technique, Data reliability and Validity, Data analysis and presentation and Ethical consideration

3.1. Research Design

The research used descriptive research methods or Descriptive study design according to Creswell (2003). The emphasis in descriptive research is on explaining individual beliefs and ideas, as well as examining the links and variances in the essential factors by looking at a wide sample of the population Lee and Ling (2008). A descriptive survey approach allows for a more in-depth investigation and understanding of a phenomenon as it currently exists (Cooper and Schindler, 2008). Objectives are established in a descriptive survey design, allowing data gathering to be relevant and sufficient to the study problem (Abalang.J.A.2016). Therefore, how M & E has been practiced and demographic information of the respondents' were described.

3.2. Research Approach

Quantitative approach is used because the study is based on measuring the project performance via M & E practice of Addis Ababa city Construction bureau. The quantitative method measures variables, investigate relationships between variables, tests methods, and examine concerns for large groups of individuals executing the method suitable for the research problem. Quantitative approach allows for the discovery of relationships with a basis for finding reliability and validity of the research subject. Quantitative analysis reduces issues and data to numbers, definitive in meaning, and

discovering how much and how many, by concentrating on experimentation with predefined variables through collecting and measuring data (Snowden, 2011). A quantitative approach is based on numbers and statistics. It is practiced to examination hypotheses, explore causality, and create forecasts. It is practiced to classify statistical interactions among variables and yields objective effects.

3.3. Target Population and Sampling Technique

The target population is the entire population or group that a researcher is interested in generalizing the conclusion of the study. For this research the target population shall be all employees of Addis Ababa construction Bureau, who are working on project Monitoring & Evaluation section and those staff who are working closely with project activity. The target populations include Managers, Project coordinators, project officers and other staff who work closely with project activities. The total number of these groups of employees who are experts and engaged in M&E and related activity are Forty one. These personnel are professionals in Projects particularly in project Monitoring and Evaluation and related activities. The study utilized purposive sampling method in order to take proper sample unit among others, inline of this the researcher take 41 employees from the Department of Monitoring and Evaluation. Therefore, the researcher takes all units of Departments of employees as a sample. The selection method for the survey participant sample was compatible with the research question because the selection procedure directly targeted M & E department employees. The study was piloted on these employed teams because they are highly practiced monitoring and evaluation on different projects of Addis Ababa city Construction bureau. All survey participants are permanent staff and were full-time employees.

3.4. Data Collection Instrument and Technique

The researcher for this study has attempted to find and work on primary data. Accordingly a questionnaire was prepared by the researcher which is relevant to the subject monitoring &Evaluation practices and challenges of cow and poultry shade project of the Addis Ababa construction bureau. The questionnaire was focused on the

personal &general issues, the Monitoring and Evaluation plans, the assigned resources, the indicators, base lines and the dissemination of information and challenges. The best appropriate method to gather primary data is to hand out questionnaire. A five point Likert scale questionnaire was established to deliver the participants comfort for replying the questions according to their degree of agreement (McLeod, 2008). The Likert scale follows the format of starting range: 1) strongly disagrees; to 5) strongly agree. The preparation of the questionnaire was grounded on the following variables; planning activities, technical knowhow, stakeholder participation, management involvement and their effect on project outcome.

3.5. Data Reliability and Validity

Reliability defines that the results of a questionnaire be steady and reliable. Validity, on the other hand, means that the individual results of an instrument are significant and allow the researcher to draw valid conclusions from the sample population being studied (Cresswell, 2003).Reliability is determined by the Cronbach's alpha (α) coefficient, which is one of the popular criteria of reliability in quantitative studies. It is measured on a scale of 0 to 1.0, and an instrument is viewed extremely reliable if the instrument has a reliability coefficient statistic of $\alpha > .80$. The instrument is considered very reliable if $\alpha > .70$, and reliable if $\alpha > .60$; when $\alpha < .60$, reliability is considered poor to barely reliable. The reliability of an instrument contributes to its validity, as a reliable instrument will measure what it is supposed to measure and not something else. Therefore, a result after consistent questionnaire was valid and more exact (Burg-Brown, 2016).

CRONBACH'S ALPHA	INTERNAL CONSISTENCY
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Own survey, 2021

3.6. Data Analysis and Presentation

The act of analyzing, converting, and modeling data with the objective of identifying usable information, informing conclusions, and assisting decision-making is known as data analysis. It entails gathering and organizing data in order for the researcher to reach a conclusion, or using statistical techniques to a data base in order to draw conclusions about variables or study objects.

The quantitative data gathered for this study will be collated, processed, and analyzed using percentages and tables. The findings and conclusions should arrive based on the analysis and interpretation of the data. Hence, data is analyzed in accordance with the nature of data that is quantitative. The data obtained from the respondents were be analyzed using Statistical Packages for Social Science (SPSS) version 26. After collecting the distributed questionnaire, data were properly organized and prepared for codification. Following this, the coded data were fed to SPSS software program. The data were analyzed using descriptive statistics (such as mean, standard deviation) to describe the demographic characteristics. In addition to this, descriptive analyses have also been conducted on the M & E practice and challenges of cow and poultry shade project of Addis Ababa city Construction bureau. The data will be presented quantitatively by using tools like percentile, tables, charts, graphs and others to facilitate the interpretation of the results of the data.

3.7. Ethical Consideration

To guarantee confidentiality and voluntary part asking of respondents a covering letter was prepared to clarifying the purpose of the research, the discretion of the replies and directions for completion. The questionnaire was drawn up comprising questions on the variables and demographic data both to the supervisor as well as their employees and they were requested to fill the questionnaire in disguise and return back them straight to the researcher.

CHAPTER FOUR

DATA PRESENTATION, DISCUSSION, ANALYSIS AND RESULT FINDINGS

4. Introduction

This chapter discusses the respondents' characteristics before presenting a descriptive analysis and interpretation of the findings of the Addis Ababa city construction bureau's Assessment of Monitoring and Evaluation Practices and Challenges of Cow and Poultry Farm Shade project. In this section of the study, data from many sources was presented, as well as an analysis and interpretation of the Respondents profile, monitoring and evaluation practice, and monitoring and evaluation problems of M&E; as a result, the study's conclusions were offered and reviewed.

4.1. Response Rate of Respondents

Table 4.1 Respondents' response rate

Questionnaires Distributed	*Questionnaires Returned*	*Percentage*
41	41	100

Source: Own survey, 2021

As shown in table 4.1 above, about response rate, Forty One questionnaires were distributed to respondents and Forty One were appropriately filled and retuned with the rate of hundred percent(100 %). Based on this sample size the next analysis was carried out.

4.2 The Demographic Characteristics of Respondents

Table 4.2 Respondents profile

No	***Factors***	***Categories/ Characteristics***	***frequency***	***Percentage***
1	*Sex*	*Male*	*26*	*63.4*
		Female	*15*	*36.5*
2	*Age*	*<= 30 Years*	*16*	*39*
		31 – 40 Years	*23*	*56.1*
		41 – 50 Years	*2*	*4.8*
3	*Position*	*Project Manager*	*21*	*51.2*
		Project Coordinator	*2*	*4.8*
		Office Engineer (Onsite)	*18*	*44*
4	*Educational level*	*B.Sc. Degree*	*33*	*80.5*
		Masters	*8*	*19.5*
5	*Work experience*	*<= 1year*	*9*	*22*
		2 - 5 years	*17*	*41.4*
		6-10 years	*12*	*29.2*
		>10 Years	*3*	*7.3*
	TOTAL		***41***	***100***

Source: Survey study (2021)

The first part of the respondent of the questionnaires consists of four items about the demographic information of the respondent. It covers the personal data of respondent such as age, gender, level of education and working experience As shown in table 4.2 above, concerning gender distribution of respondents, Thirty six & 50/100 percent (36.5%) were females whereas Sixty Three & 40/100 percent (63.4%) were males. This shows that there are more males as compared to females. So this shows that the staff of the project office of Addis Ababa city is dominated by males.

According to the age of respondents, as shown in the table 4.2 above, This indicates largely dominated by the respondent who are 31- 40 years old which accounts 23 (56.1%) of the respondents'. The next higher group was 16(39%) fall under categories from below 30. The remaining groups 2 (4.8%) were under categories of greater than 41-50 years.

The average age the respondents was clearly depicted at the table 4.1 below largely dominated by the respondent who are 31- 40 years old which accounts 23 (56.1%) of the respondents'. The next higher group was 16(39%) fall under categories from below 30. The remaining groups 2 (4.8%) were under categories of greater than 41-50 years. This indicates that most of the respondent is young age group which will be looking for challenging works, open for change and ready to learn more in the environment of the organization. In addition to the table above, it was found that 63.4% of the respondents have been working in the organization below 5 years, followed by with the service 6- 10 years 12 (29.2%) of greater than years. When we looking at the education of the respondents, the highest of the respondents 33(80.5%) have Bachelor Degree followed by 8(19.5%) have Master's Degree holders. Therefore, it is possible to say that almost all of the respondents hold Bachelor degree and above.

4.3. The General M&E System of the firm

4.3.1. M&E Plan or Guide or Framework

Table 4.3 Existence of M&E plan or guide or framework

No	***Factors***	***Categories/ Characteristics***	***frequency***	***Percentage***
1	*Existence of a written M&E plan, guide and framework of the firm*	*Yes, there is a written M&E plan, guide and framework of the firm*	*16*	*39*
		No, there is a written M&E plan, guide and framework of the firm	*20*	*49*
		No opinion regarding there is a written M&E plan, guide and framework of the firm	*5*	*12*
Total			*41*	*100*

Source: Survey study (2021)

As shown in table 4.3 above, concerning Existence of M&E plan or guide or framework, 16 (39%) of the respondents believe that there is guide and framework. However, 20 (49%) respondents say there is no frame work for it and 5 (12%) of the respondents have no opinions on the matter at hand. This shows that the office do not have proper written M&E plan, Guide and framework.

4.3.2. Types of Monitoring

Table 4.4 Types of monitoring

No	***Description***	***Categories/ Characteristics***	***frequency***	***Percentage***
1	*Types of monitoring*	*Process/physical progress monitoring*	*17*	*41*
		Technical Monitoring	*8*	*20*
		Financial Monitoring	*11*	*27*
		Quality Monitoring	*5*	*12*
Total			*41*	*100*

Source: Survey study (2021)

As shown in table 4.4 above, concerning the types of monitoring, it shows that 17 (41%) of the respondents reported that they use Process/Physical progress, Technical, on the projects, 8(20%), and 11(27%) of them reported that they use Financial and 5(12%) believed that the bureau applied Quality Monitoring only. This shows that the office executed the process/physical progress monitoring widely compare to other types of monitoring.

4.3.3. Types of Evaluation

Regarding the type of evaluation implemented, all the respondents replied that Formative evaluation, which is done during project implementation to assess project performance, to providing continuous feedback and to inform on-going changes and improvements is used as an evaluation technique for the firm's projects. Performance indicators are used as the M&E tools and techniques used. The M&E system is a team

work effort, involving project managers, Onsite office engineers and project coordinators.

4.3.4. To Whom the Information is Submitted

Table 4.5 To whom the information is submitted

No	***Description***	***Categories/ Characteristics***	***frequency***	***Percentage***
1	*To whom the information is submitted*	*To managing director only*	*12*	*29*
		To consultant and managing Director	*24*	*59*
		To managing director, to consultant and to stakeholders	*5*	*12*
Total			*41*	*100*

Source: Survey study (2021)

As shown in table 4.5 above, concerning To whom the information is submitted, it shows that When it comes to the M&E communications, 12 (29%) respondents stated that the M&E system output report is only submitted to the managing director, 24(59%) of them submit reports to the consultant and the managing director and 5(12%) of them report to the managing director, to the consultant and as well as to the stakeholders/client of projects. This shows that the information is submitted to consultant and managing director widely rather to managing director only and stakeholders.

4.4. Monitoring and Evaluation Practices in Cow and Poultry Farm Shade Project

Table 4.6 Analysis of Monitoring and evaluation practice

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	The bureau effectively promotes and communicates monitoring and evaluation functions and roles to all its staffs.	-	-	(9) 21.27	(14) 34.04	(18) 44.68	3.54	1.051
2	The bureau compares planned project activities schedule against actual schedule in order to determine project schedule performance	(27) 66	(14) 34.04	-	-	-	3.54	1.142
3	Data is routinely collected and analyzed to measure project performance.	(29) 70	-	(12) 30			3.44	1.163
4	The staffs conducting evaluation and monitoring are adequate.	(10) 25.53	(9) 21.27	-	(22) 53.19	-	3.41	1.183
5	The bureau provides evaluation and monitoring training to its staffs involved in monitoring.	-	-	-	(7) 17.02	(34) 82.97	3.71	1.167
6	The evaluation and monitoring training provided is effective and it improves the capacity of the staffs.	-	-	-	(7) 17.02	(34) 82.97	3.61	1.222
7	Evaluation and Monitoring information is used to assist in decision-making and planning.	(36) 87.23	(5) 12.76	-	-	-	3.78	1.084
						Overall (aggregate) mean	25.03	8.012

Key: 1 = strongly agree; 2 = agree, 3 = neutral; 4 = disagree and 5 = strongly disagree
Source: Survey Result (2021)

As stated in the above table 4.1 the general M&E practices of the firm, most the respondents 9(21.2%) neutral the fact that the firm's effective communication of its M&E functions and roles to all its staff and 14(34%) did disagree 18(44%) strongly disagree to the statement.

As per respondents feedback, the organization make comparison between planned project activities schedule with actual project activity schedule to evaluate project schedule performance of projects27(66%) strongly agree and 14(34%) agreed) respectively. Additionally, they also established that there is a routine collection and analysis of data in order to measure performance of projects i.e.29 (70%)and 12 (30%)of the respondents strongly agree and neutral respectively. on the existence of adequate staff in performing the M&E process and 46.8% agreed on the presence of adequate staff for the system. This implies that the staff for the practice requires some improvement regarding its capability. The respondents conveyed that the firm does not provide any type of trainings on monitoring and evaluation of projects. They also strongly agreed on the fact that the M&E information is used in assisting the decision-making process of the company and also the planning process on its projects too.

4.5. Challenges of Monitoring and Evaluation in Addis Ababa Construction Bureau

Table 4.7 Challenges monitoring and evaluation practice

No	*Items*	*Rating Scales*					*Mean*	*St. dev*
		1	*2*	*3*	*4*	*5*		
1	*There is an inadequate understanding of evaluation and monitoring at organizational level.*	(10) 25.53	(20) 48.93	(11) 25.73	-	-	3.54	1.227
2	*There is lack of competent staff/skilled staff to carry out M&E practices*	-	(3) 6.38	(13.) 31.91	(25) 61.7	-	3.44	1.074
3	*Lack of time and resources to conduct evaluation and monitoring.*	(32) 78.72	(9) 21.27	-	-	-	3.73	1.225
4	*Inappropriate evaluation and monitoring implementation strategies are applied.*	-	-	-	(29) 70.21	(12) 29.78	3.24	1.135
5	*Unavailability of data gathering and analyzing tools.*	-	-	-	100	-	3.20	1.054
6	*Evaluation and Monitoring practices are not giving priority by the management of the bureau.*	-	(13) 31.91	-	(27) 65.95	-	3.54	1.185
7	*Difficulty in communicating the results of evaluation and monitoring.*	(25) 61.7	(16) 38.29	-	-	-	3.20	1.030
8	*Data Tampering during evaluation and monitoring Result Reporting period.*	(36) 87.23	(5) 12.7	-	-	-	3.59	1.024
						Overall (aggregate) mean	27.48	8.954

Key: 1 = strongly agree; 2 = agree, 3 = neutral; 4 = disagree and 5 = strongly disagree
Source: Survey Result (2021)

As stated in the above table 4.7 the Challenges of monitoring and evaluation practice of the firm, the mean and standard deviation value of the respondents are examined by (8) eight aforementioned statements that could describe the Challenges Monitoring and evaluation practices.

As one can see from the above table 4.7 The 10(25.5%) and 20(49%) respondents strongly agreed and agreed on the fact that there is an in adequate understanding of M&E system at organizational level and 11(25.73%) have a neutral opinion on the situation. None of the respondents disagreed on inadequate understanding of M&E system at organizational level. It was able to see that Lack of time and resources to conduct evaluation and monitoring identified as major challenges faced by Addis Ababa city construction bureau of Cow and poultry farm shade project. They strongly agreed 32(78.7%) and the remaining 9 (21.27%) respondents agreed on lack of time and resources to conduct M&E and strongly disagreed on the implementation of inappropriate M&E strategy(with mean 3.73 and standard deviation 1.22) and the unavailability of data gathering and analyzing tools too.

Difficulty in communicating the results of M&E and the data tampering during evaluation and monitoring Result Reporting period for cow and poultry farm shade project the other main challenge for the project 36 (87.2%) of respondents agreed to the problem of M&E practices not being given priority by the management of the firm whereas 16 (38.29%) of respondents agreed with this difficulty (with the mean score of 3.59 and standard deviation 1.024.).Generally, majority of respondents agree for the question that there was a challenge in monitoring and evaluation of Addis Ababa city Administration construction bureau, which is scored mean value of 3.435 standard deviation of 1.11. The response indicates that there were challenges and difficulty in Addis Ababa city construction bureau of Cow and poultry farm shade project that is shown by the mean value and standard deviation of grand mean i.e. fall under agreed level of agreement.

4.6. Benefit of Practicing M & E in Cow and Poultry Farm Shade Project

Table 4.8 Benefits of Monitoring and evaluation practice

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	The current evaluation and monitoring practice of the bureau helps in improving project performance.	(32) 78.72	(9) 21.27	-	-	-	3.71	.981
2	The evaluation and monitoring practice help in acquiring sufficient data to be used as a basis for project modification.	-	(25) 61.7	(10) 23.40	(6) 14.89	-	3.34	1.063
3	Evaluation and Monitoring can be used to monitor the progress of a project.	100	-	-	-	-	3.41	1.072
4	Evaluation and Monitoring help to identify problems and provide solutions.	100	-	-	-	-	3.27	1.184
5	Evaluation and Monitoring can be used to evaluate the achievement of project objectives.	(34) 82.97	(7) 17.02	-	-	-	3.56	1.097
6	Information regarding the project can be communicated to the staffs and to the stakeholders/owners of the project through evaluation and monitoring.	-	(20) 48.9	(12) 29.78	(9) 21.27	-	3.66	1.153
7	Evaluation and Monitoring help in learning from experience and in adapting necessary changes.	(17) 40.42	(24) 59.57	-	-	-	3.39	1.115
						Overall (aggregate) mean	24.34	7.665

Key: 1 = strongly agree; 2 = agree, 3 = neutral; 4 = disagree and 5 = strongly disagree
Source: Survey Result (2021)

As stated in the above table 4.8 the benefits of Monitoring and evaluation practice of the firm Based on the response gathered from key informants the information obtained from the questionnaires were summarize and discussed the significance of M&E practices at the firm as follows. The respondents strongly agree the current M&E practice at the firm helps in improving project performance. Furthermore, Majority of respondents agree for the question that there was a benefit of monitoring and evaluation practices of Addis Ababa city Administration construction bureau, that is scored mean value of 3.47 standard deviation of 1.09. The response indicates that there were benefits and importance in Addis Ababa city construction bureau of Cow and poultry farm shade project that is shown by the mean value and standard deviation of grand mean i.e. fall under agreed level of agreement.25 (61.7%) respondents agreed, 10 (23.4%) neutral and 6 (14.9%) respondents disagreed on the fact that sufficient data can be acquired from the system, which can be used as a basis during project modification works.

20(48.9%) respondents' agreed on the fact that the M&E system can be used to communicate information regarding the project to the staffs, but 12(29.78%)respondents have a neutral opinion and 9(21.2%) of them disagreed on the above issue. All of them agreed evaluation and Monitoring help to identify problems and provide solutions and evaluation and Monitoring help to identify problems and provide solutions on the help of M&E system in learning from experience.

In general, respondents strongly believe that the firm's existing M&E practice aids in project performance improvement. All of the respondents firmly agreed that M&E aids in the identification of problems, the provision of solutions, and the monitoring of project progress. They also agreed that it might be used to assess whether or not our project objectives were met. Respondents agreed that the M&E system can be used to communicate project information to personnel, and the vast majority felt that the M&E system can assist in learning from experience and adapting necessary modifications.

CHAPTER FIVE

SUMMARY MAJOR FINDING, CONCLUSIONS AND RECOMMENDATION

5. Introduction

This chapter deals about Summary of major findings; Conclusions, Recommendations and Further study in line with the findings presented in previous chapter by achieving the objectives of the study.

5.1 Summary of Major Findings

The responses given by the audiences are used for interpretations and analysis to make inferences and conclusions, the study comes up with the following findings.

- Based on the results of the research study, concerning Existence of M&E plan or guide or framework the firm has do not have proper written M&E plan, Guide and framework.

- The firm also applied physical progress monitoring, technical monitoring, financial monitoring and quality monitoring types, but among those the process/physical progress monitoring is not widely applicable to other types of monitoring.

- Only formative evaluation type is used for the evaluation part and performance indicators are used as the M&E tools and techniques applied. Project manages, onsite office engineers, project coordinators, the managing director and consultant representative are involved in the M&E process of the firm.

- The information gathered through this process is directly provided to the managing director, the consultant and to stakeholders/client of the project but the information submitted to stakeholders is less.

- The M&E system's function and role are not clearly communicated to the staff. To determine the project's schedule performance, the anticipated project activities are compared to actual work progress.

- On a weekly basis, data on the project is collected and examined in order to assess its success. The staffs conducting the M&E do not have any prior training provided to them or what so ever. They conduct the process from previous experience only.

- Lack of time and resources, difficulty conveying evaluation and monitoring outcomes and data tampering during the evaluation and monitoring Result Reporting period are some of the obstacles of monitoring and evaluations.

- Benefits of Monitoring and evaluation practices are Evaluation and Monitoring can be used to monitor the progress of a project. And Evaluation and Monitoring help to identify problems and provide solutions.

5.2. Conclusions

Based on the data analysis and summary of major findings the following conclusions were forwarded based on research objective and questions:

- Lack of time and resources, difficulty communicating evaluation and monitoring results, data tampering during the evaluation and monitoring Result Reporting period, and the project's lack of an M&E plan, guide, or framework are among the major challenges encountered in monitoring and evaluation practices.

- The firm does not conduct physical/ progress monitoring, which involves measuring factors that are internal to projects and determine the success or failure of the projects.

- The M&E system is significant in the company in that it supports the attainment of the project objectives. The monitoring and evaluation practices are considered more during the planning phase of projects, which is a good thing for the firm.

- The study revealed that the M&E system does not have its own department, but it is a team effort among the participants of the system and also that the firm applies information generated by its M&E in the decision-making process, but the role of the system is not effectively communicated to the staff.

- With respect to challenges in the M&E practice, several challenges are evidenced from the study. Among other things, data tampering during the reporting process, lack of time and resources in conducting the M&E and so forth.

- Based on this analysis it is clearly known that the firm does not involve all staff in the process of its M&E and also data gained from the process is not disseminated to them too and According to the respondents, data is gathered on a daily basis and reported to the management, stakeholders and consultant representatives on a weekly basis even though reported data to stakeholders is not enough.

5.3. Recommendations

Based on the summary of major findings and conclusion, the following recommendations were forwarded based on research objective and questions;

- Addis Ababa city construction bureau should establish a monitoring and evaluation plan, guide and framework at organization level in order to have an effective M&E system

- The Addis Ababa city construction bureau should improve the adequacy of its staff performing the M&E. A department which is specifically responsible for M&E should be created and a continuous training for the members should be provided. In addition, sufficient time for preparing conducting M&E and adequate resources should be assigned to the process.

- The Addis Ababa city construction bureau should undertake adequate physical/progress monitoring, which includes measuring internal project parameters to determine project success or failure and establishing its own monitoring and assessment department.

- Information about the monitoring and assessment system should be appropriately communicated and disseminated to all employees, including them in the monitoring and evaluation process.

- The Addis Ababa city construction bureau should address the system's data tampering problems by raising awareness about the need for the M&E system, the relevance of raw data, and the consequences of tampered data on the system.

5.4. Suggestion Further Study

This study tries to address a number of relevant issues in order to assess the practices and challenges of M&E in the cow and poultry shade project in the case of Addis Ababa Construction Bureau, but it still does not look into other important issues related to M&E practices and challenges, such as what factors (determinants) can influence the project's monitoring and evaluation practices and challenges.

Future study can be done on additional projects, like as road projects, which are carried out by the Addis Ababa construction bureau, which implements a variety of projects that benefit society.

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APPENDIX I

Questionnaire

Dear Respondent:

I would like to express my sincere appreciation for your generous time and honest prompt responses.

Objective: This questionnaire is designed to collect information about the existing *Monitoring and Evaluation Practice of Cow and Poultry Farm Shade project* in your organization and entitled: *Assessment of Monitoring and Evaluation Practice of Cow and Poultry Farm Shade project of Addis Ababa city construction bureau*. The information that you respond shall be used as primary data in my case research which I am conducting as partial requirements of master degree at Addis Ababa University collage of commerce. Therefore, the information gathered will be used fully and with due attention for academic purpose only and I would like to assure you that data collected will not be misused any ways.

Thank you in advance for your more information

Section I: General Information

1. Sex:

☐Female ☐Male

2. Age:

☐<= 30 Years ☐41 – 50 Years

☐31 – 40 Years ☐>50 Years

3. Level of Education:

☐Diploma ☐Masters

☐BSc. Degree ☐above Master

4. Current position at the firm:

☐Project manager ☐Project coordinator ☐Office engineer

5. Number of years worked in current position:

☐<= 1 year ☐2-5 years

☐6-10 years ☐>10 years

Section II: M&E System

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

☐Yes ☐No ☐No opinion

2. Do you have M&E plan/guideline/framework in your firm?

☐Yes ☐No ☐No opinion

3. Do you think that Monitoring and Evaluation activities are part of the project schedule?

☐Yes ☐No ☐No opinion

4. Which monitoring type your firm use?

☐Process / physical progress monitoring ☐Technical monitoring

☐Assumption monitoring ☐Financial monitoring

☐Quality monitoring ☐Other (please specify below)

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

☐Performance indicators ☐Log Frame approach

☐Formal survey ☐Rapid appraisal method

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

☐Project manager ☐Project coordinator

☐Site engineer ☐Office engineer

8. To whom M&E information is provided?

☐To all staffs ☐To the management

☐To stakeholders and owners of the project

Please put tick mark among the available options

No	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9	Project performance is measured when there is continues of data gathering and analyzing.					
10	M&E are sufficient whwn it is conducted by members of the project					
11	To make corrective action for the next project then the firm compares planned project activities and actual project					
12	After data is collected and analyzed then the firm measures the Project performance					
13	In order to enhance the capacity of staffs The M&E training is provided effectively.					
14	The organization is expected to provide M&E short-term trainings to members of the project t					
15	decision making and planning is prepared through monitoring and evaluation information.					
16	M&E functions and roles are effectively communicated to all its staffs.					

Section III: challenges of M&E practice

The following table contains list of difficulties observed on the M&E practices of the firm, Pleas indicate your level of agreement with the statement.

No	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Staff/skilled staff do not understand easily M&E.					
2	Lack of time and resources to conduct M&E					
3	There is barriers of communication when M&E is practiced					
4	Inappropriate M&E implementation strategies are applied.					
5	Data is missed during M&E Result is announced					
6	Management of the firm do not give attention for monitoring and evaluation practices					
7	There is no enough data to carryout Monitoring and evaluation					
8	staff/skilled staff are not competent to carry out M&E practices					

Section IV: Significance of M&E practice

Please indicate your level of agreement with the statement listed below.

No	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	M&E are occurred in line with the progress of a project					
2	Problems are identified through M&E practices and give a solutions					
3	Once the firm have enough M&E information's it helps to modify the project.					
4	Lessons are grasped through a means of monitoring and evaluation and take some corrective actions					
5	To enhance project performance M&E is practiced properly					
6	To achieve project objectives the firm uses M&E					
7	Every member of the project environment should have information regarding the project status Information regarding the project through M&E.					