



ADDIS COLLEGE

SCHOOL OF POST GRASUATE STUDIES

DEPARTMENT OF CONSTRUCTION TECHNOLOGY AND MANAGEMENT

**Assessing the Practices of Construction Project Monitoring and Evaluation:
The case of Housing Development Corporation projects, Addis Ababa.**

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A Thesis Submitted to Addis College School of Graduate Studies Department of Construction Technology and Management in Partial Fulfillment of the Requirement for the Degree of Master's of Science in Construction Technology and Management.

Declaration

This research is my original work and has not been presented for a degree in any other University. All sources of materials used for the thesis have been duly acknowledged.

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THESIS APPROVAL FORM

This is to certify that thesis entitled “Assessing construction project monitoring and evaluation practices: the case of Housing Development Corporation projects in Addis Ababa.” is carried out by Tihitinaw Amare Bitew MSc student at Addis College with ID No CMGSR038/2015

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Abstract

Monitoring and Evaluation of projects represents one of the fundamental procedures of project management, involving the collection and evaluation of information to determine the extent to which progress is being made towards predetermined objectives and goals. Additionally, this process serves to identify any unintended consequences, whether positive or negative, resulting from a project and its associated activities. However, the implementation of monitoring and evaluation in the construction industry (HDCP'S PROJECT 02.) have seen numerous challenges and as a result, the poor performance of the industry (HDCP'S PROJECT 02) The objective of the present study was to assess the practices of construction project monitoring and evaluation within the context of Housing Development corporation projects in Addis Ababa, specifically focusing on the 40/60 program. To achieve objective, the study employed both qualitative and quantitative research approaches and data gathered from primary and secondary sources, specifically through the use of questionnaires. These questionnaires distributed to a sample of 73 respondents, selected from a target population of 83 who were derived from contractors ,consultants and clients. The selection process utilized a technique known as proportionate stratified random sampling. The collected data were subjected to statistical analysis using SPSS and subsequently presented in tabular form. In establishing the significance of the variables, the one-sample t-test was used. Furthermore, a Cronbach's alpha test was conducted to assess the internal consistency and reliability of the data collection instruments. The test which was accepted as a reliable result as evidenced by the alpha values of all 48 items, that surpass the threshold of 0.7. Weak institutional capacity, limited resources and budgetary allocations for monitoring & evaluation, weak linkage between planning, budgeting and monitoring & evaluation, weak demand for and utilization of monitoring and evaluation results and finally, poor data quality, data gaps and inconsistencies were identified as the most significant contributing factors to the implementation of Project M&E in (HDCP'S PROJECT 02). Hence the HDCP has to consistently involve stakeholders in M&E and incorporate their feedback into its analysis, improve its project monitoring and evaluation through conducting training need assessments on employees. top management should devote adequate attention to M&E planning with adequate resource and budget, implement management information system

The study contributes to the body of knowledge on the challenges to effective monitoring and evaluation of construction projects.

Key Words: Monitoring and Evaluation, capacity, Budgeting, Data quality .

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List of acronyms and abbreviations

HDCP	House Development and Construction Project
AAHDCP	Addis Ababa House Development and Construction Project
ETB	Ethiopian Birr
IFRCRC	International Federation of Red Cross and Red Crescent Societies
IUCN	The World Conservation Union
IFAD	International Fund for Agricultural Development
M&E	Monitoring and Evaluation
PMBOK	Project Management Body of Knowledge
SPSS	Statistical Package For Social Science
UNDP	United Nations Development Program
MoFED	Ministry of Finance and Economic development

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation are two separate but related approaches to data collection and results presentation concerning the efficacy (or inefficacy) of the project, program, or policy. As a procedural undertaking, monitoring entails gathering information regarding implementation, evaluating progress made in line with the plans, programs, and projects that have been developed, and initiating particular actions in the event that the aforementioned programs or projects do not function as intended. On the other hand, evaluation comprises a thorough and independent assessment of completed or ongoing projects in order to determine the extent to which the stated goals are being met (MOFEC, 2017).

On the other hand, their main objective is to learn from the way that tasks are carried out, with a specific focus on impact, effectiveness, and efficiency. As a result, observation cannot be replaced by assessment, and vice versa. It would be pointless to monitor without the ability to evaluate it, and evaluation cannot be completed without monitoring first. Both are vital tools for project management that facilitate informed decision-making and demonstrate accountability (MoFED, 2008).

The United Nations Development Program (UNDP, 2009) asserts that it is crucial to concentrate attention on specific areas where projects are deficient in order to increase the likelihood that a project will succeed. One of the primary spheres of concentration that has been identified is the meticulous monitoring and evaluation of the remaining three areas (communication, stakeholder involvement, and planning), which ought to be the primary areas of focus during project management. Initiatives with strong monitoring and evaluation components typically stay on course. Moreover, problems are frequently found early on, which lowers the possibility of later experiencing large cost overruns or schedule delays. It is difficult to determine whether the intended results are being attained as intended in the absence of an efficient monitoring and evaluation system. Furthermore, it becomes challenging to determine any corrective actions that might be required to guarantee the successful delivery of the desired outcomes (UNDP, 2009). Adherence to certain key practices is necessary for the effective execution of monitoring and evaluation.

Above all, the process needs to be executed in a way that complies with the law and ethics (IFRC, 2011). It is also crucial to include stakeholders in the process of monitoring and evaluating. It is necessary to create a structured organizational framework for monitoring and assessment (UNDP, 2009). A reference point or baseline should be used when comparing data gathered before, during, or after the execution of a project, strategy, or activity (USAID, 2017). To assess the plan's effectiveness, SMART, comprehensible, and pertinent indicators should be created (EC CSF, 2017). It is also necessary to develop a plan for disseminating the results of the monitoring and evaluation process (IFRC, 2011). To ensure the project's success, these components are required.

Even though monitoring and evaluation (M&E) is crucial to a project's success, conducting M&E options effectively can be challenging due to a variety of issues. The challenges encompass inadequate institutional capability, insufficient funding and budgetary allocations for monitoring and evaluation, insufficient coordination among planning, budgeting, and monitoring and evaluation, insufficient demand for and utilization of the monitoring and evaluation outcomes, and issues with irregular, inadequate, and substandard data (Callistus & Clinton, 2018). With regard to institutional capacity, resources, and budgetary allocations for M&E, the relationship between planning, budgeting, and M&E, demand for and utilization of M&E results, data quality and consistency, and the case of Saving Houses Development Enterprise (40/60 housing program) projects in Addis Ababa housing development and construction project, the purpose of this study was to assess M&E practice and challenges of housing development and construction projects.

1.2 **Statement of the Problem**

Numerous developing nations initiate and carry out various initiatives aimed at enhancing the overall quality of life and the organizational structure within their networks. Prominent housing development initiatives are among the drives carried out. Allocate a significant portion of the budget to support these kinds of housing development initiatives. In any case, (Callistus and Clinton, 2018) argue that even though the majority of developing nations have started a variety of projects, these endeavors have failed to meet their goals for a number of reasons.

One of the most obvious reasons a project fails is inadequate planning and ineffective implementation of M&E. Severe measures are necessary to ensure that assets are used

reasonably, as stated by (Biwott, Omar, and Ngeywo, 2017). Monitoring and evaluation during the whole project life cycle are required to achieve this. They also emphasize that precise and appropriate general setting monitoring and evaluation are necessary for the results of multiple activities. Regretfully, even though many task engineers are aware of these two aspects of monitoring and evaluation, they are frequently ignored. (Callistus & Clinton, 2018) list a number of additional factors that make it difficult to implement monitoring and evaluation in projects: low demand for and utilization of monitoring and evaluation results; poor data quality; gaps in data; and inconsistencies. These factors also include weak institutional capacity, limited resources and budget allocations for monitoring and evaluation; and weak linkages between planning, budgeting, and monitoring and evaluation.

Addis Ababa City Administration, undertakes two Housing Development and Construction Schemes under the city projects aimed at enhancing the quality of life for its citizens and stimulating the national economy. These two Housing Development and Construction Projects under the city are, Saving Houses Development Enterprise (40/60 housing program) and Housing Development project Office (20/80 housing program) for Medium and low level (income) society respectively. The City Administration is the managing agency for the Integrated Housing Development Program (IHDP) in Addis Ababa. The office is responsible for the selection of new sites; the allocation of government resources; the extraction of funds from the city's budget to finance construction; the acquisition of bonds from the Commercial Bank of Ethiopia (CBE) to pay for all other factors including the infrastructure costs and design-team costs; and the compensation of all households displaced by inner-city renewal.

The Addis Ababa City Government Cabinet, in accordance with Article 23(1) of the Addis Ababa City Government Revised Charter Proclamation No. 361/2003, issued regulation No. 58/2014 so as to establish A.A Saving Houses Development Enterprise (SHDE) (40/60 housing development and construction project by carried out its mission and act accordingly.

These projects are overseen and implemented by the City Administration as it is the managing agency for the Integrated Housing Development Program (IHDP) in Addis Ababa. In the 2012 fiscal year, a thorough examination of reports and data reveals that the Ethiopian Housing development construction project managed a total of Saving Houses Development Enterprise (40/60 housing program) projects across various programs, including

rehabilitation, construction of new buildings, and heavy maintenance. The allocated budget for these projects huge, which corresponds to a significant portion of the country's national GDP. Upon analysis, it was found that significant number of projects are underperformed, while some projects were terminated according to the City Administration annual report of 2019. The Housing development construction project (40/60 housing program) has implemented monitoring and evaluation measures to assess the progress and effectiveness of these projects in terms of their designated timelines and budgets.

However, the researcher noted instances where projects deviated from their planned schedules and, in some cases, were ultimately terminated. The purpose of the monitoring and evaluation system is to closely monitor project status and intervene with corrective measures in the event of any deviations, thereby safeguarding against delays and terminations.

Different researchers examined how capacity building, research and observation, data demand and use, and planning and coordination contribute to monitoring and evaluation. They also examined how ethics are incorporated into monitoring and evaluation to improve the efficiency, effectiveness, and sustainability of projects (Nyonje & Nduge , 2012). Additionally, (Callistus & Clinton, 2018) identified obstacles to the successful application of project monitoring and evaluation in the construction industry and added their own insights to the concept of M&E while outlining their own policy implications. However, they had a tendency to look outside of Ethiopia. Others studied Role of M&E in Construction project management,relation ship between M&E and project performance. Because every country has a different environment, time, and set of policies and implementation methods, the study's findings may not apply to another.

Construction Project monitoring and evaluation is explained to mean in spite of the effort made by project monitoring and evaluation teams (stakeholders) to achieve project objectives, challenges with project delays, cost overruns, and non-conformity, as well as environmental issues, remains as yet unsolved. As early as the year 2000, [15] confirmed this inability of third world and developing countries to successfully deliver projects but indicated the answer to this challenge is the implementation of monitoring and evaluation.

Unfortunately, project monitoring and evaluation have been faced with numerous barriers to their implementation in the sub-region including Ethiopia which is also the case for housing development projects due to reasons such as the complex nature of construction and divergent views on project delivery with less technological integration in the industry in

developing nations. The researcher, therefore, assessed possible barriers and their devastating implications regarding the implementation of monitoring and evaluation in the housing development corporation projects.

The researcher identified this as a gap and is interested to conduct a study and fills the gap as well as assess M&E practice and challenges of Housing Development and Construction Projects the case of Saving Houses Development Enterprise (40/60 housing program) projects in Addis Ababa housing development and construction project by considering institutional capacity, resources and budgetary allocations for M&E, the linkage between planning, budgeting, and M&E, demand for and utilization of M&E results, data quality and consistencies.

1.3 **Objective of the Study**

1.3.1 **General Objective**

The General objective of this study is assessing construction project monitoring and evaluation practice with in the context of Housing Development and Construction Projects(40/60 program) in Addis Ababa.

1.3.2 **Specific Objectives**

The specific objectives of this study are: -

- i. To assess construction project monitoring and evaluation practice of Addis Ababa Housing Development Corporation projects (40/60 program).
- ii. To identify and assess main challenges of effective implementation of construction project monitoring and evaluation practice in Addis Ababa Housing Development Corporation projects(40/60 program).
- iii. To explore the approach taken in monitoring and evaluating institutional learning and knowledge sharing in Addis Ababa Housing Development Construction projects (40/60 program)

1.4 **Research Questions**

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

- A. How is the construction project monitoring and evaluation practiced at Housing

Development and Construction Projects (40/60 program)?

- B. What are main challenges to construction project monitoring and evaluation faced by Housing Development and Construction Projects(40/60 program)?
- C. How monitoring and evaluation is exercised for institutional learning and knowledge sharing ?

1.5 **Scope of the Study**

The study is delimited geographically, conceptually and in terms of participants , Geographically, the study is delimited to 40/60 housing program in Addis Ababa focusing on the challenges, strengths and weaknesses, and overall construction project M&E practices. The study did not consider the Addis Ababa 20/80 housing program or the federal housing corporation and other housing projects managed by Federal Housing Corporation, regional governments and subsequent administrative hierarchies.

Conceptually, it is focused on the assessment of construction project monitoring and evaluation practices. This study does not address the issues like relationship between monitoring and evaluation planning and the performance of construction project , relationship between monitoring and evaluation staff training and the performance of construction project of Addis Ababa Housing Development projects as well as examination of the contribution and impact of construction project M&E practice on construction project implementation and success criteria.

It delimits participants to Collect data from the participants of the project such as Client, Contractors and Consultants

1.6 **Limitation of the Study**

The project data as well as project report documents and specifically documents of M&E practices like M&E planning(A stand-alone document prepared early in an activity that specifies arrangements for monitoring and evaluating the investment.), staff training, baseline surveys and information systems may not be arranged , organized and available .hence this brought limitation on the study.

The study faced various design and execution limitations. The study was relayed on information

provided by project staffs to assess Saving Houses Development Enterprises (40/60 program) M & E practice and challenges. To minimize and control information bias, the identity of respondents was withheld. They were assured of confidentiality in the request consent form. The study reviewed available strategic documents for validation of information filled by the respondents.

1.7 Significance of the study

The research will have significance for better construction project management practices, better construction project performance and success, improving the ovHDCP's project 0211 construction project management of the country contributing specifically to the following parties.

For Development practitioners and managers working in Addis Ababa Housing Development and construction projects. the study will increase their awareness of monitoring and evaluation for construction project success through implementing the plan in a better way, to use resources properly, to ensure transparency and accountability, to coordinate the working system, and to take lessons and to strengthen the culture of use of construction project monitoring and evaluation results to make decision.

Addis Ababa Housing Development and construction project and Addis Ababa Bureau of Finance as well as Minister of Finance can use the paper to refer and adapt findings and recommendations to strengthen if their practice is best and the finding may indicate their gap to undertake further research on construction project M&E practice or may take simply lessons from research recommendations.

Information from evaluation is used to develop new directions, policies and procedures and hence this study is expected to be relevant to Policymakers and Researchers, Higher Education Institutions; by providing knowledge to the private sector, policymakers, and other departments, especially to the construction firms. The study provides guidance to the employees and the supervisory teams of housing development and construction project on how they can manage housing development and construction project M & E within their organizations.

Higher Education Institutions and researchers can refer to this paper for further studies about the subject matter and related issues. As a result, the study positively contributes to the betterment of construction project management in general and the construction project M&E

practice in particular.

1.8 Definitions of Terms

Monitoring: It is the systematic process of collecting and analyzing information to track the efficiency of an organization in achieving its goals (PMBOK, 2017).

Evaluation: It is the systematic and objective assessment of the on-going or completed projects in terms of planning, implementation, and results to judge issues such as program relevance, effectiveness, impact, and sustainability (PMBOK, 2017).

Monitoring & Evaluation: Monitoring and Evaluation is the process of systematically collecting and analyzing information on ongoing projects and comparison of the project outcome/impact against the project intentions (PMBOK, 2017). a systematic learning process providing data, information, and knowledge for: Effective project management, reporting, accountability, learning and improvement and assessing project impact (SPREP, 2020)

Project: a temporary endeavor undertaken to create a unique product, service, or result (PMBOK, 2017).

CHAPTER TWO

2. REVIEW OF RELATED LIT RATURE

The theoretical and empirical data from publications on subjects pertinent to the research problem and research questions is presented in this chapter. The chapter is organized into four sections: conceptual review, theoretical review, empirical review, and chapter summary.

2.1 Conceptual Review

2.1.1 Concepts of Construction Project Management

If one is familiar with the components of construction project management, it will be simpler to understand the environment in which monitoring and evaluation are most successful. The process of creating and arranging structures and building systems is known as construction (Maksimović, 2014). He continues by saying that the initial phases of construction are financing, designing, and planning, and they all continue until the project is prepared for occupancy. Similar to this, he claims that managing a construction project entails planning, directing, and supervising the whole undertaking from beginning to end. A functional and financially feasible project that satisfies client and design specifications is the aim of planning, organizing, and managing the building process. According to the Project Management Institute (USA, 2011), project management (PM) is also the "application of knowledge, skills, tools, and techniques to project activities to meet the project requirements."

Figure 2.1 shows the five main groupings of the 47 logically connected PM processes: initiating, planning, executing, monitoring and controlling, and closing process group. Thus, the success of PM depends on the integration of all PM processes throughout the project life cycle.

The planning and initiating phases of a project begin the project life cycle, but they conclude before the project is fully closed, as shown in Fig. 2.1. The closing process also begins later in the project's execution. Nonetheless, the project functions as the beginning and conclusion of the project management procedures of monitoring and controlling as well as project implementation. This demonstrates that procedures for monitoring and controlling are necessary at every stage of the project's lifecycle to ensure that it is carried out properly. Similarly, monitoring and evaluation are crucial parts of project management if performance is to be met (IUCN, 2000).

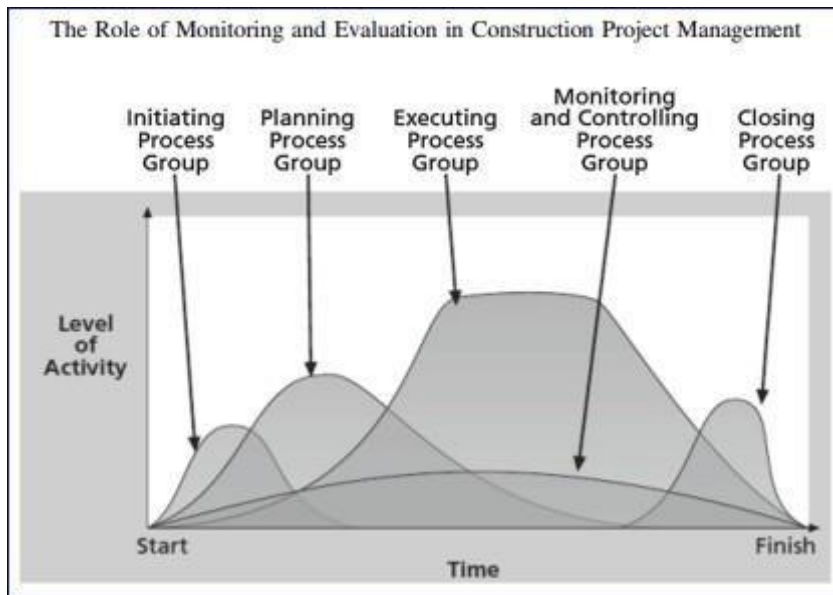


Fig.2.1 Project management processes in the project life cycle: Source (Attakora- Amaniampong, E.,2016)



Fig. 2.2 . Management function and monitoring and evaluation. Source (IUCN,2000)

Figure 2.2 illustrates the critical role that monitoring and evaluation play in the completion of a project. Understanding M&E's role in construction project management is crucial. M&E is required when initiating and planning a project to ensure that the needs of the clients (the project objects) are recognized and considered when preparing the resources needed for the project. Over the course of several construction phases, the design must be translated into actual structures for the project's execution and implementation. M&E is a project management tool that ensures value for money and achieves quality, cost, schedule, performance, and satisfaction by comparing actual progress with set project objectives. Close monitoring and evaluation of project resources, including financial, human, and material

resources, ensures effective resource utilization and project accountability. The contrast of the progress data can be used to make decisions about the project or how it will be implemented in the future.

Project closure is the last stage before a project is given to customers or users to occupy. It could also be applied to terminate projects that don't work out (Lazar, et al., 2010). The overall success or failure of the project is communicated to donors or clients. Effective project closure requires a methodical approach that includes securing resource expenditure, ensuring project acceptance, and raising project closing efficiency (Lazar, et al., 2010). These factors make process monitoring essential.

2.1.2 Monitoring and Evaluation

The two methods of gathering information and reporting the results on how well (or not) the project, program, or policy is working are monitoring and evaluation. Monitoring is a process that gathers information about how plans, programs, and projects are being carried out, assesses their progress, and takes appropriate action when necessary. On the other hand, evaluation is a thorough and impartial appraisal of finished or ongoing tasks to ascertain the degree to which they are accomplishing predetermined goals (MOFEC, 2017). The process of methodically gathering and evaluating data on ongoing projects, as well as comparing the impact and outcome of the projects to their intended goals, is known as monitoring and evaluation (PMBOK, 2017).

Everyone uses monitoring and evaluation techniques to some degree in both their personal and professional lives; the concepts are not new. On the other hand, the field of monitoring and evaluation is currently receiving more methodical attention and investigation. This is an extremely intriguing and exciting development because the practice of M&E can improve evidence-based policymaking (including the formulation of budgetary decisions) as well as policy development, management, and accountability. Much of this potential has been realized by many governments worldwide, including those of the majority of first-world nations and a small but increasing number of developing nations (Mackay, 2007).

An increasing number of governments are developing systems to measure and analyze their performance in an effort to improve their performance. The goal of these monitoring and evaluation (M&E) systems is to quantify, target, and assess the state's outputs, or goods and services, as well as the effects and results that flow from them. Additionally, these

systems help to make sense of what leads to both good and bad performance (Mackay, 2007).

2.2 Theoretical Review

The theory of change, which aims to improve empowerment by promoting group participation and capacity building in place of the top-down method formerly used in project implementation, will serve as the basis for this investigation. The project's sustainability was badly impacted by these earlier methods. Following a project's setup is essential, particularly when it comes to implementing monitoring and assessment procedures for planning, capacity building, and data demand and use. The application of ethical principles ought to guide this. Reports on monitoring and evaluation should also adhere to the necessary ethical guidelines. The theory of change is highly relevant to capacity building planning as it presents a sequence of presumptions and links that identify presumed relationships. The monitoring and evaluation procedures can be seen as inputs that, when combined with the theory of change, will produce a more effective monitoring and evaluation system as well as a transformative impact on the target communities' standard of living. To help distinguish between implementation failures and theory failures, the theory identifies which aspects of implementation need to be checked for quality (Weiss, 1955).

The theory of change process improves comprehension of stakeholders and stakeholder, which helps with the process of thinking through the application of lessons learned from monitoring and evaluation data. It also raises awareness of the consequences. Monitoring entails keeping tabs on developments in relation to goals, targets, and anticipated outcomes. Theory of change adopts a more comprehensive viewpoint. To determine whether they are valid, it examines the issue the project is trying to solve, its larger context, and alterations in the connections between the process indicators and unintended results. For this reason, it is crucial to review the initial assumptions made when implementing a project. The theory of change is useful for measuring results as well as for comprehending how the project and other factors contribute to the results (Hinchcliffe et al., 1996).

The utilitarian theory bases its conclusions primarily on utility, a variable that is widely used in economics as a parameter to assess the worth of actions (Crane and Matten, 2007). An analysis of costs and benefits is crucial for monitoring and evaluation because it helps determine the project's viability. This is also pertinent to the use of data, specifically to ensure that data collection is appropriate, sound, and economical. It is important to establish

clear terms of reference to prevent misunderstandings and to ensure that ethical decision-making challenges and action values are appropriately taken into account. For benefits to be fully realized, a contractual agreement should be comprehensive with well-defined procedures; this can be useful in the event that disagreements arise (Kusek and Rist, 2004). Furthermore, the data presented in monitoring and evaluation reports must be factual and adhere to the necessary ethical standards.

2.3 Empirical Review

2.3.1 Monitoring and Evaluation , Technical Training and Capacity Building

Since monitoring and evaluation (M&E) is a technical activity, an M&E unit's and its staff's or team's technical capabilities are crucial to the program's successful execution. Technical capacity refers to the distinct and useful knowledge that the project team possesses, while training is an organized experience that helps people gain new abilities, perspectives, and attitudes to deal with developmental issues. An organization's ability to manage M&E is correlated with its human resource capacity (Muiga, 2015); M&E systems cannot function independently without qualified personnel (Mulandi, 2013). As per the United Nations Development Programme (UNDP) report of 2009, capacity development refers to the acquisition, reinforcement, and sustenance of skills and capabilities necessary to accomplish developmental goals and objectives within a designated timeframe. The UNDP explains the integration of the traditional training approach to describe training on the use and application of new technology available to a capacity development approach, which views training as part of an all-encompassing program seeking to address capacity issues; employees' personal development with an incentive for innovation; trainers' and trainees' empowerment; and the association of individual performance with team performance, which is critical for development (UNDP, 2009). Research has recognized the critical role that technical proficiency and training in M&E play in ensuring project success (Mulandi, 2013).

Systems and funding are important, but they cannot ensure project success on their own. Instead, ownership and the development of technical capacity are required (UNDP, 2009). It is important to determine if the M&E team possesses the strength and capability needed to carry out efficient M&E. According to the UNDP (2009), individuals and organizations can achieve more effective capacity development when they work in a supportive environment.

To create and maintain monitoring and assessment systems, the workforce must have sufficient capacity, and officers must receive training in current techniques for gathering and analyzing data (Kusek and Rist, 2004).

Poor monitoring and evaluation skills have an impact on community-based projects, according to (Mugabe and Kanda 2013) in their study on the determinants of effective monitoring and evaluation of strategy implementation. They suggest more research be done on the difficulties field workers in community-based projects face when performing monitoring and assessment tasks. This may highlight elements that, in order to get the most out of community-based projects, must be carefully taken into account during all phases of monitoring and assessment. (Somerset, 1987) emphasizes the value of monitoring and evaluation by recognizing accomplishments in creating and applying assessment data to enhance the education sector.

In a study on the sustainability of new programs and innovations, (Stirman et al. 2012) note that capacity and factors related to the new program or practice itself are influencers of sustainability. Monitoring and evaluation is characterized by a lack of human capacity, particularly in skills and knowledge, and by weak coordination within and between national government departments in the majority of developing countries. More instruction in assessment techniques and methodologies is therefore required.

A 2004 study by the FAO found that processes for monitoring and evaluating capacity building should play a significant role in bridging the gap between planning and feedback on the real world (that is, what is occurring on the ground) as well as in mutual learning, re-planning, and project sustainability. It is necessary to establish these interactive processes between project monitoring and evaluation personnel and other stakeholders, particularly partner agencies and departments.

The need for governments and donors to keep funding and supporting capacity development is becoming more widely acknowledged because it can be essential to easing the planning and use of M&E data as well as monitoring and evaluation (M&E) data (Sutherland, 2011). Officials in charge of housing development construction projects are unable to effect change and help close the gap between actual and maximum construction if they lack the necessary monitoring and evaluation expertise.

2.3.2 Linkage between planning, budgeting, and monitoring & evaluation

Planning for monitoring and evaluation is typically discussed simultaneously because they have different but complementary purposes. The regular and continuous tracking of inputs, outputs, outcomes, and impacts of development activities against targets is considered the role of monitoring planning. Evaluation, as opposed to monitoring, establishes attribution and causality and provides the foundation for staff, management, and client learning and accountability. New policies, procedures, and directions are developed using the evaluation's information (IFAD, 2002).

Planning and field visits are two crucial success and failure factors for projects, according to Muiga. These should be scheduled and executed at the right times to guarantee that the staff is well aware of the project areas and able to conduct monitoring and evaluation with ease. Budgeting and resource allocation are two other issues that could have an impact on monitoring and evaluation. To guarantee that the community projects are monitored and evaluated in an efficient manner, these must be scheduled (Muiga, 2015).

2.3.3 Demand for and utilization of monitoring and evaluation results

A crucial component of monitoring and assessment is the demand for and use of data. Nevertheless, (Mackey, 2007) points out that although sector ministries gather a variety of performance data, the quality of the data is frequently low. This is the issue in African nations, as well as possibly in other regions. As per Kuzek and Rist (2004), certain developing nations gather copious amounts of useless data. Indicators should be distributed appropriately in tandem with what they are required to measure—the input, activities, output, outcome, or impact—in order to lessen the inherent challenges.

According to SAMDI (2017), the indicators should be quantifiable, objective regarding the desired outcome, indicate a single result per indicator, and be clear and precise. Monitoring data and evaluation results must be generated by the monitoring and evaluation system. This is especially important for important stakeholders and can be used to enhance government efficiency and meet enough demand for the monitoring and assessment work to guarantee funding and sustainability. The true problem in many nations is the lack of demand for information related to monitoring and evaluation, which is a challenging obstacle to overcome (Mackay, 2007).

Over-collection of data is problematic and can lead to a situation where there is little incentive to provide high-quality data because it will be discarded. In order to supply the primary data that monitoring and evaluation systems will rely on, it is used to construct trustworthy ministry data systems (Mackay, 2007). It is evident that very few government employees have received training in contemporary techniques for gathering and analyzing data, and even fewer have received instruction in interpreting various data modalities (Kusek and Rist, 2004). In this instance, auditing data systems and utilizing expertise in survey administration and data management are the answers.

The true measure of a monitoring and evaluation system is how much information is used, and this has nothing to do with how well it can generate accurate monitoring data and evaluation results. Data verification and auditing are required if government evaluations are being carried out internally. Several nations, including Chile, Colombia, Australia, and the United States, have effectively implemented systems for monitoring and evaluating performance (Bamberg, 2008). It takes time to develop or enhance; hire or train competent personnel; organize, oversee, and carry out assessments; construct mechanisms for exchanging monitoring and evaluation data amongst ministries; and instruct personnel on how to apply monitoring and evaluation data in their daily tasks.

The degree to which clients and stakeholders are involved at every stage of the evaluation process is one of the major factors that determine whether or not an evaluation will be beneficial and whether or not the results will be used. Before the process is over, they ought to be informed on a regular basis and given the chance to comment (Bamberg, 2008).

As a starting point, or guide, for tracking the performance of projects or programs in the future, the baseline is the first crucial measurement of the performance indicators. An efficient monitoring and evaluation (M&E) system establishes indicators that characterize the state of affairs before an intervention and serves as a benchmark for evaluating progress or comparing it to evaluation or monitoring data gathered during or following the execution of a project, strategy, or activity (USAID, 2017). Ten potential obstacles to project monitoring and evaluation in Ghana's construction industry were identified by Callistus and Clinton (2018) in their study assessing barriers impeding M&E: weak institutional capacity, Limited

resources and budgetary allocations for monitoring & evaluation, weak linkage between planning, budgeting and monitoring & evaluation, weak demand for and utilization of monitoring and evaluation results, poor data quality, data gaps and inconsistencies, non-measurable PM&E objectives, inconsistent development of PM&E objectives with intended beneficiaries, projects activities that do not deliver the desired outcome economically and do not have the desired impact, absence non-compliance with planning and monitoring and evaluation guidelines of a comprehensive national database PM&E system and non-compliance with planning and monitoring and evaluation guidelines.

2.4 Effective Monitoring and Evaluation Practices

The implementation of monitoring and evaluation procedures plays a critical role in enabling the achievement of project objectives. Practices for monitoring and evaluating the project have an impact on its success. These practices make up the independent variable.

They include developing institutional capacity, allocating resources and funds, maintaining data consistency and quality, requesting and using monitoring and evaluation results, and promoting ethics in the process.

All of these practices have the potential to affect how well monitoring and evaluation are carried out in a project. The conceptual framework diagrammatically illustrates how the researcher will have approached the investigation of the relationship between the independent and dependent variables.

The conceptual framework serves as an example of how to conduct efficient monitoring and evaluation practices. The conceptual framework has incorporated multiple indicators for the two types of variables, as depicted in the diagram below.

Weak institutional capacity, insufficient funding and resource allocation for monitoring and evaluation, inconsistent and low-quality data, and insufficient stakeholder involvement in these activities all contribute to ineffective monitoring and evaluation. The difference between the actual and the expected is closed through capacity building. This realization highlights the importance of ethics in monitoring and assessment. Poor quality data is deemed irrelevant and is not suitable for use in making decisions.

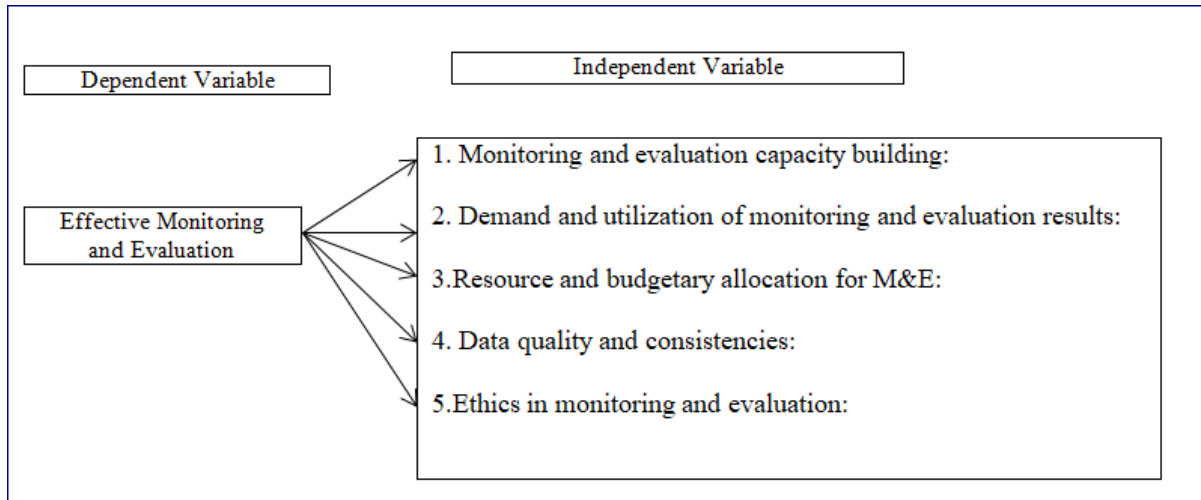


Figure 2.3 Conceptual framework for effective M & E practice. Source :Survey data

1. Monitoring and evaluation capacity building: Training and workshops on monitoring and evaluation, Investment in capacity development. 2. Demand and utilization of monitoring and evaluation results: Frequency and quality data collection. Appropriate data collection method, Use of data in decision method. Use of data in review and planning of next project.3.Resource and budgetary allocation for M&E: Available of expertise in quality and required quantity Ensure availability of technology and of finance.4. Data quality and consistencies: Conduct consecutively field visit. Consistently involve stakeholders .Use information technology to collect and analyze data.5.Ethics in monitoring and evaluation: Ensure involvement of stakeholders in M&E activities, accountability in the use of resource, timely report.

2.5 Challenges for Construction Project M&E in Addis Ababa housing development corporation projects

Where as Addis Ababa housing development corporation projects is constitutionally mandated to carry out housing development projects aim at improving the welfare and wellbeing of the people within its jurisdiction, there are several constraints facing project M&E at the project office level. It is instructive to state at this stage that project failure is a common phenomenon in the Ethiopian government system. A project that is not properly monitored and evaluated will undeniably result into project

failure. First and foremost is lack of definition of the problem addressed, program intervention being made, the expected direct outcome of that intervention, or expected impact on the overall society or on the problem addressed are not sufficiently well defined to be measurable.

Lack of definition is a failure to make clear project objective(s), legislative statement of project goals are often vague and even contradictory. This is particularly true in social legislation where the aims are diffuse and frequently represent aspirations cast in rhetoric. Basically, those in government feel an urgent need to something about such problems, but are not sure exactly what often the interest of different groups. Different group interest often leads to compromise in the legislation to be passed.

According to World Bank. (2007) some factors listed that can cause project failure in the public sector to include budget indiscipline, meaning implementation of projects not included in the plan or the budget while neglecting, under funding or abandoning those in the plan/budget. However, in recent time, this has been minimized as the National Assembly and some States Assembly frown at it. The Anti-Corruption Act also provides that if you award a contract for which no funds have been duly appropriated, you could go to jail. Implementing too many projects at the same time as a result of lack of proper prioritization has been identified as another significant factor which can account for project failure.

Still the challenge of unstable political environment at the local government level as witnessed by the constant interference of state governors coupled with global economic melt-down. Projects are abandoned when revenue shortfalls occur or the sources of funding dry up. They also get abandoned when new leader decide to embark on new projects rather than complete ongoing ones. Yet, inappropriate timing of budget releases, untimely payment of performance certificates, community and worker problems, contractor's default, inaccurate assessment of project environment such as soil, topography, seasonal factors, and the like. as well as non-involvement of beneficiaries and other stakeholders in formulating certain projects are other factors responsible for project failures.

When there is no community involvement in projects initiation and monitoring ,it may result into careless deals and poor project execution. This could pose security risk for the, project itself as its safety cannot be guaranteed. Community participation will give the people sense of belonging in the execution of a project and help to guarantee that standards are maintained. The use of modern management techniques has not been well embraced in branch project offices. Most of them still operate manually. Utilization of modern management techniques such as Management by Objectives (MBO), Zero budgeting system, plan performance and budgeting system and so on are necessary for efficient and effective project control. A system of management by objective, aims at improving the performance of an organization by motivating, assessing and training employees through integrating their personal goals with organizational objectives. This very important component of organization's operations is yet to be fully integrated and embraced in project management at the branch project office level.

Inadequate finance is always a perennial challenge facing project management in branch project office. Most branch project offices are created for cheap political goals rather viability, thus, only exist to compensate political party loyalist who could not get appointments at the federal or state levels. Many projects are abandoned in most branch project offices due to inadequate funds. The flow of funds cannot be fully guarantee especially where there is fluctuation in World oil prices, mismanagement and corruption as well as failure to explore internal sources of revenue. The alternative of internally generated revenue is hindered by corruption and mismanagement of funds at the local government level.

Rareness of qualified personnel is yet another major challenge faced by branch project office. Local government is the least attractive of the three tiers of government in Nigeria. Human capital available to local government is inadequate when compared with those of state and federal governments. This distress local government's project and program initiation, execution, monitoring and evaluation as capable hands are in short supply. The occurrence of brain drain has not helped the dearth of personnel at this level of government.

Further persistent problem facing branch project office is political and governmental instability, which has given rise to policy inconsistency and atrophy. Frequent changes of government officials, commissioners and so on, leads to the death of many project because every local government official newly appointed comes in the fold with different policy thrust that may stall on-going projects.

2.6 M&E for learning and performance improvement

M&E systems can only improve project execution by interpreting and analyzing data, incorporating information from other sources, and customizing it for usage by key partners and project decision makers. Evaluation helps to prove causation and attribution and provides a foundation for staff, management, and client learning and responsibility. Early in a project's execution, the issue is to create efficient learning systems that support managerial behavior toward outcomes and devise impact-

This definition of learning involves coming up with solutions to recognized limitations and putting them into practice immediately. Knowledge-sharing and learning tools that can gather data and analysis from the M&E systems as studies are helpful at the project/plan level. Examples of these tools include:

i) summarized studies and publications on lessons learned; ii) case studies documenting successes and failures; iii) publicity material including newsletters, radio and television programmes; iv) formation of national and regional learning networks; v) periodic meetings and workshops to share knowledge and lessons learned; vi) research-extension liaison or feedback meetings; vii) national and regional study tours; viii) preparation and distribution of technical literature on improved practices; and ix) routine supervision missions, mid-term reviews or evaluations and project completion (end-of-project) reports

2.7 Summary of literature review

The literature review revealed that numerous studies conducted worldwide have thoroughly examined issues related to monitoring and evaluation. The findings from (Mugambi and Kanda:2013) about the elements that support effective strategy implementation, monitoring, and assessment of community-based initiatives. In the Ghanaian construction industry,

(Callistus and Clinton: 2018) identified ten possible barriers to the implementation of project monitoring and evaluation. These difficulties probably came up throughout the M&E procedure.

The majority of developing nations lack the human resources necessary to create and maintain monitoring and evaluation systems, especially in terms of skills and knowledge. As a result, it is advised that officers receive training in current techniques for gathering and analyzing data. In order to make sure that staff members are fully aware of the success and failure factors for projects, project planning and field visits are essential tools for monitoring and evaluation. They should be scheduled and executed at the appropriate times. Furthermore, monitoring and evaluation in Ghana's banking, construction, and agriculture sectors are likely to be impacted by budgeting and resource allocation (Muiga , 2015).

Gathering an excessive amount of data makes it difficult to provide high-quality data because it will be useless. Few government employees have received training in contemporary techniques for gathering and monitoring data, and even fewer have received instruction in interpreting various data modalities. participation of important parties in all phases of the monitoring and assessment procedure to produce reliable data that can assist management in taking prompt and sensible actions to enhance government performance.

In light of the foregoing, the researcher evaluated the staff's ability to monitor and evaluate housing developments and construction projects, as well as the involvement of stakeholders in each stage of the process. The researcher also evaluated the practice of field visits, demand and data usage, data collection and report dissemination, and management decision-making based on M&E findings. More over while M&E practices are essential for assessing project effectiveness, Housing Development Corporation Project offices M&E practices face numerous challenges that can impede their successful implementation. Addressing these challenges requires a strategic approach, including adequate resource allocation, stakeholder engagement, and continuous capacity building.

Housing Development Corporation Project office lacked effective monitoring and evaluation practices and faced as a gap that several monitoring and evaluation challenges as well as

applicable Monitoring and Evaluation frame work. The researcher, therefore, assessed possible barriers and their devastating implications regarding the implementation of monitoring and evaluation in the housing development corporation projects.

CHAPTER THREE

3. RESEARCH METHODOLOGY

The study area, research design and approach, target population, sample size and determination, data collection method, and data analysis method, validity and reliability as well as ethical considerations and expected outcome are presented in this chapter.

3.1 Study Area

Addis Ababa City Administration, undertakes two Housing Development and Construction Schemes under the city projects aimed at enhancing the quality of life for its citizens and stimulating the national economy. These two Housing Development and Construction Projects under Addis Ababa City Administration are, Saving Houses Development Enterprise (40/60 housing program) and Housing Development project Office (20/80 housing program) for Medium and low level (income) society respectively.

The study area for this study is Housing Development and Construction Projects the case of Saving Houses Development Enterprise (40/60 housing program) projects in Addis Ababa housing development and construction project by considering institutional capacity, resources and budgetary allocations for M&E, the linkage between planning, budgeting, and M&E, demand for and utilization of M&E results, data quality and consistencies.

3.2 Research Design and Approach

A framework for data collection and analysis is provided by a research design (Bryman & Bell, 2011). Descriptive research methodology was used for this investigation. According to Saunders et al. (2009), the goal of a descriptive study is to determine the what, where, and how of a phenomenon.

Therefore, conducting a descriptive study will allow us to respond to inquiries about the who, what, when, where, and how specifics of the company's M&E system. Employees of the Addis Ababa housing development and construction project were given both closed-ended and open-ended questionnaires to complete in order to collect data.

In order to complete the study, assess and characterize the current M&E Practice situation and challenges faced by the Addis Ababa Housing Development and Construction Project, and characterize a phenomenon and its characteristics, a descriptive research design was employed for this study.

As per Nassaji.H, data is frequently gathered through the use of observation and survey tools (Nassaji, 2015). Frequencies, percentages, and additional statistical analyses of mean and standard deviation was used to analyze the gathered data. Given that the purpose of the study is to evaluate the practices and challenges of monitoring and evaluation of Addis Ababa housing development and construction projects, the descriptive research design was suited for this research.

3.1 T Sources of Data

Both Primary and secondary data were used in this research. The primary data was attained directly from key informants which included employees of the client, consultant and contractors that comprise project managers, office engineers and project coordinators by employing both questionnaire and key informant interview as well as Focus Group Discussion. In addition, the questioner and key informant interview were self-administered. Secondary data, was collected by reviewing records of the company's weekly reports, monthly reports and other essential reports and plans related to M&E.

3.2 Target Population

The 40/60 saving houses projects in Addis Ababa make up the population of the research while workers of client ,contractors and consultants are respondents. Beshale 40/60 saving houses project with 58 blocks was selected with purposive selection. Respondents were selected from four 40/60 project office employees, contractor employees and consultant employees . The sample size was calculated using the statistical formula below, which takes the population and confidence level into account. This allowed for an estimate of the number of questionnaires that should be sent to respondents, taking into account the response rate.

3.3 Sample size Determination & Sample Selection

3.3.1 Sample size Determination

According to Kothari (2004) if the sample populations are less than 10,000 the required representative sample size will be computed by the proportion of sample size formula. Hence for this study (Kothari;s , 2004) sample size determination formula $n = Z^2 PQ/d^2$ was used, where n=the desired sample size Z=Standard nominal deviate at required confidence level P=the proportion in the target population estimated to have a particular characteristic(P=the value of the population proportion that is determined, take a conservative value of 0.5 (Snitch et al, 2002)) q=1-p, and d=statistical significance.

Here let the population with particular characteristics from the sample population is 50% thus $P=50\% =0.5$ and $q=1-p=1-0.5=0.5$ the researcher considered to be 95% level of Confidence. The Corresponding standard normal deviate is $Z=1.96$ and desired level of significance was 0.05 i.e $d=0.05$ then sample size is

$$n=Z^2 PQ/d^2$$

$$n= (1.96)^2(0.5) (0.5)/(0.05*0.05) = 384$$

So that, according to Kothari (1990) if $N < 10,000$ the formula for desired sample size is,

$$f_n = \frac{n}{1 + \frac{n}{N}}$$

Where f_n = the desired sample size when the population is less than 10,000 n =the sample size of the population

N = the estimated population size. Accordingly,

➤ For Client $n=384$, $N=15$

$$f_n = 384 / (1 + 384 / 15) = 384 / (26.6) = 14.44 \sim 14$$

➤ For Consultant $n=384$, $N=6$

$$f_n = 384 / (1 + 384 / 6) = 384 / (65) = 5.9 \sim 6$$

➤ For contractor $n=384$, $N=62$

$$f_n = 384 / (1 + 384 / 62) = 384 / (7.19) = 53.41 \sim 53$$

Hence the desired total sample size was 73 professionals (53 contractor workers, 6 consultant workers and 14 client workers which is selected from the total target population of 83 (62 contractor workers, 6 consultant workers and 15 client workers)

Table. 3.1 Number of Houses Statistics by Site and Type Housing Development Corporation Project 02 Branch Office Number of Houses Statistics

SN	Site Name	Storey Height /Typology/	No of Block	House In No			
				Shop	One bed room	Two bed room	Three bed room
a	b	c	d	e	f	g	h
1	Site-1	B+G+8	14	174		98	294
2	Site-2	B+G+8	20	257		140	420
		B+G+10	18	594	288	864	288
3	Site-3	B+G+8	32	380		224	672
		B+G+10	9	279	144	432	144
4	Meri Loke	2B+G+13	14	392	308	940	356
5	Site-4	B+G+8	14	190		98	294
		B+G+10	8	296	128	256	256
		2B+G+13	18	666	396	1188	396
6	Ayat-2	2B+G+15	16	496	416	1248	416
		2B+G+13	34	1088	748	2244	748
7	Summit	B+G+8	10	120		70	210
Total / Average			207	4932	2428	7802	4,494

* Source. Housing Development Corporation Project 02 Branch Office

In applying qualitative method, document review and unstructured interviews were applied as instruments. Fifteen informants (five from each) were interviewed from the three clusters (consultant, contractor and client) by applying purposive (Expert) sampling method which involves the assembling of a sample of persons with known or demonstrable experience and expertise in some area.

Table 3. 2. Sample size from clients, consultants, and contractors

Departments Executing M&E	Target Population	Sample size
Client	15	14.43~14
Consultant	6	5.91~6
Contractor	62	53.41~53
Total	83	73

3.3.2 Sample selection method (techniques)

As (Taherdoost, 2016), stated Sampling is taking a subset from a chosen sampling frame or entire population and can be used to make inference about a population or to make generalizations with existing theory. Using modal instance (purposive) sampling technique, where we are sampling the most frequent case, or the "typical" case. Housing Development Corporation Project 02 will be selected from **three projects** for the study. To choose the study sample from the entire population the researcher adopted proportionate stratified random sampling techniques (simple random and stratified sampling techniques was used.) to gather the data from employees of HDPC specifically 40/60 program Bole Ayat 2 at the location of (Northing, Easting) = (9.012018, 38.892571) with a total of 7400 houses which is $7400/19,656=63.46\%$ business and living houses in 50 of the 207 (Table 3.1 row 6) buildings under construction in the four sites **of Project 2** , namely Ayat 1(site1,site2,site3 and site4) , Ayat 2 ,Summit and Meriloke. Proportionate stratified random sampling technique was used to collect the data and to embrace the employees of office of the target population and this helps to reduce the sampling bias. The total sample size was 73 respondents. Questionnaire was distributed for them. The response rates was considered admissible given the recommendations by (Mugenda and Mugenda, 2012) cited in (Jacobotach *et al.*, 2018) that a response rate of 50% is adequate for analysis and reporting a rate of 60% is generally good while a response rate of above 70% is excellent. Based on this assertion, during data collection maximum care was taken so that the response rate for this study is 100% which is greater than 70% and increases confidence for generalization.

During the process of data collection for this research different sampling method was employed to select appropriate respondents; simple random and stratified (buildings were stratified in to 24 stratification based on the contractor who is building them and next stratification was done based on existing completion status) sampling techniques was used. Employees from AAHDPC (40/60 program) were sampled using stratified (client, consultant and contractor) sampling followed by simple random sampling technique. Employees working in positions on or related to construction project M&E were Purposively selected. Managers and beneficiaries were selected with the help of simple random sampling. This provided equal chance to every individual to participate in the study. These techniques facilitated the researcher to obtain real information directly from different respondents and

different units (client, consultant and contractor) in order to achieve the study objectives.

3.4 Data collection method

For achieving the objective of the study data was collected from both primary and secondary sources: The most commonly used primary data collection methods which are questionnaires were used for data collection. Data was captured through pre-arranged (both closed and open-ended questions) questionnaires which were distributed to the study subjects (professionals and expertise) those are able to read and write independently. This method helped the researcher to reach a large number of subjects. The questionnaire included both closed and open-ended questions and had general information on the participants and research objective-based assessment of practice and challenges of project monitoring and evaluation in Housing Development and construction project. The researcher also utilized Secondary data from Books, Journals, and different research papers.

3.5 Data presentation and Data analysis

Data is analyzed using both quantitative and qualitative techniques of data analysis. For quantitative analysis, data were evaluated based on the responses from the distributed questionnaire and each response was administered by using a software application SPSS (Statistical Packages for Social Science) version 22 and excel. The questionnaires were collected, coded and entered in to a data entry template. In addition, summary tables and charts were also used for describing data. The results of the interview questions were also integrated to the responses of the questionnaires and analyzed accordingly. Finally, conclusions were made based on the findings of the study and recommendations were forwarded built on the data analyzed.

In assessing the results of the study on the challenges faced during the implementation of project monitoring and evaluation in AAHDCP, HDCP's project 02 , this research was interested in the significance of each challenge to the implementation of project monitoring and evaluation practices in AAHDCP, HDCP's project 02 Hence, in establishing the

significance of the variables, the one-sample t-test was used. The one sample t-test establishes whether a sample mean is significantly deviant from a hypothesized mean. According to Hair et al(1998). in a typical one-sample-test, the mean of the test group, degree of freedom for the test (which approximates the sample size), the t-value (which is an indication of the strength of the test) and the p-value (i.e. the probability value that the test is significant) are commonly reported . The mean for each challenge, including the associated standard deviation and standard error, were presented in table. With each challenge for the effective implementation of M&E in AAHDCP, the null hypothesis was that the challenge factor is not critical ($H_0: U = U_0$) and the alternative hypothesis was that the factor is critical ($H_a: U > U_0$), where U_0 is the population mean. Hence, U_0 represents the critical rating above which the constraints were considered significant. For this attempt, the rating scale adopted credited higher ratings of 4 and 5 to critical and very critical constraints, with U_0 fixed at an appropriate level of 3.5. The significance level was set at 95% in accordance with risk levels. That is, based on the five-point Likert scale rating, a challenge was estimated critical if it had a mean of 3.5 or more. Based on the analysis of data, results and discussions; conclusions and recommendations were made about the study.

3.6 Validity and Reliability

Validity

Construct, criterion, and content validity are some of the different types of validity. The degree to which a research instrument is true, accurate, and meaningful is referred to as its validity (Mugenda, 2013). Test content covers all pertinent aspects of the study area that the test is intended to measure, and content validity evaluates whether test results are representative. By crafting clear and concise questions about the topic, this study was guaranteed content validity and made sure the instrument is sufficiently comprehensive. The study's objectives and purpose were fulfilled by the completion of data collection. By comparing the results of the new assessment instrument with other outcomes of a study that was similar, the researcher was sure that there was correlation between the variables in order to ensure construct validity. By providing the instruments to the supervisors and experts, the study has taken into account face validity, content validity, and the assessment of the suitability of the measurement's content.

Reliability

Reliability is the measure of internal consistency of constructs in a study. The Cronbach

alpha coefficient, the most popular reliability indicator in the social and organizational sciences, was employed in this study. In determining the reliability of the research instrument, Cronbach's alpha was referred to as a measure of internal consistency of constructs when the measurements represent multiple questionnaires/test items, and this is the most common application (John.W, 2014). The multiple-item scale's internal consistency and reliability was evaluated using Cronbach's coefficient alpha. According to (Bryman and Bell2011), a Cronbach alpha coefficient of 0.7 or higher is a strong indicator of reliability. The questionnaire was deemed dependable all 48 items have alpha values greater than 0.7. The results revealed that the Challenges to implement M&E with 6 items (alpha =0.990) and Monitoring and Evaluation Practices scale with 7 items (alpha =0.986) were found reliable. Table 3.3 below shows the summary and how the variables, Cronbach's Alpha, and number of items were arranged.

Table 3. 3. Items reliability

Variables	onbach's Alpha	No. of Items
Monitoring and Evaluation Practices	0.986	7
Project Monitoring and Evaluation Process	0.959	6
Institutional capacity	0.987	4
Resources and budgetary allocations for M&E	0.984	4
Linkage between planning, budgeting and m & e	0.991	7
Data quality and consistencies	0.979	2
Demand for and utilization of M&E results	0.739	2
Focus of project monitoring	0.990	6
Challenges to implement M&E	0.990	10
The whole items		48

Source: SPSS reliability analysis

3.7 Ethical consideration

The respondents filled out the questionnaires voluntarily, according to the researcher. Additionally, great care was taken to ensure that their privacy is protected in delicate areas. The identity of the respondents was not revealed and all information gathered from them is handled in confidence. Additionally, nothing will be altered or changed, so the data was presented exactly as it was collected, and all the literature gathered for this study's purposes were acknowledged in the reference list.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1 Demographic profile and response rate of respondents

4.1.1 Demographic profile of respondents

The table below shows the details of the background information of the respondents in a cross tabulation.

Table 4.1.1. Demographic profile of respondents

No	Variable	classification of Variables	M	%	F	%	Total Freq	%
1	Gender		39	56.5	34	43.5	73.0	100.0
2	Age	20-30	5	55.6	4	44.4	9	13.0
		31-40	8	44.4	10	55.6	18	26.1
		41-50	21	61.8	13	38.2	34	49.3
		50 and above	5	62.5	3	37.5	8	11.6
		Total	39		30		69	100.0
3	level of edu	diploma	2	13.3	13	86.7	15	21.7
		Degree	26	55.3	17	36.2	47	68.1
		MA and above	7	63.6	4	36.4	11	15.9
		Total	35		34		69	100
3	Job	PM	2	66.7	1	33.3	3	4.3
		SC	10	55.6	8	44.4	18	26.1
		SE	7	46.7	8	53.3	15	21.7
		SS	5	41.7	7	58.3	12	17.4
		Other	15	71.4	6	28.6	21	30.4
		Total	39		30		69	
4	work experience	1-5 years	6	54.5	5	45.5	11	15.9
		6-8 years	14	46.7	16	53.3	30	43.5
		above 8 years	19	67.9	9	32.1	28	40.6
		Total	39		30		69	100.0
5	marital status	Married	23	48.9	24	51.1	47	68.1
		Single	9	56.3	7	43.8	16	23.2
		Divorce	3	50.0	3	50.0	6	8.7
		Total	35		34		69	100.0
3	level of education	diploma	2	13.3	13	86.7	15	21.7
		Degree	30	63.8	13	27.7	47	68.1
		MA and above	7	63.6	4	36.4	11	15.9
		Total	39		30		69	100

Source: survey result, 2024

According to (Kothari, 2004) a ratio of at least 1:2 in either gender representation in a study

is representative enough. Under representation of female or male individuals may impact negatively on project performance since certain gender requirements may not be addressed. As shown in Table 4.2 above, **gender** distribution of respondents, from a total of 73 respondents 53.4 percent of respondents are male and the remaining 46.6 percent of respondents are female. This indicates there are almost equal number of employees in gender (male and female) and this good representation that aligns with the above assertion.

With regard to the age of respondents, 12.3 percent of respondents are in the range of 20-30 years, 26.0 percent of the respondents are in the range of 31-40 years, 49.3 percent are in the range of 41- 50 years and 12.3 percent are in the range of 50 and above years. This implies that the majority (87.6%) of employees of the respondents are relatively young & energetic and are likely to contribute more to monitoring and evaluation in building project to complete the project on budget, quality and schedule at the same time those who are older are likely to have a better mastery of government policies and programs.

Regarding the education level of respondents, only 20.5 percent of the respondents are diploma holder, 64.5 percent of respondents are degree holders and 32.4 percent of respondents have master's degree and above. This implies that most of the respondents are degree holders and post graduate holders (96.9%) which is relatively reasonable in enhancing adoption and use of new technologies in monitoring and evaluation process; data collection, analysis and report dissemination and also can make effective communication with different stakeholder in building project.

When we see work experience of respondents, 15.1 percent of respondents were 1-5 years' service, 46.6 percent were 6-8 years' service and 38.4 percent of respondents were above 8 years' service. From this, the researcher concluded that the majority of the respondents have

enough years of service to have a better mastery of government policies and programs, to carry out their responsibilities and to provide sufficient information about what is going on in their respective duties.

In sum, having relevant and adequate work experience definitely attracts and contributes a lot to the delivery of the project work. Besides, an experienced project, finance and or construction manager and the respective staff can influence his/her fellow counterparts/work colleagues to strive to bring and align their efforts in order to bring about the successes of construction projects.

Concerning with marital status of respondents, 69.9 percent of respondents were married, 21.9 percent were single, 8.2 percent were divorced. From this, the researcher concludes that the majority of respondents were married.

4.1.2 Response Rate of respondents

Table 4.1.2. Response rates

Respondents	questionnaires distributed	questionnaires collected
Contractor	23	23
Consultant	10	10
Client	40	40
Total	73	73

The response rate was considered admissible given the recommendations by Mugenda and Mugenda (2012) cited in Jacobotach *et al.* (2018) that a response rate of 50% is adequate for analysis and reporting a rate of 60% is generally good while a response rate of above 70% is excellent. Based on this assertion, this implies that the response rate for this study was excellent(100%) and increases confidence for generalization.

4.2 Monitoring and Evaluation Practices and processes

4.1.2 Monitoring and Evaluation Practices

The result was presented in table 4.3 using the Likert scale of 1-5; where SD = Strongly Disagree, D = Disagree, N = Neutral/ not sure, a = Agree, SA = Strongly Agree and decision is made not by using mean cut of 2.5 but the weighted mean and/or scaled interval

Item Statements		S.D	D	N	A	S.A	Total	mean	St error	St.dev
There is no established procedures for doing monitoring and evaluation	Freq.	4	3	4	33	29				0.995
	%	5.4	4.1	5.4	42.2	39.7	73	4.15	0.117	
Indicators can not effectively measure the progress	Freq.	2	2	6	28	35	73	4.25	0.108	0.925
	%	2.7	2.7	8.2	38.3	47.9	100			
There is no Clear method of data acquisition and frequency	Freq.	1	3	7	29	33	73	4.23	0.104	0.89
	%	1.3	4.1	9.5	39.7	42.2	100			
There is no periodical discussion of Lessons of monitoring	Freq.	1	4	3	29	36	73	4.30	0.104	0.893
	%	1.3	5.4	4.1	39.7	49.3	100			
Top management did not give adequate attention to M&E	Freq.	2	2	10	28	31	73	4.73	0.076	0.651
	%	2.7	2.7	13.6	38.3	42.5	100			
There is weak accountability in the use of resources	Freq.	2	1	11	28	31	73	4.15	0.111	0.953
	%	2.7		15.0	38.3	42.5	100			
There is weak Culture of disseminating M&E findings	Freq.	1	1	11	29	31	73	4.21	0.099	0.849
	%	1.3	1.3	15.0	39.7	42.5	100			
Grand /overall/composite mean score								4.29		

Range= 5-1=4, length of Interval =4/5=0.8 Intervals : SD=1.00-1.79, D=1.80-2.59 ,N=2.6 -03.39 ,A=3.40-4.19 , SA=4.20-5.00

The data analysis as it is seen in table 4.3 above shows that a significant number of the respondents 62 (82 %) agreed that indicators which are developed to measure the achievement of the project cannot effectively measure the progress and 4 (5.4 %) of them were not sure (mean = 4.15, standard deviation = 0.995). The majority of the construction project M & E practices (variables), as shown in Table 4.3, had a standard deviation of less than one (1), suggesting that respondents' interpretations of these Construction Project M&E procedures were generally consistent. All of the means' standard errors are comparatively close to zero, indicating that the sample selected is a good representation of the population.

Respondents were asked regarding their agreement on the commitment of top Management

(project managers) whether properly and periodically give attention of the construction project M& E implementation. 59(80.8%) of the respondents felt that top management did not give adequate attention to M&E implementation , 4(6.7%) of the respondents replied that top management gave adequate attention to M&E while 10(13.6%)of the respondents replied medium. This implies that more than half the total respondents believed that the practices of the project managers to properly and periodically keep track of the projects progress that is M&E implementation was still at a very low level. (mean = 4.73, standard deviation = 0.651).

Regarding the lessons from monitoring majority 65 (89 %) of the respondents believed that they did not discussed lessons of monitoring periodically to take action and 3 (4.1 %) of them were not sure (mean = 4.30, standard deviation = 0.893).

Additionally, 62(81.9 %) of the respondents agreed on the statement that there is no Clear method of data acquisition and frequency and 4 (5.4 %) did not agree on the statement while 7 (9.5 %) of them were not sure (mean = 4.23, standard deviation = .890). In the same vein, 60 (82.2 %) of the respondents indicated that there was no strong Culture of disseminating monitoring and evaluation findings while 2 (2.6 %) of them not agreeing on the statement and 11(15 %) were not sure (mean = 4.21, standard deviation = 0.849). In sum the mean shows that the majority of the respondents agree that there is poor construction project M & E practice.

4.2.2 Project Monitoring and Evaluation Process

The view of the respondents about the monitoring and evaluation process was assessed based on yes, no and partially scale questions that were used to measure 6 items. This would help to assess the process of monitoring and evaluation of the HDCP's Project 02 The results were presented below in table 4.4 on a scale of 1-3; 1 meant yes with the statement, 2 meant partially with the statement and 3 meant no of the statement.

Table 4. 2.1. Monitoring and evaluation process of HDCP's Project 02

Item statements		No	partially	Yes	Total	mean	St. devi.
There are guiding principles for the M&E team .	fre	6	27	40	73	2.5	0.647
	%	8	37	54.8	100		
Field visits are conducted adequately	fre	40	20	13	73	1.6	0.773
	%	54.8	27.4	17.8	100		
Stakeholders are adequately involved at	fre	44	26	3	73	1.4	0.577
all levels in M&E activities	%	59	36	5.3	100		
There is a strong culture of institutional	fre	43	19	11	73	1.6	0.727
learning and knowledge sharing	%	58.9	26.0	15.1	100		
Lesson learned of M&E are properly	fre	59	8	6	73	1.3	0.607
incorporated in M&E activities	%	80.8	11.0	8.22	100		
There is a Culture of documentation	fre	58	10	5	73	1.3	0.284
and information sharing	%	79.5	13.7	6.8	100		
Grand /overall/composite mean score						1.6	
Range= 3-1=2, length of Interval =2/3=0.66 Intervals : N=1.00-1.66, P=1.67-2.33 , Y=2.34-03.39 1=no 2=partial 3=yes							

From the finding in table 4.4 , majority of the respondents said that Monitoring and evaluation process of HDCP's Project 02 is below what it should be, mean value is less than the grand mean. Standard deviation which is less than one as it is shown in the above table confirms that respondents have the same perception of the constructs. For example Field visits are not conducted adequately 40 (54.8 %) , Stakeholders are not adequately involved at all levels in M&E activities 44 (59 %), similarly they argue that lesson learned of M&E are

not properly incorporated in M&E activities 59 (80.8 %) more over there is no a culture of documentation and information sharing 58 (79.5 %) respectively. Data analysis shows that 40(54.8 %) respondents confirm that there are guiding principles for monitoring and evaluation implementer team (mean = 2.5 and standard deviation = 0.647).

Furthermore, 43 (58.9 %) of the respondents argue that there is no strong culture of institutional learning and knowledge sharing in the organization .Only 11 (15%) respondents agree on the presence of strong culture of institutional learning and knowledge sharing in the organization (mean = 1.6 , standard deviation = 0.727).

Regarding the approaches of M&E Learning and knowledge sharing and how monitoring and evaluation contribute to ensuring accountability, findings from interview and FGDs show that there is poor performance in line with this. However with all that limitations the organization is performing progressively to meet the objective. The learning plan proposes some processes and routines to ensure that monitoring and evaluation findings feedback into programming to facilitate internal adaptive learning. The plan also recommends ways to link to the overall Communications and Visibility Plan so that findings are also shared more broadly with external audiences. Evidence and critical information generated from the M&E and Learning and knowledge sharing system is used to inform decision-making, make corrections, and improve future programming. Reflection and learning supported through various learning channels and embedded in the organizational processes and led to adaptation and change as needed.

The annual M&E and Learning and knowledge sharing workshop served as a learning event which was incorporated into the annual work plan and promoted knowledge exchange and discussion across thematic, programmatic, and city administration dimensions by summarizing existing evidence and analysis over the past year. Project staff and other key stakeholders were invited to participate in the discussions of best practices and lessons learned. There is coordination with the Knowledge Management and Communications Teams: In order to disseminate learning to external and other interested stakeholders, the

M&E Team worked with the Knowledge Management and Communications Teams to plan and execute the most suitable knowledge products. Results, lessons, and experiences from the operationalization of the M&E and Learning and Knowledge sharing Framework, especially knowledge work on thematic topics was compiled in user-friendly products such as briefing notes, results stories, blogs, and videos, etc.

Participants in the interview and FGD argue that Monitoring and evaluation (M&E) are critical for ensuring accountability in HDCP project 02 and discussed it how M&E contributes to accountability as follows: Performance Tracking through progress measurement where M&E systems track progress against predefined goals and objectives, allowing organizations to assess whether they are meeting their commitments. Objective Indicators where using specific indicators helps quantify achievements, making it easier to hold organizations accountable for their performance.

Transparency using open reporting as regular reporting of M&E findings increases transparency, enabling stakeholders to see how resources are allocated and what outcomes are achieved. Public Access because making M&E results accessible to the public fosters trust and allows stakeholders to scrutinize organizational performance.

Feedback Mechanisms by using stakeholder involvement and responsive adjustments where feedback from M&E can lead to timely adjustments in programs, demonstrating responsiveness to stakeholder needs. Learning and Improvement that is by identifying best practices and documenting lessons learned. Resource Allocation with informed decision-making and justifying expenditures. Compliance and Risk Management through adherence to standards and identifying risks. Impact Assessment by evaluating outcomes and accountability for results.

In conclusion, monitoring and evaluation are integral to ensuring accountability. They promote transparency, facilitate learning, guide resource allocation, engage stakeholders, ensure compliance, and assess impact. By embedding M&E into their operations, organizations can enhance accountability and improve their effectiveness in achieving desired outcomes.

4.3 Challenges of Project M&E Implementation

A view of the respondents to determine the main challenges of M&E on building projects, HDCP'S PROJECT 02 on 10 statements that were used to assess the challenges of M&E was sought with each statement being measured on a 5-point Likert scale the lowest scale of 1 meant Strong Disagreement with the statement, 2 meant disagreement with the statement, 3 meant neutral/not being sure of the statement, 4 meant an agreement with the statement while 5 meant a strong agreement with the statement. The result was presented in the table 4.11 using the Likert scale of 1-5; where SD = Strongly Disagree, D = Disagree, N = Neutral/ not sure, A = Agree, SA = Strongly Agree

The three (3) critical barriers to the implementation of project monitoring and evaluation are discussed. As can be seen in Table1, most barriers had a standard deviation of less than one (1), indicating that there was agreed consistency in respondents' interpretations of these barriers. The standard error associated with all the means are relatively close to zero, suggesting that the sample chosen is an accurate reflection of the population. The fact that most variables had standard deviations less than one suggests that there were no differences as to how this variable was interpreted by the respondents.

1. Weak institutional capacity

Capacity building of institutions cannot be underestimated. It is no surprise that this variable occurred as the first and most critical challenge of project monitoring and evaluation implementation in the HDCP's project 02 (mean = 4.62). This is probably attributed to the interpretations of the respondents as it recorded a low standard deviation of 0.810. Nonetheless, this indication shows that in HDCP's project 02 much attention is drawn to the capacity and the impact of institutional efforts on most operations. HDCP's project 02 cannot easily adapt to new dimensions in the sector in which they operate as few of them undertake

any research or continuous process development.

Table 4. 3. Monitoring and Evaluation Implementation Possible challenges

Item Statements		SD	D	N	A	SA	Total	Mean	Std Dev	St error	Rank
	fre	1	2	3	12	55	73				
Weak institutional capacity	%	1.37	2.74	4.11	16.44	75.34	100	4.62	0.81	0.095	1
	fre	3	1	5	10	54	73				
Limited resources and budgetary allocations for monitoring and	%	1.37	1.37	6.85	13.70	73.97	100	4.52	0.988	0.116	2
	fre	2	1	5	27	38	73				
Failure in planning	%	2.74	1.37	6.85	36.99	52.05	100	4.34	0.885	0.104	3
	fre	3	1	4	27	38	73				
Inadequate financial resources	%	4.11	1.37	5.48	36.99	52.05	100	4.32	0.956	0.112	4
	fre	1	3	6	30	33	73				
Weak linkage between planning, budgeting and monitoring and evaluation	%	1.37	4.11	8.22	41.10	45.21	100	4.25	0.878	0.103	5
	fre	1	3	6	31	32	73				
Poor data quality, data gaps and inconsistencies	%	1.37	4.11	8.22	124	43.84	100	4.23	0.874	0.102	6
	fre		3	10	28	32	73				
Less involvement of stakeholder	%		4.11	13.70	38.36	43.84	100	4.22	0.837	0.098	7
	fre	1	3	6	33	30	73				
insufficient implementation	%	1.37	4.11	8.22	45.21	41.10	100	4.21	0.865	0.101	8
	fre	1	3	9	30	30	73				
Weak demand for and utilisation of monitoring and evaluation results	%	1.37	4.11	12.33	41.10	41.10	100	4.16	0.898	0.105	9
	fre	3	1	10	29	30	73				
Failure in selecting the correct performance indicator	%	4.11	1.37	13.70	39.73	41.10	100	4.12	0.895	0.115	10
Valid N (list wise)	73										

- One- sample statistics

2. Limited resources and budgetary allocations for monitoring and evaluation

The second barrier to the implementation of construction project monitoring and evaluation

in HDCP's project 02 is limited resources and budgetary allocations for P M&E. (mean =

4.52 and standard deviation = .988, standard error 0.116). Literatures reveal that cost overruns on projects in developing countries amount to approximately forty percent, making it difficult to prioritize those activities which are indeed necessary. The lack of investment in monitoring and evaluation is also on record, hence presenting the second critical barrier to the implementation of PM&E practices in HDCP's project 02.

3. Failure in planning

This barrier was ranked third (3rd), (mean = 4.34 and standard deviation = .885, standard error 0.104). The successful implementation of M&E at the project level is hinged on the effective planning for M&E at the management level. Inadequate planning for M&E can lead to several key challenges: Unclear Objectives: Lack of well-defined objectives makes it difficult to determine what needs to be measured and evaluated. Lack of Stakeholder Engagement: Failing to involve key stakeholders can result in an M&E system that does not meet their needs. Insufficient Resource Allocation: Inadequate financial, human, and technical resources hinder effective M&E implementation. Inappropriate Indicators: Poorly designed indicators lead to the collection of irrelevant data. Weak Data Systems: Inadequate planning for data collection and management results in inconsistent, unreliable data. Lack of Capacity Building: Failure to plan for building M&E skills and knowledge limits the effectiveness of the system. Insufficient Feedback Loops: Inadequate planning for learning and improvement processes reduces the impact of M&E findings.

4.4 Motive of construction project monitoring and Evaluation

To find out the HDCP's / HDCP'S PROJECT 02 / main driving reasons for doing construction project M&E, respondents were asked to rate on a five-point Likert scale where 5 - Strongly agree; 4 - Agree; 3 - Neutral/not sure; 2 - Disagree, 1 - Strongly Disagree. The mean, standard error and standard deviations are indicated in table 4.5 below.

Table 4. 4. Motive for construction project monitoring and evaluation

Descriptive Statistics

Item Statements		SD	D	N	A	SA	Total	Mean	st.err	St.dev
Project improvement	Freq.	3	2	3	29	36	73	4.27	0.114	0.976
	%	4.1	2.0	4.1	39.7	49.3				
risk mitigation	Freq.	2	2	6	28	35	73	4.26	0.109	0.928
	%	2.7	2.7	8.2	38.4	47.9				
Performance management	Freq.	2	2	7	29	33	73	4.22	0.109	0.932
	%	2	2	9.6	39.7	45.2				
Organizational Learning	Freq.	2	5	4	33	29	73	4.12	0.115	0.985
	%	2.7	6.8	5.5	45.2	39.7				
Compliance	Freq.	2	2	10	28	31	73	4.10	0.111	0.953
	%	4.1	2.0	4.1	39.7	49.3				
Stakeholder Satisfaction	Freq.	2	1	11	28	31	73	4.16	0.109	0.928
	%	4.1	2.0	4.1	39.7	49.3				
Grand/overall/composite mean score								4.19		
Range= 5-1=4,Length of Interval =4/5=0.8 Intervals : SD=1.00-1.79, D=1.80-2.59 ,N=2.6 -03.39 ,A=3.40-4.19 , SA=4.20-5.00										

The majority of motives of construction project M & E (variables), as shown in Table 4.5, had a standard deviation of less than one (1), suggesting that respondents' interpretations of these Construction Project M&E procedures were generally consistent. All of the means' standard errors are comparatively close to zero, indicating that the sample selected is a good representation of the population. The data analysis shows that the majority of respondents agreed that the most important purposes of construction project M&E are Project Improvement with 4.27 mean score , Performance management mean 4.22 and Risk mitigation mean 4.26 .This is consistent with Meredith, J. R., & Mantel, S. J. (2011) arguing that the critical drivers for construction organizations to invest in effective monitoring and evaluation practices, leading to improved project performance, enhanced organizational learning, risk mitigation, compliance, and stakeholder satisfaction.

4.5 Institutional capacity

A view of the respondents about their agreement or disagreement on institutional capacity in HDCP's project 02 building projects on 4 statement that were used to assess the practice of monitoring and evaluation was sought with each statement being measured by 5-point Likert scale. 1 meant not at all , 2 meant a little to an extent ,3 meant moderate extent of the statement, 4 meant great while 5 meant very great extent with the statement. The result was

presented in table 4.6 using the Likert scale of 1-5.

Table 4.6. Institutional capacity of HDCP'S PROJECT 02

Descriptive Statistics										
Item Statements		SD	D	N	A	SA	Total	Mean	Std.Error	Std.Dev
M&E training is not Provided to Monitoring and Evaluation staff	Freq	2	5	4	33	29	73	4.12	0.115	0.985
	%	2.7	6.8	5.5	45.2	39.7				
Employees have no adequate skills and knowledge to conduct construction project M&E	Freq	2	2	6	28	35	73	4.26	0.114	0.972
	%	2.7	2.7	8.2	38.4	47.9				
Employees are ethically and legally rich to conduct M&E activities	Freq	2	2	7	29	33	73	4.22	0.109	0.932
	%	2.0	2.0	9.6	39.7	45.2				
M&E Employees have understood M&E guiding, framework, and manual to harmonize M&E concepts	Freq	3	2	3	29	36	73	4.26	0.109	0.928
	%	4.1	2.0	4.1	39.7	49.3				
Grand /overall/composite mean								4.2		
Range= 5-1=4,Interval =4/5=0.8 Intervals : SD=1.00-1.79, D=1.80-2.59 ,N=2.6 -03.39 ,A=3.40-4.19 , SA=4.20-5.00										

This study sought to find out whether HDCP'S PROJECT 02 provides M&E training for its staff and the finding indicated that 62 (84.9%) of the respondents did not get any training on M&E topic .Only 7 (9.5%) of respondents have agreed that they took training on M&E . 4(5.5%) of the respondent are indifferent with the statement. Mean = 4.26, standard deviation = .115) shows that majority of the respondents generally agree that capacity building of the employees especially through training is not given.

Regarding skills and knowledge of Employees to conduct M&E activities 63 (86.3.7%) of the respondents agree that employees did not have adequate skills and knowledge While only 4 (5.4%) of the respondents expressed their agreement that employees have adequate skills and knowledge to conduct M&E activities,28(38.4%) of the respondents have neutral in line with this issue. standard deviation = 0.114 which is less than one shows that all the respondents have the same perception of the statement and mean = 4.26 also

indicates that majority of the respondents have strong agreement with in adequate skills and knowledge of the employees for M&E activities.

Also, a significant number 65(84.9%) of the respondents agreed that M&E Employees did not understand all available M&E guiding, framework, and manual to harmonize M&E concepts .Very few 4(4%) of respondents agreed that M&E Employees have understood M&E guiding, framework and manual to harmonize M&E concepts (mean = 4.26, standard deviation = 0.109).

4.6 Resources and budgetary allocations for M&E

View of the respondents about their agreement or disagreement on resources and budgetary allocations for M&E on 5 statement that that were used to assess the practice of monitoring and evaluation was sought with each statement being measured on a 5-point Likert scale the lowest scale of 1 meant Strong Disagreement with the statement , 2 meant disagreement with the statement,3 meant neutral/not being sure of the statement, 4 meant an agreement with the statement while 5 meant a strong agreement with the statement. The result was presented in table 4.6 using the Likert scale of 1-5; where SD = Strongly Disagree, D = Disagree, N = Neutral/ not sure, A = Agree, SA = Strongly Agree

Table 4. 5. Resources and budgetary allocation of HDCP'S PROJECT 02 for M&E

Descriptive Statistics

Item Statements		SD	D	N	A	SA	Total	Mean	St. Error	Std. Deviation
Financial resources and budgetary allocations are in adequate for project M&E	Freq.	1	6	4	33	29	73	4.14	0.11	0.947
	%	1.4	8.2	5.5	45.2	39.7	100			
There is no an IT system to support M&E works and activities	Freq.	2	3	5	28	35	73	4.25	0.11	0.954
	%	2.7	4.1	6.8	38.4	47.9	100			

Item Statements		SD	D	N	A	SA	Total	Mean	St. Error	Std. Dev i
M&E structure is not organized with the required width and value for organization role and responsibility	Freq .	1	2	6	31	33	73	4.33	0.1	0.834
	%	1.4	2.7	6.7	24.0	50.7	100			
The M&E structure is not organized through an adequate number and skill of expertise.	Freq .	3	2	6	29	33	73	4.19	0.12	0.995
	%		2.7	8.0	39.7	45.2	100			
Grand /overall/composite mean score								4.2		
Range= 5-1=4,Interval =4/5=0.8 Intervals : SD=1.00-1.79, D=1.80-2.59 ,N=2.6 -03.39 ,A=3.40-4.19 , SA=4.20-5.00										

Data analysis in table 4.7 shows that more than half, 42 (84.9%) of the respondents agreed that financial resources and budgetary allocations for project M&E are inadequate and 7 (9.8%) of the respondents agree with the adequacy of financial resources and budgetary allocations for construction project M&E in HDCP'S PROJECT 02 (mean = 4.14, standard deviation = 0.110).

Also, a significant number of respondents 63(86.3%) agreed that the existing information and technology (IT) system to support M&E works and activities is not adequate and only 5(6.8%) of the respondents agreed that the existing IT system is adequate to support M&E works and activities (mean = 4.25, standard deviation = 0.110).

Further only 3(4.1%) of the respondents indicated that existing M&E structure is organized with the required width and value for organization role and responsibility and more than half of the respondent 64(74.7%) did not agree on the statement the existing M&E structure are organized with the required width and value for organization role and responsibility (mean = 4.33 standard deviation = 0.100).

4.7 The Linkage between planning, budgeting, and monitoring & evaluation

Perspective of the respondents about their agreement or disagreement on the linkage between planning, budgeting, and monitoring & evaluation on 7 statement that were used to assess the practice of construction project monitoring and evaluation was sought with each statement being measured on a 5-point Likert scale

Table 4. 7. Linkages between planning, budgeting, and monitoring & evaluation

Descriptive Statistics

Item Statements		S.D	D	N	A	S.A	Total	Mean	Std. Error	Std. Devia
There is no a clear plan or building map for projects	Freq.	1	5	4	34	29	73	4.16	0.107	0.913
	%	1.7	6.8	5.5	46.6	40	100			
There are no timeframe and schedule for data collection and processing	Freq.	2	1	7	28	35	73	4.27	0.106	0.902
	%	2.7	1.7	9.6	38	48	100			
There is no a plan engagement of stakeholder in monitoring and evaluation processes	Freq.	1	6	6	28	32	73	4.15	0.115	0.981
	%	1.7	8.2	8.2	43	44	100			
The project plan has no a clear strategy for M&E	Freq.	3	2	6	29	33	73	4.19	0.116	0.995
	%	4.1	2.7	8.2	40	45	100			
Roles and responsibility of staff in M&E is not clearly stated	Freq.	1	6	8	27	31	73	4.11	0.116	0.994
	%	1.7	8.2	11	37	42	100			
Resources needed for M&E are not adequate	Freq.	3	2	5	27	36	73	4.25	0.117	0.997
	%	4.1	2.7	6.8	37	49	100			
There is poor Plan/schedule for the dissemination of finding	Freq.	1	6	7	28	31	73	4.11	0.116	0.994
	%	1.7	8.2	9.6	38	42	100			
Grand /overall/composite mean scpure								4.18		
Range= 5-1=4, Interval =4/5=0.8 Intervals : SD=1.00-1.79, D=1.80-2.59 ,N=2.6-03.39 ,A=3.40-4.19 , SA=4.20-5.00										

The data analysis shows that the majority of the respondents 63 (86.6%) appeared to feel that the project has no clear building maps and 6 (8.5 %) of the respondents are not agreeing with the statement and the remaining respondents 8 (24%) are not being sure (mean = 4.16, standard deviation = 0.107).

Also, 63(86%) of the respondents have expressed their agreement that there is no a timeframe and schedule for data collection and processing whereas only 3(4.4%) of the respondents not agreeing on the statement whereas 7(9.6%) of the respondents are not being sure of the statement (mean = 4.27, standard deviation = 1.106).

Further 59(80%) of the respondents have expressed their agreement that there is poor plan to engagement stakeholders on monitoring and evaluation processes and 7(9.9%) of the respondents did not agreeing on the statement whereas 7(9.6%) of the respondents are not being sure (mean = 4.11, standard deviation = 0.116).

From Table it is easily observed that respondents have strong agreement for the statements resources needed for M&E are not adequate(4.25,standated deviation 0.117) and there are no timeframe and schedule for data collection and processing (4.27,standated deviation 0.106).The fact that standard deviation is below one(1) indicates that all the respondents have the same perception of the statements.

4.8 Data quality and consistencies

The view of the respondents about their agreement or disagreement on data quality and consistencies in HDCP’s project 02 building projects on 2 statements that were used to assess the practice of monitoring and evaluation implementation was assessed .

Descriptive Statistics

Table 4. 8. Data quality and consistencies

Item Statements		SD	D	N	A	SA	Total	Mean	St.err	Std. Devi
There is irregular analysis of data to assess achievements	Freq.	2	3	6	27	35	73			
	%	2.7	4.11	8.2	37.0	47.9	100	4.32	.115	0.965
There is irregular M&E information dissemination to decision-makers to assist in decision-making and planning	Freq.	2	3	6	21	41	73			
	%	2.7	4.1	8.2	28.7	56.2		4.23	.113	0.984
Grand /overall/composite mean score								4.25		
Range= 5-1=4,Interval =4/5=0.8 Intervals : SD=1.00-1.79, D=1.80-2.59 ,N=2.6 -03.39 ,A=3.40-4.19 , SA=4.20-5.00										

From the finding in the above table 4.9 majority of the respondents 62(84.9.3%) indicated

that HDCP'S PROJECT 02 did not regularly analyzed data to assess achievements and 5(6.8%) of the respondents did not agree on the statement whereas, 6(5.2%) of the respondents they have no idea to the statement (mean = 2.32, standard deviation = 0.115).

Also, 62(84.9%) of the respondents agree that there is irregular M&E information dissemination to decision-makers to assist in decision-making and planning and 5(8.8%) of respondents did not agree on the irregular provision of M&E information to assist their decision-making and planning and the remaining 6(8.2%) of them have no idea on the statement (mean = 2.23, standard deviation = 0.113).

4.9 Demand for and utilization of monitoring and evaluation results

The view of the respondents about the demand for and utilization of monitoring and evaluation results was assessed based on whether they are asked to report M&E activities by different stakeholders and organization through different format and how the effect is .

Table 4. 9. Demand for and utilization of monitoring and evaluation resultsTable 4.10 a & b

Table 4.9 a Descriptive Statistics

Item Statement		no	yes	Total	Mean	Std. Err	Std. Dev
M&E experts are asked to report M&E activities by different stakeholders and organization through different format	Freq.	23	50	73	1.68	0.055	0.468
	%	31.5	68.5	100			
Range= 2-1=1,length of Interval =1/2=0.5 Intervals :No=1.00-1.50, Yes=1.50-2.00							

Table 4.9 b Descriptive Statistics

Item Statement		Very Low	Low	High	VeryHigh	Tota l	Mean	Std Error	Std. Devia
To what extent have a Burden on M&E expertise to report with different reporting format to different stakeholder and	Freq.	5	4	30	34	73	3.29	0.100	0.858
	%	6.8	5.5	41	46.6	100			
Range= 4-1=3,length of Interval =3/4=0.75 Intervals : VL=1.00-1.74,L=1.75-2.49 ,H=2.50 -03.24 ,VH=3.25-4.00 VL=1 L=2 H=3,,VH=4									

From the finding in the above table 4.10a out of 73 respondents 50 of them indicated that M&E experts were asked to report M&E activities by different stakeholders and organization through different format and 23 of them say no for the statement (mean = 3.25, standard deviation 0.858) ,further in table 4.10 b 74(87.6%) of study respondents agreed that they have a high burden of task to report with different reporting format to different stakeholder on them and 9(12.3%) of the study respondents agreed on they experienced low burden to report to different stakeholder with a different format.(mean = 3.25, standard deviation 0.858)

4.10 Summary of Major Findings

This study was done with the main objective to assess the practice and challenges of construction project monitoring and evaluation of building construction projects (HDCP'S PROJECT 02.) and to identify the main challenges being encountered while implementing the M&E activities. To meet these objectives, this study used a descriptive survey design and analyzed the response of study respondents through SPSS. The study was conducted on 73 study samples which is taken from 83 sample units which were selected using proportionate stratified random sampling from clients, consultants and contractors.

The results from background information of respondents indicated that the majority of the total respondents (53.4%) are male and the remaining 46.6 of them are female, the majority of respondents (49.3%) aged in the range of 36-45 years, Education level of the respondents (62.7%) were degree holders. Regarding their work experience, the majority of respondents (45.3%) have 6-8 years of service and (37.3%) of respondents have above 8 years of service and the majority of respondents (70.7%) were married.

All the distributed questionnaire were returned. This collected data was coded , edited, sorted, and ,cleaned, for data analysis. The findings were presented using percentages and

frequencies ,mean, standard deviation, one sample t-test and tables.

A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments (questionnaires) and was found out reliable since all the alpha values were above 0.7 as recommended.

The findings show that majority of the respondents agreed that there were no established procedures for doing monitoring and evaluation and regarding established strong culture of disseminating monitoring & evaluation findings as areas doing better, on the contrary lessons of monitoring of did discussion periodically to take action.

Regarding the process of project monitoring and evaluation in the organization, most of the study respondents agreed that less level of a field visit conducted in the project site and also stakeholders did not involve consistently in monitoring and evaluation activities and there was not enough presence of culture of institutional learning and knowledge sharing.

Regarding the purpose of M&E, the majority of respondents agreed that they monitor projects for project improvement, performance management, followed by compliance as the main purpose in mind. Therefore, performance management and project improvement are drive motivation for monitoring projects.

The case for institutional capacity building the findings, indicate that there was no adequate training provided to employees on issues related to M&E. Most of the respondents don't believe that it is adequate to conduct the M&E vigorously. Also most of them did not agree on adequate availability of required expertise and structure of M&E was not organized with the required width and value for organization role and responsibility.

Findings of HDPC's resource and budgetary allocations for M&E indicated that most of the respondents did not agree on adequacy of financial resources and budgetary allocations for

project M&E and also inadequacy of existing of information & technology (IT) system to modernize and digitalize M&E works & activities and authority's investment to improve monitoring system are not adequate.

Regarding linkage between planning, budgeting, and monitoring & evaluation the majority of the respondents agreed that the project has clear building maps, timeframe (schedule) and plan/schedule for data collection & processing and dissemination of monitoring and evaluation finding.

Regarding data quality and consistencies study respondents agreed that their organization regularly analyze of data to assess the achievements of projects and M&E information regularly provided to program managers/officers to assist their decision-making and planning to improve the project progress.

Regarding the demand for and utilization of monitoring and evaluation results of HDCP'S PROJECT 02, the study respondents agreed that there was a high burden when they asked to report in different reporting formats to different stakeholders.

Regarding the main challenges faced while conducting M&E in HDCP'S PROJECT 02, the finding indicates that lack of adequate M&E expertise, inaccuracy in data collection, inadequate financial resources, unavailability of the funder, failure to process and analyze data, and less involvement of stakeholder are the main challenges hampering proper implementation of M&E. This in turn indicates, lack of the necessary leadership and technical M&E expertise in HDCP'S PROJECT 02.

CHAPTER FIVE

5. CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

In this chapter conclusion and recommendations of the study are presented based on the results, discussions, review of relevant literature and major findings. First then conclusions are presented in the order of. Next recommendations about construction project monitoring and evaluation implementation practices and challenges are forwarded to specific organizations.

5.1 Conclusion

- The overall assessment of monitoring and evaluation practice result in HDCP'S project 02 shows that there was in effective construction project monitoring and evaluation. In conclusion there were poorly established procedures for doing M & E through regular data collection, analysis, production of information and reporting and dissemination of findings. Monitoring and Evaluation employees were ethically and legally rich for M&E activities , yet clear building map was not developed for project, they had no a schedule & timeframe for data collection & processing, they had no a schedule for the dissemination of monitoring and evaluation findings and also had no well-established culture of disseminating monitoring & evaluation findings.
- Moreover assessment of monitoring and evaluation practice result in HDCP'S project 02 shows that there is absence of periodical discussion on monitoring lessons, less focusing on a field visit in the project site, stakeholders did not involve consistently on monitoring and evaluation activities, inadequate training provided to employees on M&E related topics, inadequate available of required expertise, inadequate availability of financial

resources and budgetary allocations for project M&E, low-level utilization of information & technology (IT) system to support M&E works & activities, low-level investment to improve monitoring system, lack of organized reporting format to a different stakeholder that have create a burden on expertise.

- In the overall conclusion of the assessment of challenges to the implementation of monitoring and evaluation in HDCP'S PROJECT 02 indicates that there are weak institutional capacity: in the utilization of information & technology (IT) system, inadequate available of required expertise, insufficient resources and budgetary allocations for monitoring & evaluation, the weak linkage between planning, budgeting, and monitoring & evaluation: lack of organized reporting format which is a burden of expertise and poor data quality and inconsistencies were identified as the most significant factors to implementation M&E in building construction projects.
- Regarding the approaches of M&E Learning and knowledge sharing and how monitoring and evaluation contribute to ensuring accountability, findings from interview and FGDs show that there is poor performance in line with this. However with all that limitations the organization is performing progressively to meet the objective. The learning plan proposes some processes and routines to ensure that monitoring and evaluation findings feedback into programming to facilitate internal adaptive learning. The plan also recommends ways to link to the overall communications and visibility Plan so that findings are also shared more broadly with external audiences. Teams to plan and execute the most suitable knowledge products. Results, lessons, and experiences from the operationalization of the M&E and Learning and Knowledge sharing Framework, especially knowledge work on thematic topics was compiled in user-friendly products such as briefing notes, results stories, blogs, and videos, etc.
- Respondents participating in the interview and FGD argue that ensuring responsibility requires regular monitoring and review. They encourage openness, aid in education,

direct the distribution of resources, involve stakeholders, guarantee adherence, and evaluate the results. Organizations may increase accountability and improve their efficacy in reaching goals by integrating M&E into their daily operations. Ensuring responsibility requires regular monitoring and review. They encourage openness, aid in education, direct the distribution of resources, involve stakeholders, guarantee adherence, and evaluate the results. Organizations may increase accountability and improve their efficacy in reaching goals by integrating M&E into their daily operations.

5.2 Recommendation

- HDCP'S PROJECT 02 can improve its project monitoring and evaluation through conducting training need assessments on employees regarding their knowledge and skills, their motivation to fulfill their responsibilities and the organizational environment within which they operate and again provide consecutive training on M&E related topics like the types of information/data needed, how collected, how analyzed & used, and also how the final report be structured, documented, presented in an informative way and how disseminate the information/findings in order to overcome some skill gaps of the employee's.
- The field visit is a crucial monitoring tool, and HDCP's PROJECT 02 can effectively conduct monitoring by applying it consecutively throughout the project site. This approach allows HDCP to evaluate the progress towards achieving the operation's objectives, comprehend beneficiaries' perceptions and reactions to activities, and gather comprehensive and up-to-date data/information that can be utilized to organize and analyze the project M&E reports.
- HDCP's PROJECT 02 ought to consistently involve stakeholders in M&E and incorporate their feedback into its analysis. This would enable the stakeholder to believe that the project is their own, facilitate timely collection of relevant data for

M&E within a brief period, and minimize the risk that may arise in the project. Furthermore, it will ensure the optimal utilization of the allocated resources. HDCP'S PROJECT 02 should expand its use of innovative approaches to M&E, using information and communication technology to harness the power of technology to increase the accuracy of data collection, to reduce the costs of gathering real-time data, and to improve data consistency.

- Also to improve M&E of the project ,HDCP'S PROJECT 02 should arrange an organization through adequate staff, required & sufficient quantity and quality of skills and resources, clearly define the organization's responsibility who collect/captured the data, who analyze the information and who disseminate the information
- The top management should devote adequate attention to M&E planning with adequate resource and budget, implement management information system, maintenance and enhancement, adhere to and ensure the existence of appropriate and clear maintenance and enhancement guidelines, and communicate them effectively to the entire organization and all those involved in maintenance and enhancement. A common understanding across the stakeholders is important since different stakeholders can help to conduct effective project M&E.
- Furthermore, HDCP's PROJECT 02 should allow investment to improve the M&E system and try to communicate with different reporting organs to have a common and organized reporting format that would minimize the burden of expertise to report in a different format.
- The study focused on an evaluation of the practice and challenges of construction

project monitoring and evaluation for specific concept, space and time. Since it is difficult to assess all issues regarding monitoring and evaluation due to its vastness in nature, the researcher recommends that further study can be done by addressing better special say at national level, temporal, and to achieve more representative results, seminars and observations can be used.

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