



**ADDIS COLLEGE**

**SCHOOL OF GRAGUATE STUDIES**

**DEPARTMENT OF CONSTRUCTION TECHNOLOGY  
AND MANAGEMENT**

**THE PRACTICES AND CHALLENGES OF PROJECT  
MONITORING AND EVALUATION: THE CASE OF  
ADDIS ABABA HOUSING DEVELOPMENT  
CORPORATION  
KOYE FETCHE SITE**

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**The Practices and Challenges of Project Monitoring and Evaluation: The  
Case of Addis Ababa Housing Development Corporation Koye Fetche Site**

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**A Thesis Submitted to Addis College Department of Construction Technology and  
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This is to certify that the thesis proposal entitled THE PRACTICES AND CHALLENGES OF PROJECT MONITORING AND EVALUATION: THE CASE OF ADDIS ABABA HOUSING DEVELOPMENT CORPORATION BRANCH 10 PROJECT OFFICE

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**DECLARATION/CONFIRMATION**

I, Yigzaw Chane, declare that this research project, entitled “the practices and challenges of project monitoring and evaluation: the case of Addis Ababa housing development corporation project 10 branch office” is my original work submitted for the award of the Master of Science (MSc) Degree in Construction Technology Management at the Department of Construction Technology & Management of Addis College. It has not been presented for the award of any degree or other similar titles in any other institution of higher learning to the best of my knowledge, and all resources used have been duly acknowledged.

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## **Acronyms**

AAHDC	Addis Ababa Housing Development Corporation
AWP	Annual Work Plan
FGD's	Focus Group Discussions
IFRC	International Federation of Red Cross
IHDP	Integrated Housing Development Program
IUCN	International Union Conservation Of Nature
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Frame Work
PMBOK	Project Management Body of Knowledge
MoFED	Ministry Of Finance and Economic Development
NGO	Non-Government Organization
SME	Small and Medium Enterprise
SPSS	Statistical Package for The Social Science
TVET	Technical and Vocational Educational Training
UNAIDS	United Nation Program HIV/AIDS
UNDP	United Nation Development Program
ISSD	Integrated Seed Sector Development

## **Abstract**

*The effectiveness of monitoring and evaluation systems is decisive to meet project objectives, to ensure project implementation according to plan, to collect reliable data and information for project achievement and future planning. The purpose of this paper is to assess the practice and challenges of project monitoring and evaluation in Addis Ababa Housing Development Corporation project 10 branch office. In this study both qualitative and quantitative methods are applied, interview and questionnaires are widely applied and the target population is selected by simple random sampling technique. The data generated to meet these objectives were collected via field survey, in-depth interviews, and by reviewing different secondary data. Based on these methods the study found that the branch office is highly challenged with the poor management system, lack of devotion of individuals, political affiliation, and lack of demand for the M&E(monitoring an evaluation) system and lack of M&E frame work. The study concluded that all works related to M&E not functioned properly, process of monitoring and evaluation was not implemented in a manner that can provide useful information for decision-makers and the office couldn't build the capacity to implement and utilized the system to improve the efficiency of the project office.*

**Key Terms: Condominium Houses, Evaluation, Framework, KoyeFetche, Monitoring.**

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The growing demand for development effectiveness is largely based on the realization that producing good “deliverables” is not enough. Well-managed projects and outputs will lose their relevance if they yield no visible improvement in developmental conditions and ultimately in peoples’ lives (UNDP, 2002).

Project monitoring and evaluation (M&E) is management tool that came into the picture in the 1970s and were established to improve the management of project implementation. Their functions are very closely related to one another and more frequently they are used as interchangeable synonymous (Mesfin, 2011).

M&E can help an organization to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic adjustment, reorientation, and planning. Without M&E, it would be impossible to judge if the work was going in the right direction, whether progress and success could be claimed, and how future efforts might be improved (UNDP, 2002).

Although their functions have very close similarities, monitoring and evaluation will remain as two distinct management tools that complement one another, but differ in their contents, role, audience, and timing, and monitoring activities are carried out during project implementation and its primary purpose is to help project management of the implementation activities, whereas project evaluation begins with the initial statement of the project objectives, through the project implementation and continues until a few years later after the project has been completed (Mesfin, 2011). However, the public sector project monitoring and evaluation system have been criticized for its inadequate attention to monitoring and evaluation during project design, approval and implementation, and they're still remains the issue of linking budget expenditures to the specific results achieved by specific budget programs as per the allocated resources (Slukhai, 2011). As a result, the inability to complete projects as per the plan, with the allocated

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resource and the expected quality, and to some extent lack of expansion of infrastructure continue to be critical problems at nationwide and local level governments.

Project monitoring is defined as a process that is performed to track the progress of project execution so that potential problems can be identified well in time for the taking of corrective actions to control the execution of the project. It is a continuing function during project implementation which provides management of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. It provides information and ensures the use of such information by management to assess project effects both intentionally and their impact. It aims at determining whether or not the intended project goals and objectives are being on the track (<http://ispattrguru.com/project-monitor>).

Addis Ababa Housing Development Corporation is established since 1996 E.C to alleviate the housing problem of small and medium-income households and in addition to this, aiming to create job opportunities for women and youth and empowering contractors and consultants. Especially in the year 2013, the city administration registered nearly 1,000,000.00 people for condominium houses most of them save money for years. However, within the last 16 years, at least  $\frac{1}{4}$  of the registered inhabitant couldn't get the condos. The construction is delayed, its price is escalated and the corporation couldn't achieve its plan. Because the monitoring and evaluation system is not properly implemented and functioned in the corporation, there is a great discrepancy between what should be done and actually what has been done. The corporation was hindered by a different problem that aroused from the lack of serious implementation of a monitoring and evaluation system. That's why we give great emphasis to this research paper.

Therefore, the study aimed at assessing the practices and challenges of project monitoring and evaluation in the case of the Addis Ababa housing development corporation project office – the case will help to know the existing problems and critical gaps in a way that offers some solutions which could improve its utilization.

## 1.2 Statement of the Problem

The main purpose of monitoring and evaluation system is to give a clear basis for decision-making and offers managers with the information they need for day to day decisions in the ever-changing contexts of projects.

Addis Ababa City Administration has put a lot of effort to alleviate the particular housing problem of the low and middle income population of the city and invests each year billions of birr to construct thousands of condominium houses. In order to achieve the objective the Addis Ababa Housing Development Corporation (AAHDC) has to provide the housing for nearly a million waiting lists of the households within 10 years. So that the city government need to construct and handover 100,000 houses per year only to address the house need of for the registered dwellers, but the construction performance of AAHCPO is too weak to address the housing demand of the population. It could also portray an absence of effective M&E of the projects which at the end results to projects delays. As a result of the delays, the costs of construction become expensive.

In addition, there is lack of previous study and assessment of the monitoring and evaluation system and practice of the branch office, because, no assessment has been carried out so far regarding the monitoring and evaluation system and practice of the project under study. The type of techniques employed in the project 10 branch office, their practical application and related challenges, their compliance and effectiveness in light of widely accepted and applied scientific methods of monitoring and evaluation is unexplored.

The situation negatively affects the efficiency, effectiveness, and sustainability of the project as it lacks sufficient data and information to overcome existing challenges, improve its efficiency and enhance its implementation capacity, for future planning and calls for an assessment of monitoring and evaluation system in place and its practice. This study sought to fill the gap by conducting a study to establish the influence of monitoring and evaluation on project performance of constructing condominium houses on AAHDC.

## **1.4 Research Objectives**

### **1.4.1. General Objective**

The general objective of the study is to assess the practice and challenges of project monitoring and evaluation in the Addis Ababa housing development corporation project 10 branch office.

### **1.4.2. Specific objectives of this study were:**

1. To identify the challenges faced by housing development projects in Monitoring and Evaluation of AAHDC project 10 branch office.
2. To evaluate the effects of M&E implementation through the branch office.
3. To forward the possible solution or a kinds of measurement that should be taken that develop M&E system on the branch office.

## **1.5. Research Questions**

This study tried answer the following research questions:

1. What is the extent of monitoring and evaluation system practice on the project 10 branch office?
2. What are the challenges the branch office faced to undertake Monitoring and Evaluation at project 10branch office?
3. Which nexus between M&E and performance for housing development projects?
4. How do project monitoring and evaluation affect the performance of the branch office?

## **1.6 Significance of the Study**

The study explored the practice and challenges of project monitoring and evaluation in the case of the Addis Ababa housing development corporation project office. As such, the study would yield great contributions to research and practice. The research contributes to the existing body of knowledge and research regarding project monitoring practice and challenges of the corporate office. Besides, it provides further evidence to findings of prior studies; the study also identified a few additional factors that are worth further research and validation. The findings of the study helps the project insight on what it takes to improve their project qualities by strengthening their

project monitoring and evaluation practice. Hence, the study helps to raise awareness on officials of the project at different levels on monitoring and evaluation of projects.

### **1.7 Scope of the study**

Under AAHDC there exist 18 branches however, due to constraint of time, resource and access of information and manageability, determining the location and the population size is very important mechanism. Due to the above difficulties, this study only focused on assessing the practices and challenges of project monitoring and evaluation at the Addis Ababa housing development corporation project 10 branch office.

### **1.8. Limitations of the Study**

To accomplish any research paper concrete and reliable information like written document, compliance of respondents and resources are desirable. But it is hard to find all the needed resource as required. The difficulties were lack of information specially written document related to M&E on the corporation. The study was restricted to Addis Ababa housing development corporation project 10 branch office due to expectation of time and financial constraints. Moreover, there may be a delay of responses, inadequacy of knowledge of project profiles, absences of interviewees from their workplace absences, and inaccurate information from respondents.

### **1.9. Organization of the Paper**

The study was organized into five Chapters. The first chapter is made up of the background of the study, the statement of the problem, objectives of the study, significance of the study, the scope of the study, limitation of the study, and organization of the study. In Chapter two theoretical foundation and empirical review of the study were presented. This chapter covered important issues related to the project-related kinds of literature, empirical study types, and natures of monitoring and evaluation. Chapter three describes the research methodology. It explains the study area, research design, population parameter, sampling methods, sample size, and methods of data collection and analysis. Chapter four describe result and discussions the study and the last chapter of the study chapter five describes conclusion, and recommendation parts of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Theoretical Review

Under this section of the literature review, concepts and principles of monitoring and evaluation, the M&E system, the importance of M&E, the key steps for project M&E, and resources for monitoring and evaluation, monitoring and evaluation techniques, types of project evaluation, project and its definition, approaches to project planning, project development process, project management and its successful elements, project life cycle, project stakeholders, project risk management, project control and empirical literatures were discussed respectively.

#### 2.2. Concepts and Principles of Monitoring and Evaluation

Monitoring and evaluation are crucial project management tools for informed decision and demonstrating accountability. They tend to be used as a single phrase, and in many respects are closely linked. There is not much point in doing monitoring if one cannot evaluate it, and one cannot evaluate anything unless monitoring is conducted earlier. They are geared towards learning from what and how activities are undertaken by focusing on efficiency, effectiveness and impact. Thus, evaluation is not a substitute for monitoring nor is monitoring a substitute for evaluation. Although they are closely related, they do have their own distinctive characteristics (MoFED, 2008).

Monitoring and evaluation enhance the effectiveness of public sector organizations by establishing clear links between past, present and future interventions and results. Monitoring and evaluation can help an organization to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic adjustment, reorientation and planning (UNDP, 2002).

#### 2.3. The Monitoring and Evaluation System

The M&E system provides the information needed to assess and guide the project strategy, ensure effective operations, meet internal and external reporting requirements, and inform future programming (Chaplowe, 2008). Monitoring and evaluation should be built into the project at the planning stage (project design) and should be woven throughout the project implementation

and completion. An M&E system contains a set of performance indicators that are proved by a series of evaluations of the government's public policies. Based on these inputs, the information collected is used to focus on results-based public management. The creation of an M&E system must not be understood as an end in itself. Rather, it must be linked to the public policy planning and management process. To originate public value, therefore, the M&E system must be capable of bringing forth information that supports the decision-making process leading to the achievement of government objectives (World Bank, 2010).

### **2.4. The Importance of Monitoring and Evaluation**

Monitoring and evaluation are important management tools to track the progress of public organizations with their M&E activities and facilitate decision making. Accordingly, organizations can design programs and activities that are effective, efficient, and yield powerful results for the community and stakeholders with whom the organizations work. According to Wegayehu (2014), M&E is an important instrument for the management of development projects and employs quantitative and qualitative measurement tools. As such, it contributes to improving the implementation of projects by enabling continuous feedback of their performance, allowing for the identification of problems as they arise and can help assess how beneficiaries use project inputs and outputs, measure their satisfaction with progress, and identify ways by which project interventions can become sustainable.

### **2.5. Monitoring**

A monitoring system can be defined as an observation system for the project managers to verify whether the project activities are happening according to plan and whether means are used in a correct and efficient manner. The system must supply the project management with a continuous flow of information throughout the course of the project to make it possible to take the right decisions. Monitoring is limited to the relation between the implementation of the activities and the results, in which the results are directly and only determined by the project activities (IUCN, 2004).

Monitoring is the routine tracking and reporting of priority information about a project or program: its inputs, activities, outputs, outcomes and impacts (UNAIDS, 2008). Monitoring is the continuous collection and analysis of information to track progress against set plans and check compliance with established standards and helps identify trends and patterns, adapt strategies and inform decisions for project/program management (IFRC, 2011; Girma, 2012). It is a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, program or other kind of support to an outcome. Monitoring helps organizations track achievements by a regular collection of information to assist in timely decision making, ensure accountability, and provide the basis for evaluation and learning. In other words, monitoring is an internal project activity, an essential part of good management, and therefore, an integral part of day to day activity. It provides relevant information to indicate whether project objectives are being achieved and, more practically, whether the operation and performance of a project are “on course”. That is, whether tasks are being carried out according to schedule and whether inputs and outputs are achieved as per the project design. Therefore, monitoring is a tool to identify strengths and weaknesses and provide the people responsible for the project with sufficient information to make the right decision at the right time to improve its quality (MoFED, 2008).

### **2.6. Evaluation**

The evaluation system tries to describe the changes in life and wellbeing of the final users. Often an evaluation contributes to the decision to stop certain activities or to add others. In the evaluation process, external factors that can interfere with the activities to reach a certain impact on the target group are also taken into account (IUCN, 2004).

Evaluation is the systematic collection of information about the activities, characteristics and outcomes of a specific program to determine its merit or worth and provides credible information for improving programs, identifying lessons learned, and informing decisions about future resource allocation (UNAIDS, 2008). According to Pak and Engg (2011, cited in Rossi and Freeman, 1993), evaluation is defined as "the systematic application of social research procedures for assessing the conceptualization, design, implementation, and utility of programs".

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Early studies of the evaluation took a narrow definition that was based on direct observable effects, such as policy change or adoption of a new program and was called instrumental use. Similarly, IFRC (2011) defines Evaluation as “an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors”. According to MoFED (2008), evaluation is often more periodic and ask more fundamental questions about the overall progress and direction of a project. It usually involves a comparison of events over time (before and after, or at year 1, 2, etc. of the project) or presence (with or without the project).

There are many different ways of doing an evaluation. Shapiro (2001) has described the following common ways:

1. **Self-evaluation:** This involves an organization itself assesses how it is doing, as a way of learning and improving practice.
2. **Participatory evaluation:** This involves as many people with a direct stake in the work as possible. This may mean project staff and beneficiaries working together on the evaluation.
3. **Rapid Participatory Appraisal:** This can be applied in most communities in a qualitative manner by an interdisciplinary team over a short time using secondary data review, direct observation, semi-structured interviews, key informants, group interviews, diagrams and maps.
4. **External evaluation:** This is an evaluation done by a carefully chosen outsider or outside team.

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Table 2.1: Complementary Roles of Monitoring and Evaluation

<b>Monitoring</b>	<b>Evaluation</b>
Clarifies program objectives	Analyzes why intended results were or were not achieved
Links activities and their resources to objectives	Assesses specific casual contributions of activities to results
Translates objectives into performance indicators and set target	Explores implementation process
Routinely collects data on these indicators, compares actual results with targets	Explores unintended results
Reports progress to managers, policy-makers and/or donors and alerts them to problems	Highlight accomplishments or program potential; provides lessons learned; offers recommendations for improvement

**Source:** (World Bank, 2004)

Table 2.2: Distinctive Characteristics of M&E

<b>Character</b>	<b>Monitoring</b>	<b>Evaluation</b>
Purpose/objective (What does it answer?)	<ul style="list-style-type: none"> <li>- Activities performed</li> <li>- Outputs achieved</li> <li>- Resources used</li> <li>- Quality of work performed</li> <li>- Problems encountered</li> <li>- Rectifying measures(Focuses on inputs, process, output and work plan)</li> </ul>	<ul style="list-style-type: none"> <li>- Why and how results were achieved or not</li> <li>- Strategy and policy options(Focus on effectiveness, efficiency, relevance, impact, etc.)</li> </ul>
Actors	Mainly Internal	Internal/External
Analysis	Simple	Comparative Analytical tools
Primary Users	Small group/project Managers	Large group /Project Managers, Planners, Financers, etc.)
Scope	Narrow	Broad
Frequency/Time	Continuous	Periodic
Data Gathered	Primarily quantitative	Primarily qualitative
Main Action	Oversight	In-depth analysis
Focus	Inputs/Outputs	Impact and Sustainability

**Source:** (Girma, 2012)

### **2.7. Steps for Project Monitoring and Evaluation**

It should be noted that the M&E steps are interrelated and should be viewed as part of a mutually supportive M&E system. In addition, M&E planning should be done by those who use the information and it should be begun immediately after the project design stage. It is upon the initial assessment and project design that the project M&E system is built. However, it can also be useful to build it if existing M&E practices are accurate, reliable and timely. Moreover, particular attention should be given to stakeholder interests and expectations throughout the M&E process. Furthermore, that is necessary and sufficient for project management and accountability should be monitored and evaluated to save time and resources while collecting, managing and analyzing data for reporting.

According to the IFRC (2011), the following six key steps are taken together to guide planning for and implementing an M&E system for the systematic, timely and effective collection, analysis and use of project information:

1. Identify the purpose and scope of the M&E system
2. Plan for data collection and management
3. Plan for data analysis
4. Plan for information reporting and utilization
5. Plan for M&E human resources and capacity building
6. Prepare the M&E budget

### **2.8. Resources for Monitoring and Evaluation**

The main problems concerning project monitoring and evaluation is the lack of adequate resources. Insufficient resources lead to poor quality project monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to allocate adequate financial and human resources at the planning stage. According to UNDP (2009), the required financial and human resources for project monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.

### 2.8.1. Financial Resources

Financial resources for public sector project monitoring and evaluation should be projected convincingly and separately at the time of planning for monitoring and evaluation to reduce the risk of running out of resources for evaluation, which often takes place towards the end of implementation. For this purpose, M&E costs should be included in the Annual Work Plan (AWP).

### 2.8.2 Human Resources

Human resources are critical for effective project monitoring and evaluation, even after securing adequate financial resources. UNDP (2009) suggests that for high-quality monitoring and evaluation, there should be:

- ✓ **Dedicated Staff:** —for effective project monitoring and evaluation, public sectors should establish M&E units and the staff as a whole should be dedicated to the function.
- ✓ **Skilled Personnel:** —Staff entrusted with M&E should have required technical expertise in the area. Public sectors should have committed M&E of project specialists.

Therefore, without a satisfactory human relations system, execution of a project M&E is not likely to be successful (Chandra, 2006).

### 2.8.3 Equipment

Material resources are very important throughout the life of a project to achieve project objectives with success (PMBOK (2008). These are equipment's that we need for conducting an M&E activity. For example, motor vehicles such as motorcycles, cars used for transporting project M&E experts especially during field visits.

## 2.9. Monitoring and Evaluation Plan

Monitoring and evaluation plan is a document that describes a system which links strategic information obtained from various data collection systems to decisions that will improve programs. Fundamental documents that to be ensured are accountability and measure of success.

A monitoring and evaluation plan is a document that helps to track and assesses the results of the interventions throughout the life of a program. It is a living document that should be referred to and updated on a regular basis. While the specifics of each programs M&E plan will look different, they should all follow the same basic structure and include the same basic elements. A monitoring and plan will include some documents that may have been created during the program planning process, and some that will need to be created new. For example, logical framework, theory of change and monitoring indicators may have already been developed with input from key stakeholders or the program donor. The M&E plan takes those documents and develops a further plan for their implementation. An M&E plan should be developed by the research team or staff with research experience, with inputs from program staff involved in designing and implementing the program. An M&E Plan should be developed at the beginning of the program when the interventions are being designed. This will ensure there is a system in place to monitor the program and evaluate success (<https://www.thecompassforsbc.org/how-to-guides/how-develop-monitoring-and-evaluation-plan>)

### ***2.9.1 Functions of Monitoring and Evaluation Plan***

The major functions of monitoring ad evaluation plan are state how the program is going to measure, document consensus (encourage transparency and accountability), guide monitoring and evaluation implementation (standardization and coordination).

### **2.9.2 Elements of project Monitoring and Evaluation**

The major elements of project Monitoring and evaluation elements are

1. Brief project plan(includes objectives/results, implementation responsibility, dates/duration, geographic focus and resources)
2. Purpose of M&E(includes performance/process monitoring and impact evaluation)

### **2.10. Monitoring and Evaluation Techniques**

According to Msami (2010) the techniques commonly used for monitoring and evaluation is listed below:-

1. Records review (recorded observation)

2. Review of monitoring reports (systematic review of relevant official statistics)
3. Key informant interviews
4. Focus Group Discussions (FGD's)
5. Direct observations
6. Surveys (structured questionnaires)
7. Case studies

### 2.11. Approaches to Project Monitoring and Evaluation

According to Negussie (2011), three approaches to project planning are identified. These are:

- a) **Top-down approach** – by central agencies which is best for new endeavors.
- b) **Bottom-up approach** – people centered or starts from the grassroots and it is a community based approach.
- c) **Participatory approach** – it is a blend of top-down and bottom-up approaches and it is a balance to strike between the two extremes. This approach brings about ownership feeling, commitment and confidence of stakeholders.

According to Negussie (2011), the participatory (blended) approach brings about ownership feeling, commitment and confidence of stakeholders. Furthermore, a participatory project planning approach is seen as a way of building social cohesion (Slocum, 2003). This approach should be taken up in early process to reach a consensus about the varied interests of many layers of stakeholders through sharing their feelings, perspectives, values and reasoning on an emerging issue from the start before it develops and matures to arrive at a common decision. According to Dessalegn G.(2015)Project monitoring and Evaluation have a practice of conducting their M&E mostly by the staff and some jointly with other sectors, the M&E of a project is not implemented as per the plan, the community is not aware of the objectives of the current M&E of projects and still lack of creating public awareness of the objectives of M&E of projects. Concerning the approach of project planning, the majority of the respondents were in favor of the participatory (blended) approach was found to be critical for the critical the realization of development policy objectives.

## **2.12. Challenges of Project Monitoring and Evaluation**

According to Palmer (2016), having a skilled project manager is an important factor that contributes to actual project success. In addition, having the right M&E of the project team in place is another important factor that hampers the potential failure of any strategy and plan. Because of this, the project staff, experts, communities, beneficiaries, and stakeholders should take part in each stage of planning, implementation, and closeout of a project and should have a commitment to ensure the overall success of public sector projects. Moreover, open communication with the team, community, and stakeholders is also vital to the success of a project. What is more, project managers should know that things may not go exactly as planned. Therefore, during the planning process, project risk should be managed carefully by setting a risk management plan along with its action plan for the risks that the project could face. This gives the team confidence when facing project risks and help the stakeholders feel comfortable with the project's progression. Also, huge resource consumption can be avoided by having projects with strong closure due to proactive, organized project plans and an increase in the quality of projects. One of the major challenges is that there is a shortage of skilled human resource. Adequate capacity building programs are not carried out on project M&E activities. As a consequence, lack of communication, management and organization skills makes a project manager to poorly manage the project at all its stages. Another major challenge is that especial attention is not given to the public sector project management by higher officials in terms of provision of manpower, financial, and material resources which have vital importance to follow up the implementation of the projects. In addition, there is inefficient and ineffective utilization of resources due to poor management of public projects and low commitment of leaders and professionals to properly manage public projects in all phases and the recent system does not make them accountable for being uncommitted on the achievement of public sector projects. The inadequacy of resources may be related to corrupt practices and this in turn leads to poor quality of projects. Overall, this situation can bring about bad governance. The third challenge is that there is a lack of coordination between different agencies. The fourth challenge can be related to a backward system of M&E of public sector projects. There is poor data collection and planning method; there is no continuous M&E of projects; feedback is not given based on the project M&E

even if it is conducted now and then. In addition, there are problems related to organizational structures.

According to Palmer (2016), most of the public sectors have definite weaknesses in their organizational arrangements which could be explained by the following shortfalls:

- Lack of skill to make the community aware of the project activities happening in their surroundings;
- Weakness to encourage stakeholders to participate fully in all phases of public projects.
- Lack of knowledge how to select a project site (site selection is based on the interest of the government body not on need base or development gap).
- Lack of good governance which can be linked to rent seeking or corrupt behavior.
- Lack of clear role and responsibility of the M&E units.
- Lack of feedback and/or untimely feedback.
- Delay in submitting reports timely by public organizations.
- Failure of taking a corrective measure when there is poor performance of public projects.

Many current project monitoring and evaluation instruments do not adequately address the challenges in tracking of the deliverables on-time, in-budget and required quality as planned. That is, in practice, it is not uncommon to see projects with monitoring and evaluation system not functioning properly to serve the intended purpose (Ibid, 2006).

### **2.13 Empirical Literature**

#### **2.13.1 Result based Management (RBM)**

As stated by Berhanu et al, (2012:2) cited in Macky 2007), (CIDA 2009), RBM&E deals with the measurement and assessment of performance in order to more effectively produce results (outcomes) so as to ensure that efforts are translated into changes in the lives of beneficiaries and their environment. RBM provides a coherent framework for strategic planning and management by improving learning and accountability. It is also a broad management strategy aimed at achieving important changes in the way agencies operate, with improving performance and achieving results as the central orientation, by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into

management decisions and reporting on performance. Therefore, RBM&E are means to measure the goods and services (outputs) that the organizations provide and to measure the extent to which the outputs are used by beneficiaries and how the living conditions of beneficiaries and their natural environment are changing as a result.

RBM&E is a tool to evaluate the performance of the program/project expected to produce and to enable the managers to take timely action based on the impacts and the benefits of the result. (Khan, 2015). RBM&E is indicator for the organization as well as for the stakeholders providing timely and frequent information to enable them to tackle the problem and take corrective measure and to get transparency from the aid lending and also to show greater accountability, (Davis 2009). In order to solve the an effective implementation in M&E in which, the government, projects and programs are facing, the results based performance feedback strategy must be implemented, this will commence to meet the project/program's goal (Mathethwa&Jili 2016).

As M&E guide line of (IFRC, 2011) : RBM is an approach to project/program management based on clearly defined results, and the methodologies and tools to measure and achieve them. RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results you want to achieve. By identifying in advance the intended results of a project/program and how we can measure their progress, we can better manage a project/program and determine whether a difference has genuinely been made for the people concerned.

### **2.13.2 Result chain**

According to Berhanu et al (2010: 6) cited OECD DAE (2002) the definitions of elements of the results chain is shown in Figure2.1 below:

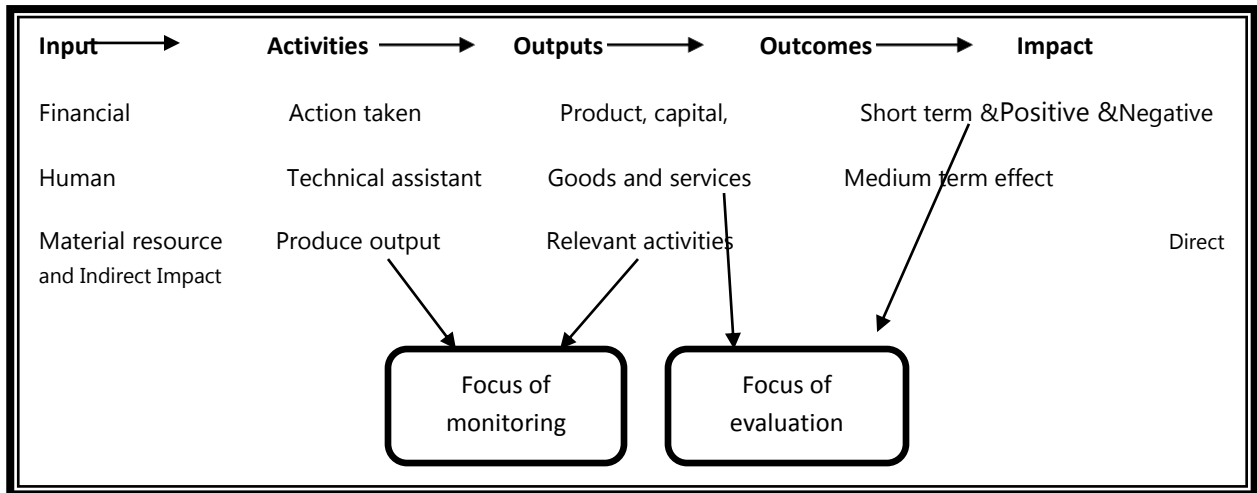


Figure 2.1 Constructed based on ISSD workshop

The literature’s idea is how a project/program consistently applies M&E and how to assess the impact from its basis and practice to measure the impact to the project/program primarily to make statistical measurement of the project/program to understand the change expected in it to enable the managers to take timely action.

### 2.13.3 Monitoring and Evaluation practices

According to UNAID trainings (2019) the monitoring and evaluation (M&E) profession has developed as a field of practice rather than a traditional academic discipline. As Maimula (2017) stated that monitoring and control of project work is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan”. It further explains that monitoring includes status reporting, progress measurement, and forecasting.

M&E practice is a helpful tool to manage the project/program to gather data from a giver intervention and evaluate and assess for the current process. It also keep the information for the managers to enable them to realize whether the project/programs are running as expected or not and also it is a tool for the project management and experts to apply it properly to arrive to the decisions to set the project/programs goal and objectives (Goyder, 2009). The practice of Monitoring and Evaluation (M&E) draws heavily from the theoretical and conceptual Input Activities Outputs Outcomes Impact Financial Action taken Product, capital, Short term &

Positive & Human Technical assistant Goods and services Medium term effect Negative  
Material resource Produce output Relevant activities Primary & secondary Direct & indirect  
Impact Figure 2.2 constructed based on ISSD workshop Focus of monitoring Focus of evaluation  
13 foundations of management science. Monitoring refers to a continuing function that uses the  
systematic collection of data on specific indicators of an on-going development intervention and  
Evaluation is the systematic and objective assessment of an on-going or completed project,  
program or policy by focusing on its design, implementation and results, (Tizikaram, 2014),

### **2.13.4 Managers' Involvement**

The more stakeholders support is the better project performance. The stakeholder involvement is crucial to develop a communication strategy to create synergy with all managers from different interest groups, (Chamber, 2010). Unless there is the involvement of managers, stakeholder and experts in the evaluation process, the desired outcome will be different. This includes National Society staff and volunteers, community members, local authorities, partners, donors, etc. Participation helps to ensure different perspectives are taken into account, and it reinforces learning from and ownership of the evaluation findings. M&E manages/stakeholders are those people who have a stake in the program and persons who take decisions using the M&E data and findings. In order to know the progressive and activities of project/program and the result either success or failure, M&E is crucial for the managers/stakeholders to take timely decision to meet the objective of the project/program, (International Federation of Red Cross and Red Crescent Societies IFRC, 2011). To some reasons, managers/stakeholders support M&E to get quality information for the decision to be able to know the status of the program/program (UNICEF, M&E training resource)

### **2.14. Theoretical Framework**

In order to answer research questions under chapter one the research will follow the theoretical framework below:-

The first research question of the study what are the usage of the monitoring and evaluation in facilitating the achievement of project? There are phase commonly used as project monitoring and evaluation tool for every project as an evaluation and monitoring document to help

## THE PRACTICES AND CHALLENGES OF PROJECT MONITORING AND EVALUATION

facilitating project monitoring and evaluation. According to Ralph (2000), every project undergoes a series of phases (the project life cycle) from its conception to the point of completion, and each phase has its own needs and characteristics. As the project passes through these phases, the cumulative amount of expended resources and time will increase and unexpired time and resources will diminish. As maintained by Barron and Barron (2014), a project has four major phases of Initiation, Planning, Implementation, and Closure.

The second question and objective of the research will be “what are the techniques used in conducting project monitoring and evaluation? There are techniques commonly used for monitoring and evaluation. According to Msami (2010) records review (recorded observation), review of monitoring reports (systematic review of relevant official /statistics), key informant interviews ,focus group discussions (fgd’s)direct observations, surveys (structured questionnaires case studies are commonly used monitoring and evaluation techniques.

The third question and objective of the study will be what are the challenges influencing the achievement of projects? According Palmer(2016) lack of skill to make the community aware of the project activities happening in their surroundings; Weakness to encourage stakeholders to participate fully in all phases of public projects, lack of knowledge how to select a project site (site selection is based on the interest of the government body not on need base or development gap)lack of good governance which can be linked to rent seeking or corrupt behavior, lack of clear role and responsibility of the M&E units, lack of feedback and/or untimely feedback, delay in submitting reports timely by public organizations, failure of taking a corrective measure when there is poor performance of public projects are some of the challenges of project monitoring and evaluations.

The fourth question and objective of the study will be the practices of project monitoring and evaluation? According to Dessalegn G. (2015) Project monitoring and Evaluation is mostly conducting by the staff and some jointly with other sectors, the M&E of a project is not implemented as per the plan, the community is not aware of the objectives of the current M&E of projects and still lack of creating public awareness of the objectives of M&E of projects. Concerning the approach of project planning, the majority of the respondents were in favor of the

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participatory (blended) approach was found to be critical for the realization of development policy objectives.

According to Negussie (2011), the participatory (blended) approach brings about ownership feeling, commitment and confidence of stakeholders. Furthermore, a participatory project planning approach is seen as a way of building social cohesion (Slocum, 2003).

Also, as to the researcher's knowledge, studies on the practices of project M&E with respect to project guidelines, techniques and challenges that have a primary impact on the achievement of projects will not be conducted so far in Addis Ababa housing development corporation project office. Therefore, the study will focus on the practices and challenges of projects monitoring and evaluation in Addis Ababa housing development corporation project office and finally to suggest recommendations to the gaps in relation to all the aforementioned issues.

### 2.15. Conceptual Framework

The independent variables in the study are potential of M&E, Management involvement and level of knowledge and skill which project performance of ISSD-ETHIOPIA project is the dependent variable. The connection between the dependent and the independent variable can be summarized.

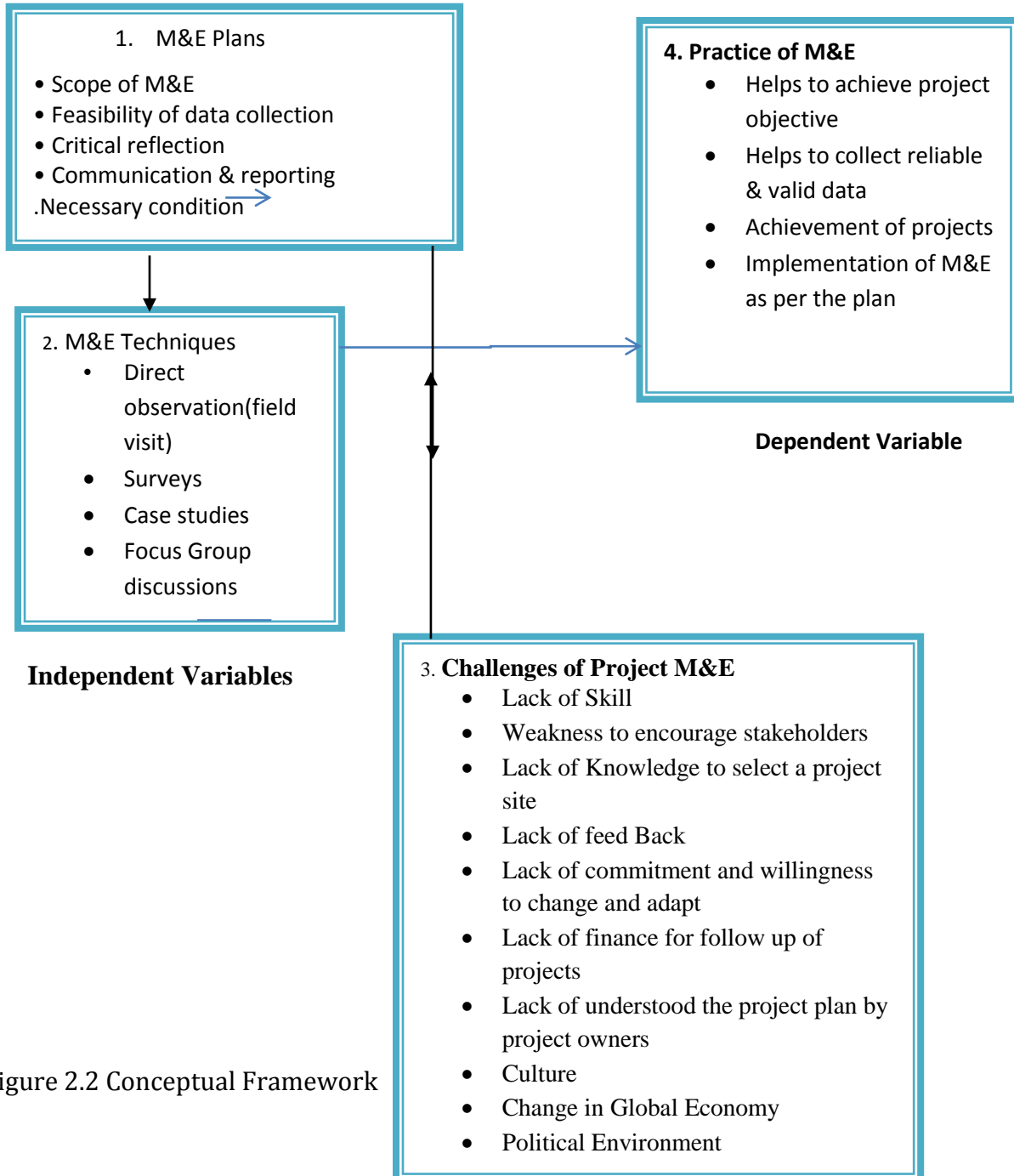


Figure 2.2 Conceptual Framework

### **2.16 Research Gaps**

The study that has worked on the practice and challenges of M&E on the branch office leads to improvement in operation and achieving the objective of the branch office by facilitate the way that collect reliable and valid data to implement M&E system with in the office, the system helps the public by providing cost efficient condominium houses on the right time and within given resources. But there is no enough research work of this nature that is theoretically based and undertaken in the field of monitoring and evaluation on the AAHDC. Within this field, an important focus for any theoretically based study could be an analysis of the factors affecting implementation of M&E systems in construction sector especially on condominium houses projects. This focus is taken in this paper because the government spent hundreds of millions Birr each year to alleviate the housing problem of the city residents and it was consider as public mega project.

It is believed that the implementation of tools like M&E on housing development projects enhancing agenda like increased efficiency, improved resource management, and increased accountability will be engendered by the application of M&E systems throughout the project office. The practice and challenges of Monitoring and evaluation has not been given enough emphasis on academic education and research, as expected.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

In this chapter, the research methodology used in the study is described. The research design, population and sample are described. The instrument used to collect the data, including methods implemented to maintain validity and reliability of the instrument are also described.

#### 3.2 Descriptions of the Study Area

The project site is located in the South-Eastern Part of Addis Ababa city in Akaki kality sub city of District 09 commonly called 'Koye-Feche' at a distance of about 7 Kms away from Akaki town in the eastern direction. In terms of astronomical location, the site extends from 8053'00"N to 8054'30" N latitude and 38048'45" E to 38050'15" E longitude). The total planning area of the project is estimated to be 1019 hectares. Except few residential houses, the site is covered by farm land and grazing. There is no as such a development nearby the site. However, Addis Ababa Science and Technology University, Kilinto and Tulu Dimtu condominium project are found at average distance of 2.5 km (PRIME Consultants Plc, 2012)

The topography of the area is characterized by gentle and relatively flat topography. The slope of the site is generally inclined downward from North-East to South-West. The entire site has a slope between 0 to 8 per cent. This indicates that large part of the area is more or less flat. The following map (see figure 3) indicates the topographical characteristics and landscape of Koye-Feche area, showing contours at 10 meters interval and slopes ranging from 0% to 3%, 4% to 8%, 9% to 15%, 16% to 25%, and greater than 25%.



Fig 3.1 project map (source: Googlemap)

### **3.2 Research Design and Approach**

The general objective of this research was to assess the practice and challenges of project monitoring and evaluation in the Addis Ababa housing development corporation project 10 branch office. Therefore, so as to meet this objective properly, both qualitative and quantitative approaches were used. During the qualitative study (a case study approach), deep information about practice and challenges of monitoring and evaluation around the project area was gathered from key informants.

### **3.3 Sources of Data**

In general Primary and secondary data were used to generate the source by employing quantitative and qualitative methods. . Due to the specific nature of the study, qualitative tools of semi structured interview utilized together with a quantitative method questionnaire by using questionnaire to gather the information that is required to answer the stated research questions. According to (Patton, 1990), cited in (Sandleowski, 1995), the focus in qualitative method is the quality of information collected per sample size rather than the quantity. Both primary and secondary source of data are used in the research. The following techniques will employee to generate primary data.

#### **3.4.1. Primary Data Source**

We can collect primary data during the course of doing experiments in experimental research but in case we do research of the descriptive type and perform surveys, whether sample surveys or census surveys, then we can obtain primary data either through observation or through direct communication with respondents in one form or another or through personal interviews.

In this research paper interview methods and questionnaires are widely applied. The questionnaire is dispersed and collected from individuals who participate in the construction process like staff, contractors, micro and small enterprises on project office and tried to analyze by SPSS. The overall information related to the research topic was gathered from AAHDC mangers, higher officials, and managers through interviews and by reviewing different secondary data.

#### **3.4.2 Secondary data source**

Secondary data means data that are already available i.e. they refer to the data which have already been collected and analyzed by someone else. When the researcher utilizes secondary data, then he has to look into various sources from where he can obtain them. So in this study the data were collected from other related research papers, from Addis Ababa Housing Development Office bulletin, and from other related printed media, electronic media, and published magazines and books.

### 3.5 Sampling Methods

Sampling involves the selection of a number of study units from a defined study population. The population is too large for us to consider collecting information from all its members. Instead, we select a sample of individuals hoping that the sample is representative of the population.

According to Diamantopoulos (2004), a population is a group of items that a sample will draw. A sample, on the other hand, refers to a set of individuals selected from an identified population with the intent of generalizing the findings to the entire population. A sample is drawn as a result of constraints that make it difficult to cover the entire research population (Leedy et al., 2005).

Based on this concept, in this study, we will use simple random sampling strategies to include qualitative studies to get the particular target population. In this context, the target population were contractors, micro and small enterprise, the branch office's managers and officers. To determine the sample size of the given population we use the following formula

#### A Simplified Formula For Proportions

Yamane (1967:886) provides a simplified formula to calculate sample sizes.. A 95% confidence level and P= 0.1 are

$$n = \frac{N}{1 + N(e)^2}$$

Where n- is the sample size,

N- is the population size, and

e- is the level of precision.

When this formula is applied to the above sample, the following result were obtained

$$n = \frac{490}{1 + 490(0.1)^2} = 83 \dots\dots\dots \text{eq.3.1}$$

**3.5.1 Response Rate**

Response rate refers to the number of people who answered the survey divided by the number of people in the sample. It is expressed in the form of percentages. In this study, out of 83 questionnaires that were conducted to respondents, 71 or 85.5% were returned. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, so a response rate greater than 85.5 % is very good. Hence the response rate was satisfactory. This response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method to allow the respondents ample time to fill the questionnaires.

Table 3.1 Population, sample size and collected questionnaires

No	Respondents	Dispersed questionnaires	Returned questionnaires	Rate in%
1	Staff	18	18	100
2	MSC	35	31	88.57
3	Contractors	30	22	73.33
Total		83	71	85.54

Source: Field survey 2021

**3.6 Methods of Data Analysis**

The collected data were analyzed and interpreted both qualitatively and quantitatively. To achieve the above objectives of assessing of the practice and challenges of project monitoring and evaluation in the Addis Ababa housing development corporation project 10 branch office, descriptive statistics, simple quantitative techniques like percentage were used and SPSS is used in certain conditions to analyze the data. The qualitative data from different sources were analyzed contextually and gives detailed description about the practice and challenges of project monitoring and evaluation branch office; the summarized data will be displayed in tables and different pictures/ charts.

The interview process was not recorded for the sake of respondents' confidentiality however the researcher took notes attentively during discussion and filled the questioner in a

separate paper duplicated ahead. The respondents answer was translated from Amharic to English during analysis. The finding has been analyzed using the literatures and conceptual frameworks.

In this study, the researcher used descriptive survey research design. According to Leedy et al (2005) descriptive survey involves acquiring information about one or more groups of people by asking them questions and tabulating their answers. Leedy et al (2005) further explained that the ultimate goal of survey research design is to learn about a large population by surveying their representative sample, summarizing them using statistical tools. The main reasons to select descriptive survey approach were that: It is the most economical method of obtaining information via email and postal service from a sample that is geographically wide spread area (Leedy et al., 2005). Descriptive survey study is not time taking to collect data from large populations. Drawing inferences about a particular population from the responses of the sample would be possible.

### **3.7 Validity and Reliability of Instruments**

#### **3.7.1 Reliability**

It involves the extent to which we were measuring some attribute in a repeatable way (Betz and Walsh, 1995). Among other factors, reliability of case study research appears to be affected seriously by the researchers' bias and by interviewees' response without proper understanding of the questions (Hoyle, et. al. 2002). While the researcher's bias might be inevitable, in this research maximum effort has been made to avoid all these and other problems. For example, the researcher was tried to put clear instructions at the beginning and be sure that all questions were answered based on proper understanding of respondents. Moreover, ethical considerations including anonymity were helpful in this regard.

#### **3.7.2 Validity**

It referred the extent to which the data actually measured the specific phenomenon that we were claiming to study. So in this study, the researcher tried to secure validity by precisely defining major concepts, matching the items to the research questions, triangulating data sources, etc

## CHAPTER FOUR

### RESULT AND DISCUSSION

#### 4.1 Introduction

In this chapter, all discussed information gathered in questionnaires and interviews. The quantitative research findings are outlined in the table, different types of charts, and text form. Each result was discussed in short, however; the certain result of the study was carried out thoroughly based on the nature of the data. The questionnaires have both closed and open-ended questions. The information gathered by detailed interviews was analyzed using qualitative methods.

#### 4.2 Demographic Features of the Respondent

##### 4.1.1. Distribution of respondent by gender

The collected information from the study showed that 70.4% of respondents are male and the remained 29.6% of the respondents are female. This implied that the number of females who are directly involved in constructing, supervising, and managing the construction sector is very low.

Table 4.1 Gender distribution of respondents

Sex of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	21	29.6	29.6	29.6
	Female	50	70.4	70.4	100
	Total	71	100	100	

(Source: field survey, 2021)

##### 4.1.2. Educational back ground

Regarding their educational background as shown in table 4.2 below 7% of respondents have a second degree, 56.3 % of respondents have a first degree, 31% of the respondent's diplomas or TVET certificates, and the rest of 5.6% had learned grade 9 up to 12. This indicates that the

## THE PRACTICES AND CHALLENGES OF PROJECT MONITORING AND EVALUATION

majority of the respondents (above 94% )have adequate educational back ground to participate on this study.

Table 4.2 Educational back ground

	Frequency	Percent	Valid Percent	Cumulative Percent
Grade 9-12	4	5.6	5.6	5.6
Diploma /level1-4	22	31.0	31.0	36.6
First Degree	40	56.3	56.3	93.0
Second Degree and Above	5	7.0	7.0	100.0
Total	71	100.0	100.0	

(source: field survey, 2021)

### 4.1.3 Experience of the respondents

Among the respondents who participated in this conduct, 16.9% of respondents have 1-4 years of work experience, 56.3% of them have 5 to 7 years of work experie5 once, and 26.8 8 and above years' experience. Therefore the study implied that the majority /83%/ of respondents have more than 4 years or adequate experience in the construction industry greatly helps the study by providingcredible information.

Table 4.3 Work Experience of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1- 4 years	12	16.9	16.9	16.9
Valid 5-7 years	40	56.3	56.3	73.2
Valid 8 and above	19	26.8	26.8	100.0
Total	71	100.0	100.0	

(source: field survey, 2021)

## 4.2 The implementation of M & E system on the project office

### 4.2.1 The establishment of monitoring and evaluation unit on the project office

As the collected data shows, out of the total sample taken 83.1% of respondents confirmed that the M & E unit was not established on the project office, 16.9% said of respondents said they had not any information whether the organization has established M & E unit or not. Besides this, information that collected by interview, and questionnaires implied that the project office has not an independent unit on the branch office. This question also rose for managers who participated in interview questions, according to the respondents, because there was no independent unit that can help the managers related to M&E, there was difficult to get full information that describe the past history related to M&E. So that the M&E duties were undertaken so far by the branch office contract administration and infrastructure and market affiliation and training departments officers. This implied that the project office does not have an independent unit that is responsible to carry out monitoring and evaluation tasks.

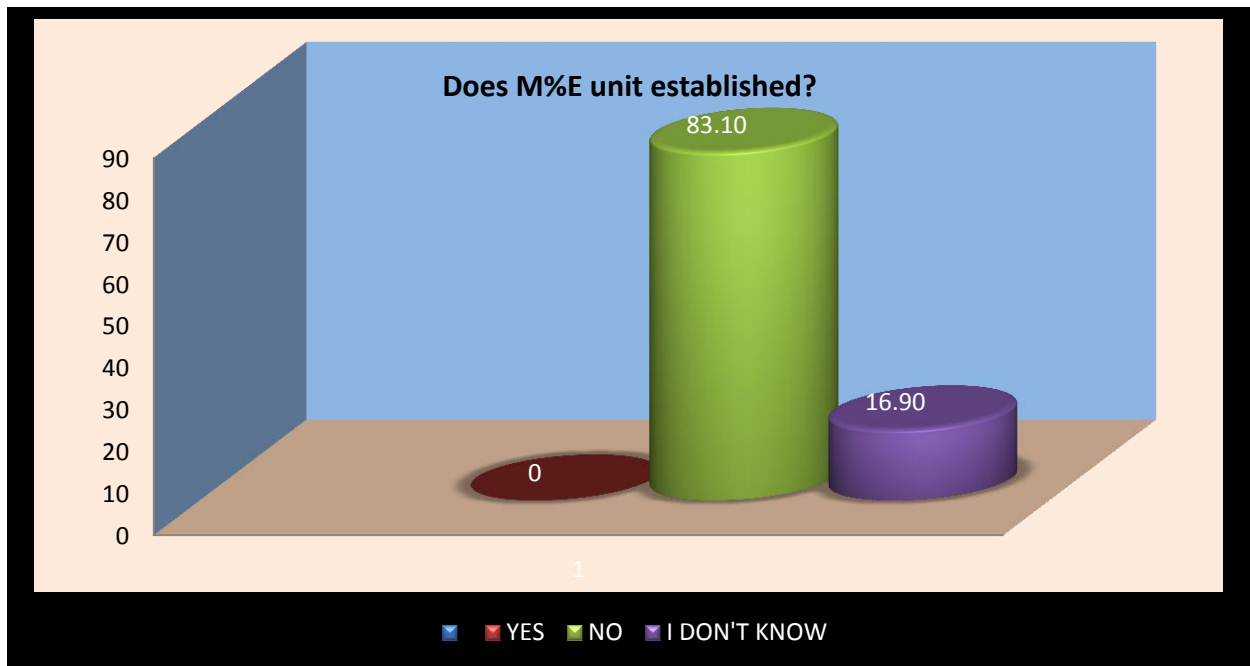


Figure 4.1 Establishment of independent M&E unit (source: field survey, 2021)

**4.2.2 The capacity of the organization**

According to the collected data majority 58 or 81.7% of the respondents believed that the project office has not adequate capacity towards implementing and practicing proper monitoring and evaluation system on the project office. 11.3 % of participants responded that the organization has good capacity and the remained 7% o believed that the project office has a very good capacity to implement and use M & E system on the project office. This implied that the project office as an organization lacks the capacity of implementing and managing the M & E system on the project office.

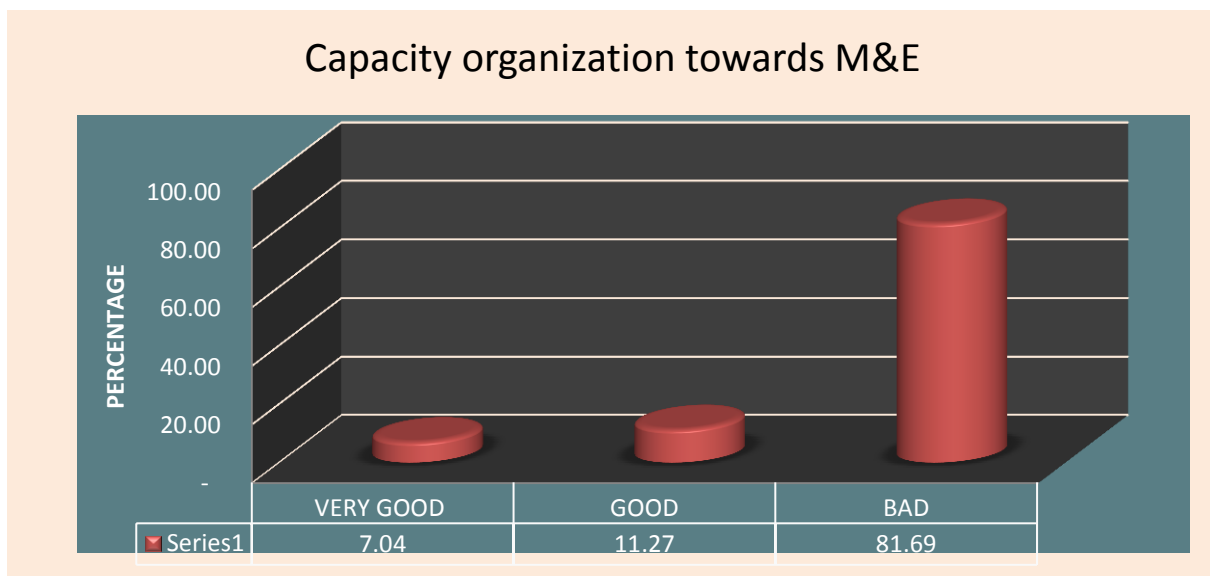


Figure 4.2 Capacity of the organization towards M&E system (source: field survey, 2021)

**4.2.3 Skills and knowledge of individuals towards M&E**

The questionnaire was forwarded to respondents to answer whether the skills of individuals responsible for M&E were adequate or not. According to the study out of total respondents 25.35 % or of very good skills and knowledge, 60.65% have good skills and knowledge and 14.08% of them have poor skills and knowledge. These indicated that the inefficiency of the project office towards practicing the M&E system appeared not because of lack of individual’s skills and knowledge of undertaking the process, but the problem happened because of limitation of the organization towards manipulating individual’s knowledge and skills for organizational achievements by undertaking M&E system on the branch office.

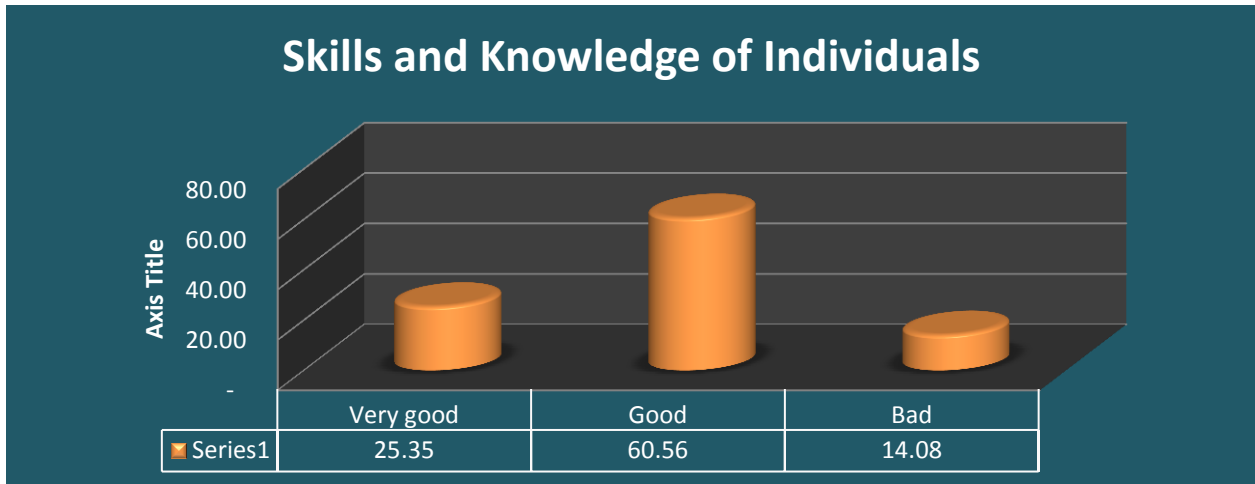


Figure 4.3 Skills and knowledge of individuals towards M&E (source: field survey, 2021)

**4.2.4 Success of the organization towards implementing and using M&E system**

Maintaining a proper M&E system within a megaproject like a project 10 branch office is a very crucial activity. Based on this assumption the respondents were asked whether the organization successfully implemented the M&E system to achieve settled goals or not. Out of the total respondents, 83.1% of them said No, 9.86% said yes, 4.23% partially agreed and the remained 2.8% said I don't know. The study implied that the organization has not been successful in implementing an M&E system for the success of the project office.

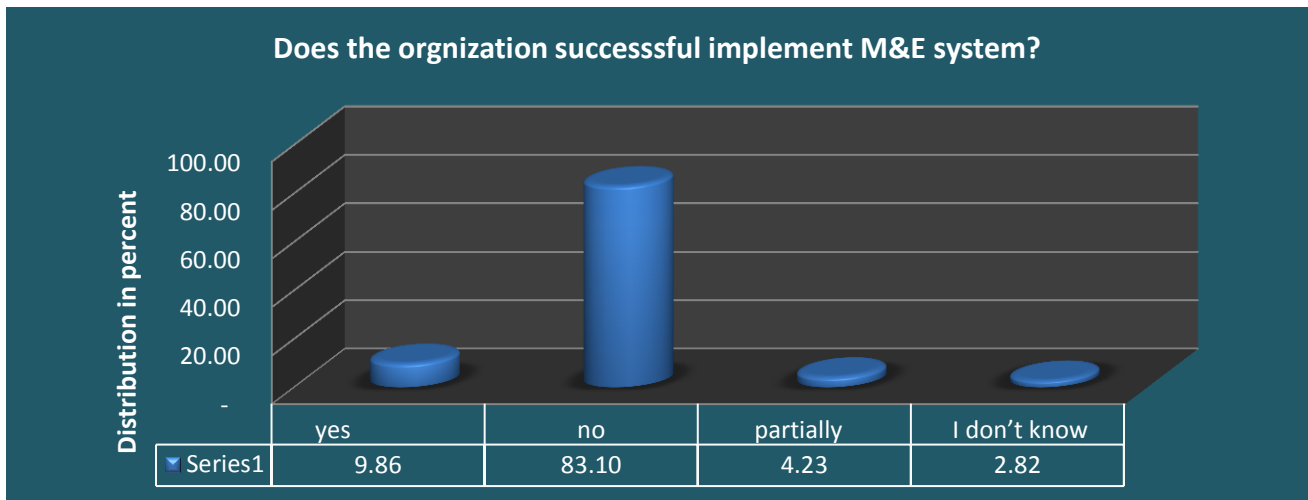


Figure 4.4 Success of the organization towards implementing and using M&E system (source: field survey, 2021)

### 4.3 The Challenges Faced By the Housing Development Branch Office Related to M&E

#### 4.3.1 Weak demand for and utilization of monitoring and evaluation results

Monitoring and evaluation is the fundamental tool of good program management at all levels because it improves project management and decision-making and allows accountability to stakeholders. Based on this thought the respondents were asked to answer whether the organization has real demand to use and implement of M&E system in the branch office. As shown in fig4.5 28.17% of respondents were strongly agreed, 45.07% of respondents agreed, 8.45% of them prefer to be neutral, 16.90 % of them have disagreed and the remained 1.41% strongly disagreed. The study implied that the organization has poor demand to utilize and implement the M& E system, due to this the project office lost the opportunity that could get from proper implementation of the M& E system on the organization.

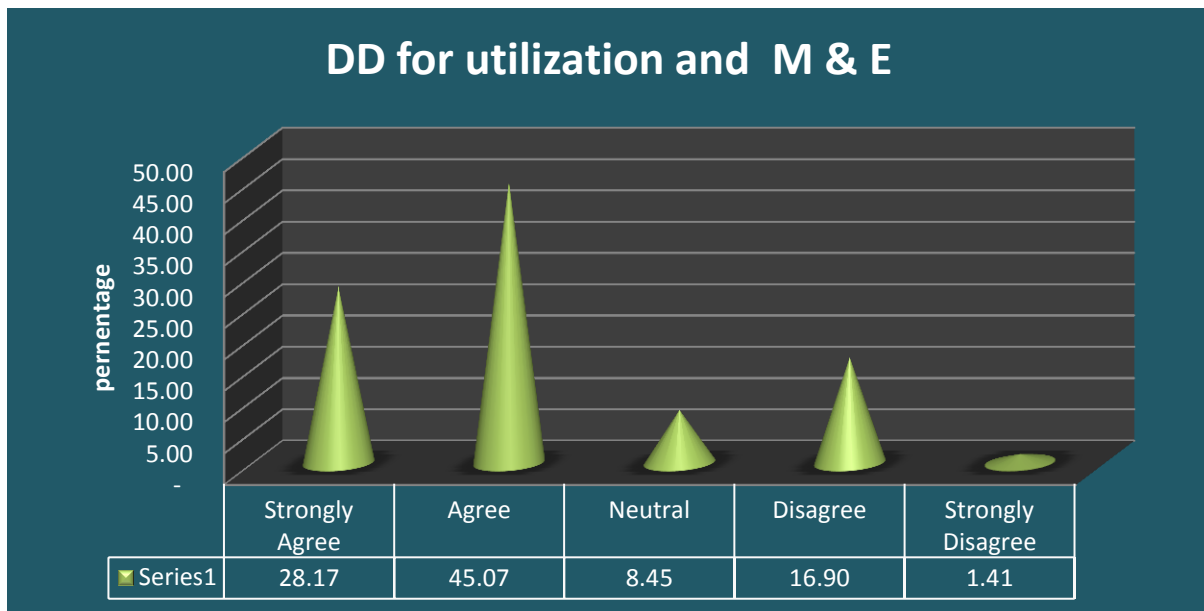


Figure 4.5 Weak demand for and utilization of monitoring and evaluation results (source: field survey, 2021)

#### 4.3.2 Lack of resources

Supporting the process of the M&E system by providing adequate resources is important to achieve the organization's ultimate goals. By taking this into consideration the respondent asked whether there was a lack of resources in the branch office or not. According to the collected data,

63.38% of respondents strongly agreed that there was a lack of resources in the branch office, 35.39% agree on lack of resources, only 1.41% disagree on this point the remained 2.82% have a neutral attitude towards this case. This implied that there is resource problem like adequate furniture and fixtures, vehicles, human power and so on, that hindered undertaking of M&E system on the right manner at the right time at the branch 10 project offices.

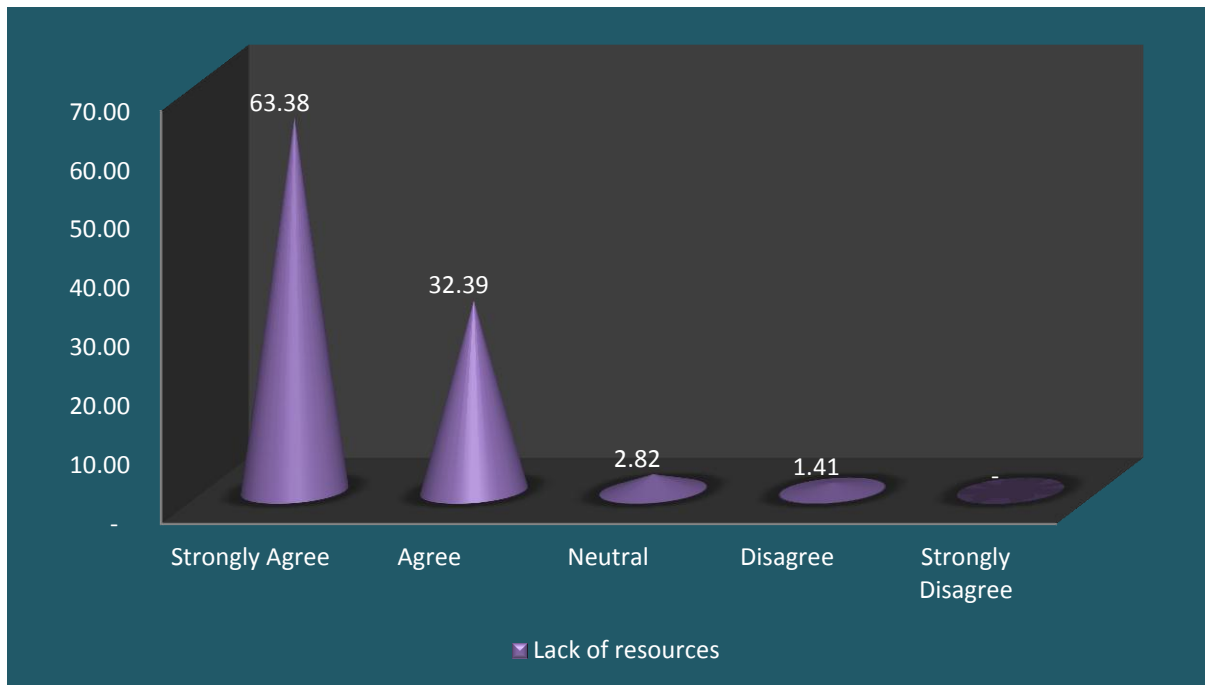


Figure 4.6 Lack of resources (source: field survey, 2021)

### 4.3.3 Negligence of individuals

Negligence of individuals is one of the factors that pooled back the project from achieving its intended goal. Negligence could arise for different reasons, but it affects the organization negatively by hinder its progress. By considering these we gathered the data that show the distribution of respondents towards negligence. The study indicates that 32.39% of respondents strongly agreed, 39.44% of them agreed, 2.82% prefer to be neutral, 14.08 % disagreed, 11.27% of them strongly disagreed that individuals who work on related to monitoring & evaluation on the branch have negligence towards implementing the system. This implied that negligence is one of the challenges that affect the quality of the product.

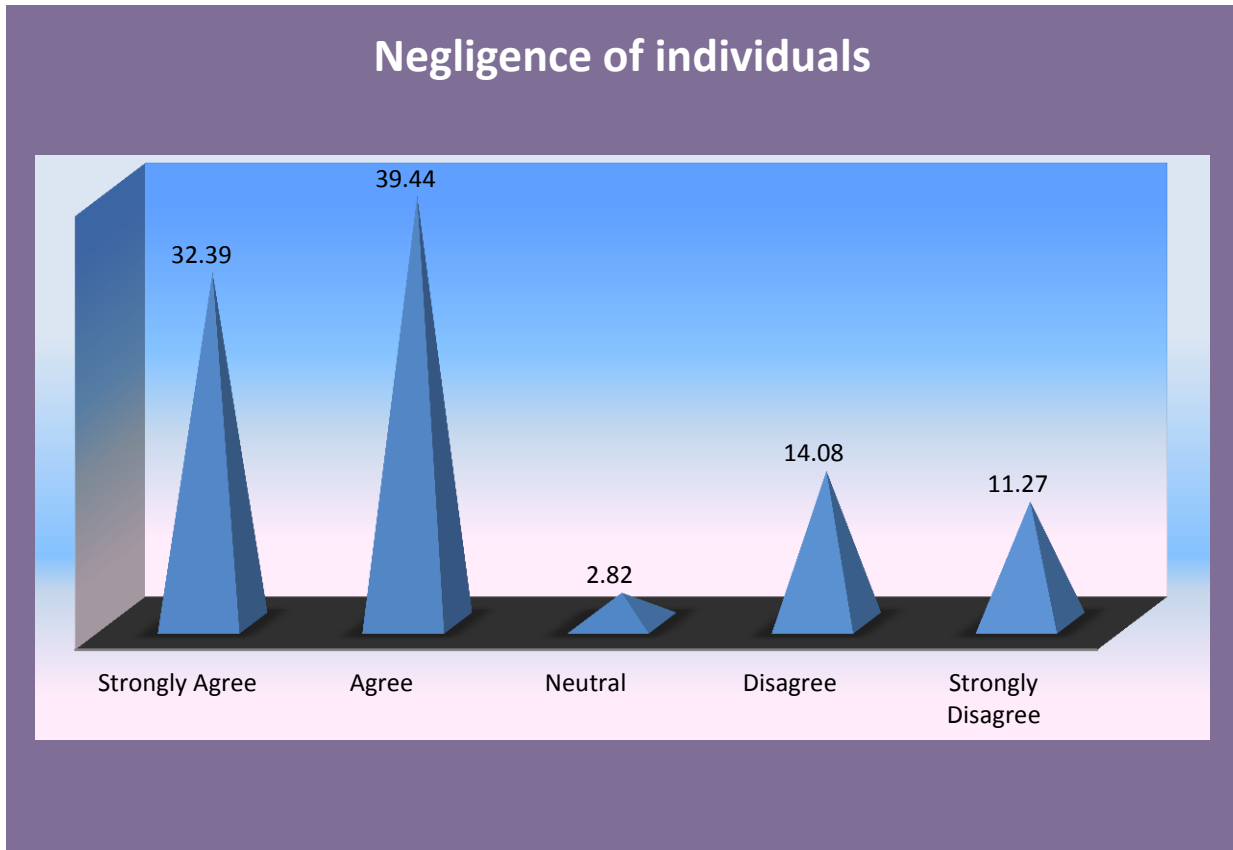


Figure 4.7 Negligence of individuals (source: field survey, 2021)

#### 4.3.4 Poor Management of M&E

Implementing and utilizing effective monitoring and evaluation system through the construction industries need managers who understand the role of M& E in the organization and those who have the capacity of manipulating the system for the success of the organization. By assuming that the reason for the delay of the project, construction cost overrun, poor quality of the condos, might be lack of managing skills, therefore we asked the respondent whether they agree that poor management of M&E existed on the branch office or not. As shown in fig below 53.52% of respondents strongly agreed, 38.03% responded agree, 1.412% of respondents put themselves neutral & 7.04% of them not agreed, which means above 91% of the respondent agreed on the assumption. This implied that lack of management hinders the M&E system not to practice in the branch office.

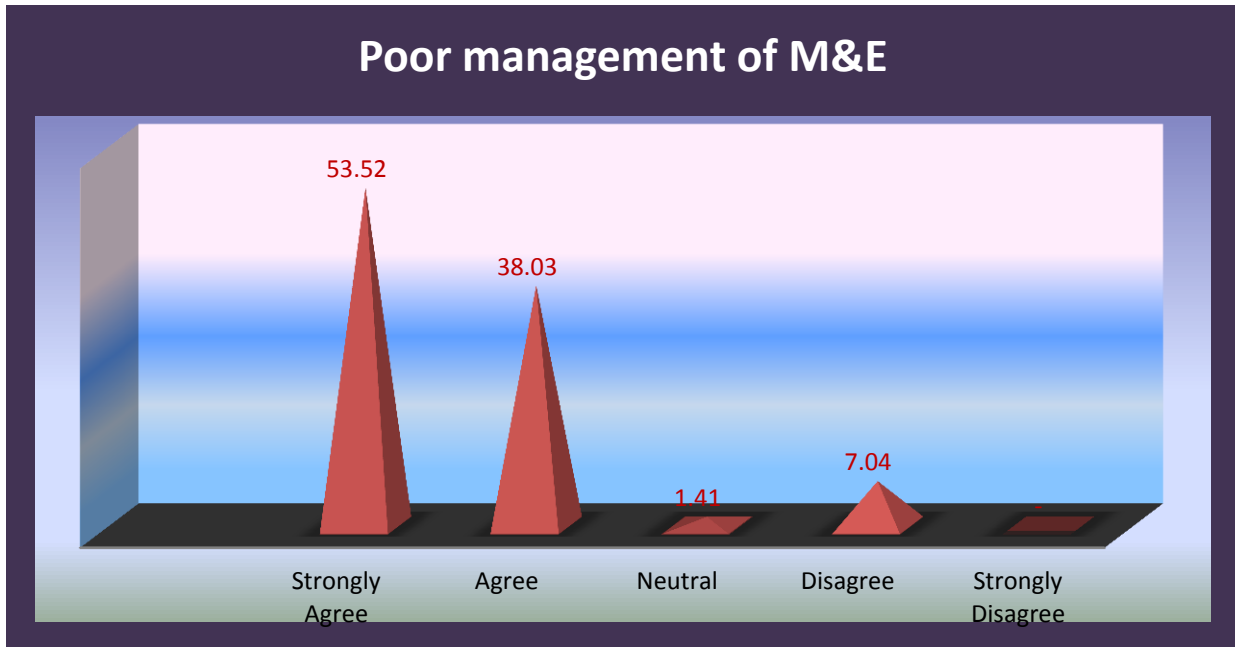


Figure 4.8 Poor management of M&E (source: field survey, 2021)

#### 4.3.5 Lack of Properly Organized and Maintained Data

When the M&E system is implemented properly through the organization, it enables us to have well-organized processed data that help to make the right decision, and also provide us with the information that is used as an input for the coming construction projects.

By underlying the above facts we assumed that lack of organized and maintained data (database system) might be another challenge that affects negatively the organization's performance. So the respondents were asked whether the lack of properly organized and maintained data challenges the practice or not. According to the survey conducted, 39.44% responded strongly agreed, 35.21% responded agreed the remained 25.35% responded neutral, which means the majority (74.65 %) agreed. Therefore the study indicated that one of the challenges of the practicability of M&E on the branch office is due to the data collection, the documentation process, and maintaining system has not established in the manner which helps for decision making and is used as a reference for subsequent similar projects.

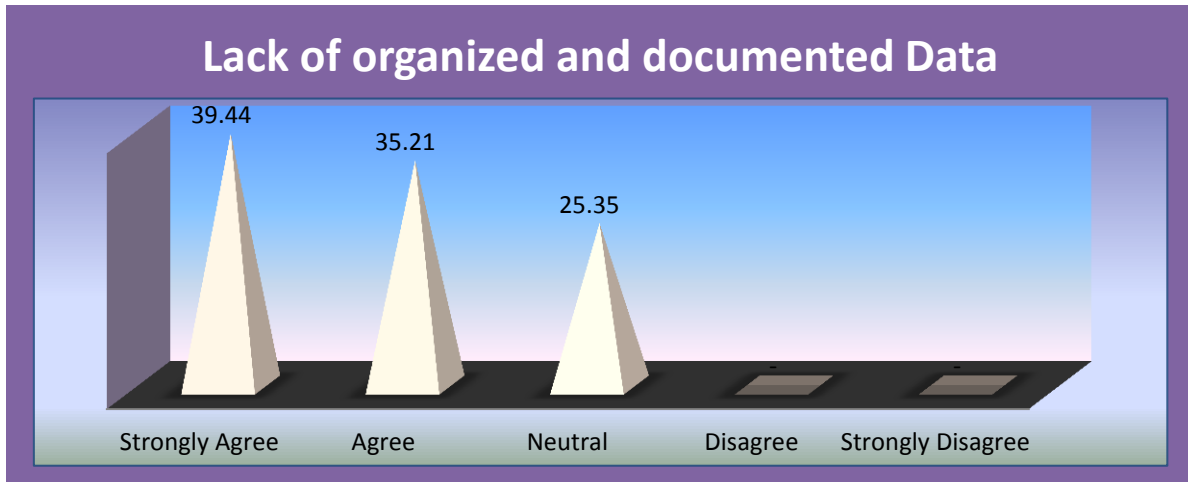


Figure 4.9 Lack of Properly Organized and Maintained Data (source: field survey, 2021)

4.3.6 Political affiliation

Managers who are assigned with political affiliation may lack technical skills how to implement and utilize M&E instruments for decision making and planning process that help to close the project with timeliness. By assuming these, the question was posed to the respondents whether political affiliation influences the implementation of the M&E system on the project office or not. The findings show that 56.34 % of respondents strongly agreed and 35.21 % agree that political affiliation was another challenge that influences the role of M&E through the branch office.

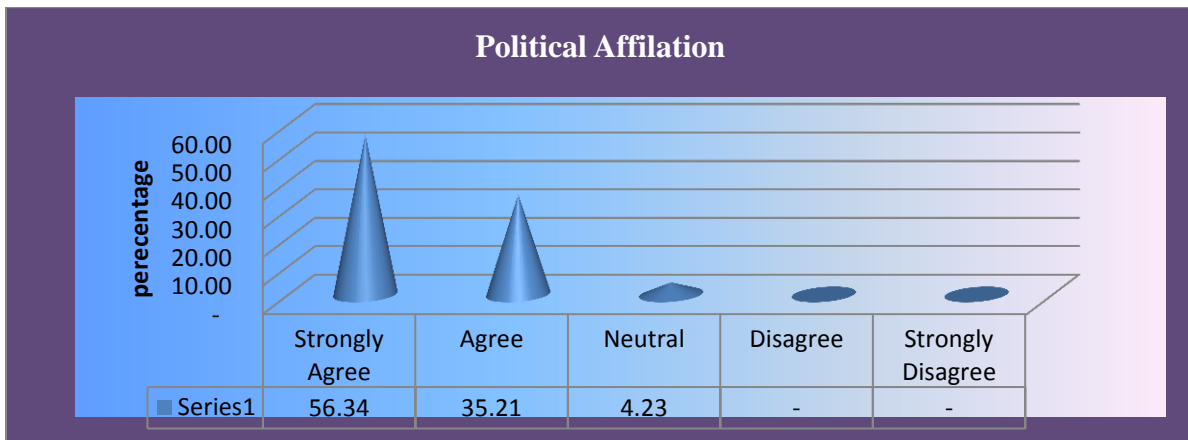


Figure 4.10 Influence of political affiliation (source: field survey, 2021)

**4.3.7 Lack of M&E Framework (MEF)**

Well established M&E system provide conceptualized structured framework for those who are involved in undertaking the construction process. The framework helps to identify reasons behind the performance of the project and enables to measure the project performance from beginning to end of the project. So related to this practice lack of MEF on the project office was assumed as the challenge so, the question was forwarded to respondents whether they agree or not on the issue. As shown in fig 4.11, 54.93% of respondents strongly agreed, 16.9% of respondents agreed and the remained 28.17 prefer to be neutral towards the MEF practice of the project office. The study implied that MEF had been not established in the branch 10office.

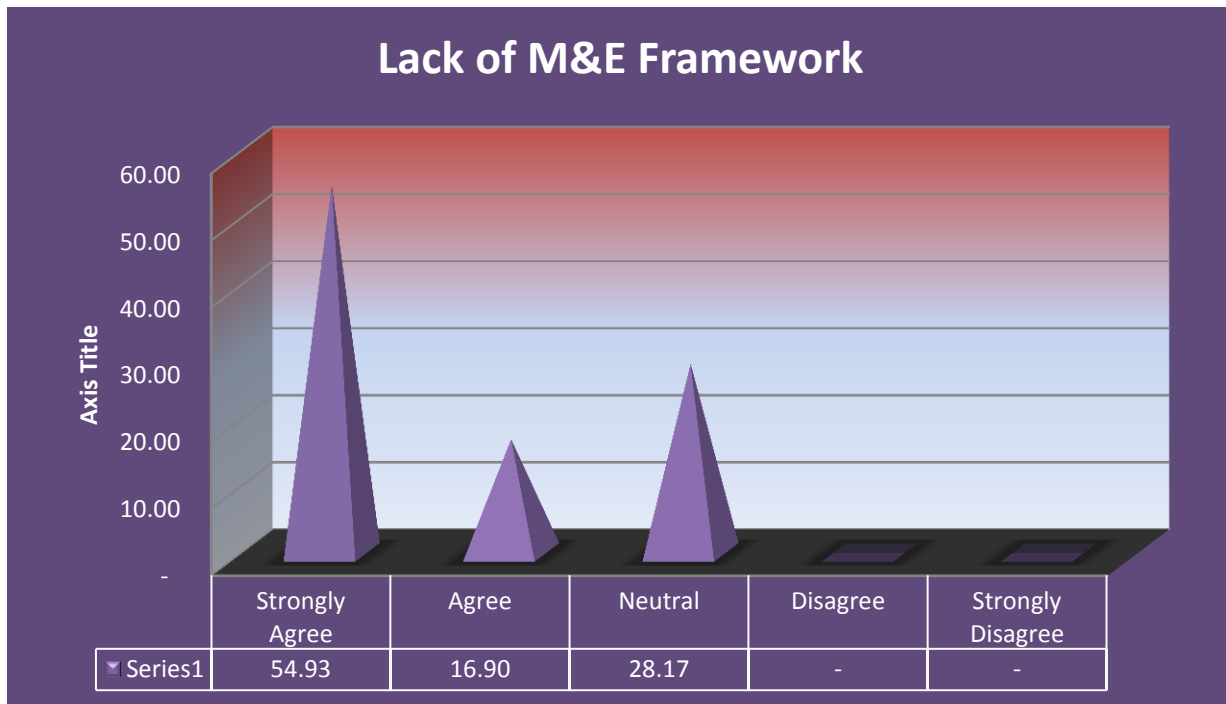


Figure 4.11 Lack of M&E Framework (source: field survey, 2021)

**4.3.8 Lack of Consistency in Monitoring and Evaluation**

To know how the extent monitoring and evaluation system carried out on the organization continually without interruptions, we forwarded the question that whether the respondents agree or not towards the consistent implementation of M &E on project 10 offices. As shown in fig below 54.93% of respondents answered strongly agreed, 16.9% of respondents answered agreed,

and 28.17 % prefer to be neutral. The study indicates that lack of consistent monitoring and evaluation is also another challenge that influences the practice of M&E in the branch office.

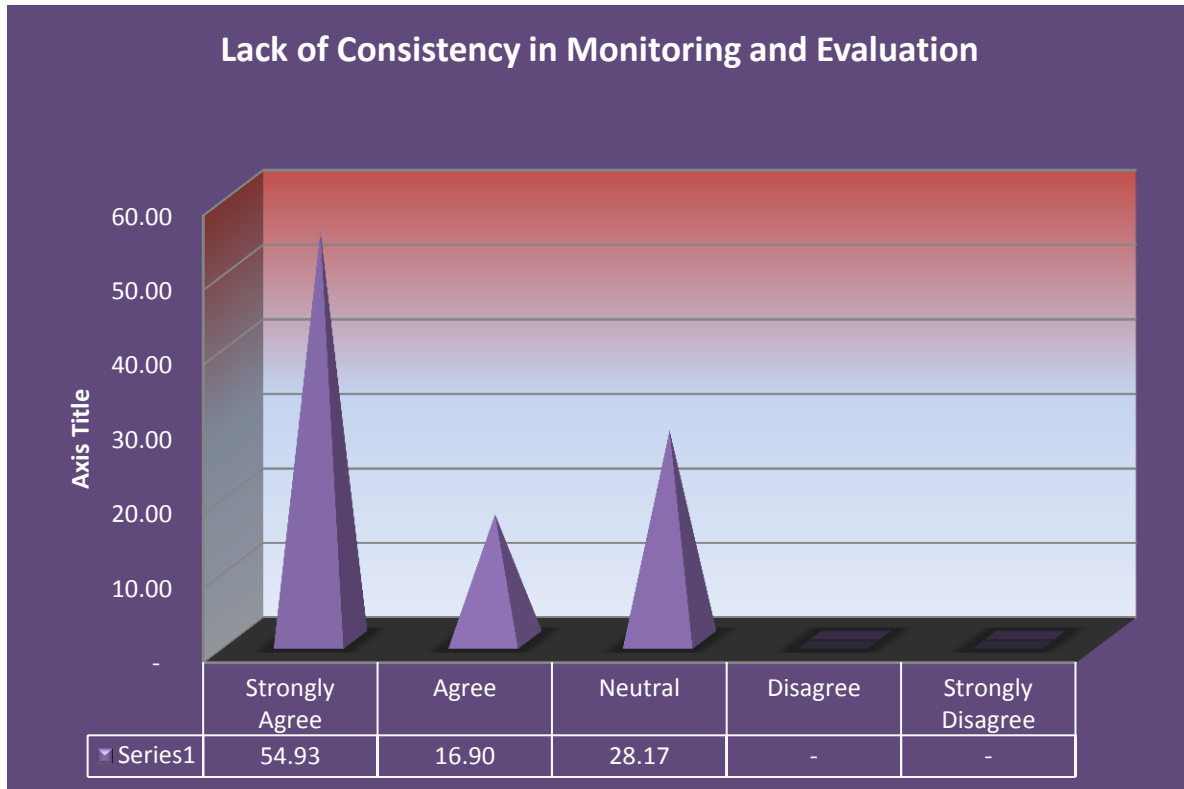


Figure 4.12 Lack of Consistency in Monitoring and Evaluation (source: field survey, 2021)

#### 4.3.9 Lack of continuous training

In order to gather information about the practice of the branch office towards providing training to individuals in the organization, the questions were forwarded to respondents whether a continuous training program was properly provided or not. As shown in fig below 56.34% of the respondents were strongly agreed, 19.72% were agreed and 23.94 % preferred to be neutral. The collected data indicated that the majority of respondents believe that the branch office has continuously given the training to contract admiration and infrastructure and market affiliation and training departments. However, respondents who participated in interview questions respond that, even though the training had been provided year to year for the above mention individual, the training was not given based on the skill gap of the staff or need of individuals. Mostly the training has delivered redundantly.

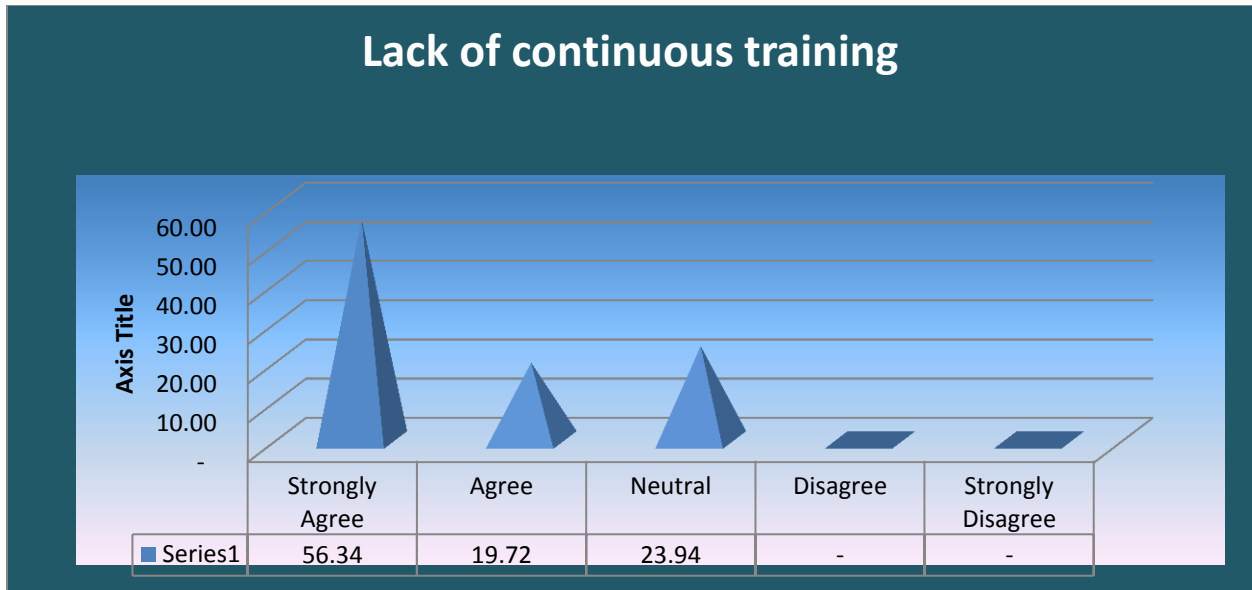


Figure 4.13 Lack of continuous training (source: field survey, 2021)

#### 4.4 Effects of Lack of strong M&E System on the Project Office

The study conducted by other researchers revealed that lack of quality of the condominium houses; cost overruns, unaffordable prices, and dissatisfaction are challenges of AAHDC (Endale.M, 2018). Based on the mentioned research above, this study assumed that the challenges stated above were the result of lack of M&E system on the project office, so the questions were forwarded to respondents whether they agree or not, on that, monitoring and evaluation system affects badly the performance like the quality of the condominium houses, the cost construction, satisfaction of the user and the completion of the projects.

Table 4.4 Effects of Lack of strong M&E System on cost overrun

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	51	71.8	71.8	71.8
Agree	18	25.4	25.4	97.2
Neutral	2	2.8	2.8	100
Total	71	100	100	

(Source: field survey, 2021)

As the table 4.4 above shown out of the total respondents 71.8% of respondent strongly agreed, 25.4% agreed and 2.8% were neutral which mean according to the study 97.1 % of respondents

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believed that lack of strong M&E system implementation on the branch office escalate the construction cost of the project office .

Table 4.5 Effects of Lack of strong M&E System on poor quality of construction

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	53	74.6	74.6	74.6
Agree	15	21.1	21.1	95.8
Neutral	3	4.2	4.2	100
Total	71	100	100	

(source: field survey, 2021)

As the table 4.5 above indicate out of the total respondents 74.6% of respondent strongly agreed, 21.1 % agreed and 4.2 % were neutral which mean 95.7 % of respondents believed because of lack of strong M&E system implementation on the branch office the condominium houses have faced serious quality problem that exposed the inhabitant for additional cost.

Table 4.6 Effects of Lack of strong M&E System on Delay of the completion date

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	49	69.0	69.0	69.0
Agree	17	23.9	23.9	93.0
Neutral	5	7.0	7.0	100.0
Total	71	100.0	100.0	

(Source: field survey, 2021)

According the study carried out that assess the effects of poor implementation of M&E on the completion date , out of the total participants 49 respondents or 69% strongly agree,17 or 23.9% agree, and5 or 7% neutral . Therefore the study revealed that lack of strong follow up of the project by using M&E tools lead need to extra year to finish the projects.

Table 4.7 Effects of Lack of strong M&E System on Unaffordable selling price

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	52	73.2	73.2	73.2
Agree	16	22.5	22.5	95.8
Neutral	3	4.2	4.2	100.0
Total	71	100.0	100.0	

(source: field survey, 2021)

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By assuming lack of resilient M&E mechanism on the project office leads to escalating the selling price of the condominium houses, the questions were forwarded to respondents whether poor M&E implementation on the branch office leads the condominium house to become expensive. The study result show that 73.2% strongly agreed, 22.5% agreed, and 4.2% neutral. Therefore this indicate that proper implementing of M&E System necessary to provide the condominium houses with reasonable price

Table 4.8 Effects of Lack of strong M&E System on Consumer dissatisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	52	73.2	73.2	73.2
Agree	16	22.5	22.5	95.8
Neutral	3	4.2	4.2	100.0
Total	71	100.0	100.0	

(Source: field survey, 2021)

The questionnaire was dispersed to respondent by assuming lack of M&E brings consumer dissatisfaction. The collected data showed that out of the total population 73.2% of strongly agreed, 22.5% agreed and 4.2 % neutral. Therefore the study revealed that not implementing proper system of monitoring and evaluation through the organization leads dissatisfaction of the consumer.

Table 4.9 correlation of variables with M&E System on the Project Office

		Poor quality	Cost overrun	Delay of the completion	Unaffordable selling price	Consumer dissatisfaction
Spearman's rho	Lack of strong M&E System on the Project Office	.588**	.632**	.671**	.609**	.609**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	71	71	71	71	71

(Source: field survey, 2021)

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The table 4.14 shown above lack of M&E and other variable such as poor quality of the construction, cost overrun, and delay of completion date of the condominium houses, unaffordable price of the condos for target group and dissatisfaction of consumer are significantly correlated variable. Therefore the role M&E on the housing projects are inevitable. Efficient usage of resources, timely completion of projects, standardized houses and reasonable selling price cannot be achieved without adopting workable M&E system on the huge condominium construction area like project 10 branch offices.

### **4.5. Summary of Findings**

According to the field study shown in fig 4.1, the majority of respondents answered that currently, the project office has not yet established an independent unit that followed the implementation of the M&E system under the branch office. However establishing independent units, that follow the real practice of the M&E process within the organization, helps decision-makers a lot providing with timely, reliable, relevant, and independent information about how the construction process going.

Even though independent units have not been established on the branch office M&E process is carried out by site inspectors of the branch office. The study finding shown in fig 4.3 implied that the majority of respondents confirmed individual skills and knowledge were not considered as the challenges of implementation M&E on the project office. Instead, the study revealed that organizational capacity towards manipulating individual knowledge and skills to implement M&E systems using organization structure within the organization is poor.

Because of the different reasons, the study implied that the majority of respondents believe that the branch office is not successful in implementing the M&E system on the branch office to achieve the organizational goal. The factors that consider as challenges of the practice of M&E are the following

- 1) Managerial willingness and initiation to utilize managerial tools for the success of the organization necessary, based on this assumption the question was forwarded for respondents whether there is demand for utilizing M&E within the project office or not. As shown in fig 4.5 the study revealed that lack of demand for organized implementation of M&E system

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within the organization was one of the challenges that affect badly the success of the organization.

- 2) As shown in fig4.6 the study revealed that lack of resources was the challenge that hindered the implementation of M&E on the organization. The process of M&E needs adequate resources like time, budget, competent professionals, and other services like vehicles to undertake the process in a consistent manner.
- 3) According to the study as shown in fig4.7 the majority of the respondent or 71.43% agreed that the negligence of individuals like managers; officers and stakeholders has its own significant influence on drawback the success of the project.
- 4) The managers have the role of performing all managerial functions like M&E and also depend on the organization nature they are expected to apply different r management tools to solve the organization problem and lead to success. But the study findings revealed that one of the challenges that become the bottleneck for exhaustive manipulation of M&E within the branch office is the managerial style. The majority of above 91% of respondents agreed that there existed poor management style within the branch office (see fig 4.8).
- 5) The study findings revealed that the project office had not well-organized monitoring evaluation framework that helps the organization to provide information that enables the managers to measure the project performance from start to the end of the project and the managers and other stakeholders who participate in the construction process may face problem to understand the conceptualized structured framework the construction process.
- 6) The construction projects are better to be led by competent and well-equipped professionals. However, on Addis Ababa Housing Development Corporation Office the managers who have not been assigned by political affiliation without their educational background the study finding showed as politically affiliated persons on the project office affected the implementation of the M&E system due to give more emphasis to routine and papers work than works that improve the construction process.
- 7) The study finding revealed that because of the different reasons the branch officers have not continually undertaken M&E on the branch office. This implied that when the M&E process is ceased, it creates an information gap that affects the decision and the progress of the construction process which have social and political consequences.

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- 8) The finding from the study showed that training was delivered to the officers year to year repeatedly. However, the training is given for them not considered the skill gap and training need of the trainee. So the branch office had not got the benefit that expected from training activity.
- 9) By assuming inadequate implementation M&E on the project office might have direct influence on variables like delay of the completion date, poor quality of the condominium houses, price escalation, dissatisfaction of beneficiary, then the questionnaire were forwarded to participants to respond on each variable. The study conducted to assess whether lack of M&E made cost overrun on the construction process or not, as shown (table 4.4) 73.2% strongly agreed, 22.5% agreed, and 4.2% neutral. Therefore the study revealed that that lack of proper M&E System on the project office escalated the construction cost with unalarmed rate.

The respondents were probed for whether lack of M&E system brought quality problem on the condominium houses or not. The findings of the study showed as table 4.5 indicate out of the total respondents 74.6% of respondent strongly agreed, 21.1 % agreed and 4.2 % were neutral which mean majority of respondents believed because of lack of strong M&E system implementation on the branch office the condominium houses have faced serious quality problem that exposed the inhabitant for additional maintenance cost.

The questionnaire was dispersed to respondent by assuming lack of M&E brings consumer dissatisfaction. The collected data showed that out of the total population 73.2% of strongly agreed, 22.5% agreed and 4.2 % neutral. Therefore the study revealed that not implementing proper system of monitoring and evaluation through the organization brought dissatisfaction of the consumer. As the study assessed whether poor M&E implementation on the branch office brought the condominium house to become expensive or not. 73.2% strongly agreed, 22.5% agreed, and 4.2% neutral. Therefore majority of respondents believed that poor implementation of M&E on the projects made the condominium houses unaffordable to the households. According the study carried out that assess the effects of poor implementation of M&E on the completion date, out of the total participants 49 respondents or 69% strongly agree, 17 or 23.9% agree, and 5 or 7% neutral. Therefore the study revealed that lack of strong follow up of the project by using M&E tools need extra years to finish the projects.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

This chapter mainly deals with the major findings, conclusions, and recommendations based on the results obtained from the data analyzed and interpreted in chapter four. The principal aim of carrying out this study was to assess the challenges and practice of monitoring and evaluation on Addis Ababa Housing Development Construction Office at project 10 branch office.

#### 5.1 Conclusion

From this study, the following conclusion can be drawn:

- The study findings as shown in fig 4.2 revealed that the project office have limited organizational capacity that enables the branch office to practice and to utilize the system to overcome the challenges that hinder the progress of the project.
- The monitoring and evaluation system within the office is not established in the manner that solves the very complicated problem of the project office. Monitoring and evaluation activities are undertaken by the project office site supervisors inconsistently, without structured monitoring and evaluation framework and without organized storing and documenting information used as a baseline for decision-making activity.
- The M&E system not yet strengthen by need-based training and adequate resources that facilitate the accomplishment of the project within the time frame. Besides these, the implementation of M&E on the branch office is highly challenged with the poor management system, lack of devotion of individuals, political affiliation, and lack of demand for the M&E system.
- Because an independent responsible unit with an M&E framework not established in the branch office all works related to M&E not functioned properly, the data collection and interpretation process was not implemented in a manner that can provide useful information for decision-makers and the office couldn't build the capacity to implement and utilized the system to improve the efficiency of the project office.
- According to the participant respond that displayed on table 4.6 - table 4.8, Due to poor implementation of monitoring and evaluation system on the condominium construction area,

the completion date became delayed and the government exposed to incur huge amount of additional costs. These additional costs escalate the price of the condominium houses that made the price unaffordable to the target beneficiary. In addition to this, inadequacy of M&E system implementation on the construction process leads to poor quality that brings dissatisfaction of the beneficiary. So the study finding revealed that the lack of a strong M&E system on the organization had led to lack of quality of the condominium houses, delayed of the construction process, the cost of the construction was highly raised which made the selling price of the condominium houses unaffordable for the households.

### **5.2 Recommendation of the study**

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher recommends that the relevant government bodies, Addis Ababa Housing Development Corporation, the branch office, the project managers, ministry of construction and all the bodies handling these projects must implement well defined monitoring and evaluation system within the housing projects.

- To implement M&E system within the project office, building organizational capacity that enhances an inevitable duty of construction project managers. The branch office should have established a team or unit by recruiting individuals who have adequate knowledge and skills and upgrading these individuals' skills and knowledge by providing need-based training. The branch office needs to establish the line that consistent and reliable information is gathered, interpreted, and delivered to managers for the decision-making process. Finally, the data, the information, the faced problem, and the techniques used by managers against the challenge should be documented and stored for the succeeding projects.
- Because huge amount of human and capital resources involved in the construction sector and to utilize these resources efficient and effective manner the city administration must give higher emphasis for human capital development around the sector. The manager who assign by the city administration to lead the project is better to have well educational back ground and work experience on the construction industry. Therefore the staffing process of managers on all level of the project office should be by objective criteria.

- Because there is lack of enough academic research related to M&E on AAHDC ,it is better the Ministry of construction to have the program that enhance the development of academic research on this area that can encounter the problem raised so far.

### **5.3 Recommendation for Further Study**

The study sought to investigate the practice and challenges of M&E systems at AAHDC branch 10 project office , from the finding the study recommend that an in-depth study should be done on the challenges related to infrastructure provision on Addis Ababa City Administration for condominium residents, the challenge of organizational structure, the challenge of contractor and sub-contractor during construction,. the practice and challenge of risk management ,the practice and challenge of occupational safety and health ,the practice and challenge of quality management in housing project office.

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Appendix A: QUESTIONNAIRES

The purpose of this questionnaire is to gather information about the practices and challenges of project monitoring and evaluation the case of Addis Ababa housing development corporation project office 10.

Its main objective is for the partial fulfillment of Addis College requirements to get master degree in construction technology management.

No need to write your name, your response to the survey will remain confidential.

Any information obtained from you will be an input for the purpose of the study. So if you have additional information please don't hesitate to contact me with the following addresses phone number 0911-33 32 94.

Thank you in advance for your kind co-operation.

Put this sign  in front of your answer

- 1. Gender Male  female
- 2. Educational back ground  
Grade 8-12  Diploma /level1-4  First Degree  Second Degree and Above
- 3. Work experience  
1- 4 years  5-7 years  8 and above
- 4. Project monitoring and evaluation unit well established in project office  
yes  no  partially  don't know
- 5. If your answer is No for question 4. Who are responsible for M&E task?  
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- 6. The capacity of the organization towards implementing proper monitoring and evaluation system  
Very Good  Good  Bad
- 7. Do you believe that the individuals who work in the organization have adequate knowledge and skills towards monitoring and evaluation  
Very Good  Good  Bad
- 8. Do you believe that the project office is working properly towards implementing and using the M& E system for success of the project office?  
yes  No  partially  I don't know

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9. Do you believe that quality problem, delay of accomplishing the condominium houses, cost overrun are the result of poor implementation of M&E system on the project office.

yes  No  partially  I don't know

10. The following are the challenges that hindered the practice of monitoring and evaluation on the project office indicate your feeling in each by SA strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1)

No	Challenges	SA	A	N	D	SD
I.	Weak demand M&E					
II.	Lack of resources					
III.	Negligence of individuals					
IV.	Poor management of M&E					
V.	Lack of organized and documented data					
VI.	Political affiliation					
VII.	Absence of M&E framework (MEF)					
VIII.	Lack of consistency in monitoring and evaluation					
IX.	Lack of continuous training					

11. If there are challenges that are not mentioned here Please write below

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12. Do you agree that lack of strong M&E system with in the project office reason for quality ,cost overrun, dissatisfaction and delay of the project indicate your feeling in each by SA strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1)

No	Effects	SA	A	N	D	SD
i	Poor quality					
ii	Cost overrun					
iii	Delay of the completion					
iv	Un affordable selling price					
v	Consumer dissatisfaction					

13. What do you recommend to solve the problem related M&E practices in a project?

\_\_\_\_\_

## **Appendix B: Interview Questions for Managers**

1. Is there independent unit that run monitoring and evaluation duties on the branch office?
2. If your answer no for question 1. Then who is responsible for monitoring and evaluation duties on the project office?
3. What are the main challenges of the project office have faced in relation to M&E?
4. What is your opinion towards the quality of the data that the organization used related to monitoring and evaluation tasks?
5. What are you Suggestions to mitigate monitoring and evaluation challenges of the project office?