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SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF MONITORING AND EVALUATION IN THE CASE OF ASER
CONSTRUCTION**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the direction of Abebaw Kassie (Ass prof). All sources of materials used for the thesis have been accordingly accredited. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of receiving any degree.

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St. Mary's University Addis Ababa February 2022

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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ACRONYMS

PMBOK Project management body of knowledge

UNDP united Nation Development Program

M&E Monitoring and evaluation

GDP Gross domestic product

KPIS key performance indicator

RFIs request for information

RBM Result based management

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Abstract

The purpose of this study is to assess monitoring and evaluation performance of ASER construction aiming to determine whether progress could be made for meeting the objectives and goal of the organization. Literature about planning, monitoring and evaluation was reviewed. The study used a quantitative and qualitative mixed approach to explore the influence in detail. The primary data was collected from interview, questioner. Purposive sampling technique is used to determine sample, and as a result the sample size was 33 and the targeted population of this study were the staff the project managers and project coordinator. After collecting adequate information, data table presentation was used for analysis generated with Excel Microsoft. The research engaged tables, frequency, percentage approaches and excel Microsoft software. Concerning planning of M & E, there are good practices of M&E but the absence of monitoring and evaluation is seen. Regarding monitoring tools, Physical progress monitoring technical monitoring and quality monitoring are applied on projects but assumption monitoring is not applied on projects. Concerning techniques of evaluation, the performance indicator used was only formative evaluation as the M&E tools and techniques applied. Regarding to information, any information are provided to the project managers directly and the data are needed for decision making. Regarding M&E training is not continuously given to the staff during the gathering and reporting period of the system is also a problem. Therefore, the firm should prepare a framework and guidelines for the M&E system. Hence resulting in the neglect and the less attention given to the monitoring and evaluation of the entire project implementation process leads to unorganized system which focuses on employee to ensure the successful completion of projects.

Keywords: *Construction Industry, monitoring and evaluation, monitoring on construction projects, performance*

CHAPTER ONE

1. INTRODUCTION

This chapter begins with the background of the study, statement of the problem, objectives of the study, basic research questions, significance of the study, delimitations of the study general and specific objectives of the study, the research questions are presented. Lastly, the subsequent section presents significance of the study and the scope of the study.

1.1 Background of the study

Construction according to is as an economic activity directed to renovation, repair or extension of fixed assets in the form of buildings, land improvements of an engineering nature, and other such engineering constructions as roads, bridges, dams, etc. Company performance will ultimately affect the organizational effectiveness. As construction industry makes significant contributions to the socio development process of a country. Its importance emanates largely from the direct and impact it has on all economic activities. It contributes to the national output stimulates the growth of other sectors through a complex system of linkages.

Similar to all other socio-economic activities, another key contribution of construction industry is revenue generation to government. The construction industry contributes to economic activity through generation of revenue for government from corporate income taxes of companies, the rental income, sales tax, capital gain tax and income tax from those employed in the construction industry, which in turn goes to the financing of public services such as schools and health institutions among others.

According to the construction industry is large and volatile and demand huge capital outlay; as a result the industry sometimes produces also huge problems which can end up into dispute and distraction of relationships between different parties of interest. The parties that involve in construction industry could either be client, contractor, engineer or consultant. In most cases the negative effect that arises are as such poor quality, time loss and cost overrun. From the client point of interest they would be a loss of profit as a plan might have been drawn for business to get

on. On the contractor's side delays in construction entails a contractor into additional cost from labor, material, equipment etc.

The construction industry contribute great role in the case of developing countries including Ethiopia and it has been playing a crucial role in sustaining country's rapid and equitable socio-economic development and changing the livelihood of millions of peoples. Information obtained from Ministry of Construction indicated that the sector had a 9.5 percent share from Ethiopia's total Gross Domestic Product (GDP) in 2016. The main important thing for the construction sector is the success of the started projects and the completing time as success is the question of completing a project against its main design parameters set at the start of the project and on time, within budget, in accordance with the set specifications or standards, and with customer satisfaction respectively . The successful execution of construction projects and keeping them within estimated cost and prescribed schedules depend on a methodology that requires sound engineering judgment .ASER construction is one of the most competitive construction company in our country Ethiopia and has contributed for the country in the construction sector in building up roads across the country. ASER construction uses M&E on projects, to determine whether a project has achieved the desired outcomes, which in turn facilitates the decision-making process in terms of the performance of the project. Monitoring and evaluation can play a major role in enhancing the effectiveness of projects. Hence, the M&E system is really one of the pillar activities at the firm. .For an organization to be effective in the work it's a very important job to measure the performance of its work regularly According to Anderson (2002:2)

A project is a one-time, unique, multitask job with a definite starting point, definite ending point, a clearly defined scope of work, a budget, and usually a temporary team. In addition, projects need capital and commitment of other resources and most of the time involve conflict. A project is completed when its goals and objectives are accomplished to the satisfaction of the stakeholders and when objectives are attained (PMI, 2013). The ability to measure and demonstrate outcomes and impacts relies on the use of indicators and on the capacity to systematically collect and analyze that information. The conditions in which M and E are carried out widely, depending on the demand for information, the extent to which it is used to inform decision making, and the reliability of the systems that are in place to capture and convey that information.

Monitoring and evaluation (M&E) is described as a process that assists project managers to scale up performance and influence the results. M&E aims at improving present and future use outputs, outcomes and impact (UNDP, 2012). Gyorkos (2013) asserts that monitoring provides management and stakeholders with clear indicators of advances and attainment of forecasted results using the available resources. Effective monitoring and measuring also includes providing timely feedback and reviews of the employees for their work and performance according to the predetermined goals and solving the problems faced (Mani, 2002:142). Rudman (2003:12) highlights that timely recognition of the accomplishment also motivates and helps to improve the performance. The construction industry is generally considered to have underperformed compared to other industries. The construction industry project consist of seven project performance indicators, namely: construction cost, construction time, cost predictability, time predictability, defects, client satisfaction with the product and client satisfaction with the service; and three company performance indicators, namely: safety, profitability and productivity. Most of these indicators can be regarded as having results orientation, except for predictability of design cost and time, and predictability of construction cost and time, which can be regarded as procurement orientated, and safety, which can be regarded as process orientated

, defines construction as the sequence of preparing and forming buildings and Building systems. He further mentions that the construction sequence begins with Planning, design, and financing which continues until the project is completed.

Therefore the aim of this study is to investigate deeply the practice of monitoring and evaluation of construction projects in ASER construction. ASER construction has started new projects which should have been completed earlier but not completed yet and this is seen as loosing time and energy and it is a big failure for the company

1.2. Statement of the problem

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

Monitoring and evaluation are aimed at increasing the performance of the company and meet the three main aspects of project objectives (Time, Cost and Quality).The information collected through

monitoring shows the gaps in a project to require resources. Without M&E, it wouldn't be clear what areas need to be a priority. Resources could easily be wasted in one area that isn't the source of the issue. This allows managers to stay in the track of progress, determine any issues, and alter operations to require account of expertise, and develop any project success.

With the above statement in mind projects at ASER construction, projects are monitored and their progress is evaluated on a monthly basis. Project's cost, time, scope, quality and resources (material, equipment and labor) are the major parameters which are assessed continuously. The aims of monitoring and evaluation is to provide information that can help inform decisions, improve performance and achieve planned results (Ottosson, 2013). The aims of monitoring and evaluation is to provide information that can help inform decisions, improve performance and achieve planned results (Ottosson, 2013). Construction project management best practices require certain documents to be generated and updated regularly throughout the project. Software developers and practitioners within the construction industry have realized the achieved benefits by the means of electronic communication and storage. Without careful monitoring, the necessary data is not collected; hence evaluation cannot be done well. Monitoring facilitates evaluation, but evaluation uses additional new data collection and different frameworks for analysis. Monitoring and evaluation of a program will often lead to changes in program plans. A problem of working as a team on projects with all concerned body and poor understanding of the influence of the two management functions; Monitoring and Evaluation can be blamed for the poor performance of projects in developing nations. The quality of data reported, the consistency of the reporting period, the effectiveness of this system, should be given emphasis. Abebe, (2015) and Stofile, (2014) argue that a poor M&E practices can lead to a poor project performance, erroneous decisions, inappropriate feedback on important situations, poor quality of outputs, low productivity, cost and time overrun, poor scope change management during variation and modifications works. Poor project performance attributes to limitations in application of monitoring and evaluation as a component of project management cycle. Advent of new tools, techniques and advances in project monitoring and evaluation methodologies gears performance of development projects. Project donors, beneficiaries and stakeholders demand for evidence of project performance against targets lot of studies focused on M&E systems in general and mostly based on selection of tools and techniques finance on M&E. Having identified the research gaps, the researcher is keen on assessing M&E system and performance of ASER construction at area of Bole Michael site. The existence of an effective system is critical, this implies the importance of

having an excellence M&E system is critical. In order to fill this gap, this study will assess the current M&E practices of the company and its impact on projects

1.3. Research question

1.3.1. How does ASER construction practice its M&E in the organization?

1.3.2. What is the M&E performance in ASER construction?

1.4 Objective

1.4.1. General objectives

The general objective of this research is to assess how monitoring and evaluation practice in ASER Construction.

1.4.2. Specific objective

1.4.2.1. To assess the monitoring and evaluation practice of the organization

1.4.2.2. To assess the significance and performance evaluation criteria

1.5. Significance of the study

This study has a great role to different institutions or organization if applied correctly and also helps managers to focus on it and ensure the development of the organization. To manage construction projects needs a complex and intricate processes, hence require a persistent monitoring and evaluation of those processes is really important. The research will give full understanding about the monitoring and evaluation practices currently being employed at ASER construction. The result of the study will be important to defense construction in particular and other contractors in general to create awareness on the issue and its importance to achieve the project objective. Even though the research focuses on construction projects, the findings and the outcome could be relevant to practitioners in other industries with particular emphasis on the various stages involved in project planning, monitoring and evaluation.

1.6. Scope and limitation of the study

The study focused on the assessment of construction project planning, monitoring and evaluation in ASER construction. Even though the company has started constructing roads throughout the country, this study is sought to assess the project that is found around the city. The study particularly, it focused on only from the organizations in the head office, site engineers and project managers of the project who are involved in the active projects. The study covers only to focuses on the practices of road project found in the city around Bole Michael. It doesn't incorporate closing process groups because the project is ongoing and other related issues. It also looks in to the perception of both management and employees. But this paper covered only bounded concerned bodies of the organization namely, the managers, plant managers and onsite engineers and staffs in Addis Ababa head office. It focuses on 33 of the target group for the assessment of the effectiveness aiming to help managers, and make them informed about the projects and its progress and to ensure this objective and work efficiently and monitoring and evaluation technique could be applied. The organization has number of projects around the country but in this study it is focused only in one of the project and among the many challenges shortage of time was a huge one .Accordingly, the study has enclosed to show monitoring and evaluation of performance in the company ASER construction and making the employees fill the questions was the other one.

1.7. Organization of the study

This research paper is organized into five chapters. The first chapter deals with background of the study, statement of the problem, objectives of the study, research questions to be addressed, and significance, scope and limitations of the study. The second chapter presents review of as well as empirical literatures relevant to objectives of the study. Whereas, chapter three distinctively deals with the research methodology implemented, chapter four presents findings and discussion. Finally, chapter five presents conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical view

2.1.1. Projects

Project as “is a one-time job that has a definite starting point, definite ending point, clearly defined scope of work, a budget, and is multitask in nature” (2003) define a project as “A project is a sequence of unique, complex, and connected activities having one goal or purpose and that must be completed by a specific time, within budget, and according to specification” also define a project as “A project is a temporary endeavor undertaken to create a unique product, service, or result”. Generally, a project is any activity that has specific objectives to be completed within specific time. It has an end and start time which consume human and non-human resources. According to Lewis (2005) projects often involve many different disciplines. For instance, in construction projects architects, civil engineers, construction engineers, electrical engineers, mechanical engineers, accountants, purchasers, carpenters, plumbers, electricians, painters, suppliers and unskilled laborers are involved. Projects also have various phases the nature of the project changes with its life cycle.

According to the PMI, (2013) project is defined as “A project is a temporary endeavor undertaken to create a unique product, service, or result.” A project is a one-time, unique, multitask job with a definite starting point, definite ending point, a clearly defined scope of work, a budget, and usually a temporary team

2.1.2. Construction Projects

The construction industry is heterogeneous, enormously complex, sophisticated and time-consuming undertakings. It is subject to the influence of highly variable and sometimes unpredictable factors. No two construction projects are exactly the same, to a great extent each are unique, no two jobs are ever exactly the same. (Sears et al, 2015)

Adding to the complexity of construction projects is the mix of team specialists that include a multidisciplinary team of engineers (civil, electrical, sanitary), architects, financial, insurance, legal,

design, safety and engineering specialists; construction teams of various trades; and an efficient supply chain for materials and equipment are needed to deliver the project .

Levy, (2010) states that the construction industry is a business of high risk and relatively low profit margins. The goal of any construction project is to build something. What differentiate the construction industry from other industries is that its projects are large, built on-site, and generally unique in nature (Ritz & Levy, 2013).

Construction contractors are the major actors in any construction project and are also the ones who are highly affected by the success or failure of a project. Hence, constant follow up and frequent evaluation of project status is one of the major activities undertaken throughout the project life time (Sears et al., 2015)

2.1.2.1. Project success

The success of a project should be measured in terms of completing the project within its scope, in time, on budget, to the required quality, with the right amount of resources and also the constraint of risk as aggraded up on, between the project manager and senior managers, PMI (2013).Project success should be referred to the last baselines approved by the authorized stakeholders. In order for a project to be successful, the project team should Select appropriate processes required to meet the project objectives, Use a defined approach that can be adapted to meet requirements, Establish and maintain appropriate communication and engagement with stakeholders, Comply with requirements to meet stakeholder needs and expectations, and Balance the competing constraints of scope, schedule, budget, quality, resources, and risk to produce the specified product, service, or result (PMI, 2013).Project success is the completion of projects within the specified period of time, within the budgeted cost, at the proper performance or specification level, with customer satisfaction and acceptance, with minimum or mutually agreed upon scope changes, without disturbing the main work flow of the organization and without changing the corporate culture, .

2.1.3. Project Process

Project management involves five process groups as identified in the PMI (2013), which are the necessary competencies that must be achieved in order to secure the most effective use of project resources, namely initiation, planning, execution, monitoring and evaluation and project closing

respectively. From the start to the end, a project goes through a whole lifecycle that includes defining the project objectives, planning the work to achieve those objectives, performing the work, monitoring and controlling the progress, and closing the project after receiving the product acceptance.

Project initiating process group: this stage defines and authorizes the project. The project manager is named, and the project is officially launched through a signed document called the project charter, which contains items such as the purpose of the project, a high-level product description, a summary of the milestone schedule, and a business case for the project. It Involves Selection of the best project given resource limits, Recognizing the benefits of the project, Preparation of the documents to sanction the project and Assigning of the project manager. it consists of defining effectively the beginning of a project. Setting clear phases for work to be completed, initializing teams, and having the budget in place before work begins are also going to be conducted.

Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track then good evaluative information can help clarify the realities and trends noted with the monitoring system

2.1.4. Planning, Monitoring and evaluating a construction project

According to Merith.al.et (2013p.123)” Managing a project involves continually planning what to do, checking on progress, comparing progress to plan, taking corrective action to bring progress into agreement with the plan if it is not, and re-planning when needed. Good planning, monitoring and evaluation enhance the contribution of contractors by establishing clear links between past, present and future initiatives and development results. Monitoring and evaluation can help organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved.

2.1.4.1. Monitoring and evaluation

Stated the most widely used communication tools as which includes progress reports, meetings, and work observation.

Progress reports; progress reports prepared at regular intervals for reviewing of the status of the project. Progress reports enables the assessments of progress and achievements and helps focus on results of activities , enabling the improvement of subsequent work plans .reporting helps from the basis for decision-making and learning at the management level .Reporting communicates how effectively and efficiently a project is meeting its objectives. Applying the tools and techniques of monitoring and evaluation has a great impact on project effectiveness. There are vast monitoring techniques literature reviewed among stem et. al(2005).has established some techniques of monitoring that could be applied to help project managers so luck of this monitoring technique framework has a negative impact on project success. In monitoring performance one of the techniques used in participatory monitoring which involves project beneficiaries the staff and the community and the government in the stage if design and implementation of the project monitoring.

Monitoring for cost-effectiveness considers empowerment like any other possible ways to be considered in program design. As an end, monitoring for cost-effectiveness considers successful empowerment to be a benefit which must be valued and counted along with other benefits in the assessment of a project's cost-effectiveness. Under monitoring for cost-effectiveness, both more and less participatory projects are considered within the same monitoring framework

Monitoring is the systematic method of collecting, analyzing and using information to track a program's progress toward reaching its objectives and to guide management decisions. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach.

Many programs and projects are driven by pre-set targets and actions, such that is an additional burden on application teams, and their monitoring practice is limited to the fulfillment of reporting requirements of governments (, 2008).

Monitoring is conducted after a program has begun and continues throughout the program implementation period. Monitoring is sometimes referred to as process, performance or formative evaluation.(Gage and Dunn 2009, Frankel and Gage 2007, and PATH Monitoring and Evaluation Initiative)

Today it believed that organizations are currently in the process of reviewing ways in which monitoring can achieve greater consistency and effectiveness (World Bank, 2008), Often, if the

service given from organization is not on time it affects all aspect of the organization and the impact it has negatively is high. Delays occurs on a daily basis which results in ineffectiveness, inefficiencies, and poor performance of the products and its processes (, 2013).

Organization should be aware of the performance of their staff not to be affected negatively .One of the reasons could be the performance measures which are defined and optimized for each function within an organization but not for the entire value delivery process (Viswanathan, 2012)

In between late deliverance of service the communication between the organization, the staff and stakeholders will be affected .During this time of inconvenience a communication based theory applied in the firm in order to smooth the flow. Pretorius et' al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001).

From the literature identified by Lee and Chu (2005), it was found that information sharing is more beneficial where inventory policies are reformulated to make better use of shared information; and where higher levels of manufacturing capacity is available and where supplier lead time is longer and where retailer lead time is shorter (Moinzadeh, 2002).

Applied as a function, monitoring and evaluation is an integral part of project management involving a system of reflection and communication supporting project implementation (Nuguti, 2009)

Managing construction projects with monitoring and evaluation requires an integrated process to ensure that they are completed on time, on budget, and within the contract specifications. In that it shows that monitoring and evaluation as a management function, indeed has influence on project performance.

Monitoring and evaluation helps track project performance at any given time and provides reasons for an observed project status. Different systems applied while project performance was considered as the degree of goal achievement

This review reports about the literature appeared on the selected articles. The researchers in the articles have discussed different aspect of the articles. Organizations are currently in the process of reviewing ways in which monitoring can achieve greater consistency and effectiveness (World Bank, 2008), that is, where monitoring will enable them to judge the impact of a performance as well as obtain recommendations on how future interventions can be improved (UNDP, 2009). However, one shortcoming of monitoring practices is that there are no set standards for measuring its quality (Chaplowe, 2008). It is, therefore, subjective and relies on the rule of thumb. Although monitoring is used mainly for checking projects impact as well as establish whether it meets its goals and objectives, they are also a mandatory requirement for government sponsored projects where governments use them to determine efficient use of their funds by organizations Researchers in the articles tried to show that Organizations are in the process of reviewing ways in which monitoring can achieve greater consistency and effectiveness (World Bank, 2008), that is, where monitoring will enable them to judge the impact of a performance as well as obtain recommendations on how future interventions can be improved (UNDP, 2009).

Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes.

Review meetings; regular progress review meetings help managers to inform all the members about the general progress and to identify where and when problems are likely to arise and then to act to prevent them from occurring as much as possible. work Visits; site visit is another important means of communication in the monitoring of project activities and output progress .site visit is an in-depth gathering of project information for monitoring purpose.

2.1.4.2. Monitoring and Evaluation system

Monitoring and Evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. The past, present and the future will be linked through this system. It is one of the most powerful tools that influence the performance of a project (Gudda, 2011). M&E is a key component of project management that gives control over the main parameters that define a project; scope, quality, resources, completion time and cost (Kerzner, 2017). Basically, we start the M&E process by measuring actual performance, which is then compared against planned performance. If there is any deviation (or variance), we analyze the causes. We formulate corrective actions and implement them to

correct the variance, then repeat the process by measuring the revised performance and comparing it to planned activities until there is no more (Ritz & Levy, 2013).

2.1.4.3. Type of monitoring

According to Gudda (2011) the types of monitoring include process monitoring, technical monitoring, assumption monitoring, financial monitoring and impact monitoring.

Process monitoring/ physical progress monitoring: It involves a routine data collection and analysis in order to establish whether the project tasks and activities are leading towards the intended project results. This kind of monitoring measures the inputs, activities and outputs. It informs managers and owners of the project in keeping a check on whether activities in project are up to schedule. Managing physical progress can be linked to managing time. Project outputs, Project inputs, Progress of project according to objectives and the way the project is managed, and style of work are items to consider during physical progress monitoring.

Project milestones are the simplest method for monitoring physical progress monitoring. As stated by J. Jackson (2010) those three methods can be used for measuring physical progress of a project:

- A. Quantifying output of the activity in absolute terms. It is used to determine what percentage of the work is completed on the project. It can be calculate by measuring the quantity of work executed to date relative to the total quantity of work planned.
- B. Valuing the output of the activity .it involves calculating earned value of the completed work and compare with total value of work planned
- C. Using time spent on the project /activity

Technical monitoring: assess the strategy that is being used in project implementation to establish whether it is achieving the required results. It involves the technical aspects of the project such as the activities to be conducted.

Assumption monitoring: any project has its working assumptions which have to be clearly outlined in the project log frame. These assumptions are those factors which might determine project success or failure, but which the project has no control over. Assumption monitoring involves measuring these factors which are external to the project.

Financial Monitoring: refers to monitoring project expenditure and comparing them with the budgets prepared at the planning stage. Financial monitoring is important for accountability and reporting purposes, as well as for measuring financial efficiency and ensuring there is no excess or wastage of fund. It is used to estimate project cost at completion (PMI, 2013). One of the budget monitoring or cost performance measurement techniques is the earned value technique (EVT).

J. Lewis (2004), the earned value technique compares the cumulative value of the budgeted cost of work earned allocated amount to the budgeted cost of work scheduled and to the actual cost of work performed. Budgeted cost of work scheduled (BCWS) or planned value (PV): Planned value is the budgeted cost for the work scheduled to be completed on an activity or work break-down structure component up to a given point in time. It shows what is planned for execution Budgeted cost of work performed (BCWP) or earned value (EV): Earned value is the budgeted amount for the work actually completed on the schedule activity or work break down structure component during a given time period. Actual cost for the work performed (ACWP) or actual cost (AC): Actual cost is the total cost incurred in accomplishing work on the schedule activity or WBS component during a given time period. It is obtained by summing up the actual cost incurred to date in progressing work package. An important part of the cost control is to determine the cause of variance, the magnitude of the variance and to decide if the variance requires corrective action. The earned value technique involves developing these key values for each schedule activity, work package or control account. The PV, EV and AC values are used in combination to provide performance measures of whether or not work is being accomplished as planned at any given time. The most commonly used measures are cost variance (CV) and schedule variance (SV). Cost variance (CV): is computed by comparing actual performance with the budgeted cost of work performed. $CV = EV - AC$ The cost variance at the end of the project will be the difference between the budget at completion (BAC) and the actual amount spent. Schedule variance (SV): is computed by comparing budgeted cost of work performed with the budgeted cost of work scheduled. $SV = EV - PV$ If schedule variance is positive, then the project is ahead of its planned cost. **Project quality Monitoring:**

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

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

Impact Monitoring: it is a type of monitoring which continually assesses the impact of project activities to the target population.

2.1.5. Influence of monitoring and evaluation Employee Performance

Meyer and Allen (1997) claim that there is a negative relationship between normative commitment and EP. They argue that this occurs because employees with a high degree of normative commitment are “trapped” in no-choice situations, such as remaining in the firm even if they do not want to. Thus, they perform their jobs passively and gradually their performance decreases (Meyer and Allen, 1997). However, Somers and Birnbaum (1998) report that normative commitment can be positively associated with EP (but at a low statistical significance). Monitoring and evaluations are interactive and mutually supportive processes. The main difference between monitoring and evaluation is their timing and focus of assessment. Monitoring is ongoing and tends to focus on what is happening. On the other hand, evaluations are conducted at specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project implementation, tracking outputs, budgets, compliance with procedures, etc. Evaluations may also inform implementation, but they are less frequent and examine outcomes. However, monitoring and evaluation are essentially associated too; monitoring typically provides data for evaluation, and elements of assessment take place when monitoring (IFRCS, 2011).

2.1.6. Project Performance

Project performance consists of number of projects completed, number of satisfied customers and cost effectiveness of the project (Acharya, Kumar, Satyamurti & Tandon, 2006). In terms of achievement and fulfillment arising from an operation in relation to set goals. Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems (Shapiro, 2001) thus improving overall efficiency. In this way, M&E can have influence on project performance much as there is inadequate information on this (Singh & Nyandemo, 2004). Monitoring and Evaluation (M&E)

is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. The past, present and the future will be linked through this system. It is one of the most powerful tools that influence the performance of a project (Gudda, 2011).

2.1.7. Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a project management function. It is also a part of the project cycle, which aids the tracking of the project performance at any given time, as well as provides reasons for any observed project status. Monitoring and Evaluation is an important activity in the life of projects because it determines the project success according to (2011). M&E is a key component of project management that gives control over the main parameters that define a project; scope, quality, resources, completion time and cost (Kerzner, 2017). Basically, we start the M&E process by measuring actual performance, which is then compared against planned performance. If there is any deviation (or variance), we analyze the causes. We formulate corrective actions and implement them to correct the variance, then repeat the process by measuring the revised performance and comparing it to planned activities until there is no more (Ritz & Levy, 2013). According to the influence of monitoring and evaluation on project success does not correlate with the practice of M&E on projects. M&E is intermittently undertaken to fulfil donor agency requirement. The poor understanding of the influence of the two management functions; “Monitoring” and “Evaluation” can be blamed for the poor performance of projects in developing nations. Also, due to the application of monitoring and evaluation in several sectors of business, the understanding of the function and role of M&E in construction project management is sometimes misunderstood.

2.1.7.1. Project monitoring

According to (2005) projects often involve many different disciplines. Monitoring is a systematic and continuous process of collecting, analyzing, and using of information for the purpose of management and decision-making. For instant in construction projects architects, civil engineers, construction engineers, electrical engineers, mechanical engineers, accountants, purchasers, carpenters, plumbers, electricians, painters, suppliers and unskilled laborers are involved. Projects also have various phases the nature of the project changes with its life cycle. According to Jody and

Ray(2004) Monitoring gives information on where a project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent.

According to J. Jackson (2010) the three primary elements associated with managing the construction project are quality, cost, and time. According to the revised article “July The authors have tried to investigate the influence of monitoring techniques on project performance of Kenyan State Corporations. With a simple random sampling, data was collected from it using questioners on open and closed questions. It is seen that monitoring as an enabling for judgement on the impact of a performance as well as obtain recommendations on how future interventions can be improved. Monitoring for cost-effectiveness considers successful empowerment to be a benefit which must be valued and counted along with other benefits in the assessment of a project’s cost-effectiveness

Elias Ntiniya, 2016, : A case of kaiado. The study is to assess the extent to which involvement of stakeholders in M&E process influences performance of CDF projects, to establish how M&E cost influences the performance of CDF projects and to determine the influence of timeliness of M&E on performance of CDF projects and to examine how the utilization of M&E results influences on performance of CDF projects.

The “Tengan Callistus and Aigbavboa Clinton Jan, 2018 “The study concludes that effective M&E plays a critical role in construction project implementation given the needed attention by the project implementers/team by providing adequate resources, technical capacity building and providing a conducive project environment and the involvement and participation of stakeholder in M&E will see project performance improved.

In the research paper “Aigbavboa1, and Didi Thwala1 Conceptual Description of the Key Determinants of Effective Monitoring and Evaluation System identify the main determinants which together influence the effectiveness of the M&E of projects. The study is to help NGOs, donor agencies and the project management in better understanding of the M&E systems and how to improve them to meet their expectations.

Yitbarek Takele Bayiley and Getachew Kahsay Teklu Success factors and criteria in the management of international development projects to analyses the results of a survey and to identify project success to assess the most suitable alternative to manage ID projects successfully. Cost-effectiveness considers empowerment like any other possible ways to be considered in program design. As an end, monitoring

for cost-effectiveness considers successful empowerment to be a benefit which must be valued and counted along with other benefits in the assessment of a project's cost-effectiveness.

Víctor Hermano Adolfo Lopez-Paredes b.Natalia Martín-Cruz a, Javier Pajares, 2019 How to manage international development (ID) projects successfully. This study is all about assessing the most suitable alternative to manage ID projects successfully and achieving the objective by identifying the critical success factors for ID projects and then, it evaluate. It provides a first evaluation of the young PMD Pro1 as the new framework to manage ID projects, appointing to the main differences this new framework has with the hitherto used LFA.

2016, influence of monitoring and evaluation tools on projects performance of building and construction projects in Kenyan public universities: A case of the university of Nairobi states and concludes the research paper that there are budgets set to carry out M&E among construction projects in the University of Nairobi and that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements.

“” The main goal was to find out what needs changed to enhance project performance. The focus was on monitoring, evaluation and planning of the projects. UNDP was keen in projects performance and the development results. to establish the effects of project monitoring and evaluation on performance of road projects

The capstone team that conducted this research is made up of two students from the Master of Development Practice (MDP) program, Christina Field, Maria Victoria Punay; and one student from the Master of Public Policy (MPP) program, Anika Walz. The research team sought input from international non-governmental organizations (INGOs) seen as leaders in their field for their work in M&E. The goal was to identify what are prevalent and good practices in M&E systems in humanitarian aid and international assistance.

2.1.7.2. Type of monitoring

According to Gudda (2011) the types of monitoring include process monitoring, technical monitoring, assumption monitoring, financial monitoring and impact monitoring.

- Physical project progress monitoring It involves a routine data collection and analysis in order to establish whether the project tasks and activities are leading towards the intended project results. This kind of monitoring measures the inputs, activities and outputs. It informs managers and owners of the project in keeping a check on whether activities in project are up to schedule
- Finance progress monitoring refers to monitoring project expenditure and comparing them with the budgets prepared at the planning stage. Financial monitoring is important for reporting and accountability purposes, as well as for measuring financial efficiency and ensuring there is no excess or wastage of fund. It is used to estimate project cost at completion (PMI, 2013). One of the budget monitoring or cost performance measurement techniques is the earned value technique (EVT). According to J Lewis (2004), the earned value technique compares the cumulative value of the budgeted cost of work performed (earned) at the originally allocated budget amount, to both the budgeted cost of work scheduled (planned) and to the actual cost of work performed(actual). Budgeted cost of work scheduled (BCWS) or planned value (PV): Planned value is the budgeted cost for the work scheduled to be completed on an activity or work break-down structure component up to a given point in time. It shows what is planned for execution Budgeted cost of work performed (BCWP) or earned value (EV): Earned value is the budgeted amount for the work actually completed on the schedule activity or work break down structure component during a given time period. Actual cost for the work performed (ACWP) or actual cost (AC): Actual cost is the total cost incurred in accomplishing work on the schedule activity or WBS component during a given time period. It is obtained by summing up the actual cost incurred to date in progressing work package. An important part of the cost control is to determine the cause of variance, the magnitude of the variance and to decide if the variance requires corrective action. The earned value technique involves developing these key values for each schedule activity, work package or control account. The PV, EV and AC values are used in combination to provide performance measures of whether or not work is being accomplished as planned at any given time. The most commonly used measures are cost variance (CV) and schedule variance (SV). Cost variance (CV): is computed by comparing actual performance with the budgeted cost of work performed. CV equals EV minus actual cost (AC). $CV = EV - AC$ The cost variance at the end of the project will be the difference between the budget at

completion (BAC) and the actual amount spent. Schedule variance (SV): is computed by comparing budgeted cost of work performed with the budgeted cost of work scheduled. $SV = EV - PV$ If schedule variance is positive, then the project is ahead of its planned cost. If it is negative, then the project is behind its planned cost. Schedule variance will ultimately become zero when the project is completed because all of the planned values will have been earned

- Project quality monitoring -The first goal of the quality management plan is to get things done right the first time. Getting it right in construction doesn't always mean getting it perfect. Quality monitoring primarily deals with issues relating to conformance to the plans and specs. All of the materials, systems, and workmanship applied to the project must conform to the requirements set forth in the contract documents. Quality control is accomplished using a number of different mechanisms: submittals, mock-ups, shop drawings, inspections, and testing, which are all called for in the project manual.
- Assumption monitoring Project Physical progress monitoring any project has its working assumptions which have to be clearly outlined in the project log frame. These assumptions are those factors which might determine project success or failure, but which the project has no control over. Assumption monitoring involves measuring these factors which are external to the project. It involves the process of writing down the risks, assessing them and making all project team members be aware of their existence.
- Technical Monitoring assess the strategy that is being used in project implementation to establish whether it is achieving the required results. It involves the technical aspects of the project such as the activities to be conducted
- Performance monitoring is one of the essential functions of human resource management and contributes to effective management of individuals and teams in order to achieve stated organizational goals.

2.1.8. Project Evaluation

Garbutt, (2013) defined evaluation as “a learning and management tool; assessing what has taken place in order to improve future work, determine how far objectives have been achieved and whether the initial assumptions about what would happen were right; and, to make judgments about effectiveness, efficiency, impact and sustainability of the work.” Additionally, also defines “Evaluation is the periodic assessment of changes in desired outcomes that can be attributable to a program’s interventions. Particularly, the study aimed at describing the M&E practices applied, assessed how quality of feedback affects, and determined the relationship between M&E practices and project performance.

Table 2.1. difference between monitoring reporting and evaluation

	Monitoring	Reporting	Evaluation
When?	Daily activity	Can be weekly, monthly, quarterly	Can be weekly, monthly, quarterly Usually at completion but also at mid-term, ex-post
What action?	To verify	To communicate	report/To evaluate
Why?	Improve the execution and the efficiency, adjust the work stages Check progress, take remedial Action	Be accountable to the Board	Improve the efficiency and effectiveness of the project Learn broad lessons applicable to other projects; provides accountability
Focus?	Resources, processes, activities, and outputs	Results, benefits	outputs, Outputs, outcomes and benefits/impact
References?	Project plan, work stage plans	Reports, Learned report Date report	Lessons Project document, business case, organization strategy
Done by whom	The project manager	The project manager and the team manager	External evaluators
To whom?	The executive, the quality assurance	The project board, the supplier, the users	Stakeholders, project board, the executive, the organization clients

Lewis R.Ireland(2006)states monitoring and evaluation as one of the management function called controlling and it is the process of monitoring, evaluating, and comparing planned results with actual results to determine the progress toward the project cost, schedule, etc.

2.1.6 Type of evaluation

According to UNDP (2009) the key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. Evaluations, like monitoring, can apply to many things, including an activity, project, program, strategy, policy, topic, theme, sector or organization They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis. According to IFRCs, (2011) the different types of evaluation are;

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

Summative evaluation: is a form of assessment that traces its roots back to measuring the attainment of goals and objectives over time. It occurs at the end of project/program implementation to assess effectiveness and impact.

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

Final evaluations: are summative in purpose and are conducted at the completion of project implementation **Ex-post evaluations:** are conducted sometime after implementation to assess long term impact and sustainability

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

External or independent evaluation are conducted by evaluators outside of the implementing team, lending it a degree of objectivity and often technical expertise.

Participatory evaluations: are evaluations conducted with the beneficiaries and other key stakeholders.

Joint evaluations: Are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support. Based on evaluation technicality or methodology.

Real-time evaluations used to assess the evaluation process itself.

Thematic evaluation focus on one theme such as gender or environment typically across a number of projects programs or the whole organization.

Cluster evaluations: focus on a set of related activities, projects or programs, typically across sites and implemented by multiple organizations (e.g. National Societies, the United Nations and NGOs).

Impact evaluations: focus on the effect of a project/program, rather than on its management and delivery

2.2. Empirical Reviews

Some empirical literatures that were related to the research are reviewed by the researcher and presented as follows: Hidaya (2011) in his research states that Construction projects require skilled management, as they are complicated and face many challenges and constraints, such as cost, time regulations, materials and environmental rules or customs. In construction projects several activities happen and take place at the same time, but still are connected and integrated. Therefore, we need 'thorough and effective follow up, communications and collaboration to manage and control these activities. The importance of planning monitoring and controlling projects in construction projects was stated in the research conducted by Abebe (2015). The criticalness of evaluating progress reports and also forwarding feedback on the results of these evaluation was also stated in this research. Monitoring project cost must not be the only focus of monitoring and evaluation of construction project was also one of the issues stated. The data collected through an M&E system should have an excellent quality, since it is going to be used in the decision-making process of the company. In addition to that the data collection mechanism should be effective too. Training on M&E should be provided for the staff so that their interest and knowledge can mature to the expected level (Demissie, 2014). Temesgen (2004) conducted an assessment of monitoring and evaluation of Health Bureau's

Hospitals construction projects. This study was guided by the general objective, to assess the project monitoring and evaluation of Health Bureau in relation to hospital construction.

The importance of planning monitoring and Evaluation projects in construction projects was stated in the research conducted by The criticalness of evaluating progress reports and also forwarding feedback on the results of these evaluation was also stated in this research. Monitoring project cost must not be the only focus of monitoring and evaluation of construction project was also one of the issues stated.

The data collected through an M&E system have an excellent quality, since it is going to be used in the decision-making process of the company. In addition to that the data collection mechanism to show effectiveness. Trainings on M&E system should also be provided for the Organization staff so that their interest and knowledge can mature to the expected level (For best result of the project. In general, every organization has well expectations from the employees with respect to their performance. Efficiency and effectiveness are some of the ingredients of performance apart from competitiveness and productivity and monitoring the work could be a way for increasing individual's performance.

2.3. Research gaps

Most of the above reviewed literatures have provided with abundant knowledge in area of monitoring and evaluation information on the topic of projects monitoring and evaluation, yet current researches on building roads are not fully understandable that the influence and the practices are not yet covered. This research also shows and identify the area in which managers and company owners should emphasizes and focus about their current on hand projects in the monitoring and evaluating the performance of their employees which helps the completion of the project in timely manner.

2.4. Chapter Summary

This chapter sets to describe the key determinants of monitoring and evaluation. This was achieved via the review of literature and ranking the identified factors based on the perception of respondents. Factors largely determined the effectiveness of M&E system. M&E system is evidence to generate quality data for effective planning and accountability for the decision making. Ultimately the success of the M&E process potentially will guarantee project success Moreover, managers should also take into account when planning their programs a firms organization climate characteristics as well as employees interpersonal relationships in order to determine the monitoring and evaluation outcomes (positive and/or negative) For the organization. Additionally, it should emphasize that manages must not under look the impact of monitoring culture has on the company.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

In this chapter the methodology is presented used in carrying out the study. The chapter consists of the research design, sampling procedures and sample size, research instruments, target population, data collection procedures and data analysis.

3.2. Research design

A research design provides a framework for the collection and analysis of data (Bryman & Bell, 2011). The study adopted a descriptive survey design. A descriptive survey design allows for an in-depth analysis and understanding of a particular phenomenon as it exists in the present condition (cooper and Schindler, 2008). Kothari (2004) defines descriptive research study as “Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group.

This study tries to assess the monitoring and evaluation. However, in order to achieve the wide objective of the study; the mixed research method were used.

This study intended to realize how the organization monitor and evaluate and also it seeks to assess the current state of the monitoring and evaluation practice at the firm, therefore, a descriptive research methodology is used. According to Kothari (2004) questionnaire’s is a document that consists of a number of questions in a definite order. The questionnaire was chosen by the researcher because of the importance of reaching a particular person as a respondent. Because each person responds to the same set of questions, the questionnaire will provide an efficient way of collecting responses from a large sample prior to quantitative analysis (Saunders, 2009).

3.3. Research approach

Research approach can be either qualitative or quantitative or mixed approach. However, in order to achieve the wide objective of the study; the mixed research method is used for this study. Quantitative and Qualitative Research was observed from the research objective, the main purpose of the research was explaining the assessment of monitoring and evaluation on performance. Therefore, the researcher adopted descriptive research design method in order to collect detailed and factual information. The research has used mixed research approach. Descriptive survey involves collection of data with the aim of testing set hypothesis or to be used to answer questions regarding the subject under study. Survey design involves data collection for testing hypothesis or answering questions concerning the status of the subjects in the study. Data to be collected by personally administering interviews to selected individuals with an aim of studying their attitudes and opinion and on influence of monitoring and evaluation on the success of projects in the company. Phone interviews and electronic survey is to be part of the research which help the analysis to be accurate.

3.4 Sample design

The target group in this research study were are participants of project observing and assessment process of the company, which include the Project managers, on site office engineers and project coordinators were all included in this research. According to the human resource management department of the firm there are 14 supporting staff with active projects, onsite office engineers and 9 project coordinators 4 managers and 6 engineers. The number of key informants for this research was manageable, so a census method of sampling technique was employed.

3.4.1. Population

The researcher considered the employees of the construction sector in the project namely, supporting staff, coordinators, managers and site engineers project manager. This specific area employee is taken as target group. The total population of the target group is 125 employees from which 33 sample have been selected.

3.4.2. Sampling and Sampling Technique

The total population of project target group is 125 which have been stratified departmentally. Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data need to collect by considering only data from a sub-group rather than all possible cases or elements (Saunders, Lewis and Thorn hill, (2000). Sample size is determined by considering the size of population variance, budgetary constraint and time given to conduct the study so that the researcher can use a proportionate stratified sampling from probability sampling technique to get a representative sampling and again due to its homogenous characteristics of the population within the strata, the researcher selected the sample members using purposive i.e. judgmental and Quota sampling technique from non-probability sampling technique. The sample size of this study is determined by using the formula developed by Taro Yamane (1967);

Where, **n** is the sample size

N is the population size,

e is the level of precision or sampling error = **(0.10)**

n = 125 = 33

Thus, sample size of 33 employees have been selected from the population of 125

3.4.3. Types of Data source and data collection tools

The study reveals primary and secondary data sources. Detailed review of related literature which includes articles journals and books and written documents has been used and secondary data sources were viewed. The researcher used primary data that was collected via questionnaire and interview. The decision to select the two instrument were adopted. The primary data was attained directly from key informants which included project managers, office engineers and project coordinators by employing both questionnaire and key informant interview

Survey design involves data collection for testing hypothesis or answering questions concerning the status of the subjects in the study, 2006). Data to be collected by personally administering interviews to selected individuals with an aim of studying their attitudes and opinion and on influence of

monitoring and evaluation on the success of projects in the company. Phone interviews and electronic survey is to be part of the research which help the analysis to be accurate.

The data is administered the questionnaires were distributed to the respondents The primary advantage for interview is that they provide much more detailed information than data collected via other data collection methods such as survey Carolyn and Palena (2006).Data collection instrument, both the questioners and interview questions were developed by the researcher. When finalized, the questioners were distributed to respondents after a short briefing about the objective of the assessment. Similarly, person to person interview with key informants was undertaken; relevant secondary data were also obtained from the company's documents. Basically, two major data collecting methods were employed by the researcher. To collect primary data from key informants a semi-structured open-ended interview questions along with questioners were deployed. The semi-structured interview guide was developed by taking the research questions and the objectives of the study into considerations. All relevant variables have been included to help in identifying as well as conclude the problems and to provide appropriate recommendations. The main reason for using a Semi-structured open-ended question was that the interviewee can elaborate more on issues that require additional explanation.

The questionnaire contains mainly closed ended and few open-ended questions. It is an appropriate instrument to obtain variety opinions within a relatively short period of time. The questionnaire statements were evaluated on a 1-5 Likert-scale, where =5'indicates strongly agree with the statement, =4'agree, =3'neutral, =2'disagree and =1'strongly disagree with the statement. In addition, respondents were asked to rank on a scale of 1-3, the current M&E effectiveness and current condition as Poor =1(one), medium = 2(two) and Good=3(three) too. Even though the media in the company is Amharic they have cooperated to answer the questions that was prepared in English. The questionnaire consisted of different parts mainly focusing on the monitoring and evaluation practices and its current status.

3.5. Data analysis and interpretation

The methods of analysis used in this research were selected due to the type of data available for the analysis and the objectives of the research. Such method was applied for the presentation, interpretation and discussion parts on various dimensions of the appropriate to analyze, interpret,

tabulate and present the result of the study. The data gathered through questionnaires was coded, entered into computer and analyzed and presented in the form of charts, diagrams, and tables by using Microsoft Excel window 10 version the results of the interview questions were integrated to the responses of management and employees through questionnaires and were analyzed accordingly. Finally, conclusions were made as a results of the study and recommendations were forwarded on the basis of the data analyzed.

3.6. Validity and reliability

According to Saunders et al., (2009,p.184) “Research ethics therefore relates to questions about how we formulate and clarify our research topic, design our research and gain access, collect data, process and store our data, analyze data and write up our research findings in a moral and responsible way.” Accordingly, the reviewed questionnaire was pre-tested using Cronbach’s alpha reliability measurement scales on a sample of 15 randomly selected employees and the result was at Alpha value of 0.865. Cronbach alpha resulted 0.865 for a number of items 30, indicated that the survey instrument is reliable instrument The research is performed on monitoring and evaluation technique in the ASER construction Addis Ababa and all the data’s collected and observed by the researcher should be ethical and confidential, so for getting data, documents and interview questions, the researcher used a formal authenticate cover letter, a participant consent, together with an ethics application form. At the start of before the beginning of any questions in interview, the researcher briefs each interviewee on the reason of the research.

3.8. Ethical consideration

During the process of the researching time the researcher has informed about the study and willingly filled the questioner. The responses of each participant are kept confidentially. During the distribution of the questionnaire respondents were fully informed about the purpose of the research. Any information that they disclose was held confidential. Participants were informed that the questionnaire is for the purpose of educational research only. Additionally, this questionnaire was filled by their total willingness.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter explains and discusses the results of findings based on the analysis done on the data collected. The data that was analyzed was taken from the distributed questionnaire, interview and the research questions. The data gathered through questionnaire, document review were analyzed through excel. A total of 35 questionnaire was distributed for the respondents and among 32 were answered and collected back which is a 95% response rate. The questionnaire contains close ended questions and some open-ended questions which will focus on issues such as by whom M&E is conducted, its significance on projects, difficulties on the process and the M&E system as a whole Addition to this a self-administered close ended questionnaire is included to support the researcher to discuss the results more clearly and an interview is conducted among management members. The content of the interviews were manipulated in a way that it would prove or disprove the feeling expressed by the participants who responded the questionnaire. Most items in the questionnaire are arranged in a form of Likert items to capture the feelings of respondents in scale ranging from 1 to 5

4.2. General Information about respondents

This part have demographic details of participants .Personal and professional characteristics of the respondents were requested in the questionnaire and accordingly the demographic variables of the respondents are summarized with table and figure as shown below.

Table 4.2. General information

Gender	Frequency	Percentage
Female	8	24%
Male	25	76%
Total	33	
Age		
18-25 Years	10	30%
26-30 Years	12	37%
31-40 Years	11	33%
41-50 years	33	45.8
Total	72	100
Education background		
Degree	14	42%
Masters	17	52%
Diploma	2	6%
Total	33	100%
Job position		
Project manager	8	25
Project coordinator	10	30
Project engineer	15	45
Total	33	100
Year of experience		
<= 1 year	7	21%
2-5 years	16	48%
6-10 years	6	18%
>10 year	4	12%
Total	33	100%

Based on the analysis as we can see in the table above and the figure the collected data shows that the female employees are very low in number and they are counted as 24% of the total target

group of the and the remaining 76% has been covered by male employees. Therefore, from the data collected from respondents, it can be concluded that the proportion of female employees compared with male employees, the general sex composition is dominated by male employees.

According to the data analysis 24 % of the respondents are female and 76 % of the respondents are male 10 respondents (30%) are between the year of 21 and 30 years old, 12 respondents (37%) are between the age of 31 - 40 and 11 respondents (33%) are between the age of 41 - 50 respectively.

According to the data analysis done in the assessment of the educational background it is analyzed that most of the respondents are masters holders (52%) of they are professional engineers which includes construction engineers, site engineer's managers and project managers. The study found it significance to determine the level of education of the respondents, while 42% had degrees and yet there is 6% diploma holder in the organization staff. Due to the findings of the study it can be therefore concluded that the respondents had enough education to execute the responsibilities assigned to them effectively and efficiently.

As shown in the above table it can be seen that 25% of the respondents are project managers, 30 % are project coordinators and 45 % are site engineer's .as a result it shows that most of the respondents are on the going projects of the organization.

Based on the above chart that was summarized it was stated that 49 percent of the workers are experienced between two and five years. And 21% of the workers are less than one year with the organization experiment, 12% of the employees are more than 10 years of experience and the rest

4.3. Existence of M&E plan or guide or framework at the organization

The study asserted that the acquisition of M&E skills will boost the performance of construction firms in terms of quality and time taken to complete the projects. Training will therefore empower people to make better decisions and provide better quality goods and services.

Table 4.3.Existence of M&E

S.N	Response	Count	Percent
1	Yes, for all projects	11	33
2	Yes, for some projects	19	60
3	No idea	3	7
	<i>Total</i>	<i>33</i>	<i>100</i>

The above table indicates that 60% of the total respondents agreed that there is M&E practice in the project. M&E activities for some projects while 33% of the total respondents agreed for all projects. However, 7% of the respondents had replied that they don't have the idea of M&E activities. As a result, the majority of the respondents, i.e., 60% replied that M&E activities for some projects in ASER construction which were participatory while 33% participators were replied that the practice is applied.

4.4. Assessment of M&E system

Assessment of monitoring and evaluation helps project contractors and managers to effectively monitor and evaluate the infrastructure projects and therefore improve the performance of the projects. The study also found out that project managers of road infrastructure projects need to know the extent to which their projects are meeting the desired client standards.

Table 4.4 Assessment of M&E system

	Frequency	Percentage
Strongly agree	11	36
Agree	12	34
Neutral	6	18
Disagree	4	12
<i>Total</i>	<i>33</i>	<i>100</i>

Table 4.4. Shows that 36% strongly agree that M&E system of ASER is well documented and known by its staff and implementing.34% agree, 18% were neutral and 12% disagree for the M&E system. A well-functioning M&E system manages to integrate the more formal, data-oriented side commonly associated with the task of M&E together with informal monitoring and communication. Seeing M&E as an integrated support to those involved in project implementation it requires: creating M&E processes that lead to clear and regular learning for all those involved in project strategy and operations, understanding the links between M&E and management functions, using existing processes of learning, communication and decision-making among stakeholders as the basis for project-oriented M&E.

4.5. Project Scheduling

Based on the response gathered from the employees of the corporation, since the questionnaire was designed by using Likert Scale and almost all the statements were measured on a five point scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5=Strongly Agree. The information obtained from the questionnaires were summarized and discussed in the following manner

Table 4.5. Project scheduling

	No of respondents	Percentage
M&E is included during project scheduling	20	60
M&E is not included during project scheduling	13	39

According to many literatures reviewed above, in Project management process, M&E process should be included, starting from the planning stage of a project. Results of this research show that 60% respondents state that the process is included during the project schedule establishment period and project schedule is one of the inputs for monitoring and evaluation of projects and 39% respondents state that it is not included during this establishment.

4.6. Monitoring and Evaluation of the organization

Monitoring and evaluation process includes in the project management process starting from the planning stage of a project. Based on the literatures reviewed above M&E should be included in the project management process starting from the planning stage of a project. The result from the data analysis has shown that in construction management most of the respondents have agreed that the organization use a well-organized M&E system and few have agreed to that the company doesn't have a well-organized M&E system. Project schedule is one of the important input for monitoring and evaluation of projects.

Table 4.6 Monitoring and Evaluation of the organization

S.N	Response	Count	Percent
1	Yes, for all projects	12	36
2	Yes, for some projects	17	55
3	Never	3	9
	Total	33	100

Company performance may be indicated by acceptability of the project deliverables timely completion, completion within budget and right quality. Timely monitoring and evaluation practices are vital in an economy M&E is expected to offer reliable info that guide in managerial decision making. Monitoring and evaluation should be done in workshops in the organizational transparency and institutional guidelines are viewed in some quotas as a major factor in project implementation. Finally, all the respondents are involved in the M&E practices of the company. Based on the respondents response from the distinguished questionnaire and almost all the statements were measured. The information was summarized and appeared in the following manner. 24% of the respondents in which most of the respondents were managers have said there is no written standards, manuals and procedures for planning which influence the project performance of the staff. Whereas 36% of the respondents have marked that there is a written work plan schedule preparation for ASER construction. The assessment of work plan schedule preparation in where most of the respondents agreed that the organization has written standards, guide lines, manuals and procedures for planning. The respondents agreed also that in planning process activities are break down Relationship among activities are identified and

sequenced ,needed resources are estimated plans are revised quarterly the enterprise use fixed finished dates for time planning using excel sheet computer software including subcontractors and or suppliers detail activity plan

4.7. Performance of M&E

The study sought to establish whether performance reviews as a monitoring and evaluation tool influence project performance of building and construction projects. The study findings are as shown in subsequent headings

Table 4.7.Performance monitoring and Evaluation

Items	Strongly disagree	disagree	Neutral	Agree	Strongly agree	Total
The Criteria's are in line with the firm	17%	9%	15%	51%	8%	100%
	6	2	5	17	3	33
All Employees are evaluated with the same forms	9%	13%	28%	26%	23%	100%
	3	4	9	9	8	33
All criteria's are equally weighted	9%	51%	6%	13%	21%	100%
	3	17	2	4	7	33

Based on the responses gathered from the employees of the firm, the researcher has tried to discuss the employees' attitude towards the performance of M&E criteria's. The information obtained from the questionnaire are summarized and discussed in this section. As we can see from the above Table, 51% of the total respondents agreed that the criteria are in line with the company's goal; from this 8% have strongly agreed. 8 % of the total respondents are neutral to the statement. But 9% of the total respondents disagreed that the criteria are in line with the goal

and objective of the organization; of which 17% of them strongly disagreed. From the responses of employees we can conclude that ASER constructions performance evaluation criteria are in line with the organization goal. When we see the respondents' opinion regarding 23% of the total respondents strongly agreed and 26% agreed. 28% of the respondents are neutral. Whereas 9% strongly disagree with the statements and 13% disagree. This shows that the firm's performance evaluation form is same and there is no form differentiation between employees, in addition employees are evaluated with same forms. But in order to measure employee output, the criteria/form needs to be designed according to the employee's job duties and responsibilities. According to the information gathered from respondents, 9% strongly agreed that the criteria's are equally weighted whereas 13% agreed. From the respondents 6% are neutral to the item. But a total of 72% disagreed that the criteria's are equally weighted. This implies that performance evaluation criteria have given different weigh. Since the contribution of each criteria towards the performance of an employee is different, giving different value is a positive side of the firm. In general, ASER construction performance evaluation criteria are in line with the firm goal and objective and point given to each criteria is in accordance with the general rule of performance evaluation criteria. But, these criteria are not specific and directly 32 related with the employees' job and duties, they are not sufficient enough to measure the performance of an individual.

4.8. Benefits of M&E practices at the organization

Studies have shown a plethora of benefits derived from the effective monitoring and evaluation of projects. Implementation of monitoring and evaluation seeks to guarantee ultimate project success through the achievement of immediate project outcomes such as conformity to standards and the achievement of budget and schedule as well as long-term objectives such as fit for purpose .

Table 4.8. Benefit of M&E practice of the organization

Items	Strongly disagree	Disagree	Neutral	agree	Strongly agree
M&E can be used to monitor the progress of the staff performance			3 9%	10 30%	20 60%
The current M&E practice of the firm helps in improving Performance.		3 9%	5 15%	16 48%	9 27%
M&E helps to identify problems and provide solutions		3 9%	1 3%	14 42%	15 45%

Based on the response gathered from key informants the information obtained from the questionnaires the researcher has summarize and discussed the benefits of M&E practices at the firm as follows. The respondents strongly agree the current M&E practice at the firm helps in improving performance. 20 (61%) respondents agreed, 8 (23%) neutral and 5 (14%) respondents disagreed on the fact that sufficient data can be acquired from the system, which can be used as a basis during project modification works. All the respondents strongly agreed on the fact that M&E helps to identify problems for the progress of project. They also strongly agreed on the fact that it can be used to evaluate the achievement of the project objectives too. All of them agreed on the help of M&E system in learning from experience and in adapting necessary changes.

As indicated in table 4.8 most of the respondents (more than 52%) agreed that the project plan of the enterprise incorporate manpower plan which includes detail skill requirement, roles and responsibilities of the position. But the respondents are neutral and equally disagree that the human resource team members participate in project planning.

From the interview result it is stated that the enterprise prepare the master plan and revised I with assigned follow up engineer in the head office and office engineers at project level respectively without the involvement of the human resource management team members .

4.9. Challenges of M&E practice

Monitoring and evaluation are challenged on many fronts. This section discusses M&E challenges under three broad categories; technical level, organizational level, and project level challenges. As indicated on table 4.9, the 74.5% respondents agreed on the fact that there is an inadequate understanding of M&E system at organizational level and 25.5% have a neutral opinion on the situation. 61.7% of the respondents disagreed lack of competent staff/skilled staff to carry out M&E practices, 31.9% had neutral opinion and 6.4% agreed to the idea. They strongly agreed on lack of time and resources to conduct M&E and strongly disagreed on the implementation of inappropriate M&E strategy and the unavailability of data gathering and analyzing tools too. Difficulty in communicating the results of M&E and Data Tampering during M&E Result Reporting period are also the strongly agreed up on difficulties of the system

Table 4.9. Challenges of M&E practice

Variables	1	2	3	4	5
There is an inadequate understanding of M&E at organizational level	3	5	9	12	4
There is lack of competent staff/skilled staff to carry out M&E practices	9%	15%	27%	36%	12%
Lack of time and resources to conduct M&E	2	4	9	12	6
Inappropriate M&E implementation strategies are applied	6%	12%	27%	36%	18%
Unavailability of data gathering and analyzing tools.		33			
M&E practices are not give priority by the management of the firm		10		23	
Difficulty of communicating the results of M&E					33
Data Tampering during M&E Result Reporting period					33

The above table shows that 58% of the respondents disagree in that monitoring performance are considered in planning the projects and 57% also disagree that the organization have standard monitoring performance. From the interview result the respondent states that the engineer in charge of planning the project activity uses only specification planning and does not have the information of the site condition at planning stages unable to identify the risk and the office engineer also use the same format to revise the plan without considering risks and detailed risk response plan.

4.10 Types of monitoring administered

The purpose of a project monitoring report is to provide information to assist stakeholders in comparing performance against plans so that current or potential problems can be identified and analyzed.

Table 10.Types of monitoring

Types of monitoring	Frequency of monitoring	Percent
Process/Physical Progress	21	66
Monitoring, Technical Monitoring,		
Financial Monitoring And		
Quality Monitoring		
Process/Physical Progress	9	27
Monitoring, Financial Monitoring		
And		
Quality Monitoring		
Process/Physical Progress	3	14.9
Monitoring And Quality Monitoring		
Total	33	100

The data gathered from the questionnaires shows that all the respondents choose more than one type of monitoring applied on projects. Table 4.9 shows that 66% of the respondents reported that they use Process/Physical progress, 19.1%, Financial Monitoring and 14.9% of them reported that they use Quality Monitoring only.

When it comes to the M&E communications, 46.8% respondents stated that the M&E system output report is only submitted to the managing director, 19.1% of them submit reports to the consultant and the managing director and 34% of them report to the managing director, to the consultant and as well as to the stakeholders/client of projects.

4.11. M&E practice in the organization

The study results indicated that a well-functioning supervisory system is a critical part of good project management. The results indicated that M&E systems are a critical part of Result Based Management (RBM). Result based management supports better performance of infrastructure projects as it forms the basis for clear and accurate reporting on the results achieved by a project.

Table 11. M&E practice of the organization

Variable	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The current M&E practice of the firm helps in improving project Performance.	22	9			
The M&E practice helps in acquiring sufficient data to be used as a basis for		12	8	7	6

Based on the response gathered from key informants the information obtained from the questionnaires were summarize and discussed the significance of M&E practices at the firm as follows. The respondents strongly agree the current M&E practice at the firm helps in improving project performance. 19 (61.7%) respondents agreed, 11 (23.4%) neutral and 4(14.9%) respondents disagreed on the fact that sufficient data can be acquired from the system, which can

be used as a basis during project modification works. All the respondents strongly agreed on the fact that M&E helps to identify problems, to provide solution to them and can be used to monitor the progress of a project respectively. They also strongly agreed on the fact that it can be used to Evaluate the achievement of our project objectives too. 14 respondents agreed on the fact that the M&E system can be used to communicate information regarding the project to the staffs, but 9 respondents have a neutral opinion and 10 of them disagreed on the above issue. All of them agreed on the help of M&E system in learning from experience and in adapting necessary changes. Regarding the type of evaluation implemented, all the respondents replied that Formative evaluation, which is done during project implementation to assess project performance, to providing continuous feedback and to inform on-going changes and improvements is used as an evaluation technique for the firm's projects. Performance indicators are used as the M&E tools and techniques used. The M&E system is a team work effort, involving project managers, Onsite office engineers and project coordinators.

As stated in (Jean, 2006) study training is a means to ensure that government officials have the knowledge and right skills to be able to do their work effectively and competently. Training may be needed when there is a gap between the desired performance, and the current performance, and the reason for that gap is lack of skill or knowledge. Training may only be able to resolve part of the problem. So, it is better for the organization to have effective monitoring need assessment practice in order to improve employees' performance. From the above Table training need assessment was illustrated as follows: From the above table item No. 1 for the statement 'communication among are conducted properly' the respondents reacted differently 21% (7) of the respondents selected agree and 6.8% (5) of the respondents selected strongly agree. While 9.5% (7) of the respondents remained neutral. The other 18.9% (14) of the respondents answered disagree. Majority of the respondents believe that training need assessments are conducted properly to identify employees' clear communication is need. All of them agreed on the help of M&E system in learning from experience and in adapting necessary changes.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter has three sections. The first section presents the summary of major findings, the second section presents conclusion of the research derived from findings and the third section deals with recommendation that were made on basis of the findings.

5.2. Summary of Major findings

The responses given by the respondents and interviewees have been analyzed and interpreted. Based on the data presentation and analysis, the study comes up with the following findings. Based on the results of the research study, the firm has not completely but a well-organized M&E system on its organization. It doesn't have framework. The company applies physical progress monitoring, technical monitoring, financial monitoring and quality monitoring types, but it does not apply assumption monitoring in its process. It is recommended for project managers to consider, plan and implement M&E on all employees undertaken from the job during inception to completion. This will help reduce the risk of re-work, which possibly would have resulted in the increase project cost and time. Also, provision for M&E should be considered during budgeting and planning for key service components of the project. Finally, Managers should also be concerned about internal organizational climate, since this factor highly affects and shapes employees immediate job environment the involvement of M&E, training and capacity development for M&E, they conduct the process from previous experience only. There is some inadequacy of the staff. Overall the M&E is used in the firm's decision-making process regarding its projects all the time.

5.3. Conclusion

Generally, in response to the research problem and hence answering the research questions, the following conclusions were drawn

- The organization has a well-organized M&E system.
- Communication tool have to be considered.
- The firm has a well-organized M&E system but not entirely. It has some weaknesses and drawbacks that some participants in the process mentioned. It also does not have an M&E plan.
- The monitoring and evaluation practices are consider during the planning phase of projects, which is a good thing for the organization. The organization uses a limited sort of technique in conducting its M&E system
- The organization has written standards, guide lines, manuals and procedure.
- Shows that the organization uses the same form and there is no difference form for the performance evaluation
- Based on this analysis it is clearly known that the firm does not involve all staff in the process of its M&E and also data gained from the process is not disseminated to them too
- The study revealed that the firm applies information generated by its M&E in the decision making process, but the role of the system is not effectively communicated to the staff

5.4. Recommendation

In order to have an effective M&E system, the firm needs to establish a monitoring and evaluation plan, guide and framework at organization.

- Assumption monitoring which can affect the project should be included in the plan.
- Training programs should be compulsory for the enterprise team leaders, project managers, office, construction, site and follow-up engineers to develop their planning, monitoring and evaluation abilities, skills and knowledge
- The study suggests further research to be carried on Ways of strengthening the influence of an employee and capacity in monitoring the management of the construction company
- assessment of the staff in the organization and their impact in the industry
- In order to avoid the data tampering concerns of the system, a constant awareness creation program on the need for the M&E system, the importance of raw data and the effect of a tampered data on the system should be enforced

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Appendix

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE PROGRAM MASTERS IN PROJECT MANAGEMENT

Questionnaire TO Be Filled by ASER Construction Staffs

Dear Respondents,

This is a survey questionnaire which is aimed at identifying and collecting data about the problems, concerns and issues of MA thesis research which is entitled on “The influence of monitoring and evaluation on staff performance in project implementation.” The study is being conducted in a partial fulfillment of the requirements of MA in Project management and your response used for academic purposes. I kindly request your assistance in completing this questionnaire based on completely voluntary so that it is highly appreciated. Please give your thoughtful and honest answers as your response have been kept confidential.

Thank you in advance for your unreserved co-operation

Please tick (✓) in the space provides that best reflects your answer for each question.

1. Sex

Female

male

2. How old are you?

18-25

26-30

31-40

41-50

3. What is your qualification?

Masters

Diploma

Degree

Other _____

4. How long did you stay in the company?

5. Does your organization has a monitoring and evaluation system?

Often very often rarely very rarely

Section II: M&E System

6. The firm have a well-organized M&E system on its projects?

Strongly Agree agree disagree strongly disagree

7. What type of Project Monitoring does the firm uses?

- Process/physical/progress
- Technical
- Assumption
- Financial
- Quality
- Other (please specify below)

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

- Performance
- Log
- Formal
- Rapid

Other (please specify below)

9. To whom is M&E information provided?

- To all staffs
- To the management
- To stakeholders and owners of the project
- Other (please specify below)

10. What type of Evaluation does the firm uses?

- Formative evaluation Participatory evaluation
- Final evaluation Real-time evaluation
- Internal evaluation External evaluation
- Other (please specify below)

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

- Project manager Project coordinator
 - Site engineer Office engineer
 - Other (please specify below)
-

Please indicate your level of agreement with the statement listed below

questions	5	4	3	2	1
The current M&E practice of the firm helps in improving project performance					
The M&E practice helps in acquiring sufficient data to be used as a basis for project modification.			-	-	-
M&E can be used to monitor the progress of a project			-	-	-
M&E helps to identify problems and provide solutions.		-	-	-	-
M&E can be used to evaluate the achievement of project objectives.			-	-	-
Information regarding the project can be communicated to the staffs and to the	- -				-

stakeholders/owners of the project through M&E.					
M&E helps in learning from experience and in adapting necessary changes			-	-	-
How often is training given					

Section III: Significance of M&E practice

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

Appendix	V-	Interview	Questions
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This interview questions will be answered by purposively selected respondent

12. Are project monitoring and evaluation performed in your organization?
13. Which M&E methodologies does your organization currently use when planning capacity development interventions?_____
14. Which M&E methodologies does your organization currently use when evaluating capacity development interventions?
15. Optional: based on your own experiences, what are the key advantages of these methodologies?
16. How is project performance observed in your organization
17. Are the monitoring and evaluation practices of the firm effective? Why or why not
18. Do you think the M&E practices of the company is significant in the project management practices of the firm?
19. Who is responsible for monitoring and evaluation in the organization?

Finally, I would like to say thank you for giving me your precious time to fill this questionnaire