

**MONITORING AND EVALUATION PRACTICES IN HELTH
FACILITY CONSTRUCION PROJECTS; *THE CASE OF
JIMMA ZONE HEALTH OFFICE***

*A Research paper Submitted to the School of Graduate Studies of Jimma
University in Partial Fulfillment of the Requirements for the Award of the
Degree of master in project Management and Finance (MPMF)*

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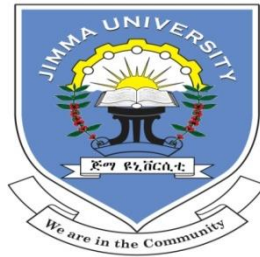
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JIMMA UNIVERSITY

MA PROGRAM

JUNE, 15,2021

DICLARATION

I, the undersigned, declare that this research thesis is my original work and has not been presented for a degree in any university, and that all source of materials used for the thesis have been duly acknowledged.

Declared by:

Name:

Signature

Date:

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CERTIFICATE

This is to certify that the thesis entitles; *Monitoring And Evaluation Practices In Helth Facility Construction Projects; The Case Of Jimma Zone Helth Office*”, submitted to Jimma University for the award of Degree of Masters In *project Management And Finance* and is a record of research work carried out by *Nega Abamecha*, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Nega Abamecha

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Abstract

The purpose of the study was to assess the monitoring and evaluation practices of Jimma zone health facility constructions. This study was adopted descriptive research study. The sampling technique applied was, Stratified random sampling.. The data collection tools were self - administered questioner, both close and open ended. Interview was another alternative for gathering data to organize the responses of project committee. The data obtained through questionnaires were presented in tabular form, and interpreted quantitatively. The analysis methods used descriptive statistics such as frequency, mean, average and standard deviation by the Software Package for Social Science (SPSS) version 20. The internal consistency of the instrument was measured using Cranach's alpha which was resulted 0.85. The Major findings of the research indicate that, there is positive relationship between independent variables and project M&E performance. The current challenges of M&E practices were identified. Their planning process was not participative for the stake holders. Absence of separate budgeting system for specific project in the organization was another problem. It was also found that inadequate participation of different stakeholders at different levels of the organization. The data presentation, analysis and reporting format by the monitoring groups was not properly utilized. There was also absence of training program and experience sharing stage among monitoring team. The study concluded that, the issues of the plan of M&E activities, the budgeting system of the organization, stakeholders' participation, management commitment, project team coordination and monitoring experts' qualifications have strong relationship with project M&E performance. The recommendations part state;- the organization should improve the planning process, stakeholders' participation & budgeting system, They also should facilitate training programs and effectively use the guiding manual from BOFED as a rule.

Key words; - *project monitoring and evaluation performance*

Health facility construction projects

Table of content

Table of Contents

DICLARATION	iii
CERTIFICATE	iv
Acknowledgment	v
Nega Abamecha	v
July 2021	v
Abstract	vi
Table of content	vii
List of tables	x
List of figures	Error! Bookmark not defined.
Acronyms	xi
CHAPTER ONE	1
1.INTRODUCTION	1
1.1. Background of the study	1
1.2 Background of the study area	2
1.3. Statement of problem	3
1.4. Objectives of the study	5
1.4.1. General Objective of the study	5
1.4.2. Specific Objectives of the study	5
1.5. Research Questions	5
1.6. Significance Of the study	5
1.7. Scope of the study	6
1.9. Organization of the Study	7
CHAPTER TWO	8
2.REVIEW OF RELATED LITRETURES	8
2.1. Theoretical Literature	8
2.1.1. Concepts of Monitoring and Evaluation	8

2.1.2.	Developing an M&E plan	9
2.1.3.	Effective Project Monitoring.....	10
2.1.4.	Monitoring and Evaluation in Modern Government.....	11
2.1.5.	Stalk Holder’s Participation in M&E System	12
2.1.6.	Benefits of M&E.....	13
2.1.7.	Principles of Monitoring and Evaluation.....	13
2.1.8.	Budget for the work of Monitoring and Evaluation	15
2.1.9.	Challenges in Public Sector Management.....	16
2.2.	Empirical Literature.....	17
A.	Empirical in global Context	17
B	Empirical in Ethiopian Context.....	18
CHAPTER THREE		22
3.RESEARCH DESIGN AND METHODOLOGY.....		22
3.1.	Research Design and Approach.....	22
3.2.	Source of Data and Data Collection Techniques	22
3.2.1.	Sources of data	22
3.2.2.	Data Collection Technique	23
3.3.	Target population and sampling Design	24
3.4.	Methods of Data Analysis and Presentation.....	26
3.4.1.	Reliability Estimation Procedure.....	27
CHAPTER FOUR		28
4.1.	Introduction	28
4.2.	Response Rate.....	28
4.3.	Project Monitoring and Evaluation Plan	32
4.	Budgeting System for Monitoring and evaluation activities	33
Table 4.8.Budgeting system and fund delivery for the activity		33
4.5.	Stakeholders participation.....	35
4.6.	Rules and Guideline for monitoring and evaluation activities.....	36
4.7.	Management Commitment.....	38
Table 4.13. Management commitment and support for technical groups		38
4.8.	Project team coordination	39

4.9. Monitoring Expert Qualification	40
4.11.1. Descriptive statistics	41
CHAPTER FIVE	45
5. SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	45
5.1. Introduction	45
5.2. Summary of Findings	45
5.3. Discussion of the findings	48
5.4. Conclusion.....	51
5.5. Recommendations	54
5.6. Suggestions for further study	55
References	56
ANEX 1.....	60
ANEX 2.....	71

List of tables

Table 3.1. Proportionate sampling of respondents	26
Table 3.2. Indicates the operational definition of variables	28
Table 4.1 Respondent rate for Questionnaires	30
Table 4.2. Gender of Respondents	31
Table 4.3: Age category of Respondents.....	32
Table 4.4 Educational level of Respondents	32
Table 4.5 Position of respondents in an organization	33
Table 4.6 Response Analysis for M&E plan	34
Table 4.7. Response analysis for close ended question on M&E plan-----	34
Table 4.8. Budgeting system and fund delivery for the activity	35
Table 4.9. Budgeting system of the organization.....	36
Table 4.10. Response on stakeholders' participation issue	37
Table 4.11. Practical use of guidelines from BOFED	38
Table 4.12. The usage of guideline and reporting format.	39
Table 4.13. Management commitment and support for technical groups	40
Table 4.14. Management commitment on M&E performances	40
Table 4.15. coordination among different project team	41
Table 4.16 Regular training and educational chances	42
Table 4.17. Training programs and experience sharing stages	42
Table 4.18. Descriptive statistics.....	43
Table 4.19. challenges of current M&E performances.....	43
4.22. Coefficient Distribution.....	47

Acronyms

BOFED	Bureau of Finance and Economic Development
CDF	Consistency Development Fund
CPME	construction project monitoring and evaluation
ECPE	Ethiopian Country Program Evaluation
IFC	International Finance Corporation
IFRS	International Federation of Red Cross and Red Crescent Societies
JZCO	Jimma Zone Construction Office
JZHO	Jimma Zone Health Organization
JZPC	Jimma Zone Project Committee
JZEDUO	Jimma Zone Educational Office
JZUDO	Jimma Zone Urban Development Office
M&E	Monitoring and Evaluation
OECD	Organization for Economic Co-operation and Development
PME	Project Monitoring and Evaluation
PRS	Poverty Reduction Sectors
SPSS	Statistical package for social science
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WHO	World Health Organization
ZOFED	Zone Finance and Economic Development Office

CHAPTER ONE

1. INTRODUCTION

The chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, significance of the study, the scope of the study and organization of the study.

1.1. Background of the study

According to Olive (2002), monitoring and evaluation has been used globally over the last several decades as a tool in project management. Project monitoring and evaluation is an integral part of the project cycle and of good management practice. The study of Biwott, T., Egesah, O., & Ngeywo, J. (2017) state that, Monitoring and evaluation when carried out correctly and at the right time and place are two of the most important aspects of ensuring the success of many projects. Unfortunately, these two although known to many project developers tend to be given little priority and as a result they are done simply for the sake of fulfilling the requirements of most funding agencies without the intention of using them as a mechanism of ensuring the success of the projects. Findings and recommendations from the assessment are often used to decide whether or not to stop the project or when a new phase is under consideration. Sometimes external consultants are used to carry out evaluation however the internal mechanisms should be established to enable continuity of evaluations even when the external ones are not available especially for the Government which should take the lead in promoting this aspect. It should also be noted that each project may have unique requirements for this and that in such circumstances, project managers and developers should attempt to develop suitable monitoring and evaluation mechanisms.

The study conducted by Hailemariam (2007) pointed out the recommendations as:- There is a necessity of special budget in this aspect of monitoring and evaluation. The organization must be allocating finance for M&E activities. There is also lack of expertise and common understanding about monitoring and evaluation of projects

implemented by the public organizations. There is need for training in this aspect of monitoring and evaluation. There is need for the public organizations to involve all the stakeholders in the design of the projects. The stakeholders should not be passive recipients of the services the project is offering. An active involvement of the stakeholders will mitigate the challenges of collecting monitoring and evaluation data from them. It has got an added advantage of demonstrating accountability to them and also ensuring sustainability of the project. Hilemariyam also recommended that, since monitoring and evaluation is an integrated activity with tangible influence on projects, further research should try to investigate the influence of M&E on the organizations performance, community respond and the projects result of the public organizations.

Therefore, the assessment about factors affecting the activity of project monitoring and evaluation as well as testing for participation and coordination of different stakeholders (teams) in project M&E work was timely and crucial area of the research for the future improvement.

1.2. Background of the study areas

The study area is in Ethiopia, Oromia region, Jimma zone and specifically Jimma zone Health Office. JZHO is situated in Jimma town. The JZHO Acts as representative of regional Biro to sign the agreements of construction projects and to monitor its performance. The type of projects to be followed are :- Construction of new health center, Intensification of health center, Upgrading of previous clinic to health center, surgery center(rooms) development and construction of water facilities for the service of primary hospitals and health centers. In addition The projects signed at regional level but performed at zonal level such as primary hospitals are also monitored and evaluated here at zone..

1.3. Statement of problem

According to, ECPE,(2010), in Ethiopia, most of the governments' organizations not use monitoring and evaluation system in appropriate manner for their projects. Although, existing assessment of monitoring and evaluation capacity in Ethiopia reveal gaps both institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank (2006). There are many misconceptions and myths surrounding M&E like; it's difficult, expensive, requires high level skills, time and resource intensive, only comes at end of a project and it is someone else's responsibility (IFC, 2008).As it was repetitively said ,the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives. What this gap represents is often the absence of mechanisms for learning in the practice of M&E systems. Even when learning mechanisms exist, they are often of a lower priority than accountability mechanisms, so the gap may remain and important opportunities for learning from experience and using this learning are missed Britton (2009)

Global evaluation report of UNFPA, (2015) indicate that, the challenges of M&E work in development projects in developing countries and call for greater focus to be placed on project design, log frame development, performance indicators, measurement strategies and M&E plans. The light bottleneck analysis which was conducted by the UNFPA CO Ethiopia in mid-2015 highlights program implementation issues in which M&E is found to be a significant problem.

According to Tadele (2017) study finding, the M&E reports generated from projects don't clearly depict the impact result from the specific undertaking. The quality of the reports is just utilized as a mechanism to tell number of tasks carried out as per the work plan provided at an activity level to comply with the requirement of the organization. M&E Reports don't tell the real story of the change brought in from the implementation of the projects and don't reflect the opinion of the beneficiaries. Limitation of knowledge management for the utilization of M&E purpose of program implementation is another gap found from the research. In today's application of results-based management of monitoring & evaluation, the importance of knowledge management is indispensable.

The majority of the key informants asserted that M&E knowledge creation, sharing & dissemination are not yet in practice in the organization.

According to Armstrong and Baron, (2013), many organizations and institutions, as well as project managers in the modern era, regard M&E practices as a requirement for success rather than a management tool used for project appraisals, identifying and correcting problems in planning and implementation of projects.

Mulu, (2017), identified in his research about 'Factors Affecting Project planning' that, the project manager and the project team members were not experienced in project planning and project management in general, and also lacked the technical skills required.

As per the result of study by Tena, (2017) it has been observed that most of the persons assigned to manage and supervise the organizations' projects lack project management skills though they have the technical expertise. Hence, project planning; scheduling, feasibility studies, monitoring and control are only managed with inadequate knowledge.

The study finding of Haftom (2019), indicate in his finding that, ' *Lack of proper coordination with stakeholders was found as one basic challenge in the organizations'* implementation and recommended that, the organization should develop effective and accurate coordination and communication culture with its stakeholders.

Rashad (2016), in his work entitled, 'Role of monitoring and evaluation in promoting strategic management', discussed the result of study as; poor communication that exists between management and staff members. Staffs members must be made to feel valued through an implementation strategy that solicits their opinions. This will go a long way to improve the relationship between staff members and customers and ultimately lead to the accomplishment of the vision of the organization.

1.4. Objectives of the study

1.4.1. General Objective of the study

The main objective of the study was to assess the current monitoring and evaluation practice and challenges associated in Jimma zone Health facility construction projects.

1.4.2. Specific Objectives of the study

1. To explain the current monitoring and evaluation practice of Jimma zone health office.
2. To assess the problems related to project monitoring and evaluation activities of the organization..
3. To identify the planning situation and stakeholders participation in the activities of project monitoring and evaluation of the organization.
4. To asses about the coordination between JZHO and Zonal /Woreda Project committee for effective project monitoring and evaluation performance.

1.5. Research Questions

The study was guided and tried to answer the following questions:-

1. How effectively monitoring and evaluation practice was done in health facility construction projects?
2. What were the problems related to monitoring and evaluation activities of the organization?
3. How about the planning and stake holders' participation of the organization for project monitoring and evaluation activities?
4. Wow was the project team coordination among JZHO and Zone to woreda project committee for project monitoring and evaluation practices?

1.6. Significance Of the study

This study could particularly help Jimma zone public project administrating body and the woreda level project committee with their technical assistances or experts. The work has tried to provide best understanding of monitoring and evaluation determining factors just to improve the future plan and implementation of M&E. It is to help the project managers

in participating stakeholders from the phase of planning to completion of the project. The study can also provided information about the way public organizations, the decision making body and experts can achieve more accountability and transparency on their work of M&E. Therefore the study is beneficial for public organizations, project managers and for researchers who are interested to work in the area of designing and implementation of problem solving and effective monitoring and evaluation system. The research can also contribute for improvement of project dalliance by contractors and the problem of consumption of time and cost than that of scheduled in the plan which can be solved by effective M&E activities in practice.

1.7. Scope of the study

This research was limited to Jimma zone Health office, plan and performance of health facility construction. The decision making body, Jimma zone main project committee with related technical committee are also the concern of the study. This committee was organized from eight zonal sectors as per directive from Oromia regional industry and urban development Biro. The project committee was organized from the heads of these sectors and to be chaired by zone administrator or vice administrator.

The member sectors were represented by their head as the member of project committee which were organized from eight strategic sectors in Jimma zone and woredas respective sectors. The technical committee was also formulated from experts assigned by these sectors based on the same directive from Oromia regional state and Experts from JZCO and JZUDO were included on this study. The Coordination of Jimma zone health office project management with the main project committee and technical committee in working together was our target to be assessed. Related sectors from woreda were also the target of the study. The Jimma zone finance and Economic office and respective woreda offices, which had responsibility to follow the budget of construction projects under the zone and to compile quarterly, six months and yearly project performance report for the committee decision was another target of the study based on JZHO issues.

1.8. Limitation of the study

The research faced two main problems while conducting the data collection. The first limitation was instability of peace (security) in two woredas known as Limmu kossa and Manna woredas affected the time usage of the research while trying to collect data. The study also faced the challenges from uncooperative behavior of some informants; especially at zone level due to some project committee gave less priority for research work and less expectation of change result from the study. On the other hand less experience of experts working on monitoring and evaluation activities may affect the result of the study..

1.9. Organization of the Study

The research work was organized as follows: it started with chapter one, introductory outlines under which an overview of the topic under study was presented as background of the study, statement of the problem, research questions, general and specific objectives, significance, scope and limitation of the study. Chapter two of the study provided a review of both the theoretical and empirical literature; chapter three dealt with the research design and methodology, which included research design, sources and type of data used, data analysis techniques, model specification and description of variables. Chapter four was also deal with the Data presentation, analysis and findings .The last chapter of the study chapter five concerned on summary of findings, discussion, conclusion and recommendation for both the organization and interested researchers.

CHAPTER TWO

2. REVIEW OF RELATED LITRETURES

This chapter presents the related literatures on the study to have an insight in to the research topic and briefly expose the readers to some of the major areas of the subject matter under consideration. The chapter is presented under the following sections:

2.1. Theoretical Literature

2.1.1. Concepts of Monitoring and Evaluation

IFRC (2011) defines Monitoring as collecting, recording, and reporting information concerning any and all aspects of project performance that the PM, the project owner, or others in the organization wish to know.(Meredith & J. Mantel, Jr.,17th edition)Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management.

According to OECD (2011), evaluation **is** the systematic and objective assessment of an ongoing or completed project, program or policy, which looks at its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision–making process of both recipients and donors.

UNESCO (2016) also defines monitoring and Evaluation as two distinct but complementary processes that mutually reinforce each other. In general, M&E is designed to monitor the impact of a policy, or progress of program’s activities, against the overall goals, objectives and targets. M&E also assesses the outcome relevance of an activity, and the impact of a program or effectiveness of a policy, as well as its efficiency and sustainability.

2.1.2. Developing an M&E plan

WHO (2014) also explained the way to develop M&E plan:- before setting up an M&E plan, the team should define the overall project goals and objectives, understand the context for the study and identify the key players/stakeholders (the details of understanding the intervention and identifying the stakeholders were described in detail.

The most appropriate approach (e.g. M&E framework and data collection methods to conduct M&E) should also be selected. The frameworks (logic model, logical framework) and data collection methods were also explained. Below are the key steps that should be taken when developing an M&E plan. It should be noted that these steps are not necessarily independent from each other, and may actually overlap quite substantially. Many of these steps may be developed or need to be considered in conjunction with others.

Key points in developing an M&E plan

WHO (2014) also specify key points in developing monitoring and evaluations follows:-

‘Stakeholder consultation and participation Stakeholder consultations and participation should be regular occurrences throughout the entire process of developing and implementing your M&E plan. These consultations ensure dialogue, a clear understanding of the project goals and objectives, and how these will be assessed. They also ensure that various perspectives are understood and integrated, and that authentic needs are being met. Stakeholder participation in the design of the M&E plan facilitates the selection of appropriate and useful M&E indicators. Furthermore, taking extra measures to promote stakeholder participation creates a sense of ownership and responsibility among partners. Stakeholder involvement increases the probability that the information and results guided by the M&E plan will be consistent with their expectations’.

Developing the M&E plan provides your team with a clear picture of the following:

- ✓ How project activities are linked to expected outputs, outcomes and population-level impacts.

- ✓ How different types of information will be collected and used by different levels of the M&E system.
- ✓ What elements need to be measured (e.g. resources, service statistics, coverage and quality, costs, and outcomes associated with the project).
- ✓ Appropriate indicators to be selected. To enable standardization and comparison with other similar projects, indicators should be consistent with international/national
- ✓ standards. They should also be feasible and realistic to collect. The data sources identified must provide the information needed to measure the indicators (WHO,2014)

2.1.3. Effective Project Monitoring

Chandra (2010), in his book of Project planning & analysis, described Effective project monitoring in such a way that;-

To keep a tab on progress of the project, a system or monitoring must be established. This can help anticipating deviations from the implementation plan, analyzing emerging problems and taking corrective actions.

Also the book identifies, in developing a system of monitoring, the following points must be born in mind.

- A) It should focus sharply on the critical aspects of project implementation
It must lay more emphasis on physical milestones.
- B) It must be kept relatively simple. If made over complicated, it may lead to redundant paper work and diversion of resources. Even worse, monitoring may be viewed as an end in itself rather than as a means to implement the project successfully.

E,Mark and Sibrenne, (2009). Stated that, when we look at how organization monitor and assess their projects in the government organization we see a wide range of approaches. Monitoring and evaluation programmers have become a big industry within the development sector, but practices seem less developed with regard to government sector interventions.

Steps in Project Evaluation

USAID manual(2016) discussed the steps in project evaluation as follows:-

Step1: Implementing M&E Plan: Knowing when should midterm and final term evaluation be started for your program/project

Step2: Develop clear Terms of References (TORs) and budget for evaluation: This is an important job. Without clear TORs and enough budget allocation to evaluation, the organization will not know the progress, development and impacts of the project.

Step3: Recruit qualified external consultant or team of consultant: Prior to carry out evaluation task based on your agreed TORs, terms and conditions.

Step4: Coordinate/ facilitate consultant or team of consultant: Your M&E Unit/Department staff will facilitate consultant team to perform the task including assisting in logistic arrangement (contact key informants, beneficiaries groups, stakeholders etc.)

Step5: Take actions / recommendations for next implementation phase: After report is concluded and finalized, your organization and management team will need to consider and take appropriate actions from the report's recommendations and for development of next phase/ cycle of the project.

2.1.4. Monitoring and Evaluation in Modern Government

‘Historically, M&E can be traced to various points in the past. However, one still has to distinguish between modern-day M&E and traditional M&E, which are practiced by different generations and societies as the world continues to evolve. Every society in the past seems to have implemented some form of performance-tracking system. In other words, M&E has always been on the development reform agenda of many governments and institutions. In giving a more distant historical perspective of the importance and usefulness of M&E practice, Kusek and Rist (2004) recounted: “there is tremendous power in measuring performance. The ancient Egyptians regularly monitored their country’s outputs in grain and livestock production more than 5,000 years ago. In this sense, M&E is certainly not a new phenomenon. Modern governments, too, have engaged in some form of traditional M&E over the past decades. They have sought to track over

time their expenditures, revenues, staffing levels, resources, programmers and project activities, goods and services produced.

2.1.5. Stake Holder's Participation in M&E System

According to UNDP, Hand Book, (2009), inadequate stakeholder involvement is one of the most common reasons programmers and projects fail. Therefore, every effort should be made to encourage broad and active stakeholder engagement in the planning, monitoring and evaluation processes. This is particularly relevant to crisis situations where people's sense of security and vulnerability may be heightened and where tensions and factions may exist. In these situations, the planning process should aim to ensure that as many stakeholders as possible are involved (especially those who may be least able to promote their own interests), and that opportunities are created for the various parties to hear each other's perspectives in an open and balanced manner.

Insufficient stakeholders' involvement

Inefficient stake holder involvement in planning and practical performance of M&E, makes the result incomplete and this is described by EMI (2014) as;-neglecting pertinent stakeholders in monitoring and evaluations could lead to a low degree of ownership of findings and reduces the likelihood that project implementers will incorporate findings in decision-making processes. It also can lead to lack of collaboration, or even the development of an adversarial relationship, among beneficiaries, Monitoring and Evaluation experts, the government, donors, stakeholders and implementers.

2.1.6. Benefits of M&E

USAID manual (2016) also discussed the benefits of M&E precisely as follows:-

A well-functioning M&E system is a critical part of good project/program management and accountability. While you implementing activities as indicated in your work plan, it is important to have regular monitoring and evaluation in order to provide timely and reliable M&E information to:

1. Support project/program implementation with accurate, evidence based reporting that informs management and decision-making to guide and improve project/program performance.

- 1. Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons learned so that we can gain the full benefit from what we do and how we do it.*
- 2. Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements.*
- 3. Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.*
- 4. Promote and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization.*

2.1.7. Principles of Monitoring and Evaluation

According to the manual developed by BOFED, (2013); the ways to monitor and evaluate project performances are indicated as follows.

1. Monitoring should be carried out with the following points.

- i) Information items to be collected: What kinds of information is needed and collected?

ii) Method to collect information: By whom and how often the information is collected

iii) Method to aggregate and analyze information: How by whom and how often the information is aggregated and analyzed.

iv) Decision makers and the timing of decision: it is important to clarify person or committees who will make decisions to revise original plan if necessary; and

v) Means and timing of feedback.

Typical Methods of gathering information are:

a) Review of existing documents: collect information from existing materials, including published statistics, survey reports, census, newspapers, research materials etc. This is the most economical and efficient way.

b) Direct measurement: Changes in circumstances and facts are checked and recorded on-site. Not only qualitative information but quantitative data should be collected.

c) On-site interview: interviews with people working on site could be conducted. Checklists and survey sheets are used.

d) Key informants interview: Interviews with people who have direct knowledge and important information about situation could be conducted.

1. Evaluation should be carried out with the following points.

i) Relevancy:-Evaluate relevance of the program/project to objectives, needs of beneficiaries, benefits at national or regional level, priorities of implementing bodies as well as the policies of stakeholders and donors.

ii) Efficiency:- Efforts made to wisely use the resources (Human, Financial and time) allocated to attain the intended outputs.

iii) Effectiveness:- Ensure whether or not the set goals are achieved by the program/project implemented.

iv) Impact:-Evaluate whether or not the program/project brought about changes by avoiding or resolving problems. The said changes can be expressed in both positive and negative ways.

- v) Sustainability:-Evaluate whether or not benefits/outputs of the program/project are sustained even after its completion or with sudden interruption of financial support and
 - vi) Lessons learned and recommendation:- achievements from a program/project, if properly shared, will contribute to the success of other programs/projects
- (BOFED manual, 2013)

2.1.8. Budget for the work of Monitoring and Evaluation

IFRC-ME-Guide-8 (2011),described the necessity of budget for effective monitoring and evaluation work as;-Costs associated with regular project/program monitoring and undertaking evaluations should be included in the project/program budget, rather than as part of the organization’s overhead (organizational development or administrative costs). Therefore, the true cost of a project/program will be reflected in the budget. Otherwise, including M&E costs as an administrative or organizational development cost may incorrectly suggest inefficiencies in the project/program and the implementing organization, with donors reluctant to cover such costs when in reality they are project-related costs. Ideally, financial systems should allow for activity-based costing where monitoring costs are linked to project/ program activities being monitored. If the budget has already been completed with the project/program proposal, determine whether there is a separate/appropriated budget for M&E purposes. Ongoing monitoring expenses may already be built into staff time and expenditure budgets for the overall project/program operation, such as support for an information management system, field transportation and vehicle maintenance, translation, and printing and publishing of M&E documents/ tools. Certain M&E events, such as a baseline study or external evaluation, may not have been included in the overall project/program budget because the budget was planned during the proposal preparation period, before the M&E system had been developed. In such instances it is critical to ensure that these M&E costs are added to the project/program budget.

Steps for implementation of monitoring:

UNDP (2009), outlined the following necessary steps for implementation of monitoring activities:-

1. Have a clear common understanding of the following:
 - a. The monitoring policies applicable to the respective monitoring entity
 - b. Relevant roles and responsibilities and how they are applied in monitoring for both outcomes and outputs, and management entities in projects and programs
 - c. Commonly used monitoring tools and approaches
2. Reinforce and elaborate the initial monitoring framework with detailed information needed to implement monitoring actions. This includes finalizing reference points for periodic monitoring such as indicators, baselines, risks, and annual targets, and locking them in monitoring information systems.
3. Implement monitoring actions: organize, plan and implement monitoring actions, using selected tools for collection and analysis of data and reporting.
4. Use monitoring data objectively for management action and decision making.

2.1.9. Challenges in Public Sector Management

According to World Bank, (2004), in public sector management as a variety of internal and external forces has converged to make governments and organizations more accountable to their stakeholders. Governments are increasingly being called upon to demonstrate results. Stakeholders are no longer solely interested in organizational activities and outputs; they are now more than ever interested in actual outcomes. Have policies, programs, and projects led to the desired results and outcomes? How do we know we are on the right track? How do we know if there are problems along the way? How can we correct them at any given point in time? How do we measure progress? How can we tell success from failure? These are the kinds of concerns and questions being raised by internal and external stakeholders, and governments everywhere are struggling with ways of addressing and answering them.

When concerned to the project monitoring and evaluation issue of the organization M&E plan, Budgeting system of the organization, Management commitment and Qualification

of technical monitoring groups were considered as internal forces/factors in determining project M&E performance. As the external part of the organization's, Stake holders participation, the monitoring team coordination, rules and guideline for M&E were considered as determinants of the organizations' performance.

2.2. Empirical Literature

A. Empirical in global Context

James Ojok (2016), undertook study called 'Effective role of public sector monitoring and evaluation in promoting good governance in Uganda' The purpose of the study was to examine the effectiveness of the role of public sector monitoring and evaluation in promoting good governance in Uganda, A case study design used both qualitative and quantitative data collection techniques. A purposive sample technique was used to select from directors, commissioners, principal officers and staff of the organization. Quantitative data was analyzed using correlation and percentages while qualitative data was analyzed using content analysis. His finding indicates that, M&E enhances accountability, Management Decision, Organizational Learning and promotes good governance. The relation between M&E and good governance was positively related. This implies that M&E of Organizational learning influences good governance. This is further confirmed by responses that indicate a general understanding of the role of M&E.

Egesah, O., & Ngeywo, J. (2017), discusses his summary of the research with the topic 'Importance of Monitoring and Evaluation in the Sustainability of Constituency Development Fund (CDF) Projects in Kenya' that, the Kenya Government Constituency Development Fund (CDF) projects contribute immensely in initiating and implementing sustainable development projects in all parts of Kenya, and it is essential to track processes and impact of such projects. Monitoring and Evaluation helps project managers in keeping track the implementation of the projects and its prudence in the utilization of the resources. It provides decision makers with a strategy to plan for sustainability of the projects and guidance for future endeavors. Sustainability is key to stakeholders who in real sense need to be involved throughout the project and program cycles. The study evaluates the role of monitoring and evaluation on the sustainability of Kenya Government Constituency Development Fund (CDF) projects in Kenya. Literature

review was used to collect information which was peer reviewed by a team of four. Findings show that, a great influence of monitoring and evaluation on the utility and sustainability of the projects implemented through CDF funding. It is therefore, prudent to embed Monitoring and Evaluation in all the Projects funded by the Kenya Government through constituency development fund

NJMA, (2015), had a research under the title, “Determinants of effectiveness a monitoring and evaluation System for project, A case of AMREF Kenya WASH Program’. The study sought to analyze the determinants influencing effectiveness of a monitoring and evaluation system for AMREF Kenya WASH program. The objectives of the study were; to establish the extent to which availability of funds influences the effectiveness of M&E system, to assess the extent to which stakeholders participation influence the effectiveness of M&E system and to determine the extent to which organization leadership influences the effectiveness of M&E system. The study adopted a descriptive survey research design in solving the research problem. The study targeted 66 employees of AMREF Kenya. Due to their small number, a census was conducted. The findings were analyzed using means, standard deviation, percentages and frequencies then presented using tables. Availability of funds, stakeholders participation and organization leadership were found to have a positive correlation with effectiveness of M&E system. The findings further indicated that AMREF allocates funds to M&E activities and has a separate allocation for M&E but the funds are not sufficient and the M&E unit is not independent. On stakeholders participation, involvement was mainly on lower level activities but not adequate in higher level activities. Finally, it was established out that organization’s leadership greatly influences effectiveness of M&E system. The weakness of the study was that, the sample size was too small to get diversified information.

B. Empirical in Ethiopian Context

(Mulu, 2017) , Among many problems in projects, poor planning is one of the prominent problems which has been broadly published in that cause affecting project planning. The study was to identify the major factors for poor project in AIESEC with particular focus on Edu-Power Underprivileged Project. Based on a comprehensive literature review, the

research used a mixed approach as both qualitative and quantitative data were collected and analyzed. The data obtained through questionnaire has been analyzed quantitatively using descriptive statistics namely frequency and percentages through SPSS version 20. The study found that, Major factors affecting the project planning were identified as lack of skills, lack of experience, lack of support from functional departments, high rate of personnel turnover and absence of clients in planning stage.

(Taddele,(2017); on the study conducted on ‘Challenges of monitoring and evaluation of development programs’ ,The aim of the research was to provide an understanding of the various Challenges of Monitoring and Evaluation (M&E) encountered in the development works by UN organizations. The study employed a qualitative research methodology by interviewing key informants selected. The findings of the study indicated that, absence of knowledge management utilization by the organization for M&E activities and decision making. Besides that, the research identified that, the absence of synergy of M&E and programming was one area that should be strengthened further by the organization. Lack of knowledge management existence within the Organization, UNFPA Ethiopia should create a knowledge management system to benefit from the storage, sharing and dissemination of M&E information on a timely, meaningful and appropriate way.

Berhanu (2017) conducted research on ‘Assessment of project implementation practice of Entrepreneur and business growth project implemented by Digital Opportunity Trust organization.’ ‘The purpose of this study was to assess project implementation practices of entrepreneur and business growth project implemented by digital opportunity trust organization. The study was conducted on DOT Ethiopia office located in Addis Ababa. A census method was employed in aim of collecting from all employees because; target population of this study was 18 employees. Structured questionnaires were employed to collect demographic and other relevant data from project manager and team members. The collected data analyzed using simple statistical analysis methods (frequency and percentage) and descriptive analysis (mean and standard deviation) methods. the study found that a number of factors accounted for challenging the project such as: unrealistic expectations from the project by the beneficiaries, lack of user’s, lack of resources,

unrealistic project time frames, frequent change of project requirements and specifications, and also challenges from government regulations and rules were found to account as challenging factors. Lastly it was recommended that, to the success of the project, it is advisable to make the project visible to all stakeholders and communicated effectively, it will improve users input and also need to work closely with government. The weakness of the study was that too small number of sampling which may limit information diversity.

H/Mariyam (2007) conducted research on “Monitoring and Evaluation of Projects in Government Organizations: - Expectations and Practices’: The objective of the research project was to identify the gap between expectations and practices of Monitoring and Evaluation system in Ministry of Mines (MoM) and Geological Survey of Ethiopia . The sectors are established to improve development of the mineral resources in order to enhance the contribution of the Foreign Currency earnings of the sector in the national economic growth of the country. The sample population of the study comprised purposely selected target groups from each organization. The target population of the research was taken as a whole to get good result data for the study was collected using the questionnaire and detail interview. The result of the study shows that the projects implemented by these two organizations was not effectively monitored and evaluated; the study also showed that the organizations have many challenges to implement the system of M&E. The four groups of the research participant’s namely management,. However, other experts group has poor expectations. The gap between expectations and practices was very high. Weak resources allocate for use, and the inability to understand M&E purposes equally between managers and experts or lack of common understanding. The weakness of the study was related to measurement of expectation of individuals in which most respondents expects performance level to the highest degree that was mainly related to human interest.

Field observations report from Biro of Finance and Economic Development of Oromia, BOFED, (2013) identified that the following points are the weaknesses of governments’ project M&E related activities in the region:-

- A. M&E system needs to be established in the planning stage, but it tends to be overlooked,
- B. In the preparation stage, the terms of reference for M&E team, allocation of sufficient resources for M&E might not be properly considered.
- C. Key stakeholders'/beneficiaries might not be carefully involved, and coordination among offices and implementing body might not be sufficient enough. Again, the woreda experts might fail to put priority on M&E, and obliged to conduct it with a short period of time.
- D. After M&E, the experts might not be able to meet the time schedule for providing feedback, and also fail to learn from the finding of M&E as a sense of accountability may lack.

2.3. The Research Gap

Having different related researches as information for concepts and identifying the gaps to be filled, the most project monitoring and evaluation related researches are concerned on NGO projects/programs rather than public administered/government projects. Therefore it is one reason to initiate the researcher towards government projects. The other motive for this research was that a few government project monitoring and evaluation issue addressed by other researchers were M&E at institution or organization level while the projects administered by project committee which were organized from different government strategic sectors are not yet concerned. Therefore, this research was intended to fill this gap.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

The chapter discusses about the method for research design, sources of data and collection techniques, the target population and sampling technique and methods applied for data analysis.

3.1. Research Design and Approach

The study was utilized a descriptive research design. Descriptive research design was used to describe an event or phenomena as it exists at present and was appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2003). The descriptive type of design was appropriate and used to describe about the contribution of different team in M&E activities. It was also applied to identify and judge the strength and weakness of each variable in associating with M&E performance. The approach to organize the data from respondents was qualitative and quantitative approach. The study also used mixed approach in which equal value will be given for both approaches. So, the qualitative and quantitative data had given weight in this research. Quantitative data were collected first then followed by qualitative data. The quantitative approach was be used in this study because it provided in depth understanding of information while the qualitative approach provides summary information on many characteristics.

3.2. Source of Data and Data Collection Techniques

3.2.1. Sources of data

The source of data for the study was primary data was used. These were Jimma Zone project committee, Jimma Zone Health Office Management and expert group, Budget and planning section of JZFEDO, project monitoring experts from JZCO, JZEDO, JZUDO were the target of the study as a source of data.

3.2.2. Data Collection Technique

After a research problem was defined, the next step is to develop questionnaire and piloting. The main data gathering instruments used in this study was questionnaire and interview. To apply the survey, 167 questionnaires were distributed for supportive staffs in planning and controlling projects and experts, engaged in monitoring activities and for main project committee.

A questionnaire was used in English language. However, the interview was conducted by Intermixing with Afanoromo translation according to the necessity for selected participants so as to allow the free discussion and clear understanding of each other. There were two parts in the questionnaire .Part one contained background questions and part two consists of two sections with close and open-ended items in a mixed manner.

3.2.2.1. Questionnaire

A series of questions that are easy and convenient to answer and organized to cover the intended practices were formulated in to a questionnaire .Questions of monitoring and evaluation are prepared on a scale of five alternative responses, 1(Do not know) to 5(Strongly Agree).

The questionnaire was consist of closed –ended and open–ended questions and have three parts .It is about 95% of the survey questionnaires are closed ended with ‘yes/No’ & ‘Likert scale’ type. The rest 5% was open ended questions. The first part of the questionnaire was to deal with personal information, the second part to contain questions about M&E expectation and practical situations and the third part contained questions about technical practice and major challenges on M&E.

3.2.2.2. Interview

Interview that was opposite to questionnaire requires more in-depth answers and took longer and more resources to carry out .It requires setting up appointments at the convenience of both the researcher and the respondents and takes a longer period of time to get as much information as you could get from a questionnaire. A semi-structured interview guide was developed. Semi-structured interviews are the most widely used interviewing format for qualitative research and it allows the interviewer to develop

deeply into social and personal matters, it could give flexibility to get the needed objective. This is a useful instrument to understand or identify reasons how and why things happen. Interview was applied to obtain necessary information concerning the challenges, real practices and experience of M&E system of the organization. For the purpose of this study, 20 from both Jimma zone project committee and selected woreda project committee were used to respond for intended questions through interview.

3.3. Target population and sampling Design

3.3.1. Target population

According to Donald R. (2014), the target population of the study are those peoples, events or records that contain the desired information and can answer available questions. Then after, it is to determine whether a sample or census is appropriate for sampling technique. For this study, the target population (N) was 286. They were people particularly engaging in M&E activity (planning and execution). Among these population, 31 are from Jimma zone project committee & respective technical committee. The other 240 were taken from 20 woredas under Jimma zone and 15 from Aggaro town administration.

3.3.2. Sample size and sampling technique

Sample size of the given population was determined by using Yamane, (1967) formula:-It provides a simplified formula to calculate sample sizes for *known* number of population size (N). The points assumed in the formula are a 95% confidence level, and population proportion, $p=0.05$. (PSCO, 2013)

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

Where; - n = Sample size

N= Population Size

e = precision or margin of error

For the study case, N= 286 and e = 5%.Therefore, our sample size from total population will be:-

$$n = \frac{286}{1 + 286(0.05)^2} = 167$$

3.3.3. Sampling technique and procedure

Sampling techniques were the different methods of selecting sample respondents from a given population. For this study purpose a part of probability sampling, stratified random sampling was applied, by dividing population in to three strata.(zone level, woreda level & town administration level).The type of stratification used was also proportionate stratified sampling, Stratified sampling was very efficient way to reduce sampling error and increase the representativeness of sample.

Proportionate sample allocation to different strata.

Proportional allocation rule was one of the three rules (equal, optimal and proportional) to allocate the identified sample among different stratum found in stratified sampling. In proportional allocation method, the sampling fraction, $\frac{n}{N}$ was the same in all stratum.

$$\frac{n}{N}$$

The allocation was given sample of size n to different stratum was done proportion to their sizes, i.e. in the i-th stratum. $n_i = n \left(\frac{N_i}{N} \right)$ when i= 1, 2, 3

$$N$$

Therefore, the sample size distributed among different stratum is shown as the following.

Zone Level samples	Town Administration samples	Woreda Level samples
$(167) \frac{31}{286} = 18$	$(167) \frac{15}{286} = 9$	$(167) \frac{240}{286} = 140$

After the number was identified the respondents from each level were selected randomly.

Table 3.1. Proportionate sampling of respondents

Division	Project committee	Technical committee	project Mgt (Planning staff)	Total number of population	Sample
Jimma zone project & technical committee	8	15	8	31	18
Agaro town project & technical committee	5	7	3	15	9
20 woredas project & technical committee	100	80	60	240	140
Total	113	102	71	286	167

3.4. Methods of Data Analysis and Presentation

This section deals with presenting, analyzing and interpreting the data gathered through questioners and interviews. The data analysis was presented in descriptive statistics in which response rate was categorized accordingly and was measured in frequency, percentage, average, mean and standard deviation. Finally ,the relationship was presented in tabular form.

Data Validity

Validity was the extent to which the findings can be attributed to the interventions rather than any flaws in our research design. To check for validity, Questionnaires was given to advisor of investigator and in addition, consulting three experts from jimma zone Construction office those who have research experience were another option. They have

given their suggestion about the casual relationship between variables used in the research and value the questionnaires in terms of the research questions

3.4.1. Reliability Estimation Procedure

The items were pilot tested to check internal consistency of the item. Seventeen M&E related workers from Jima zone construction office and zone urban development office were participated in the pilot study for responding to the questionnaire. The pilot responses obtained through the questionnaire were analyzed statistically to see the reliability of items. Cronbach (coefficient) alpha was used to judge the internal consistency of the items and 0.85 alpha values was obtained. The result obtained is greater than the standard alpha 0.7. This showed that the internal consistency of the item was acceptable.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter provides an analysis, presentation, interpretation and discussion of the data collected from the study target samples. The study sought to examine the practical situations of monitoring and evaluation in construction projects under taking by Jimma Zone Health Office. The presentation of the data analysis, presentation, interpretations and discussion is based on sequence of questions in the questionnaire.

4.2. Response Rate

Table 4.1 Respondent rate for Questionnaires

Category	Frequency	Percentage
Responded	161	96.4%
Did not responded	6	
Total	167	

Source; Survey results and own computation, 2021

According to the table 4.1 above, the number of questionnaires distributed to the respondents was 167, from which 161 questionnaires were returned for analysis. This shows 96.4% was effective. The questionnaires were distributed to a total of 167 respondents from which 161 respondents completed the questionnaire, the rest 6 were non-respondents, due to: annual leave, shortage of time to fill the questionnaire and some other unknown reasons. The interview part distributed for respondents were 15 and all (100%) were returned for analysis. According to Mugenda & Mugenda (2003), a response rate of more than 80% is sufficient for a study. The table below shows the response rate of the research.

Back ground of respondents

The total participants of the study are 167 respondents those who are working within Zonal and woreda level health, Finance and construction offices more over the members of project committee from different sectors were identified as target respondents. Technical experts are mainly from Construction office, health office, town administration office, educational and Road authorities from woreda and zone administration. Jimma zone Health office is the concern of the study. The Sector leaders, middle managers, project team leaders, Monitoring and evaluation experts and those who are working in project planning area were the target of the study. A questionnaire was distributed to a total of 167 respondents and 161 respondents were completed the questionnaire, the rest 6 were non-respondents, due to: annual leave, shortage of time to fill the questionnaire and some other unknown reasons. In addition, Interview was conducted with 15 of zone and woreda project committee members.

Table 4.2. Gender of Respondents

	Frequency	Percent
Valid Male	142	88.2
Valid Female	19	11.8
Total	161	100.0

Source; Survey results and own computation, 2021

From the data shown in the table 4.2 above, the male number of respondents' are 142, which is 88.2% of the total respondents. The female respondents' number is sharing only 11.8 % of the total respondents. The data can also indicate that less number of female experts were in the area of construction project monitoring and evaluation activities of Jimma zone.

Table 4.3: Age category of Respondents

	Frequency	Percent	
Valid	21-30	55	34.2
	31-40	79	49.1
	41-50	24	14.9
	above 50	3	1.9
Total	161	100	

Source; Survey results and own computation, 2021

From the table 4.3 above, we can see that the respondents' age is revealed in four age categories, these are (21-30), (31-40),(41-50) and (above 50) age groups. The first group categorized under 21-30 age are 55 in number and take 34.2% of the total. The age group from 31-40 is 79 in number and is the largest age group of the total holding 49.1% .The other group taking 14.9% are those who are under the category of 41-50 age. The least of all group, those are above 50 is 3 in number and sharing only 1.9 % of the total. From the analysis it is possible to understand that most of the respondents of the research are under the age category of 31-40 and to the second stage 21-30 are significant in number, this can tell us most respondents are youngsters.

Table 4.4 Educational level of Respondents

	Frequency	Percent	
Valid	Diploma	4	2.5
	First Degree	129	80.1
	Second dgree	28	17.4
Total	161	100.0	

Source; Survey results and own computation, 2021

In the table 4.4 above, the data presented about the educational level of respondents show that, the highest number, 129 are first degree holders with 80.1% of the total respondents. Those who were at second degree level numbered 28 and sharing 17.4 % of all. The smallest number is 4, represented by diploma holders which are 2.5% of the total. From the analysis we can understand that most of the respondents are first degree holders and above, those can understand the objectives and intentions of the research.

Table 4.5 Position of respondents in an organization

	Frequency	Percent
Valid Top management	20	12.4
middle management	38	23.6
project team leader	34	21.1
Monitoring Expert	69	42.9
Total	161	100.0

Source; Survey results and own computation; , 2021,

The respondents for the study were from different level of organizations' structure and different responsibility areas. The majority of respondents are monitoring and evaluation experts. They are 69 in number and sharing 42.9% of all respondents. These experts are engaged in monitoring activities of projects under construction .The second largest number are 38 and accounting 23.6% are from the middle management groups. They are working in project planning and performance reporting area. The project team leaders are 38 and holding 23.6% of all. The top management or the sector leaders are 20 in number and represented by 12.4% from all respondents. They are the project committee members and the decision making body on construction project issues. From this table we can understand that most respondents are from monitoring experts and to the second stage from the planning staff. It is highly expected that the group can have enough understanding about the construction projects' monitoring and evaluation activities.

4.3. Project Monitoring and Evaluation Plan

Table 4.6 Response Analysis for M&E plan

Item	Mean	Standard deviation
Absence of participatory plan for M&E activities	3.39	1.013
The organizations M&E plan is effective enough for practical activities	2.99	1.003
Each management and technical groups for M&E activity has no action plan	3.24	.991

Source; Survey results and own computation, 2021

From the finding presented above, the presence of participatory plan is not realized that the mean score of respondents 3.39 and 1.01 standard deviation, showing agreement on statement indicated that there is absence of participatory plan for monitoring and evaluation. The effectiveness of M&E plan for practical activities was also responded by the least mean score 2.99 relatively and showing the necessity of improvement around the effectiveness of the plan. On the other hand the usage of action plan by management and technical groups, to attend their respective daily activities was responded negatively that most of respondents agreed in mean score 3.24 and standard deviation 0.991 that, the responses indicate the usage of action plan on the daily activities was scattered.

Table 4.7 Response analysis for close ended question on M&E plan

Title	Question items	Response			
		Yes		No	
		Frequency	Percentage	Frequency	Percentage
Project	Is there effective plan to	143	88.8	18	11.2

Monitoring and evaluation plan	guide your M&E activities? Do all necessary stakeholders participate while planning for M&E?	48	29.8	113	70.2
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Source; Survey results and own computation, 2021

From the finding in the table 4.7. We can see that the majority of respondents, 88.8% said that, they have effective plan to guide the monitoring and evaluation activities. On the other hand, 18 respondents which are 11.2 % said they do not have a plan for monitoring and evaluation activities. The result can tell as most monitoring and evaluation activities were guiding by plan.

The result in the table above indicate that, only 29.8 % of the respondents tell us the plan they are using is organized by involving the necessary stakeholders participation. Most of them which are about 113 in number and accounting 70.2% were witnessed that their planning process was not participative the stake holders from different levels of concerning body. This can indicate participation of the necessary stakeholders while planning was left a side by the project committee and the organization.

The finding from interview also indicated that the project committee has a plan but it has many limitations such as; to indicate the start and end time for construction projects. It also fails to share responsibilities among different members of project committee and to participate the necessary stakeholders.

4.4. Budgeting System for Monitoring and evaluation activities

Table 4.8. Budgeting system and fund delivery for the activity

Item	Mean score	Standard deviation
Absence of separate budget allocation for M&E works	3.67	.886
The M&E unit is not independent enough to decide on budget for the activity	3.73	.857
The organization ensures that the timely provision of funds for M&E activities	3.58	.841

Source; Survey results and own computation, 2021

From the findings presented in table 4.8., majority of the respondents agreed with the statement that there is absence of separate budget allocation for specific project with the mean score 3.67 and no independency of M&E unit to decide on budget issue is responded with the high agreement of respondents in 3.73 mean score and 0.857 standard deviation. Furthermore, the timely provision of funds for M&E works by the organization is positively responded with 3.58 mean score that can show the organization provide the necessary money for M&E activity timely. On the other hand, the table can clearly reflect that the system of budgeting for M&E activities was not implementing the specific budgeting system for separate construction projects. No independency of decision by M&E unit on the budget issue in the organization.

Table 4.9 Budgeting system of the organization

Title	Question Item	Response			
		Yes		No	
		Frequency	Percentage	Frequency	Percentage
Budgeting system of the organization	Is there specific budgeting system for specific project M&E?	50	31.1	112	69.1
organization	Is the budget for the year covers all expenses of M&E activities?	57	35.4	104	64.6

Source; Survey results and own computation, 2021

On the table 4.9, it is indicated that, 112 respondents that share 69.1% of the total respondent told that there was no specific budgeting for specific project monitoring and evaluation activities. Those who told us there was specific budgeting system for specific

project monitoring and evaluation works in the organization are 50 respondents taking 31.1 %. Therefore, it is possible to understand the organization is not fully following specific budgeting system for specific monitoring and evaluation activity. In addition, from the total respondents 35.2% responded that, the annual budget for the activity of monitoring and evaluation is enough to cover the expenses of the year. But more of the respondents, about 104 holding 64.6 % said the budget for the year is not enough to cover all necessary expenses of the monitoring and evaluation activities.

From the interview finding, they responded the same to the above result on specific budgeting system is a problem especially at woreda level to follow the projects under construction. There is general budgeting situation in which the budget for monitoring and evaluation work is assigned for different projects under the single code of budgeting in the sector.

4.5. Stakeholders participation

Table 4.10. Response on stakeholders' participation issue

	Item	Mean score	Standard deviation
Stakeholders' participation	Inadequate participation of stake holders' from zone to woreda level in all stages of M&E works	3.81	.818
	The organization assigns clear responsibility for stake holders at different level	3.81	.806
	The stake holders can get timely information about session passed on M&E issue	3.75	.744

Source; Survey results and own computation, 2021

From the finding indicated on the table 4.10 above, most respondents with mean score 3.81 said 'agree' for the idea showing inadequate participation of stake holders in all stages of M&E activities. The other issue about the assignment of responsibility for stake

holders at different levels by the organization is responded 'agree' with mean score 3.81 and 0.806 standard deviation. The point that indicating timely delivery of information to the stake holders was also positively responded with mean score 3.75. The only problem reflected here is the participation of stake holders from zone to woreda level in each stages of project activity which was not yet considered by the organization as well as the project committee, leading the activities of monitoring and evaluation

4.6. Rules and Guideline for monitoring and evaluation activities

Table 4.11. Practical use of guidelines from BOFED

Item	Mean score	Standard deviation
The organization use and obey M&E rules on BOFED manual	3.63	.797
Each M&E group has no awareness about the usage of guide line manual	3.60	.801
Ineffective utilization of the format of report organization and analysis on BOFED manual	3.59	.877

Source; Survey results and own computation, 2021

From the finding described on table 4.11., most monitoring and evaluation groups can obey the rules of M&E from BOFED and they respond 'agree' with 3.63 mean score but, the awareness about the usage of guide line from BOFED is negatively responded that most respondents with 3.60 mean score replayed agreement with the item. Lastly, the question about the usage of report analyzing format from BOFED is negatively responded 'agree' with the mean score 3.59 and 0.877, standard deviation. Therefore, the finding can identify that, lack of awareness about the usage of guideline manual and using standardized reporting format is under the problem in the organization.

Table 4.12, The usage of guideline and reporting format

Title	Question Item	Response			
		Yes		No	
		Freque ncy	Perce ntage	Frequ ency	Perce ntage
Rules and regulati on for M&E activitie s	Is M&E activity of the organization based on guiding manual from BOFED? Do monitoring group use data presentation and analyzing format on BOFED the manual?	57 20	35.4 12.4	100 139	62.1 86.3

Source; Survey results and own computation, 2021

From the table 4.12, Majority of the respondents, 62% told that they are not using a guiding manual from Biro of finance and economic development when they are planning and performing the duties of project monitoring and evaluation. The other respondents which represent 35.4% said that they are using the BOFED guide line manual. Relatively, 86.3% of respondents answered No, about the usage of report format by monitoring group in all activities. The rest 12.4% only shows that the monitoring group are using report format on the BOFED manual by responding ‘Yes’.

The finding from interview on the issue also indicated that, formal rule and regulation to lead the monitoring and evaluation activities are not considered well at both zonal and woreda level. No BOFED manual is utilized effectively. The monitoring groups are also using reporting format but different individual uses different own formats to organize the report. The one which is on BOFED manual is not effectively utilized.

4.7. Management Commitment

Table 4.13. Management commitment and support for technical groups

Item	Mean score	Standard deviation
The organizations Management is committed enough to lead the work of M&E	3.68	.869
Management ensures sufficient resource allocation for M&E activities	3.57	.892
Senior management recognizes and support the work of technical groups	3.61	.903

Source; Survey results and own computation, 2021

The finding on the table 4.13 above indicate that, the management leading the M&E for the organization is committed enough as per the result with 3.68 mean score and 0.869 standard deviation. About insuring sufficient resource allocation for M&E activities by management, the respondents replayed that 'agree' indicating 'no problem in resource allocation for M&E activities' with 3.57 mean score. The support of technical groups in M&E activities is also positively responded and they said 'agree' with mean score 3.61 and standard deviation 0.903 . Here no problem indicated in supporting technical groups.

Table 4.14, Management commitment on M&E performances

Title	Question Item	Response			
		Yes		No	
		Frequenc y	Percent age	Frequenc y	Percent age
Management commitment for M&E activities	Do management of your organization committed for project M&E performance?	111	68.9	50	31.2

Source; Survey results and own computation,2021

From the finding on the table 4.14 above, 111 respondents that are 68.9% answered yes, for the question ‘whether the management of the organization committed enough to attend the project M&E performance or not. The rest 50 respondents which are 30 % of the total answered No, for the same question. So, it clearly presented that most respondents reflected the commitment of management is not a problem for project monitoring and evaluation performance.

4.8. Project team coordination

Table 4.15. Coordination among different project team

Item	Mean score	Standard deviation
There is a gap on coordination among the project committee, technical team and planning staff	3.83	.803
The project committee take the responsibility of controlling and supporting the other team	3.75	.801
Absence of regular time for meeting and performance evaluation	3.58	.849

Source; Survey results and own computation, 2021

The finding presented in the table 4.15 above, the response for the item identifying whether there is a gap in coordination among different M&E team or not. Most respondents reflected that, there is a gap in coordination with 3.83 mean score and 0.803 standard deviation. The second item also asked if the project committee take responsibility of controlling and supporting the other team members. As the result indicates no problem was identified in controlling and supporting area. It was on the table with mean score 3.75. In addition, the point of regular time meeting and evaluation was also responded positive with 3.58 mean score and 0.849 standard deviation. This indicates that no problem identified in information exchange areas.

4.9. Monitoring Expert Qualification

Table 4.16 Regular training and educational chances

Item	Mean score	Standard deviation
Absence of regular training program to improve the experts performance skill	3.08	1.055
There is higher education chances for M&E experts	3.23	1.091

Source; Survey results and own computation, 2021

From the finding on the table 4.16, it is possible to see that, the respondents reflecting about absence of regular training program is with mean score 3.08, that is clear implication of that there is no regular time training program for experts performance improvement. On the other hands, higher education chance for the experts is not raised as a problem with 3.23 mean score. Therefore, absence of regular training programs, especially for technical expert is not considered by the organization.

Table 4.17. Training programs and experience sharing stages

Title	Question Item	Response			
		Yes		No	
		Frequency	Percentage	Frequency	Percentage
Monitoring Expert qualification	Do your organization facilitate regular training program for experts working on M&E area?	23	14.3	138	85.7

Is there the stage to share experiences, about M&E activities among monitoring team	21	13	140	87
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Source; Survey results and own computation, 2021

According to the table 4.17 above, 85.7% of respondents indicated that there is absence of regular training program for experts working on project monitoring area, While 14.3% only shows as regular training program is facilitated in the organization. Therefore, here the same result to the above response is repeated about the absence of regular training programs for experts' working in monitoring area. In addition, facilitating experience sharing stages among the experts at regular time is the other problem needs improvement in the organization.

4.10. Descriptive statistics

Table 4.18. Descriptive statistics

	Mean	Std. Deviation	N
Project monitoring and evaluation performance	3.3960	.53074	161
Monitoring and evaluation plan	3.2066	.70673	161
Budgeting system for M&E	3.6621	.54105	161
Guideline and Rules	3.6039	.57731	161
Management Commitment	3.6206	.67925	161
Stakeholder participation	3.7671	.63043	161
Project team coordination	3.7155	.63356	161
Monitoring Expert Qualification	3.1553	.68291	161

Source; Survey results and own computation,2021

From the table above, it is possible to understand that, the dependent variable M&E performance is presented with mean score 3.39 and standard deviation 0.531. The other independent variables, M&E plan, budgeting system for M&E and guidelines and rules for M&E are described in mean score 3.20, 3.66 and 3.60 respectively. The other variables, management commitment and monitoring expert qualification are represented in mean score 3.62 and 3.15 respectively. Among all independent variables, the stake holders' participation with mean score 3.76 and standard deviation of 0.63 and project team coordination with mean score 3.72 and standard deviation 0.633 are the highest score. This indicates that the two variables with the higher mean score are strongest determinant of M&E performance in relation to the rest variables.

4.10.1. Current challenges being faced the organizations M&E performances

Table 4.19. challenges of current M&E performances.

No	Possible Challenges	Rank	Frequency	Percentage
1	Inability to meet quality standard	Strong barrier	92	57
		Medium barrier	30	18.6
		Least barrier	39	24.2
2	Management accountability & transparency Problem	Strong barrier	34	21.1
		Medium barrier	87	54
		Least barrier	40	24.8
3	Contract dalliance	Strong barrier	90	55.9
		Medium barrier	30	18.6
		Least barrier	41	25.4
4	Lack of funds	Strong barrier	47	29.1
		Medium barrier	49	30.4
		Least barrier	65	40.3
5	In accuracy in data analysis and report	Strong barrier	96	59.6
		Medium barrier	45	27.9

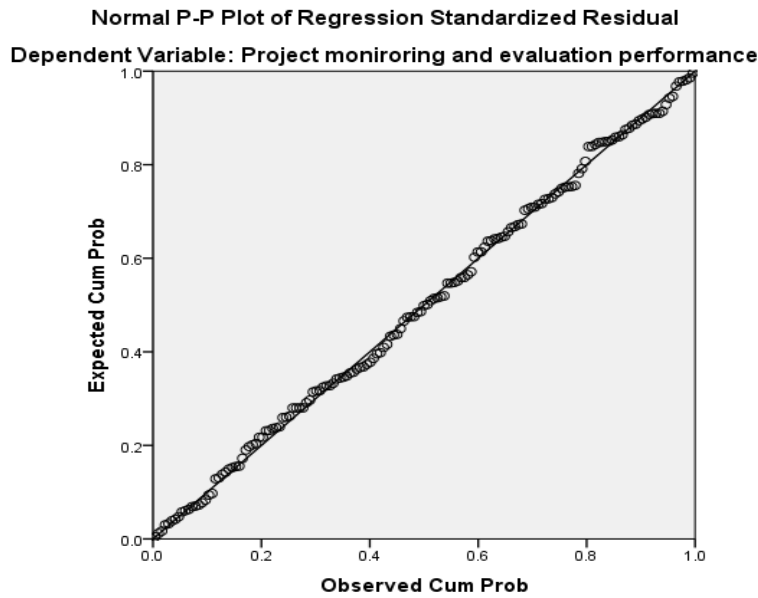
		Least barrier	20	12.4
6	Failure to evaluate the performance	Strong barrier	88	54.6
		Medium barrier	40	24.8
		Least barrier	43	26.7
7	Lack of expertise	Strong barrier	76	47.2
		Medium barrier	41	25.4
		Least barrier	44	27.3
8	Legal frame work	Strong barrier	53	32.9
		Medium barrier	34	21.1
		Least barrier	74	45.9

From the table 4.19 above, we can understand that ,the challenge ‘Inability to meet quality standard’ by the organization was witnessed at medium and strong barrier in 75.6% of respondents. The management accountability and transparency problem was considered as a barrier by 75.1% of respondents. The other point contract dalliance was taken as a barrier in medium and strong level by 74.5 % of respondents. The problem of lack of fund was considered by 59.5% of respondents as a challenge of the organization. The issue of ‘inaccuracy of data analysis and report by the organization was considered as problem by 87.5% of respondents. Failure to evaluate performance was also the point taken as a challenge by 79.4% of respondents in medium and strong level.Lack of expertise was replied in medium and strong level by 72.6 % of respondents. The usage and presence of legal framework was raised as achallenge in medium and strong level by 54.4% of respondents.

4.10.2. Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables.

The relationship between the dependent variable (Project M&E performance) and each independent variable; were related fairly similar or relatively linear; in which normal p-plots of the regression residuals through SPSS 20 result. This indicates that residuals are approximately normally distributed.. Therefore, the normality assumption is satisfied in which the residual plot is following relatively straight line.



CHAPTER FIVE

5. SUMMARY OF FINDINGS, DISCUSSION, CONCLUSSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the findings presented in chapter four according to the study objectives and also presents the conclusions, to provide readers with the theme of the research and the recommendations to the study.

5.2. Summary of Findings

The main objective of the study was to assess the current monitoring and evaluation practice and challenges associated in Jimma zone Health facility construction projects. To meet this objective, the study was utilized a descriptive research design and quantitative and qualitative data type were used. The analysis applied was also by using descriptive statistics. Lastly, the result obtained was summarized as follows.

Regarding the monitoring and evaluation plan, the finding of the research indicate that there is positive relationship between project plan and project M&E performance. Majority of the respondents show their agreement on the point that the organization has a monitoring and evaluation plan to use as a guide for the activity. The effectiveness of M&E plan for practical activities was also responded by the least mean score relatively and showing the necessity of improvement around the effectiveness of the plan. Most of the respondents about 70.2% were witnessed that their planning process was not participative that the stake holders from different levels of concerning body.

As per the result from interview, most respondents show that, the project committee has a plan to be guided by, but the plan was not effective in areas of scheduling the activities and stakeholders participation. Though the plan was outlined on the paper it was not practical for all projects equally, instead the committee mostly focuses on challenge area or problem faced areas. The other response of interview added that, at woreda level there was repetitive contract termination due to quality and time problem for projects under

construction. These were the points hindering the effectiveness of the M&E performance in the organization.

Based on the finding from ranking the current challenges of the respondents, the points (Inability to meet quality standard, Management accountability and transparency problem, contract dalliance, Lack of funds, Inaccuracy of data, failure to evaluate performance ,lack of expertise and legal framework) were considered as a challenges of the organization currently for activities of monitoring and evaluation of the organization.

Findings of the points related to budgeting system of the organization can tell us, most respondents with 69% indicate that there is no separate budgeting system for specific project in the organization. The other point raised for the respondents was about the independency of the monitoring unit to decide on the budget issue and responded by the majority of respondent as, the monitoring unit is not independent for decision making. It was also asked that if the monitoring and evaluation budget is enough to cover the expenditures of the year or not, the response given from 64.8% of respondents indicate that the M&E budget is not enough to cover the expenses of the year.

The interview result from respondents identified that;- The problems related to M&E performance are difficulty to meet the quality standard on the agreement, failure to complete construction within the time on the agreement, lack of accountability and transparency in management area and not fully participating all stake holders including beneficiaries.

The research finding on the questions about the stakeholders' participation on different stage of M&E activities can identified that, the participation of different stakeholders especially from woreda level is inadequate. This is responded with mean score of 3.81 of respondents. The other related questions about the assignment of responsibilities for different stakeholders' at different levels by the organization was responded positive that tells there is no problem in the organization to assign responsibilities for stakeholders. This can show as, there is no problem identified by the research on the responsibility

sharing .Likewise, the information dissemination by the organization to stakeholders is also answered positive in which most respondents reply no problem in information sharing between the organization and stakeholders.

The other target of the study was about the usage of rules and guidelines on BOFED manual serving to guide the project monitoring and evaluation works. As the result from most respondents with 3.63 mean score reflected, there is a practice of using the BOFED manual for monitoring and evaluation activity. But, the other question about the awareness of M&E groups about the manual is negatively responded with the mean score 3.59 of respondents. They answered that, no awareness is given for monitoring and evaluation team about the guideline usage. The rest question about the usage of data presentation and analyses format on the manual is responded no, that 86.3% of the respondents said that they were not using the standard format for report data presentation and analysis.

The interview result also indicated on the issue of monitoring experts performance that they were not using the format for data analyzing and reporting properly. As a result the decision making body mostly depend on raw data gained for and need extra interaction for analysis. They indicated also poor methodology of monitoring activities were undertaking.

The other finding of the study describe about the question, how about management commitment to handle the activities of project monitoring and evaluation is responded positive. Most of the respondents with higher mean score responded that, the management of the organization is committed enough to lead the activities of project monitoring and evaluation. The resource allocation for project monitoring and evaluation duties is positively responded as there is no problem in the area. The support for technical team by management is problem free as the answers from respondents approved with the mean score of 3.61.

The analysis result about the project team coordination was also the part of the questionnaire. About the gap in coordination among project committee, planning group

and monitoring expert is responded that there is a gap in coordination with higher mean score 3.83.this can indicate that there is a problem in coordination of different M&E groups working for common objective.

The control and support from management area to technical team is responded positive with high score that there is no problem in the area of support and controlling the team. The finding related to monitoring and evaluation expert qualification is responded as, the absence of regular training program to improve the experts' qualification in project monitoring activities. It is responded with high number of respondents and mean score 3.08.On the other side the same question was asked in close ended approach and 85.7% of respondents replayed the same. There is also another problem indicated by the respondents in that, no stage is facilitated by the organization for sharing experiences among different monitoring and evaluation team.

The effectiveness of M&E practices was tasted in planning situation of the organization. The result indicated that, they have the plan but it was not effective.

The other approach to check for effectiveness was, interview result for the challenges contributing for in effectiveness of M&E performance are responded as, resource constraint for monitoring activities, repetitive internal exchange of position of human resource specially in project planning area and inconsistencies of field monitoring work was raised as the main problems.

5.3. Discussion of the findings

1. The study found that there is positive relationship between participative project monitoring plan and project monitoring and evaluation performance. Although the project monitoring and evaluation groups were leading by plan for the M&E activities, the effectiveness of the plan needs improvement in which it has got the agreement of most respondents that the plan is not effective. The other finding related to M&E plan is that the plan is not participated the stake holders from zone and woreda levels. It is responded by majority of respondents. This finding relates with the report of observation on the guiding manual of observation, monitoring and

- evaluation system needs to be established in the planning stage, but it tends to be overlooked.
2. .The current monitoring and evaluation system of the organization shows weaknesses in areas of planning and planning process, in budgeting system, stakeholder's participation, project team coordination and qualification of technical team.contract management was not complete because the monitoring groups were not guided by guideline and rules sated.
 3. The finding of the research identified that the organization is not applying separate budgeting system for project monitoring and evaluation activities. The budgeting situation of the organization especially at woreda level, the budget for different projects M&E activities are allocated at a single code under the organizations system and this cannot fulfill the guide from BOFED saying that 'separate budgeting for specific project' approach, The finding also relates with the finding of H/mariyam (2007), that he was found the same idea with 79.85% of the respondents said that there was no separate budget allotted to the M&E activities. In the finding of this research, it was also identified that the budget of the organization couldn't cover the budget year of project monitoring and evaluation expenses. The finding can go with the issue of NAJUMA (2015) who has conducted the research and found that, the relationship between the availability of funds and effectiveness of M & E system is positive. He concluded that, the effective availability of funds results to better actions during monitoring and evaluation of projects thus resulting to better M & E system and vice versa.
 4. The result from analysis of the study can also reveal that, the stake holders' participation has positive relationship with the project monitoring and evaluation performance. It was also found that inadequate participation of different stakeholders at different levels of the organization especially at woreda level. The other points used to dig out about the responsibility sharing of the organization and information dissemination to stakeholders' is not responded as a problem. Here the finding related to stake holder participation in all appropriate decision making area is the same to the

(EMI, 2014) presentation that described , *'inefficient stakeholders' involvement in planning and practical performance of M&E makes the result incomplete. Also neglecting pertinent stakeholders in M&E could lead to a low degree of ownership, lack of collaboration and even the development of adverse relationship'*. Tadele (2017), also discussed that Monitoring and Evaluation is an integral part for the success of any development initiative as it helps foster a sense of ownership and at the same time promotes meaningful development at grass-root level.

5. The finding of the study related to commitment of management to lead the monitoring and evaluation activities was responded positively that as, the management of the organization is committed enough to properly handle the project monitoring and evaluation activities in the zone. The other related question raised for respondents was about ensuring sufficient resource allocation for M&E activities and most respondents agreed that no problem they face in resource allocation but in the other question related to the budget they said the budget for the year cannot cover the budget year expenses. Therefore, this result about commitment in resource allocation needs extra research with improved research questions. The support for technical group is also responded positive the same to above commitment related questions.
6. The findings about monitoring and evaluation guideline and rules usage reflected that, it is applied on the organizations M&E activities. The result of the study is positive and no problem identified on the usage of BOFED manual. The other point responded negative can told us, no enough awareness about manual usage with the technical team. Related to the guideline manual the usage of data presentation and analysis format for monitory groups was not properly utilized as per the respondents answer. As per the observation report on BOFED manual, After M&E the woreda experts might not able to meet the time schedule for providing feedback, and also fail to learn from the findings of M&E as a since of accountability may lack.
7. The finding of the study identified that, there is a gap in coordination among different monitoring team (project committee, planning staff and monitoring experts).This point is answered by the majority of the respondents with the higher mean score.

With the statement related to coordination, there is no problem in the area of supporting different project M&E team. Also the information dissemination factor is responded positive that, no problem identified in information exchange among different team. Here the only point identified is the gap in coordination among PM&E team.

8. The result from research question about monitoring expert Qualification, show us, absence of regular training program for the technical group is the point which has strong relationship with monitoring and evaluation performance. This point was responded as a failure for most of the respondents with higher mean score said no regular training program for the experts' capacity building. On the other hand, no stage was facilitated by the organization for experience sharing and information exchange among experts from different corners of the zone. The result can be related with the finding of Tadele (2017).He discussed the finding as, in today's application of results-based management of monitoring & evaluation, the importance of knowledge management is indispensable. But, his finding indicate that, the majority of the key informants asserted that M&E knowledge creation, sharing & dissemination is not yet in practice in the organization he concerned for the study.

5.4. Conclusion

The intention of the study was to investigate the construction projects monitoring and evaluation practices in Jimma zone health office. The study was also identified the factors that might influence the performance of M&E activities of the organization. These were summarized in research question and objectives of the study. The finding identified in the study was an implication for management of the organization was not appropriately using the monitoring and evaluation activities as a key management tool. The variables identified to be assessed in relation to project M&E performance were;-The plan of M&E activities, the budgeting system of the organization, stakeholders' participation, management commitment, and project team coordination and monitoring experts' qualification. Based on the above factors, data collection from pre identified target respondents was held and the result analyzed.

The current performance of organizations' M& E performance is associated with challenges to hinder the activities. There fore taking immediate correction is the necessary point.

The influence of M&E plan was tasted in different directions and that, the organization recognized the plan for M&E as a tool to be guided while performing the work of M&E of construction projects. This cannot tell about the effectiveness of the plan they are using because, the plan they are using is no participative enough as per the result of the study. Not only that the technical groups rarely agree to the usage of action plan while conducting the field monitoring activities. The BOFED manual, (2013) suggests monitoring and evaluation system needs to be established in the planning stage, the plan of the organization is in use with the above two weaknesses.

The budgeting system of the organization was also researched and came up with necessary findings that, facilitating separate budgeting for specific construction project was not put into practice by the organization and concerned woreda health offices effectively. The problem might contributed for affecting budget coverage of the organization with deficiency as per the response of the research' target respondents. The finding of Mulugeta (2018) reflected that, lack of sufficient funding for monitoring and evaluation program was the main challenges in government organization.

Stakeholders' participation in each stage of monitoring and evaluation activities was the other area of research concern. The finding of the research indicated that the participation of the stakeholders' was inadequate especially from woreda level those are found closely to the target beneficiaries' of the construction project result. The manual of BOFED, (2013) also suggests from their observations that, in project implementation stage key stakeholders might not be carefully involved. Unlikely, there is no problem in information dissemination of the organization for different groups and the assignment of responsibility for concerning body. The beneficiaries' of the result or local community were not participating on the issues of M&E.

The result of the study related to the usage of guiding manual from BOFED as a rule was examined and the result show us the guiding manual was under the usage by the

organization, even if, the monitoring groups were not using the reporting format on the manual properly, while there is standardized data collection, data presentation and reporting analyzed information formats on the manual. Using these formats can help the project committee to pass appropriate decision about the projects under construction based on accurately analyzed data. Another negative result of respondents also related to, 'absence of awareness giving programs about the usage of manual for technical team'.

The study was also concerned to the issue of project team coordination and found that there was a gap in coordination among different project teams and absence of regular time information exchange is tasted also and information dissemination by the organization to concerning body was witnessed at the desired level. The other factor about controlling and supporting the technical groups by the organization for the activities was showing no problem.

The expert qualification is another decisive factor for project monitoring and evaluation performance. It was tasted by the research that no regular training program was facilitated by the organization to improve the monitoring team level of performance. The same to the above result facilitating stage for experience sharing among the monitoring team was not applied by the organization. The only positive response given by the respondents was on the point of higher education chances for experts. They can get the chance to follow higher education as they need. Therefore, the absence of regular training program and experience sharing stage can hinder the performance of the technical experts.

5.5. Recommendations

The following recommendations are based on the findings of this study

1. The organization should improve the plan and planning process of project monitoring and evaluation activities by participating the stakeholders' from zone to woreda level.
2. The organization should improve the effectiveness of project M&E performance by improving the plan and practical performance and also by taking corrective actions on points identified as the current problems of monitoring activities.
3. The organization should follow the separate budgeting approach for specific project to ensure sufficient funding of each project.
4. The organization should improve stakeholders and beneficiaries' participation in appropriate activities of project M&E performance
5. The awareness creating program about the usage of BOFED manual for the project M&E team should be facilitated for experts from zone to woreda level.
6. The monitoring (Expert) team should use the data gathering, presentation and analyzing format on BOFED manual properly there by to facilitate the decision making by project committee.
7. The project committee, the planning staff and the monitoring team should coordinate well to improve the performance of construction project monitoring and evaluation.
8. Regular training program and the stage for sharing experiences among monitoring team should be organized by the organization

5.6. Suggestions for further study

The research the response for evaluating about management commitment in relation to project monitoring and evaluation performance is to be checked again in improved approach of investigation. Therefore, further study should be conducted by other interested researchers on government project monitoring and evaluation and the impact of management commitment on M&E performance.

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ANEX 1

JIMMA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
MA IN PROJECT MANAGEMENT AND FINANCE

QUESTIONARIES TO BE RESPONDE BY MONITORING TEAM

Dear respondents,

The questionnaire is designed to collect data on —Monitoring and Evaluation of Construction Projects held by Jimma Zone Health Office, expectation & practices: The information is going to be used as a primary data in my research which I am conducting for a partial fulfillment of my study at Jimma University in completing MA program in Project Management and Finance. Believing that your frank and genuine responses will contribute much to the quality of the findings of this study, I kindly ask you to complete this questionnaire, as truthfully as possible. I would like to inform you that the responses you provide will be kept confidential and will not be disclosed to the third party without your consent. Lastly, I would like to express my heartfelt thanks in advance for taking your time

I) Respondents Personal information

Put “X” sign for your appropriate alternative.

1.1. Name of the organization _____

1.2. Sex: Male Female

1.3. Age

21-30 31-40

41-50 above 50

1.4. About Your present academic qualification

1. Ph.D.

2. Masters Degree 3. First degree 4. Diploma

5. High School completed

If other please specify _____

1.5. Your position in the organization

A. Top management B.. Middle Management

C. Project Team Leader D. M&E Expert

II) The following lists of statements will be used to get relevant data about your expectation as an expert working in project monitoring and evaluation. It will help the researcher for the accomplishment of the research objectives. Thus, please indicate your level of expectation with each statement by putting “√” or “X” In the boxes for appropriate answer.

Note:-

Strongly Agree= (5)

Agree=(4)

Neutral =(3)

DA = dis agree= (2)

SDA= strongly disagree=(1)

1. Project Monitoring & Evaluation Performance

	Response Category					
	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	The intended objectives of the organizational M&E activities are achieved					
2	The project performances are efficient and effective enough in terms of time consumed					
3	Most projects of the organization is efficient & effective in terms of budget consumed					
4	Almost all projects of the organization is delivered standard quality stated					

2. Project Monitoring & Evaluation Practices

No	Statements	Response Category				
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
1	Monitoring and Evaluation plan					
	Absence of participatory plan for M&E activities					
	The organizations M&E plan is effective enough for practical activities					
	Each management and technical groups for M&E activity has no action plan					
2	Budgeting system for M&E activities					
	Absence of separate budget allocation for M&E works					
	The M&E unit is not independent enough to decide on budget for the activity					
	The organization ensures that the timely provision of funds for M&E activities					

3	Using guideline and rules for M&E works					
	The organization use and obey M&E rules on BOFED manual					
	Each M&E group has no awareness about the usage of guide line manual					
	The format of report organization and analysis on BOFED manual is not effectively utilized					
4	Management Commitment					
	The organizations Management is committed enough to lead the work of M&E					
	Management ensures sufficient resource allocation for M&E activities					
	Senior management do recognize and support the work of technical groups					
5	Stakeholders participation					
	Stake holders from zone					

	to woreda level are not adequately participate in all stages of M&E works					
	The organization assigns clear responsibility for stake holders at different level					
	The stake holders can get timely information about decision passed on M&E issue					
6	Monitoring experts qualification					
	Absence of regular training program to improve the experts performance skill					
	There is higher education chances for M&E experts					
7	Project team coordination					
	There is a gap on coordination among the project committee, technical team and planning staff					
	The project committee take the responsibility of controlling and supporting the other team					

	Absence of regular time for meeting and performance evaluation					

II) The following possible challenges of Monitoring and evaluation are given to rank according to their current seriousness.

Put “X “ mark on your best alternative of possible challenge 1= strong barrier

2= medium barrier and 3= list barrier

No	Possible Challenges	Rank	Response
1	Inability to meet quality standard	Strong barrier	
		Medium barrier	
		Least barrier	
2	Management accountability & transparency Problem	Strong barrier	
		Medium barrier	
		Least barrier	
3	Contract dalliance	Strong barrier	
		Medium barrier	
		Least barrier	
4	Lack of funds	Strong barrier	
		Medium barrier	
		Least barrier	
5	In accuracy in data analysis and report	Strong barrier	
		Medium barrier	
		Least barrier	
6	Failure to evaluate the performance	Strong barrier	
		Medium barrier	
		Least barrier	
7	Lack of expertise	Strong barrier	
		Medium barrier	
		Least barrier	
8	Legal frame work	Strong barrier	
		Medium barrier	
		Least barrier	

II- Practice based Questions

Direction:-Put ““√” or “X” In the boxes for appropriate answer from alternative given accordingly. For those questions which need explanations, give your idea or suggestion accordingly.

1. Does your organization have a plan that guides monitoring and evaluation activities when implementing the project? yes No

2. Is there stakeholders’ participation from Zone sectors and Woreda level, while planning the M&E activities?
Yes No

3. Do the plan for M&E activity is effective enough? Yes No

4. If your answer for the above question is no, what will be the cause?

5. Have you action plan for each contact of monitoring activities on the field?

- Yes - No

6.Do stakeholders from Woreda participate in monitoring activities on the field with zone technical committee? Yes No

7. Do the organizations have a separate budget for the monitoring and evaluation activities?

Yes No

8. If your answer for the above question is no, how are they budgeting for the implementation of M&E plan?

9. If separate budget is allocated for monitoring and evaluation activities, what percentage of the total project budget allocated for the monitoring activities?

10. Is there relevant coordination among monitoring team, project committee & management staff? Yes No

11. If your answer for the above question is No, what will be the reason for the problem of coordination? _____

12. Does the monitoring team apply the monitoring activities as per the guiding manual from BOFED? Yes No

13. If your answer for the above question is yes, how often do you visit a project under construction on the field?

14. How often do you disseminate your monitoring findings for evaluation to project committee?

At each contact of monitoring At three months At six months

No regular time

15. Do you use all the data collecting format and finding analysis procedure indicated on BOFED manual for monitoring and evaluation? Yes No

16. If your answer is no for the question above, what kind of format do you use as an alternative? _____

17. When does project finance is normally monitored by comparing the planned budgeted expenditure against actual expenditure.

-At every contact of monitoring activity - At three months - At six months -no regular time but as the need arise

18. How often do you compare planned project activities schedule against actual schedule in order to determine project schedule performance?

-At each contact of monitoring activity -At three months

-At six months

-No regular time but as the need arise

19. How qualities and quantities of the organizations resources are monitored?

-Along with Performance and cost monitoring

-With separate time

-If any other?

20. How about the usage of information by zone project committee for decision making?

A. They use analyzed data from technical committee

B. They take the data and make analysis for them selves

Thank You For your time and devotion.

ANEX 2

JIMMA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
MA IN PROJECT MANAGEMENT AND FINANCE

Interview Questions

Dear respondents, this following interview questions are designed to collect information about the plan and performance of project Monitoring and Evaluation in Jimma Zone Health facility construction and the role of zone project committee and zone technical committee. The participants who will be assessed through this interview are the members of Jimma zone & Woredas project committee. Please I would like to inform you that, I am a post graduate student in Jimma University attending MA program in Project management and finance program. For the purpose, I am under taking a research on the case, **Jimma Zone Health facility construction monitoring and evaluation Practices**. So, you are selected as one of the respondents to provide your real constraints in the practices of your organization. The information obtained by this interview may help for academic purpose primarily, and contribute for Jimma zone project monitoring and evaluation system. Therefore, your genuine, honest, and prompt response is a valuable input for the quality of the research. Furthermore, I would like to inform you that the responses you provide will be kept confidential and will not be disclosed to the third party without your consent.

Before we start, If you have any question?

1. Why is project monitoring and evaluation needed for projects undertaking by JZHO?
2. How far the project committee has planned to evaluate each construction projects undertaking in JZHO?
3. Is there any formal rule and regulation to follow while performing monitoring and evaluation activity and to pass decision on the issue?
4. What do you expect from project running sector/management in improving the performance of Monitoring and evaluation system?
5. What are the challenges (bottle necks) for effectiveness of M&E performance related to construction projects of Jimma zone Health office?
6. How do you evaluate the monitoring activities of technical experts and the report organization,(in terms of time, analyzing capacity and contents to be covered)
7. Would you describe the situation about woreda stakeholders' participation in planning and performing M&E activities?
8. What do you understand about special budget for M&E activities & what percentage of M&E budget from overall project budget? Is it applicable as per the guide line from BOFED?

Thank you for your precious time and admirable cooperation!.