

PROJECT MONITORING AND EVALUATION PRACTICES: THE CASE OF SELECTED
PUBLIC PROJECTS IN HASSASA TOWN, WEST ARSI, ETHIOPIA



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Declaration

I, hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/institution and the sources or literatures used in this paper were duly acknowledged.

Name of researcher.....Signature..... Date.....

Certification

This is to certify that this thesis entitled, "Project Monitoring and Evaluation Practices: The Case of Selected Public Projects in Hassasa Town" submitted to the Department of Management College of Business and Economics, in the partial fulfillment of the requirements for the award of degree in Masters of Business Administration, has undertaken by Dedefo Abdela under my supervision and guidance and it complies with the regulation of the University and meets the acceptable standards of the University. Therefore, I recommend that the student has fulfilled the requirements and hence can submit the thesis to the Department.

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Approval sheet

The undersigned certify that they have read and hereby recommend to the Madda Walabu University to accept the Thesis submitted by Dedefo Abdela, and entitled “Project Monitoring and Evaluation Practices: The Case of Selected Public Projects in Hassasa Town”, in partial fulfillment of the requirements for the award of a Master’s Degree in Business Administration (MBA)

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Acronyms/Abbreviation

CPM Critical Path Model

CSA Central Statistical Authority

IFC International Finance Corporation

M&E Monitoring and Evaluation

NGO Non-Governmental Organization

OECD Organization for Economic Cooperation and Development

OPEDC Oromia Planning and Economic Development Commission

PERT Program Evaluation Review Technique

PMBOK Project Management Body of Knowledge

UNDP United Nations Development Program

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Abstract

Monitoring and evaluation is an essential tool of public management that is used to evaluate performances of public projects. The purpose of this study was to assess the practices of Monitoring and Evaluation of Public projects in Hasassa Town. The study has employed both descriptive and Explanatory research design and collected data from 159 individuals which were Randomly selected from Hasassa town leaders and employees; departments concerned with M&E, M&E technical Committees, members of project committees, project contractors and managers and communities. The research used primary and secondary sources of data. Questionnaires and key informant interviews were used to collect data from the respondents. Descriptive and Inferential analysis was used to analyze the data. Descriptive findings shows moderate stakeholder participation; inadequate top management support, the way M&E information was disseminated not inclusive; poor M&E strategy used when it was compared with existing M&E practices. Inferential analysis also indicates that M&E practice have positive and significant relationship with M&E strategy, management support, stakeholder participation, and dissemination of M&E reports. It was therefore recommended that M&E strategy used, stakeholder participation; top management support for projects M&E; the way M&E information was communicated and disseminated to concerned bodies should be improved so that there would be better projects M&E practices in Hasassa town.

Key Words: *Project, Monitoring and Evaluation, Information dissemination, Stakeholder participation*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

It is widely recognized that Monitoring and Evaluation have played and continue to play an important role in development, good governance and democratization in developing and transitional societies (Kuset and Rist 2004). Monitoring and evaluation (M&E) is a periodic review of interventions, which include policy, programs and projects. It is conducted for the purpose of improving performance in terms of formulating, designing and implementing policy, programs and projects, and enhancing transparency and accountability of the agencies which implement the interventions to the stakeholders/investors, donors, and intended target groups (Kuset and Rist 2004).

M&E is a management tool for those who manage anything from a small project component to an entire project. Setting up a good M&E system requires careful thinking about overall project management and, particularly, how to manage the linkages between different project elements and partners. While monitoring is a continuing function that aims primarily to provide the management with early indications of progress or lack thereof in the achievement project objectives, evaluation offers a concrete information on the relevance, performance and success of ongoing and completed projects. The main objective of conducting M&E activities in an organization is therefore to determine whether a project has achieved the desired outcomes which will facilitate the decision making process in terms of the performance of the project (Mark et al, 2000)

Many Public organizations implement different projects in different times and they focus only on the planned activities of the actual work. Measuring the performance of these projects to have clear information for better decision-making to meet their objectives has not been seen as important as other project activities. Because of that many public organization do not aware of the strengths and weaknesses of their project operation to improve or sustain the projects activities. They cannot also build greater transparency and accountability regarding the management of financial resources provided (Ojok & Basheka, 2016).

Aware of this, there are constant and growing pressures on public organizations around the world to be more responsive to demands from internal and external stakeholders for good accountability and transparency, greater development effectiveness and delivery of tangible

results (Gorgens and Kusek, 2010). As demands for greater accountability and results have grown, there is an accompanying need for useful and usable (M&E) systems to support the management of public projects, programs and policies (Gorgens and Kusek, 2010).

In the public project activities monitoring and evaluation plays a vital role in providing a constant feedback about the progress of these project, the problem it is facing, and the efficiency with which it is implementing. Without effective monitoring and evaluation, it would be impossible to judge if work is going in the right direction; whether progress and success can be claimed; and how future efforts might be improved (IFRC, 2011). M&E can therefore be evident throughout the life cycle of a project by adding value at every stage from design through implementation and impact (Kusek and Rist 2001). In light of this, many public organizations in the world are aware of the importance of M&E systems to increase their performance and productivity. In development interventions, current trends employ M&E as an integral part of project management. But contrary to these some development partners while planning pay little or no attention for monitoring and evaluation (World Bank, 2004). A study by Alex (2016) shows that despite the huge amount of resources provided to implement projects and despite the fact that these projects plays big role in improving the lives of the people in the community, Monitoring and evaluation of projects faces many challenges. In line with this, study by Hirut (2014) indicates the information provided by M&E staff, insufficient allocation of resources, inadequate use of technology and human resource as a major challenges to undertake proper monitoring and evaluation of projects.

Naidoo (2011) in his study shows that if the functional M&E practice is found in a project or program and it is associated with significant power in terms of decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means the practice of M&E needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness.

The main purpose of this research paper was to look in to the project monitoring and evaluation practices of Public Projects in Hasassa Town. The outcome of this research paper will use to improve the project monitoring and evaluation practices of the Public Projects in Hasassa Town and there by improve its project performance.

1.2. Statement of the Problem

Projects in general are complex tasks and are exposed to different problems including delay and cost overrun. Besides this, there are a number of cases where the project deliverables are not to the required quality standard. Project management provides for the different stages of a given project including needs assessment and baseline; project design and implementation; monitoring and evaluation, and learning. Even if all the project management cycle stages are equally necessary, the M&E stage has been identified as critical stage to ensure the quality of a given project. Project is generally considered to be successfully implemented if it is on-schedule (time criterion); if it comes in on allocated budget (monetary criterion), if it achieves all the goals originally set for it (effectiveness criterion) and; if it is accepted and used by the clients for whom the project is intended (client satisfaction criterion) (Jeffrey and Dennis, 1987 as cited in Biniam, 2018).

Project Monitoring and Evaluation as important stage of project management helps to ensure that project development activities are technically and institutionally feasible, prioritize development intervention, ensure sustainable outputs, and encourage and improve the process of Learning (Gebre et al., 2014). Project M&E can also help organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning (UNDP, 2009). In general public projects Monitoring and Evaluation (M&E) provides government officials, development managers, the public and private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocation of resources and demonstrating results as part of accountability to key stakeholders (International Finance Corporation(IFC), 2008).

However, some of the public projects experienced project delay and cost overrun. Without the practice of an appropriate project follow up mechanism it is difficult to take appropriate measures, and approve the project is on the right track and it meets its' target. This shows that effective and efficient Monitoring and Evaluation system plays vital role to effectively and efficiently allocate resources, to create transparency and accountability, to attain the necessary project goals; accomplishment of the projects based on the desired requirements; and for future lesson learned (Biniam, 2018).

Public sector projects can be more difficult than many private sector projects because they operates in environment with in different conflicting goals and outcomes; which involves may players of stakeholders with varied interests; must placate with political interest; and are allowed little

toleration to project failure (Samuel,2018).

Looking in to literatures so far it is found that many studies were undertaken regarding project monitoring and Evaluation. However, most of the studies focus on practices of Monitoring and evaluation in specific (Non-Governmental Organizations (NGO's). For example, studies by Hirut (2014), Biniam (2018) and Tewodros(2018) focuses on Monitoring and evaluation (NGO's). A study by Hirut, for instance, found that M&E information have limited quality, inadequate fund for project M&E activities, shortage of human resource and lack of appropriate training on projects are among the issues seen in M&E practices of MEDA EDGET project. In the same Fashion, the findings of Biniam shows that M&E practice of selected Ethiopian NGO projects is not on the acceptable best practices mainly due to Lack of sufficient M&E experts in the organization; absence of enough separate and clear budgets to the activities; absence of documenting lessons learned; less involvement of stakeholders specifically community in M&E practices and so on. Furthermore, Tewodros in his inquiry argue that there were cases where the project team members lack the required information and guidelines to monitor and evaluate assigned projects. His study has also observed weaknesses in documenting the lessons learned and experience sharing from the different project activities. The dissemination of feedback and best practices to the management and the project staff is also found to be weak.

There are few studies conducted on Monitoring and Evaluation Practices of Public institutions. For instance, Ermias (2018) in his comparative study tries to compare monitoring and evaluation practices in the two selected institutions (ministry of Mining and Geological Survey of Ethiopia). The findings of his work show that projects implemented by the two public organizations were not effectively monitored and evaluated. The study also showed that the organizations have many challenges. This was mainly as a result of lack of expertise, high turnover, inadequate finance, lack of commitments, less involvement of stakeholders, etc. Furthermore the study indicates that the majority of managements, M&E experts and project team leaders have high expectations from the M&E system. However, their practice was not good. In assertion study by Samuel (2018) sought to access the role M&E can play for the success of public projects. In doing so it takes the variables such as M&E human resource and M&E training as those which have a role in a success of public projects M&E.

Therefore, this study was taken as a departure from the focus of Monitoring and Evaluation system from private and NGO's to Monitoring and Evaluation of public sector. In doing so, it uses both

descriptive and inferential analysis to partially fill the methodological and sampling gaps left by previous investigations regarding the project monitoring and evaluation practices of Public Projects. The outcome of this study would be used to improve the project monitoring and evaluation practices of the Public Projects in Hasassa Town and there by improve its project performance.

1.3. Basic Research Questions

- ❖ What is the level of public projects monitoring and evaluation in Hasassa Town?
- ❖ What are the Monitoring and Evaluation strategy of public projects in Hasassa Town?
- ❖ Do top management support monitoring and evaluation of public projects in Hasassa Town?
- ❖ Do Stakeholders participate in monitoring and Evaluation of public projects in Hasassa Town?
- ❖ How Reports of Monitoring and evaluation of public projects are disseminated in Hasassa town?
- ❖ What are the factors that affect projects Monitoring and evaluation practice in Hasassa Town?

1.4. Objectives of the Study

This study was undertaken to assess the practices of project monitoring and evaluation in Hasassa town public projects focusing on some selected public projects. The General and specific Objectives of the study were illustrated below.

1.4.1. General Objective

The general objective of this paper was to examine the project monitoring and Evaluation practices in Hasassa Town Public projects.

1.4.2. Specific Objectives

Specifically this study was conducted:

- To examine the level of public projects monitoring and evaluation in Hasassa Town
- To assess Monitoring and Evaluation strategy of public projects in Hasassa Town
- To examine management support in monitoring and Evaluation of public projects in Hasassa Town
- To Examine the practice of Stakeholder involvements in monitoring and Evaluation of public projects in Hasassa Town

- To assess the dissemination of public projects M&E reports in Hasassa Town
- To identify factors that affects public projects Monitoring and evaluation practices in Hasassa Town

1.5. Significance of the study

This study would inform policies towards setting up of effective public projects monitoring and evaluation systems, and show how public projects Monitoring and Evaluation can be used as a powerful tool to improve the way public projects can achieve their initial goals. Policy makers and officers responsible for public projects monitoring and evaluation may understand how the public projects M&E Framework influences performance of these projects help them come up with highly modified policies as well as more appropriate measures to improve the framework to attain high performance in project management. Public sector monitoring and evaluation committees may become aware of their position in terms of public projects monitoring and evaluation system and help them know how best to manage public projects. The ultimate user of the finding of this study will be Project committees of the town and the general public for which the project was undertaken. The finding of this research work may be an input for public organizations to review their monitoring and evaluation system and include these results appropriately to improve Monitoring & Evaluation of public organization projects. Woreda monitoring and evaluation technical committees may also observe their position in the system and what was improved in the future of their work.

Furthermore, the study may serve as a source of information and reference for future researchers. The study is therefore beneficial to public institutions which have projects and for those experts who are involved in the designing and implementation of public projects monitoring and evaluation.

1.6. Scope of the Study

The study was conducted at Hasassa Town, West Arsi Zone, and Oromia National Regional State. The study was exclusively delimited to the Selected Public Projects in Hasassa Town, West Arsi Zone, and Oromia National Regional State. These projects were gravel road from bus station to Hasassa 03 kebele; bridge project that connects Hasassa 01 and Hasassa 03 kebeles; and Median that has been built on asphalt road in Hasassa 03. These projects were selected because the budget allocated for these projects was huge when compared to other projects and also their expected

importance for the societies was also high. The target population or respondents of the study were the leaders and employees of Hasassa Town as well as the beneficiaries of the projects. The area was chosen because there is a practice of Public Projects monitoring and evaluation. However, the practice is not fruitful as it is thought. Therefore, the study was conducted to investigate the Practice of public projects monitoring and evaluation in Hasassa Town Public Projects. This study cover the Public Projects Monitoring and Evaluation practices of Hasassa Town Public projects which began after 2020 G.C. This is due to the fact that the there is no continuous projects that begins before 2020. The study employed descriptive method to analyze data that were collected from target populations. Some sort of relationships were also shown using inferential statistics to indicate the connection that was shown in conceptual framework of this study.

1.7. Limitation of the Study

One of the limitations that have encountered when conducting this study was some Respondents' unwillingness to give the required information fearing that it might be used against them. To overcome this challenge, respondents were briefed on the purpose of the study that is being undertaken and any information given was used for the purposes of the study. The respondents were also be assured of anonymity when giving information since the questionnaires does not require a person's identity.

Requesting information that touches on performance of public projects M&E systems may be considered sensitive by some of the respondents especially those which are negative it was seen as a way of tarnishing the organization. To overcome this obstacle, the researcher acquired an introductory letter and the reason why the study is required and all the information provided was considered confidential and used only for the purpose of the study. Locating some of the respondents such as the project committee CEO, Hasassa Town Mayor and project field officers was not easy due to their work schedule. To overcome this challenge, the researcher was booked an appointment with these individuals. Some respondents were also exaggerate information which may limit the study in terms of accuracy. To overcome this challenge, the researcher have tried to understand the respondent's point of view and take aggregate data from different sources after it was reviewed and edited.

1.8 Operational Definitions of Key Terms

Projects: - A Project in the context of this research is defined as a temporary work to get a unique service and result. Temporary means the project has a definite beginning and a definite end. The end is reached when the project's objectives have been achieved, or it becomes clear that the project objectives will not or cannot be met, or the need for the project no longer exists and the project is terminated (Wiley 2014).

Monitoring:- Monitoring is continuous function that systematically collects data on specific performance indicators to provide administrators and stakeholders of a development intervention the data on the progress and achievement of the objectives as well as on the use of the allocated funds at a given point in time (Wiley 2014).

Evaluation: Systematic and objective assessment of a project, program, or policy in progress or completed, its design, implementation, and results. The objective is to determine the relevance and the achievement of the objectives, as well as the efficiency, efficacy, impact, and sustainability for development. An evaluation should provide credible and useful information that makes it possible to incorporate the lessons learned in the decision-making process (Wiley 2014).

1.9.Organizations of the Study

The study was organized in five chapters. It begins with introduction which includes background, problem statement, research questions and objectives, significance of the study, scope/delimitations of the study, and operational definitions of important terms. The second chapter provides review of theoretical and empirical literatures relevant to Result Based M&E. The third chapter deals with the research design and methodology employed to conduct the study. Results of the study and their discussions were presented in the fourth chapter. In the fifth chapter the findings, conclusions and recommendations drawn based on findings of the study were presented. This Chapter was a chapter in which point for further research in the area under investigation was made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Project Management: An Overview

Theory of Project Management

The term project management consists of two basic words called project & Management. The theoretical review in this topic begins by defining the project. Projects normally arise out of unmet needs. Those needs might be to find a solution to a critical business problem that has evaded any prior attempts at finding a solution; or those needs might be to take advantage of an untapped business opportunity. In either case, a sponsor or customer prepares a business case to advocate approval to pursue the appropriate project. The formal definition of a project defines project as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification (Wiley 2014). A collection of related projects is defined as a program. The projects may have to be completed in specific order for the program to be considered complete. Because programs comprise multiple projects, they are larger in scope than a single project. Unlike projects, programs can have many goals (Wiley 2014). The concept of project management has a long history and is dates back with the construction of the Great Wall of China, the Stone-age of England and to the pyramids of Egypt (Kilkelly 2008). Thus, the concept of project management has evolved from asset of processes that were once considered nice to have, to a structured methodology that is considered mandatory for the survival of the firm (Harold 2010). The era of modern project management began in the early 1950s with the development of two mathematical scheduling models known as the Program Evaluation Review Technique called PERT and the Critical Path Model called CPM. While the former refers to a method of analyzing the tasks involved for completing a given project the later determines schedule flexibility for each activity. According to Kilkelly in the early 1960“s industrial and business organizations began to take notice of the benefits of organizing work around projects; after which, the Project Management Institute was founded in 1969 with the aim of promoting management best practices(Kilkelly 2008). Companies are now realizing that their entire business, including most of the routine activities, can be regarded as a series of projects. Simply stated we are managing our business by projects (Harold 2010). Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project

requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently (PMBOK Guide 2017). Project Management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes which are categorized into five process groups. These five process groups are Initiating, Planning, Executing, and Monitoring & Closing (PMBOK 2013). Project management differs from other management principles in two significant ways. First, while department managers or managers of other organizational units expect their departments to exist indefinitely, project managers focus on an undertaking with a finite life span. Second, projects frequently need resources on a temporary basis, whereas permanent organizations utilize resources full time. The sharing of resources frequently leads to conflict and requires skillful negotiation to see that projects get the necessary resources to meet objectives throughout the life cycle of a project (Marion 2002).

2.2. Monitoring and Evaluation: An Overview

The OECD (2002a) defines monitoring and evaluation as follows: Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. It also defines evaluation as the systematic and objective assessment of an ongoing or completed project, program, or policy, including 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. M&E tend to be understood as one and the same thing. Though related, however, they are two different sets of organizational activities.

Monitoring according to Patton (2008) is the systematic collection and analysis of information as a project progresses. It is a valuable tool for good management. It helps organization staff members to determine whether financial resources are sufficient and are being well used, whether the human capacity in their organizations is adequate, and whether they are actually doing what they planned to do. Monitoring is the routine tracking and reporting of priority information about a project or program: its inputs, activities, outputs, outcomes and impacts. Monitoring gives information on

where a policy, program or project is at any given time. It can provide a “snapshot” of the situation or program status. Evaluation provides information on whether or not specific programs or interventions⁴ are “working” (i.e., achieving intended objectives or targets) and why objectives or targets are or are not achieved (Kusek and Rist, 2004). According to Milkovich (1991) and Olken (2007) large scale monitoring activities provide information that is useful in understanding the direction taken, in targeting resources and interventions, and in determining the degree of service coverage. Monitoring can also be useful on a smaller scale for tracking the implementation of specific services as well as their immediate effects (Patton, 1997).

According to Brown (2000) Evaluation is the systematic collection of information about the activities, characteristics and outcomes of a specific program to determine its merit or worth. If a program is judged to be of merit, it is also important to determine whether it is worth its cost. Evaluation provides credible information for improving programs, identifying lessons learned, and informing decisions about future resource allocation (Brown, 2000). Evaluation complements monitoring: when a monitoring system observes that program efforts are off track, then good evaluative information can help clarify the realities and trends noted. Systematic evaluation activities are intended to build on the findings from monitoring activities. They do so by providing additional information to determine the scope, quality, intensity, efficiency, effectiveness, and overall impact of specific programs. Special evaluations can help policy-makers and program managers identify and understand factors that facilitate or hinder the achievement of the objectives or specific targets of prevention, treatment, and care programs.

2.3. Monitoring and Evaluation Planning

M&E Planning is considered by many as very vital to the success of establishing the M&E process. This is when the various stakeholders join to bring out their specific apprehensions and needs and deliberate opposing interests. Participants categorically work to determine their monitoring goals, and classify what information or project aspects need monitoring, involvement, responsibility and methods of data collection and information dissemination. Early design, development and authorization of a strategy and results framework in the planning stage contributes to robust M&E. Project staff frequently view M&E as cumbersome; donor fronted or imposed commitment unconnected to project interventions. Field partners and staff often fail to properly assess the time taken by M&E planning and usually do not have solid incentives to commit time for planning. This results to inadequate resource allocation for M&E in the project design and development

(White, 2013). This consequently affects how M&E is implemented throughout the life of the project. It is given inadequate time and is sometimes implemented as an afterthought thus the M&E practice may be considered inconsequential. Good M&E practice means collecting the right data and understanding how it is to be applied to ongoing processes. It means: regularly reviewing engagement; revising assumptions in the light of new data being collected; adapting approaches to an ever-changing context; ensuring broad participation and consultation within the implementation process as well as the monitoring of the activities; and revising activities based on whether or not they are having the intended impact. Ricafort (1996) points out that the procedure requires cautious investigation.

Information needs and implementation of feedback mechanisms in M&E is also a vital M&E practice. The value of efficient feedback mechanisms cannot be underscored and this is a vital activity in monitoring and evaluation. Organizations need to put in place feedback mechanisms to share information with different stakeholders to build their knowledge base and for learning and reflection. There is widespread consensus on the insufficiency of current feedback platforms (Mebrahtu, 2002). Feedback mechanisms are usually considered as an afterthought and upward movement of information is more calculated or planned and there may even be repercussions to delays or non-transmission while little effort is placed on downward transmission. One key issue at this stage revolves around ownership and information use. Conventionally, information has often been detached from their original source and moved elsewhere, to meet information needs and requirements of funding bodies, government agencies and other outside institutions. This restricts indigenous stakeholders from holding information ownership and creating and building up their own knowledge base, (Estrella, 2000). Information needs to be shared with those who work tirelessly for it to be generated for them to appreciate it and utilize it.

2.4. The Purpose of Monitoring and Evaluation

2.4.1. Monitoring and Evaluation for Accountability

According to Edwards & Hulme (1995), accountability is the mechanism by which individuals and organizations are responsible in front of a recognized authority and accordingly, are held responsible for their acts. OECD (2010) defines accountability, in development terms, as the 13 obligations of partners to act according to clearly defined responsibilities and roles with an efficient and effective use of the resources. For evaluators, it implies the responsibility of providing accurate, objective and credible monitoring reports and performance assessment.

2.4.2. Monitoring and Evaluation for Learning and Knowledge Acquisition

Each M&E activity has a purpose. When done and used correctly, they strengthen the basis for managing for results, foster learning and knowledge generation in the organization as well as the broader development and evaluation community, and support the public accountability of the organization (UNDP, 2009).

M&E provide information and facts that, when accepted and internalized, become knowledge that promotes learning. During many years, scholars have highlighted the importance of M&E systems as a learning tool; not only for project designs but also to improve the organizational performance (Bedi et al., 2006; Kusek, 2004; Simister and Smith, 2010). Learning from M&E applies to improve the overall performance and quality of results of ongoing and future projects, programs and strategies. Generally speaking, M&E subsystems are focused on tracking project activities, outputs, outcomes and impacts. At the initial stages, M&E are often oriented towards stakeholder reporting and financial control. However, a good M&E should be more comprehensive than this, and should facilitate learning while monitoring and evaluating projects (Kusek, 2004).

The Inter-American Development Bank (1997) stated lessons generated from M&E findings are transformed into knowledge when they are analyzed, systematized, disseminated and internalized within an organization. However, before transforming the lessons to knowledge, lesson learnt should meet certain criteria in order to have effective results. According to NASA (2001:7) “Lesson learnt is knowledge or understanding gained by experience. The experience may be positive, as in as successful test or mission, or negative, such as failure. A lesson must be significant in that it has a real impact on operations and valid that is factually and technically correct. It should be applicable in that it identifies a specific design or process that reduces or eliminates the potential failures and reinforce a positive result.”

2.4.3. M&E for Budget Allocation and Fight against Corruption:

Budgets are the main instruments that are used to invest in poverty reduction programs in developing countries and elsewhere. Thus, it is important that M&E systems should collect complete budgetary data and information to inform other development interventions and decision-making processes. For Kuset and Rist (2004) M&E provides an evidence base for public budget resource allocation decisions and identifies mistakes and replicates success. Therefore, monitoring provides the background for reducing schedule and budget cost overruns, while ensuring that the required quality standards are achieved in project implementation. Monitoring and evaluation also

helps “improve budgeting, decision making, inter-governmental fiscal control, enhance the quality of government policy and end corruption,” Macky (2007).

When M&E system findings and budget allocations are not integrated, it is difficult to make proper linkages between the intended outcomes of agencies and programs and the budget classification (Kanyamuna et al., 2019). The resources that are supposed to be invested in transformational policies, projects and programs that are targeted at reducing poverty and improving the welfare of the poor majority are sometimes mismanaged. Such corrupt practices are of concern not only to the stakeholders and citizens of developing countries, but to the international community as well. Therefore, because of this, many stakeholders have regarded M&E systems as important tools in the anti-corruption crusade. A good M&E system helps identify promising interventions early so that they can potentially be implemented elsewhere. Having data available about how well a particular project, practice, program, or policy works provides useful information for formulating and justifying budget requests. It also allows judicious allocation of scarce resources to the interventions that will provide the greatest benefit.

2.4.4 M&E for Supporting Policy-making and Improvement:

M&E systems produce valuable information that feeds into development policy and organizational learning, and ultimately improves the effectiveness of development cooperation. According to Kanyamuna et al., (2019) it is important to build systems that seek to provide this needed information to feed into development policies and programs. Despite the weaknesses faced by many developing countries with regard to building and sustaining coherent and functional M&E systems, there is hope for improvement. Like most developed and transition countries, it will be possible for aid-dependent countries to show evidence of their social and economic achievements.

2.4.5 M&E for Generating Management Information:

Monitoring and evaluation (M&E) systems support the management functions of development institutions by providing valuable information that is critical to decision-making processes. The systems are used as management toolkits for tracking and demonstrating progress of a given policy, program or project against expected results. A results-based M&E system provides crucial information about public sector or organizational performance. It can help policy makers, decision makers, and other stakeholders answer the fundamental questions of whether promises were kept and goals achieved. If governments are promising improved performance, monitoring and evaluation is the means by which improvements or a lack of improvements can be demonstrated.

It also promotes to managers crucial information on whether the theory of change guiding the intervention is appropriate, correct, and adequate to the changes being sought through this intervention. Once targets are established and the organization is striving to achieve them, the M&E system can provide timely information to staff about progress, and can help with the early identification of any weaknesses that require corrective action.

A good M&E system is an essential source of information for streamlining and improving interventions to maximize the likelihood of success. Results-based M&E systems can also provide a view over time of the status of a project, program, or policy. Because governments and other organizations often have multiple projects, programs, and policies implemented at any one time, it is essential to have some means of tracking how well they are working.

2.5. M&E Best Practices of Public Projects.

The contextual use of the term “Best practices” in M&E is meant to refer to those practices that have been found to be effective and hence recommended by authorities in this field of M&E. Through research and practice these practices have come to be known as effective in achieving M&E objectives. In the absence of effective M&E, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (UNDP, 2009). Features of the best practices associated with M&E are described below

The Projects M&E plan: The project should have M&E plan. The plan should be prepared as an integral part of project plan and design (PASSIA, 2004: and McCoy et al., 2005). Planning for M&E must start at the time of project design, and they must be planned together (UNDP, 2009). The integration is for clear identification of project objectives for which performance can be measured. Effective and timely decision making requires information from regular and planned M&E activities.

•Existence of Projects Coherent framework: A framework is an essential guide to monitoring and evaluation as it explains how the project should work by laying the steps needed to achieve the desired results. A framework therefore increases the understanding of the project goals and objective by defining the relationships between factors key to implementation, as well as articulating the internal and external elements that could affect the project’s success. A good M&E framework can assist with ideas through the project strategies and objectives on whether they are

ideal and most appropriate to implement. One of the best practices that have been adopted because of its structured approach is the use of the LFA as a tool to aid both the planning and the M&E functions during implementation (Aune, 2000: and FHI, 2004). This gives it great leverage in that from the beginning the project design hence implementation are integrated with performance measurement through identification of indicators that will demonstrate how the project is performing during implementation.

•**The Projects M&E budget:** The project budget should provide a clear and adequate provision for M&E activities. A M&E budget can be clearly delineated within the overall project budget to give the M&E function the due recognition it plays in project management (Gyorkos, 2003: and McCoy et al., 2005). Some authors argue for M&E budget to be about 5 to 10 percent of the total budget (Kelly& Magongo, 2004: IFRC, 2001). The intention with this practice is not to be prescriptive of the percentage that is adequate, but to come up with sufficient funds to facilitate the M&E activities. Provision of a budget for M&E ensures that the M&E activities take place when they are due. It also ensures that M&E are not treated as peripheral function.

•**Availability of Personnel assigned for M&E activities:** Human capital, with proper training and experience is vital for the production of M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011). This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2002). M&E being a new professional field, it faces challenges in effective delivery of results. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens and Kusek, 2009). There should also be an individual who is directly in charge of the M&E as a main function (Kelly and Magongo, 2004) and an identification of different personnel for the different activities of the M&E such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings (AUSAID, 2006: Gyorkos, 2003: and McCoy et al., 2005). Having staff clearly designated with M&E roles and responsibilities ensures that some body is available to do M&E activities, and staffs appreciate that the project managers value M&E not as a compliance to the funding agency but as a tool for project management, learning and improving on the performance of the project.

•***Specification of the frequency of data collection:*** There should be a clear specification of how often M&E data is to be collected and from whom. There should also be a specification of a schedule for M&E reports to be written (Gyorkos, 2003).

•***Stakeholder involvement in Projects M&E:*** Involvement of all stakeholders (beneficiaries, implementation staff, donors, wider communities) in the M&E process of the project is very important. Involve different stakeholders and balance their interests and priorities, assuming that accountability to participants and beneficiaries is equally as important as accountability to the donors. Participatory approach to M&E is viewed as an empowerment tool for the beneficiaries and other stakeholders of project who in most cases are not consulted in this function. There is a lot of emphasis on upward accountability i.e. the donor without as much regard to beneficiaries and the communities (Aune, 2000). This obsession with upward accountability creates a barrier between the project and other stakeholders in terms of M&E, this result in the process being geared towards satisfying the demands of the donor at the expense of the other stakeholders. There is also demonstration of downward accountability i.e. accountability to the beneficiaries. Involvement of the beneficiaries in M&E gives them a sense of ownership and contributes to long term sustainability long after the project donor has ceased financing the project and also increases the chances of more beneficiaries to take up the services of the project. In reality having a fully participatory monitoring and evaluation requires a lot time and skill in getting a consensus from all the parties on what is to be monitored and evaluated and how, but nevertheless there should be some level of participation in this process to obtain some benefits it accrues to the project.

•***Capture and documentation of lessons learned from projects M&E:*** Lessons learned from the implementation should be captured and documented for incorporation into the subsequent projects and sharing with other stakeholders. The lessons would include what went right in implementation and what went wrong and why so that the mistakes are not repeated in the subsequent projects (PASSIA, 2004: Uitto, 2004). These lessons should be shared with the implementing staff. M&E can only play a significant role in the accountability process if measures to enhance learning are put in place. Through regular exchange of information, reporting, knowledge products, learning sessions and the evaluation management response system, information from M&E can be fed back into the learning process and planning (UNDP, 2009).

•***Dissemination of Projects M&E findings:*** There should be M&E findings dissemination plan. Only an efficient system of dissemination will ensure that the target recipients receive the M&E

feedback that is relevant to their specific needs. M&E findings should be disseminated to the stakeholders by way of a report to the donor depending on his requirement, communication or report to the community and beneficiaries and to the implementing staff to improve on their implementation practices and strategies (Gyorkos, 2003: and McCoy et al., 2005).

2.6. Empirical Literature Review

The Empirical literature that exists in relation to public projects M&E practices in Ethiopia is limited. Therefore, only those that are directly or indirectly related to the objectives of this study were reviewed in the following section.

The first case study that was taken as an empirical framework is a work of Samuel Muluye entitled *“The Role of Monitoring & Evaluation on Performance of Public Organization Projects in Ethiopia: A Case of Ethiopian Public Health Institution”*. This case study sought to access the role M&E can play for the success of public projects. In doing so it takes the variables such as M&E human resource and M&E training as those which have a role in a success of public projects. Accordingly this case study found out that these variables affect the performance of public projects M&E in the selected public projects.

The Other Case study related with this study was the work of Ermias Hailemariam entitled *“Monitoring and Evaluation of Projects in Government Organizations: - Expectations and Practices: The Case of the Ministry of Mining and Geological Survey of Ethiopia”*. Ermias in his work tries to assess what was expected from public projects M&E and what exactly was the practice on the ground. In doing so he looks the Expectation and practice from the view of stakeholders in M&E such as top managements, project team leaders, M&E experts and other experts. In his comparative study he tries to compare the two selected institutions. The findings of his work shows that projects implemented by the two public organizations were not effectively monitored and evaluated. The study also showed that the organizations have many challenges. This was mainly as a result of lack of expertise, high turnover, inadequate finance, lack of commitments, less involvement of stakeholders, etc. Furthermore the study indicates that the majority of managements, M&E experts and project team leaders have high expectations from the M&E system. However, their practice was not good. Even those, those other experts working together with project team leaders do not have good knowledge of M&E because of lack of awareness about M&E system. That is why the gap between expectation and practice was very high. The study have identified that the largest gaps are identified in the areas such as Commitment of managements,

allocating adequate finance, and well involvement of stakeholders, expertise and good knowledge about M&E are the major gap between expectations and practices for all organizations. The study also found out that the current practice of M&E does not ensure the most effective and efficient use of resources for all organizations projects.

Another empirical literature related with this study was the work of Dereje G/Michael. Dereje (2016) in his work entitled “*CHALLENGES IN PROJECT MONITORING AND EVALUATION: A Case Study of Gilgel Gibe 1 and 2 Integrated Watershed Management Project*” tries to examine challenges of public organizations M&E. The findings of this study shows that absence of project document, unavailability of baseline data, lack of good indicators and lack of expertise knowledge were the challenges in planning monitoring and evaluations. It also shows that transportation access, unavailability of relevant data, inappropriate data collection tools, lack of scientific data analysis tools were the challenges in conducting monitoring and evaluation. In addition the study shows that poor reporting system, limitations in using results and communication technology challenged monitoring and evaluation of the selected projects. Furthermore, lack of stakeholder integration, resource and technology knowhow, dependency on agricultural aspect of the watershed and lack of experience sharing with projects with hydrological monitoring system are the major constraints for measuring direct results of these projects monitoring and evaluation.

2.7. Conceptual Framework

The title of this thesis was about Project Monitoring and Evaluation Practices of Selected Public Projects in Hasassa town. Under this investigation different issues such as M&E strategy of public projects, Management support for project’s M&E, stakeholder participation in project’s M&E, and dissemination of public project’s M&E reports were observed among other practices of projects M&E system. Therefore the figure 2.1 below shows the conceptual framework for this particular study.

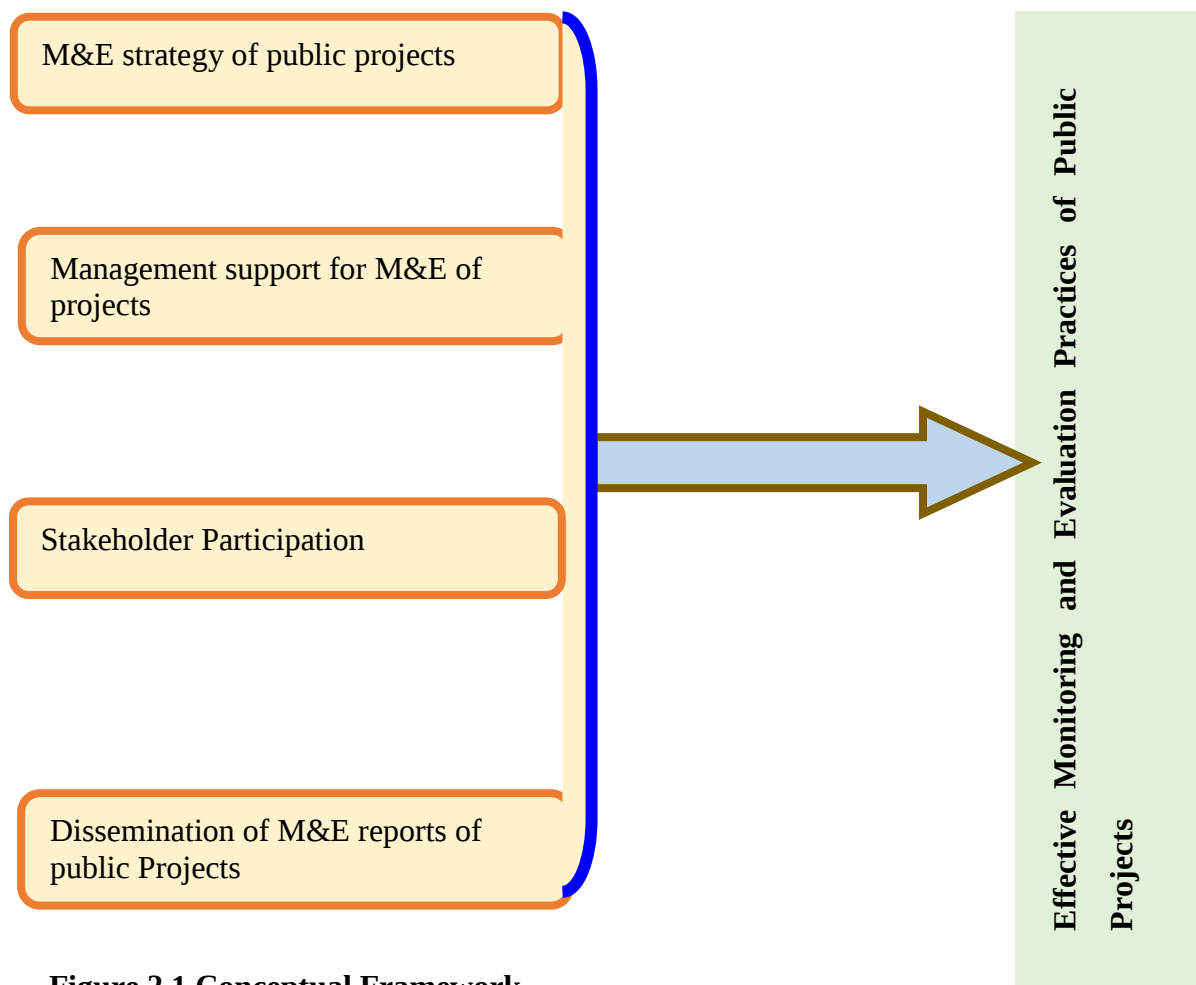


Figure 2.1 Conceptual Framework

Source: Developed by the researcher from the literature, 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of Study Area

Hasassa town was an administrative center of Gedeb Hasassa Woreda. The town is located in the Oromia National Regional State, in the West Arsi zone, 285 kilometers south of Addis Ababa and 87 kilometers east of Shashemene (zonal capital). The data obtained from Hasassa Town mayor Office shows that the town was established in 1943 E.C and obtained legality in 1982 E.C. The Total population of the town in 2015 E.C., according to the mayor office data was 91535 out of which 47805 was male while the remaining 43730 of the populations was female. The data from the mayor office also shows that the total area of the town was around 3500 hectares. The town was built on fertile has a flat ground surrounding Hasassa spring.

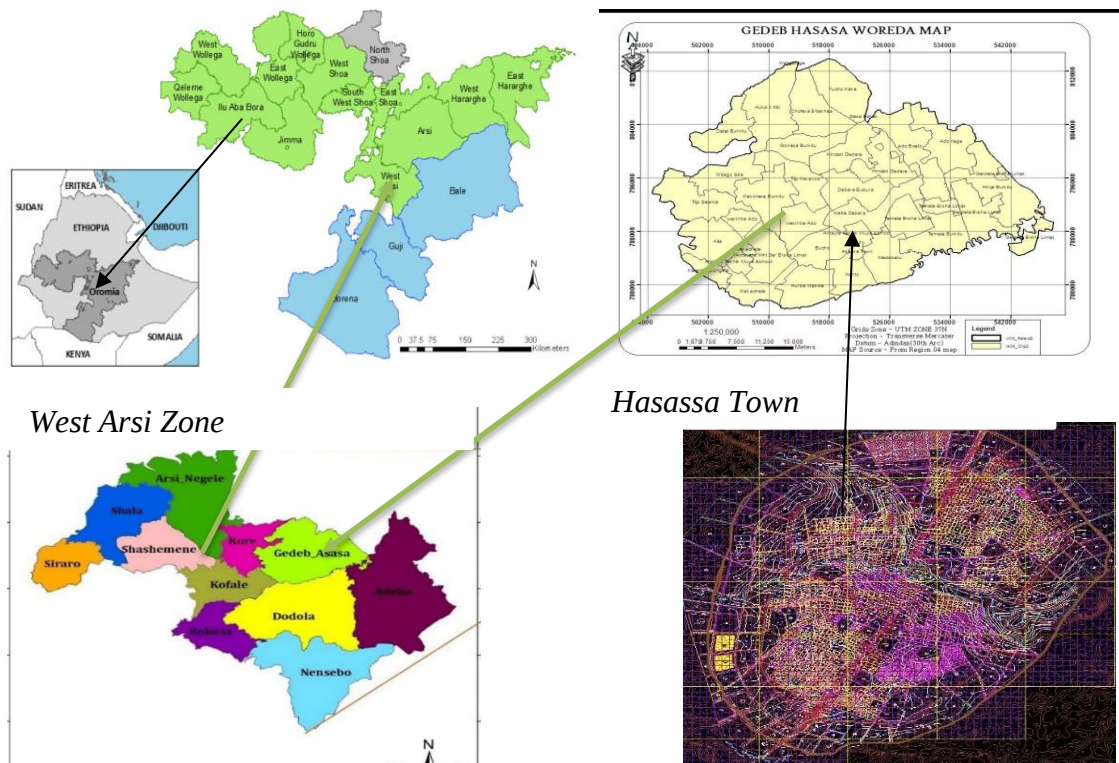


Figure 3. 1 Hasassa Town

Source: Source: Hasassa Mayor Office, 2024

3.2. Description of the Projects

Three public projects were selected for the purpose of this study. These projects were gravel road from bus station to Hasassa 03 kebele; bridge project that connects Hasassa 01 and Hasassa 03 kebeles; and Median that has been built on asphalt road in hasassa 03. The gravel road from bus station to Hasassa 03 kebele was 1km long. It begins to be constructed since 2015 E.C. by using two faces or rounds. The first face was completed in 2015 E.C. It was under construction by the budget obtained from Hasassa town administration. The Bridge that connects connects Hasassa 01 and Hasassa 03 kebeles was under construction by the budget obtained from the town administration. This project was under construction to make that the populations of hasassa town safely cross Wokentara and Tergage rivers that were tributed at Hasassa Spring or burkitu Hasassa. This public project was monitored and evaluated by Hasassa town administration. The median that was under construction between asphalt Road was a project that was under operation by the budget obtained from participation of the residents of the town. It was about 3km long along the asphalt road with in the town.

3.3. Research Design

This study has employed both Descriptive and Explanatory research design. Descriptive research design was used to try and determine the characteristics of the issue under study. An Explanatory research design enables us to assess different factors that affect projects M&E practices and the relationship between variables (Cooper and Schindler, 2008). Explanatory research design is developed to investigate a phenomenon that has not been studied or explained properly. Its main intention is to provide details about where to find a small amount of information. Explanatory research design is used for finding the *why* of the events by establishing cause-effect relationships. Its results and conclusions constitute the deepest level of knowledge. Explanatory research design is undertaken to establish causal relationships between variables. It can also explain the nature of certain relationships between variables through hypothesis testing which is used to explain the variance in the dependent variable or to predict policy/ organizational outcomes.

3.4. Research Approach

The Mixed research approach was employed in this study. Mixed research approach was used as it helps to obtain more rigorous conclusions by employing two methods in such a way that the strengths of the qualitative methods offset the weaknesses of the quantitative methods and vice

versa (Creswell, 2014). Mixed research approach was employed when a researcher intends to bring the results of qualitative and quantitative data analysis together so that they can be compared or combined (Cresswell & Clark, 2018). Since the basic aim of this investigation is to compare the results of data collected by qualitative method and quantitative method with the intent of obtaining a more understanding of practices of projects monitoring and evaluation system and to validate one set of findings with the other this research design was appropriate for this study. In addition this research approach was important for this research as it saves time by enabling the researcher to collect both quantitative and qualitative data in one visit and involves collecting, analyzing and merging quantitative and qualitative data and results at one time. Since the qualitative and quantitative data collection were at the same time.

3.5. Types and Sources of Data

For the purpose of this study, the data was gathered from both primary and secondary sources. The primary data was gathered directly from selected employees, leaders and project Stakeholders of Hasassa Town. Employees and leaders of Hasassa Town were selected because they are the owners of the projects and are mandated to administer the budget by which these projects are undertaken. There were also individuals which were concerned with monitoring and Evaluations of projects. These individuals were selected as they are mandated to undertake monitoring and evaluation of public projects and it was expected that sufficient information about the practice of M&E were obtained from these individuals. Primary data was gathered by using questionnaire and interview. The secondary data was also be gathered from different public projects M&E reports, projects M&E feedbacks, projects M&E checklists and other necessary documents related to monitoring and evaluations of public projects. Hence, both primary and secondary data sources were used to undertake this investigation.

3.6. The Study and Target population

The study population of this study were leaders, employees and project stakeholders of Hasassa Town. Representative leaders and employees were selected from the departments concerned with monitoring and evaluations of public projects. In addition, monitoring and evaluation technical committee and Hasassa town project committees were among the target populations for this study. Project stakeholders for this study include Hasassa town society surrounding the selected projects,

project contractors, project managers and their employees. The population of the study in general was 270 individuals.

Table 3.1 Total populations of the study

No	Population Type	Total population (N)
1	Government Employees Concerned With M&E	47
2	Technical Committee	12
3	Project Committee	7
4	Project Contractors and Managers	6
5	Employees of projects	60
6	Hasassa town society surrounding the selected projects	138
Total		270

Source: Hasassa Town Mayor office, 2024

3.7. Sample size and Sampling Method

3.7.1. Sample size

Cooper and Schindler (2014) state that sampling is beneficial in research since an optimum sample is appropriate for the fact that it lowers the cost of doing the research, it leads to greater preciseness of results and facilitate speedy data collection and analysis.

The total number of individuals of the employees in departments concerned with monitoring and evaluation of public projects in Hasassa town as was 47. The sample was also taken from Monitoring and evaluation technical committee and Hasassa town project committees. There were three individuals which were project contractors and three project managers. There were also 20 daily employees in each selected projects. These employees were selected because they know how often the projects committee and technical committee monitor and evaluate the projects especially when it was under construction. The total number of Hasassa town populations surrounding the three selected projects (namely, were gravel road from bus station to Hasassa 03 kebele; bridge project that connects Hasassa 01 and Hasassa 03 kebeles; and Median that has been built on asphalt road in hasassa 03) was 138.

This shows that the study was conducted on total populations of 270 shown in the table below out of which 159 was selected for the study.

Table 3.2 Sample Size

No	Population Type	Total population (N)	Sample (S)	
1	Government Employees Concerned With M&E	47	27	
2	Technical Committee	12	7	
3	Project Committee	7	4	
4	Project Contractors and Managers	6	4	
5	Employees of projects	60	36	
6	Hasassa town society surrounding the selected projects	138	81	
Total		270	159	

Source: Hasassa Town Mayor office, 2024

3.7.2. Sampling Procedure.

The sample of the study was obtained by Using Krejcie and Morgans (1970) formula. In this formula the study would based up on $p = 0.05$, where the probability of committing type I error was less than 5%. That means $p < 0.05$. The formula is:

$$S = X^2 NP (1-P)/d^2 (N-1) + X^2 P (1-P) \text{ Where}$$

- S = Sample Size
- X = Table Value of chi square for 1 degree of freedom at the desired confidence level of 0.05 ($X^2 = 3.841$)
- N = Population Size
- P = Population Proportion (assumed to be 0.5 since this would provide maximum sample size)
- d = degree of accuracy expressed as proportion (0.05)

Purposive sampling method and simple Random sampling were employed for this study. Purposive sampling method was employed to choose appropriate sample from those projects on which this research wase conducted. This sampling method was selected to choose projects which are thought to be more significant to Hasassa town community and on which huge capital was allocated. This sampling method was also be selected due to the fact that public projects monitoring and evaluation mainly focuses on certain projects and it is believed that the implementation of the same is active

around such types of projects. Accordingly, 3 (three) public projects were purposively selected for conducting this study. These projects were gravel road from bus station to Hasassa 03 kebele; bridge project that connects Hasassa 01 and Hasassa 03 kebeles; and Median that has been built on asphalt road in hasassa 03. These three were selected because these public projects are considered the focus of projects monitoring and evaluation of Hasassa Town. In addition, this sampling method was also used to select appropriate individuals from whom sufficient information about projects M&E would be obtained

On the other hand, simple random sampling was employed to select representative respondents from different types of respondents included in this study. This sampling method was selected because it ensures that every individual have equal chance of being selected as a sample of the study. Thus, the respondents were randomly selected by lottery method. The selection was proportional so that each type of respondents have a representative sample in the study population.

3.8. Data Collection Instruments.

To collect data for this research, the questionnaires and Interviews were employed.

i. Questionnaires

This instrument of data collection was selected because it is relatively cheap and the populations from which the data were gathered were literate. The self-administered type of questionnaire was used to collect information for conducting this study. In this questionnaire, both open-ended and close-ended questions were used. Open-ended questions were used as they allow the respondents to respond adequately in all detail and to clarify his/her answer. In other words, this type of questionnaires allows more opportunity for creativity or self-expression by the respondent.

On the other hand, close-ended questions are used since these types of questionnaire provides standard answer, compared from person to person, and hence these types of questionnaire were easier to code and analyze. In this type of questions, respondents are clearer about the meaning of question; the answers are relatively complete and minimize irrelevant response. In addition, some Questions were based on a five-item Likert scale. Responses were given to each statement using a five-point Likert-type scale, for which 1 = “strongly disagree” to 5 = “strongly agree.” The responses were summed up to produce a score for the measures. All questionnaires were used to gather data from the selected sample.

ii. Interviews

This instrument of data collection was used mainly due to its flexibility and its ability to provide more in-depth information on the issue to be investigated. To conduct this study, the structured interview was employed because it uses predetermined interview questions and needs relatively low experience of interviewing.

Hasassa Town mayor, Hasassa town project M&E focal person, head of the finance of the town and one project manager were interviewed. This is because Hasassa Town Mayor was the owner of projects in Hasassa town while the mandate of undertaking monitoring and evaluation of projects at the Town level is given to projects M&E focal person. In addition, it is thought more information about Hasassa town projects monitoring and evaluation can be obtained from Hasassa town project M&E focal person. Head of finance of the town was interviewed because he/she can provide a detailed issues related to financial and physical situation of the projects and information on the M&E of each projects of the town. In general, these 4 interviewees were selected because they are mainly concerned with the issues related to monitoring and evaluations of public projects in Hasassa town and were believed to provide sufficient information. The interview was undertaken by local language (Afan Oromo) and then translated in to English.

3.9. Data Analysis and Interpretation Methods

Analysis involved the process of categorizing, ordering, manipulating and summarizing data to obtain answers of the research questions. After the fieldwork, the researcher edit and counter check completion of questions in order to identify items, which were not appropriately responded to. The completed questionnaires were supervised for completeness and consistency, checked for errors and omissions. The data was analyzed using descriptive statistics in which frequency distribution and percentage of responses were indicated. In addition the study also employed Inferential Analysis. Correlation which is a measure of association between two or more variables was also employed. The correlation between variables is a measure of the nature and degree of association between the variables (Schober et al., 2018) Hence parametric correlation (Pearson's correlation) test was employed to test the association between variables that were included in the study. Multiple regression was also used for this research. In order to save time and money, while increasing accuracy of the results, Statistical Package for Social Sciences (SPSS) version 25 was employed in processing data.

3.10. Model specification

According to Frost (2019) regression analysis allows us to expand on correlation in other ways. It mathematically describes the relationships between independent variables and a dependent variables. It was employed to understand the relationships between these variables. How do changes in the independent variables relate to changes in the dependent variable; and to predict the dependent variable by entering values for the independent variables into the regression equation (Frost, 2019).

Multiple regression analysis was used to see if there is a statistically significant relationship between sets of variables. It is used to understand how much the dependent variable changes with the change in one independent variable keeping the other variables remain the same. The multiple linear regressions Model for k regressors is specified as

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \beta_k X_k + \varepsilon \text{ where}$$

Y = Monitoring and Evaluation Practice (dependent Variable)

β_0 = Intercept/constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients

X_1, X_2, X_3 & X_4 = Independent/predictor Variables

ε = the error term or disturbance term

Depending on this, the regression model for this study was:

$$MEP = \beta_0 + \beta_1 MEST + \beta_2 MgtS + \beta_3 STP + \beta_4 DMER + \varepsilon$$

Where MEP = Monitoring and Evaluation Practice

MEST = Monitoring and Evaluation Strategy

MgtS = Manegement Support for M&E

STP = Stakeholder Participation in M&E

DMER = Dissemination of M&E results

ε = error term

3.11. Validity & Reliability of Instruments

a. Validity

Validity is an indicator that makes it seem a reasonable measure of some variables, and it is the subjective judgment that the instrument measures what it intends to measure in terms of relevance

(Kothari 2014). Thus, to ensure validity of instruments appropriate words and concepts was used when developing the instruments. Furthermore, the instruments were submitted to the three senior research and project experts in the study area to ensure validity of the measuring instruments and determine whether the instruments could be considered valid on face value.

b. Reliability

The reliability of measurements specifies the amount to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In reliability analysis, it has been checked for the stability and consistency of the data. In the case of reliability analysis, the researcher have checked the accuracy and precision of the procedure of measurement. For the purpose of this study, Cornbrash's alpha was used as a measure of internal consistency, i.e., how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Reliability coefficient of 0.70 and above is considered "acceptable" in most research situations. The reliability therefore, was determined through Cornbrash's alpha.

The cronbachs alpha value for each variable was indicated in table 3.3 below. As it was shown in the table the cronbachs alpha value for projects M&E strategy; cronbachs alpha value for stakeholder participation in M&E of projects; cronbachs alpha value for dissemination of projects M&E results; and cronbachs alpha value for practice of public projects M&E were 0.748, 0.759, 0.838 and 0.763 respectively. This shown cronbach's alpha value greater than 0.7 which is acceptable. The Cronbach's Alpha value of Management support for projects M&E was 0.669 which was also not bad. The Overall Cronbach's Alpha value of the items was 0.953 which was considered to be excellent. Therefore, it can be concluded that the instrument can consistently measure the phenomenon it was designed to measure.

No	Variable for which reliability was checked	Cronbach's Alpha	Number of Items
1	Projects Monitoring and Evaluation Strategy	0.748	8
2	Management support for projects M&E	0.669	8
3	Stakeholder Participation in M&E of projects	0.759	7
4	Dissemination of projects M&E results	0.838	5
5	Practice of public projects M&E	0.763	7
6	Overall Reliability	0.953	35

Table 3.3 Reliability of Instruments

Source: Own Survey, 2024

c. Data Quality Management

Pretesting for questionnaire was done on 18 peoples, which were out of the selected sample, to assure the quality of the data and for improvement of data collection tools. During data collection, daily basis supervision was undertaken to check for completeness, accuracy, clarity, and consistency of questionnaires that was filled with respondents. The questionnaires which were filled in poor quality were rejected out of the acting during the screening time.

3.12. Ethical Considerations

Data collection authorization was obtained from Madda Walabu University and was presented to Hasassa Town Mayor Office. There was preliminary visits to verbally explain the purpose and importance of the study and predict some challenges that would come with data collection. After the purpose of the study was explained to the study respondents, they were assured that their participation in this study is based on their voluntary consent and that the information they provided was treated with utter most confidentiality and that their identities would not be revealed in association with the information they provided. Respondents of this study were asked to give their verbal consent to participate in this investigation. The respondents' privacy and their responses were not be individually analyzed and included in the report.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter was all about the results obtained from distributed and returned questionnaires; and results of data gathered through interview. Under this chapter response rate of respondents, demographic characteristics of respondents, descriptive analysis of the general public projects M&E practices of Hasassa town were included. The inferential analysis of the general public projects M&E practices of Hasassa town were also included. In addition, discussion of these results in comparison with the existing literatures was undertaken.

4.1. Response Rates of Respondents

Response Rates of Respondents is the number of people who answered the survey divided by the number of people in the sample. A low response rate may result in sampling bias. For the purpose of this study, self-administered questionnaires were distributed to a total of 159 respondents. After respondents receiving the questionnaires, there were a visit to make clarification and in order to increase the response rate to an acceptable level and avoid incomplete questionnaire. Accordingly, 151 (95%) of the respondents have completed and returned the questionnaires. The response rate of the questionnaires was indicated by the table below.

Table 4.1. Response Rate of Respondents.

No	Type of questionnaire	Nubmer of Questionnaire	Remark
1	Unreturned questionnaire	3	Not taken for analysis
2	Returned, but incomplete questionnaire	5	Not taken for analysis
3	Complete returned questionnaores	151	Analyzed questionnaire
Total		159	
Response rate		95%	

Source: Own Survey, 2024

4.2. Demographic Characteristics of Respondents

Under this topic, job position, age of respondents, sex of respondents, education level of respondents and work experience of respondents were discussed. The section below provides the data about these characteristics.

4.2.1 Age of Respondents

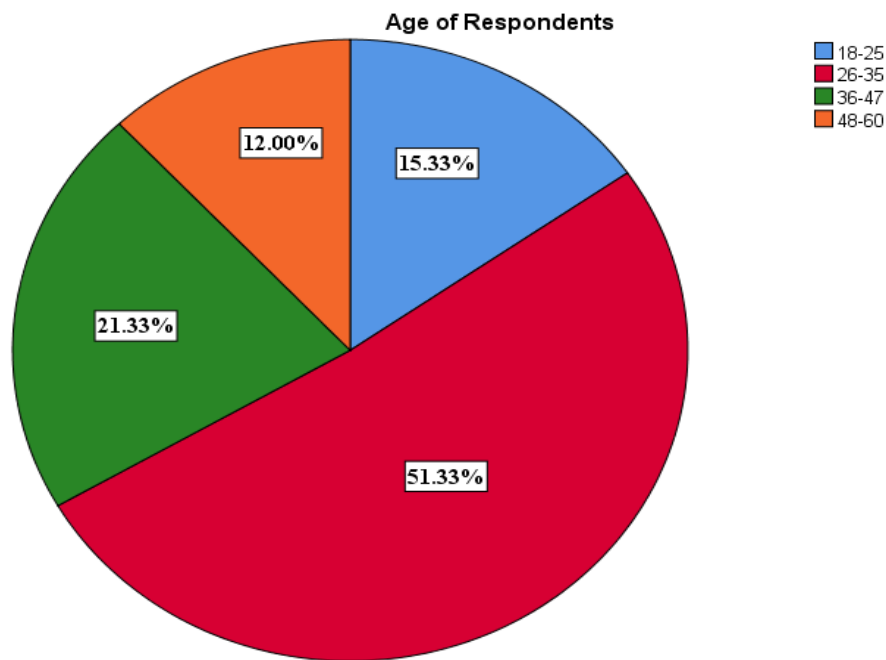


Figure 4.1 Age of Respondents

Source: Own Survey, 2024

As it can be seen from figure 4.1 above, 15.33% of the respondents were aged between 18 and 25. 12% of the respondents were between 48-60 years of age. The other 21.33% of the respondents were aged between 36 and 47 while majority of the respondents (51.33%) were aged between 26 and 35. This indicated that monitoring and evaluation of public projects was undertaken largely by young populations.

4.2.2. Sex of Respondents

Table 4.2 Sex of Respondents

Sex of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	119	78.8	80.4	80.4
	Female	29	19.2	19.6	100.0
	Total	148	98.0	100.0	
Missing	System	3	2.0		
Total		151	100.0		

Source: Own Survey, 2024

As it was indicated by the table 4.2 above, 80.4% of the respondents were male while the remaining 19.6% of the respondents were female. This also shows that both sexes were included in the study.

4.2.3. Work Experience of Respondents

Figure below shows work experience of respondents of this study. The chart shows that 4% of the respondents have an experience of 5 years and below. 37.33% of the respondents have an experience of between 6 and 10 years. Many respondents (48.67%) have an experience between 11 and 15 years while 10% of the respondents have an experience of 16 years and above. This shows that almost all of the respondents have an experience of M&E of public projects in Hasassa Town.



Figure 4.2 Work Experience of Respondents

Source: Own Survey 2024

4.2.4. Education Level of respondents.

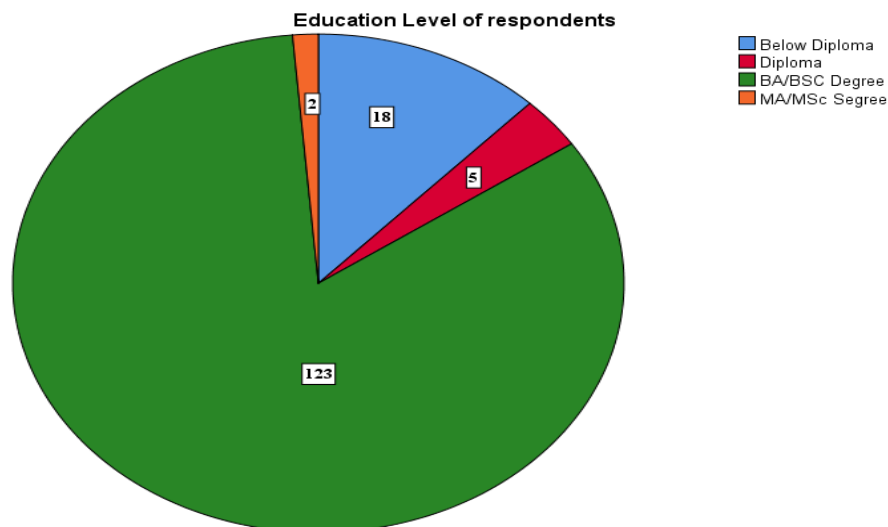


Figure 2.3 Education Level of respondents

Source: Own Survey 2024

As one can understand from figure 4.3 above 123 respondents have BA/BSC degree. 5 respondents have college diploma. 2 respondents have MA/MSc degree while 18 respondents have education level of below diploma. This also indicates that majority of the respondents were educated.

4.3. Descriptive Analysis

4.3.1 Public Projects M&E Practices in Hasassa Town.

4.3.1.1. Participation of respondents in M&E of Public Projects in Hasassa Town

As it can be seen from the table 4.3 below 105 respondents (71.4%) have responded that they have been participating in M&E of public projects in Hasassa town. The remaining 42 individuals (28.6%) respond that they are not participated in M&E of public projects in Hasassa town while the remaining 4 respondents do not respond on this question. This indicates that majority of the respondents were participated in the M&E of public projects in Hasassa town.

Table 4.3 Respondents participation in public projects M&E

Do you participate in Monitoring and Evaluation of Public Projects					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	105	69.5	71.4	71.4
	No	42	27.8	28.6	100.0
	Total	147	97.4	100.0	
Missing	System	4	2.6		
Total		151	100.0		

Source: Own Survey 2024

4.3.1.2. Coverage of public Projects M&E in Hasassa Town

Figure 4.4 below shows responses about which public projects was covered by M&E system of the town. As it was indicated in figure, 10 respondents (6.6%) responds that M&E system covers all public projects of the town. The others 92 respondents (60.9%) responds that hasassa town public projects' M&E covers only selected public projects of the town. The remaining 49 individuals (32.5%) responds have chosen neither of the two options. They responds differently. Many of them responds that Hasassa town Projects M&E covers public projects on which large budget was allocated. Some people have an idea that Hasassa town Projects M&E covers public projects which are ongoing by popular participation. Others still responds that Hasassa town Projects M&E covers public projects which benefits large number of the populations of the town. There were also respondents which respond that Hasassa town Projects M&E covers public projects which were built to increase the beauty of the town. The responses of these respondents shows that Hasassa town M&E of public projects covers many projects in one way or another.

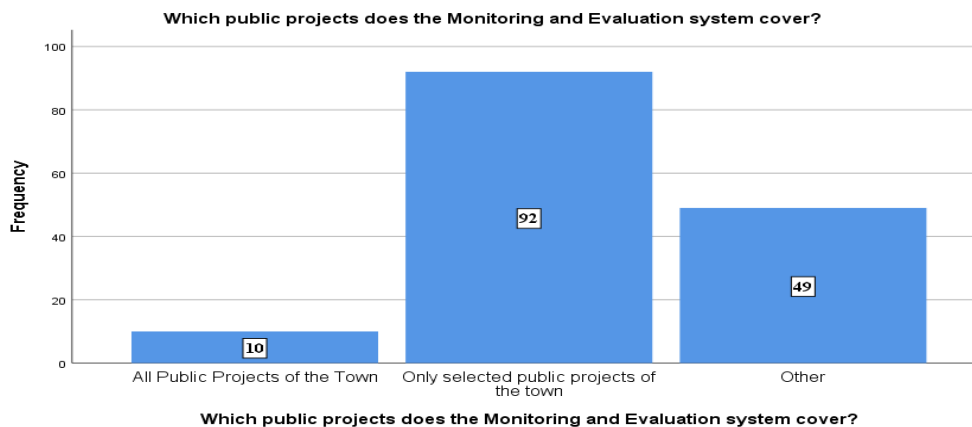


Figure 4.4 Coverage of public projects M&E in Hasassa Town

Source: Own Survey, 2024

4.3.1.3 Frequency of Projects' M&E in Hasassa Town

The table 4.4 below indicated how often public sector M&E was undertaken in Hasassa town. As it was shown in the table, 4 of the respondents (2.7%) says public sector M&E was undertaken once annually. 51 individuals (34.2% of the respondents) responds that public sector M&E was undertaken twice annually. 56 respondents (37.6%) says public sector M&E was undertaken three times annually. Other 19 respondents (12.8%) argue that public sector M&E was undertaken four times annually and the same number of respondents choose options

other than those listed above. Some respondents of those who choose options other than those listed above responds that public sector M&E was undertaken when it is believed to be necessary. Some others responds that argue that Hasassa town public sector M&E was undertaken only when it was ordered by the upper authority. There were also respondents who argue that Hasassa town public sector M&E was undertaken when there is a popular comment that projects has certain quality problems to be monitored. This shows that there is no predetermined period of projects M&E in Hasassa town.

Table 4.4 Annual Frequency of Public projects M&E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once Annually	4	2.6	2.7	2.7
	Twice Annually	51	33.8	34.2	36.9
	Three times annually	56	37.1	37.6	74.5
	Four times annually	19	12.6	12.8	87.2
	Other	19	12.6	12.8	100.0
	Total	149	98.7	100.0	
Missing	System	2	1.3		
Total		151	100.0		

Source Own survey, 2024

4.3.1.4 Responsibility of Undertaking M&E

There can be different bodies who undertake M&E. The responses of individuals selected for this study were shown in figure 4.5 below.

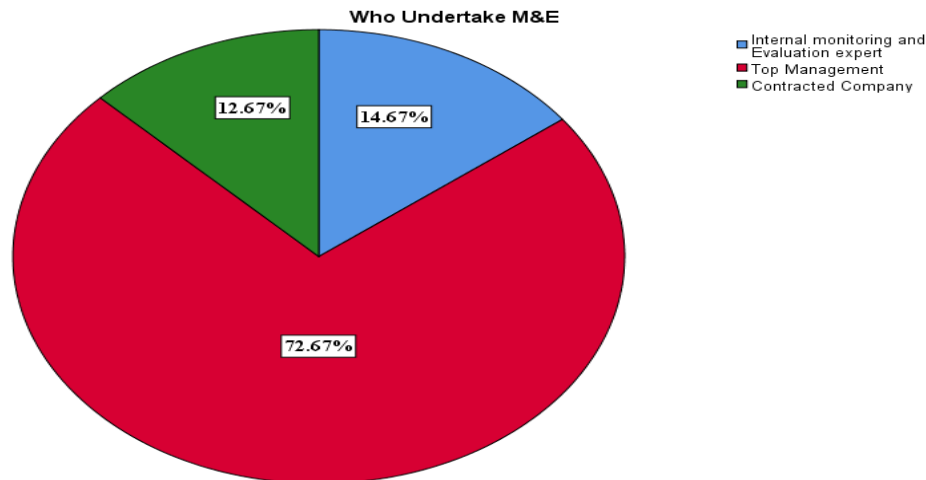


Figure 4.5 Who undertake public projects' M&E in Hasassa Town

Source Own survey, 2024

As it was shown in figure 4.5 above, 12.67% of the respondents argue that the responsibility of undertaking public projects M&E was bestowed up on the contracted company. These individuals are those who believe that the contracted company was undertaking the M&E of public projects in Hasassa Town. Other 14.67% of the respondents says internal monitoring and evaluation committee was a body that was responsible for undertaking M&E of public projects in Hasassa Town. Vast number of respondents argue that Top Management was responsible for undertaking M&E of public projects in Hasassa Town. The idea that all respondents have in common was that there was a responsible body for undertaking M&E of public projects in Hasassa Town. This implies that there was not certain legally responsible body who regularly undertake public projects M&E in Hasassa town.

4.3.1.5 Possible Reasons for Undertaking Public Project's M&E in Hasassa Town

There are many reasons for undertaking M&E of public projects. Table 4.5 below shows the respondent's answer regarding the main drivers of public projects M&E in Hasassa town.

Table 1.5 The drivers for Conducting M&E in Hasassa Town

Statements		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To generate knowledge and enhancing organizational learning through documentation of M&E findings and lesson learnt.	28	18.5	18.5	18.5
	To meet funders' M&E requirements and show accountability and transparency	17	11.3	11.3	29.8
	To improve projects' effectiveness and efficiency	53	35.1	35.1	64.9
	To show accountability to eliminating sources of corruption and misuse of granted fund	28	18.5	18.5	83.4
	To show accountability towards the local community and beneficiaries	11	7.3	7.3	90.7
	Other	14	9.3	9.3	100.0
	Total	151	100.0	100.0	

Source: Own Survey, 2024

As it can be understood from the table 4.5 above, 28 respondents (18.5%) responds the main driver of public projects M&E in Hasassa town was the need to generate knowledge and enhancing organizational learning through documentation of M&E findings and lesson learnt in the town. Other 17 respondents (11.3%) argue that the driver of M&E of public projects in Hasassa Town was the desire to meet funders' M&E requirements and show accountability and transparency to them. 53 respondents responds that the main driver of M&E of public projects in Hasassa Town emanates from the need to improve project's efficiency and effectiveness. Other 28 respondents (18.5%) responded that the main driver of undertaking M&E was the need to show accountability and to eliminating sources of corruption and misuse of granted funded for the project. Other 11 individuals (7.3%) responded that the main driver of undertaking public projects M&E in Hasassa town was emanated from the desire to show accountability towards the local community and beneficiaries of the projects. The remaining 14 (9.3%) of the respondents choose neither of the options discussed above. Some these individuals responded that the main driver of undertaking public project's M&E was the fear of top leaders follow up. This means it was undertaken because the zonal line sectors will observe whether there was projects M&E in the town. Some other

respondents who choose this option responds that the driver of public projects M&E in Hasassa town was the obligation given from top management to do so. This implies that there was no certain predetermined reason to undertake public projects M&E in Hasassa town. In other words the clear purpose for which projects M&E was undertaken was not equally understood by the M&E stakeholders in Hasassa town.

4.3.1.6. Stake Holder Participation in M&E of Public Projects in Hasassa town

The participation of stakeholders in M&E of public sector was one of the indicators that projects were monitored and evaluated effectively. The responses of respondents regarding the level of stakeholder participation was indicated by the figure 4.6 below.

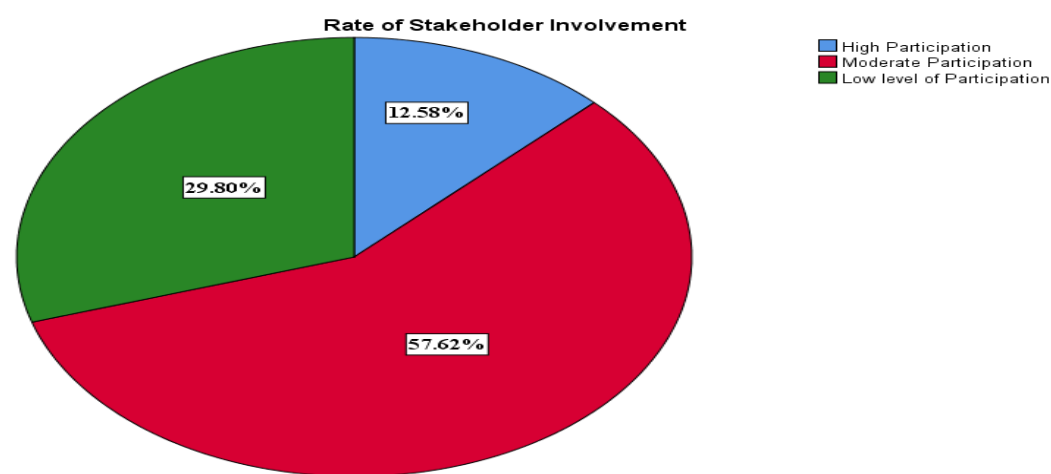


Figure 4.6 *Level of Stakeholder Participation in M&E*

Source: Own Survey, 2024

As it was shown in figure 4.6 above, 12.58 % of respondents argue that there is high level of stakeholder participation in M&E of public projects in Hasassa town. 29.8 % Of the respondents argue that there was moderate level of stakeholder participation in M&E of public projects in Hasassa town. The remaining 57.62% of the respondents responded that there was a moderate level of stakeholder participation in monitoring and evaluation of public projects in Hasassa town. This shows that there was participation of stakeholders in M&E of public projects in Hasassa town. The table 4.6 below indicates M&E stages at which stake holders were participated more.

Table 4.6 Stages of Stakeholder participation

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	First term M&E of public projects	36	23.8	23.8	23.8
	Midterm M&E of public projects	8	5.3	5.3	29.1
	End term M&E of public projects	80	53.0	53.0	82.1
	At all stages of M&E of public projects	27	17.9	17.9	100.0
	Total	151	100.0	100.0	

Source: Own Survey, 2024

As it was shown in the table 4.6 above most of the respondents 53% of this study agree that respondents were participated at the end term M&E of public projects of Hasassa town. 36 individuals (23.8% of the respondents) argue that stake holders were participated at the first term M&E of public projects. This was when the projects initially began its operation. 27 individuals (17.9% of the respondents) have a stand that public projects M&E was undertaken at all stages of the projects while 8 individuals (5.3%) argue that public projects M&E at Hasassa town was undertaken at midterm of the projects implementation stage. These all stages shows that there was popular participation in M&E of public projects in one stage or another.

The result of interview on the other hand shows that there is no expected popular participation in projects M&E in Hasassa town. Regarding this one of the Interviewee argue that,

Stakeholder Participation have to start from the early stages of projects. It must start at the project planning and go through preparation of projects specification issues and opening of the documents of contractor's competition to undertake the projects. Stake holders have also the right to participate when projects began its implementation. This was not always the case in Hasassa town as most of stakeholder participation takes place either in the middle or at the end of projects implementation'.

4.3.1.7 Dissemination of M&E Information

After undertaking M&E the information obtained from the issue was disseminated to the concerned bodies so that corrective measures will be taken when necessary. Table 4.7 below shows how information of public projects' M&E was disseminated.

Table 4.7 Dissemination of Public projects M&E Information

How M&E Information was disseminated		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Report for cabinets council	19	12.6	12.7	12.7
	Stakeholders meetings	46	30.5	30.7	43.3
	Report to administration Office	41	27.2	27.3	70.7
	Report to the district council (peoples representative)	44	29.1	29.3	100.0
	Total	150	99.3	100.0	
Missing	System	1	.7		
Total		151	100.0		

Source: Own Survey, 2024

One can observe from table 4.7 above, that 19 individuals (12.7% of the respondents) argue that Hasassa town public projects M&E information was disseminated through the report which was presented to the cabinets' council. 46 individuals (30.7% of the respondents) have an idea that Hasassa town public projects M&E information was disseminated by reporting the results of M&E to the stakeholders through stakeholders meetings. 41 individuals (27.3% of the respondents) have a stand that Hasassa town public projects M&E information was disseminated by reporting the administration office. The left 44 individuals (29.3% of the respondents) believe that Hasassa town public projects M&E information was disseminated by presenting the report of the system to district council (people's representative) of the town.

4.3.2 Respondent's Perception Different Aspects of Projects M&E Practices in Hasassa Town.

This section was the analysis of respondents perception on the practices of public projects M&E in Hasassa town. Under this section the response of respondents regarding projects monitoring and evaluation strategy of Hasassa town, their perception on issue of management support for monitoring and evaluation as well as their view on participation on participation of stakeholders in M&E of projects was discussed. In addition this section covers respondent's understanding of issues related to general M&E practices of public projects in Hasassa town and how M&E information was disseminated to the public. These issues were discussed briefly under different headings as it was shown below.

4.3.2.1 Public Project's M&E Strategy in Hasassa Town

Monitoring and evaluation strategy was about issues related to determining monitoring and evaluation goals, and classifying what information or project aspects need monitoring and evaluation, involvement, responsibility and methods of data collection. Respondents' perception of M&E strategy of public projects in Hasassa town was shown in table 4.8 below.

Table 4.8 Respondent's perception on M&E Strategy

No	M&E Strategy Statements	agreement Level of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
1	There was discussion on the activities to be undertaken during implementation of project	Strongly Disagree	5	3.3	3.3	3.3
		Disagree	10	6.6	6.6	9.9
		Neutral	103	68.2	68.2	78.1
		Agree	1	.7	.7	78.8
		Strongly Agree	32	21.2	21.2	100.0
		Total	151	100.0	100.0	
2	There was an agreement with concerned bodies on the activities to be undertaken during implementation of project	Strongly Disagree	38	25.2	25.2	25.2
		Disagree	57	37.7	37.7	62.9
		Neutral	3	2.0	2.0	64.9
		Agree	16	10.6	10.6	75.5
		Strongly Agree	37	24.5	24.5	100.0
		Total	151	100.0	100.0	
3	The role of different actors in implementation of public projects M&E within and outside the community was defined	Strongly Disagree	7	4.6	4.6	4.6
		Disagree	51	33.8	33.8	38.4
		Neutral	34	22.5	22.5	60.9
		Agree	23	15.2	15.2	76.2
		Strongly Agree	36	23.8	23.8	100.0
		Total	151	100.0	100.0	
4	Costs and materials necessary to implement the projects M&E was clearly defined and distributed.	Strongly Disagree	32	21.2	21.2	21.2
		Disagree	28	18.5	18.5	39.7
		Neutral	61	40.4	40.4	80.1
		Agree	11	7.3	7.3	87.4
		Strongly Agree	19	12.6	12.6	100.0
		Total	151	100.0	100.0	
5	All the tasks required to implement the	Strongly Disagree	6	4.0	4.0	4.0
		Disagree	34	22.5	22.5	26.5
		Neutral	58	38.4	38.4	64.9

	projects M&E were listed	Agree	15	9.9	9.9	74.8
		Strongly Agree	38	25.2	25.2	100.0
		Total	151	100.0	100.0	
6	All the tasks were arranged in the order in which they will be implemented during project M&E	Strongly Disagree	68	45.0	45.9	45.9
		Disagree	2	1.3	1.4	47.3
		Neutral	7	4.6	4.7	52.0
		Agree	40	26.5	27.0	79.1
		Strongly Agree	31	20.5	20.9	100.0
		Total	148	98.0	100.0	
		Missing	3	2.0		
		Total	151	100.0		
7	There were clear indicators for measuring or assessing whether project M&E activities achieve its objectives	Strongly Disagree	11	7.3	7.4	7.4
		Disagree	26	17.2	17.4	24.8
		Neutral	81	53.6	54.4	79.2
		Agree	13	8.6	8.7	87.9
		Strongly Agree	18	11.9	12.1	100.0
		Total	149	98.7	100.0	
		Missing system	2	1.3		
		Total	151	100.0		
8	The information generated during project monitoring and evaluation helps in re-designing projects	Strongly Disagree	1	.7	.7	.7
		Disagree	40	26.5	26.5	27.2
		Neutral	51	33.8	33.8	60.9
		Agree	35	23.2	23.2	84.1
		Strongly Agree	24	15.9	15.9	100.0
		Total	151	100.0	100.0	

Source: Own Survey, 2024

As it was shown in the table 4.8 above the first statement in the table was about whether there was discussion on the activities to be undertaken during implementation of M&E of public projects. 21.8% of the respondents support the argument that there was discussion on the activities to be undertaken during implementation of M&E of public projects in Hasassa town. 9.9% of the respondents were against this stand while 68.2% of the respondents remain neutral.

The other important issue was whether there was an agreement with concerned bodies on the activities to be undertaken during implementation of project M&E. Regarding this issue 35.1% of the respondents agree that there was an agreement with concerned bodies on the activities to be undertaken during implementation of project M&E. 37.7% of the respondents were against the idea that there was an agreement with concerned bodies on the activities to be undertaken during

implementation of project M&E while 2% of the respondents argue that they were neutral as to whether there was an agreement with concerned bodies on the activities to be undertaken during implementation of project M&E.

The third statement under this theme was about whether the role of different actors in implementation of public projects M&E within and outside the community was defined. Regarding this issue 39% of the respondents support the argument that the role of different actors in implementation of public projects M&E within and outside the community was defined. Other 38.4% of the respondents believe that the role of different actors in implementation of public projects M&E within and outside the community was not defined while 22.5% of the respondents remain neutral.

The other important issue included under this section was about whether costs and materials necessary to implement the projects M&E was clearly defined and distributed by Hasassa town. Regarding this issue 39.7% of the respondents were against the idea that costs and materials necessary to implement the projects M&E was clearly defined and distributed by the town. 19.9% of the respondents agree with the statement that costs and materials necessary to implement the projects M&E was clearly defined and distributed by the town while 40.4% of the respondents remain still remain neutral.

Listing the tasks related to implementing M&E of the projects was also among the issues included under M&E strategies. On this statement 35.1% of the respondents support the argument that all the tasks required to implement the projects M&E were listed. 26.5% of the respondents disagree with an argument that all the tasks required to implement the projects M&E were listed while the remaining 38.4% of the respondents remain neutral. The other important issue related to this one was whether these tasks were arranged in the order in which they will be implemented during projects M&E. 47.9% of the respondents agree with the idea that all the tasks were arranged in the order in which they will be implemented during projects M&E. The other 47.3% stands in opposite direction believing that all the tasks were not arranged in the order in which they will be implemented during projects M&E while the remaining 4.7% have a stand that they are neutral.

The issue of projects M&E indicators was also included under this theme. This important issue was all about questioning whether there were clear indicators for measuring or assessing whether project M&E activities achieve its objectives. Regarding this issue 20.8% of the respondents confirm the idea that there were clear indicators for measuring or assessing whether project M&E

activities achieve its objectives. 24.8% of the respondents were against this stand while 54.4% of the respondents were neutral.

The last important point that was discussed under M&E strategy was about utilization of information gained from M&E of public projects. It was about whether the information generated during project M&E helps in re-designing projects in Hasassa town. On this issue 39.1% of the respondents support a stand that the information generated during project monitoring and evaluation helps in re-designing Hasassa town projects. Other 27.2% argue that the information generated during project monitoring and evaluation did not adequately used in re-designing Hasassa town projects. The remaining 33.8% remain neutral.

On the issue of projects M&E strategies the results of interview was shown by the statements of the interviewee as it was explained in the consequent paragraphs below.

One of the interviewee (Hasassa town mayor) says that *“monitoring and evaluation of the projects was one regular work of the town administration. He argue that M&E of public projects was undertaken to follow whether or not the projects were under construction based on the predefined design and specification of a that specific project. He asserts that project committee was a major body that was mandated to undertake projects M&E in Hasassa town. In addition to it, special experts of the mayor office also undertakes M&E of projects that needs special attention”*.

The other interviewee (Gedeb Hasassa woreda vice administrator and chairman of Project committee) on his behalf says that:

“Projects M&E was one of the issues that have been viewed by the project committees. He adds those project committees have a regular meeting to observe the level of project performance. During these regular meetings the project committee hears field report of projects M&E. After hearing the report, the committee discusses on strength and weakness of the projects and the direction for future way was discussed”.

The other interviewee explain strategies used by Hasassa town in public projects M&E. he says that:

Hasassa town employs some beneficial strategies for projects M&E. Some of the strategies among these was clearly planning the project based on the need of the society

which were affected by that project. Here project designs and specification details was developed by experts in a way that was concomitant with the culture of peoples of the town and in the way that it benefits the general public. The way these projects will be implemented and how the society can be benefited from that project was pre planned before the project was launched as it was used as a guideline to monitor and evaluate the progress of that particular project. Indicators of project progress were also predetermined in projects with huge budget and higher popular participation.

4.3.2.2 Management Support in M&E of public projects in Hasassa Town.

Management support is essential ingredient in successful implementation of M&E of projects. It is how leaders of certain company makes the way monitoring and evaluation of projects was undertaken in a simplest way possible. The following table shows the results of data collected regarding management support for M&E practices of projects in Hasassa town.

Table 4.9 Management Support for M&E

No	Management support Statements	agreement Level of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
1	Senior management has committed to support implementation of public projects Monitoring and Evaluation system	Strongly Disagree	9	6.0	6.0	6.0
		Disagree	42	27.8	27.8	33.8
		Neutral	32	21.2	21.2	55.0
		Agree	25	16.6	16.6	71.5
		Strongly Agree	43	28.5	28.5	100.0
		Total	151	100.0	100.0	
2	Top management have a clearly defined guideline to support public projects monitoring and evaluation system	Strongly Disagree	37	24.5	24.5	24.5
		Disagree	42	27.8	27.8	52.3
		Neutral	36	23.8	23.8	76.2
		Agree	23	15.2	15.2	91.4
		Strongly Agree	13	8.6	8.6	100.0
		Total	151	100.0	100.0	
3	Top management have disbursed sufficient budget to support Monitoring and Evaluation of public projects	Strongly Disagree	17	11.3	11.3	11.3
		Disagree	13	8.6	8.6	19.9
		Neutral	35	23.2	23.2	43.0
		Agree	83	55.0	55.0	98.0
		Strongly Agree	3	2.0	2.0	100.0
		Total	151	100.0	100.0	

4	Senior management usually model the way for project monitoring and evaluation system.	Strongly Disagree	46	30.5	30.5	30.5
		Disagree	26	17.2	17.2	47.7
		Neutral	43	28.5	28.5	76.2
		Agree	22	14.6	14.6	90.7
		Strongly Agree	14	9.3	9.3	100.0
		Total	151	100.0	100.0	
5	Senior Management always support communication of the importance of Monitoring and Evaluation system	Strongly Disagree	3	2.0	2.0	2.0
		Disagree	38	25.2	25.2	27.2
		Neutral	65	43.0	43.0	70.2
		Agree	5	3.3	3.3	73.5
		Strongly Agree	40	26.5	26.5	100.0
		Total	151	100.0	100.0	
6	The management of the town have cultivated the discipline to project Monitoring and Evaluation system	Strongly Disagree	5	3.3	3.3	3.3
		Disagree	45	29.8	29.8	33.1
		Neutral	40	26.5	26.5	59.6
		Agree	3	2.0	2.0	61.6
		Strongly Agree	58	38.4	38.4	100.0
		Total	151	100.0	100.0	
7	The M&E committees makes decision on the way Monitoring and Evaluation activities are undertaken successfully	Strongly Disagree	41	27.2	27.5	27.5
		Disagree	19	12.6	12.8	40.3
		Neutral	36	23.8	24.2	64.4
		Agree	39	25.8	26.2	90.6
		Strongly Agree	14	9.3	9.4	100.0
		Total	149	98.7	100.0	
		Missing system	2	1.3		
		Total	151	100.0		
8	The senior management have better relationship with the project committees and Monitoring and Evaluation Technical committees	Strongly Disagree	69	45.7	45.7	45.7
		Disagree	19	12.6	12.6	58.3
		Neutral	8	5.3	5.3	63.6
		Agree	25	16.6	16.6	80.1
		Strongly Agree	30	19.9	19.9	100.0
		Total	151	100.0	100.0	

Source: Own Survey, 2024

Management support begins with commitment to accomplishing the issue under consideration. The first statement in the table 4.9 above was whether Hasassa town senior management has committed to support implementation of public projects M&E. Regarding this issue 33.8% of the

respondents oppose the statement that Hasassa town senior management has committed to support implementation of public projects M&E system. 45.1% of the respondents support the idea that Hasassa town senior management has committed to support implementation of public projects M&E system while 21.2% of the respondents remain neutral.

The other important issue under management support was the existence of clear guideline to support M&E of public projects. Regarding this stand 23.8% of the respondents confirm that Hasassa Town top management have a clearly defined guideline to support public projects M&E system. 52.3% of the respondents stands against the idea that Hasassa town top management have a clearly defined guideline to support public projects monitoring and evaluation system while the remaining 23.8% of the respondents were not sure whether Hasassa town top management have a clearly defined guideline to support public projects monitoring and evaluation system.

Allocation of sufficient budget was also seen as an important issue to implement M&E system of public projects. This is why it was included under this topic. Regarding this 57% of the respondents support an argument that Hasassa town top management have disbursed sufficient budget to support M&E of public projects. 19.9% of the respondents disprove that Hasassa town top management have disbursed sufficient budget to support M&E of public projects while the remaining 23.2% of the respondents remain neutral.

Other concrete issue that was discussed under management support was how senior management of the town model the way for implementation of projects M&E. The way management works always pave the way for how employees/different committees acts. On this issue 23.9% of the respondents confirm that Hasassa town senior management usually model the way for project monitoring and evaluation system. 47.7% of the respondents respond that they do not believe senior management of Hasassa town usually model the way for project monitoring and evaluation system while the remaining 28.5% of the respondents keeps silent.

The way an advantage of M&E of public projects was communicated to those who implement it is also crucial. Regarding the statement on whether Hasassa town senior Management always support communication of the importance of Monitoring and Evaluation system, 29.8% of the respondents support the idea, 27.2% of the respondents oppose the stand while 43% of the respondents remain neutral. This important issue needs a discipline to do so. On this issue 40.4% of the respondents agree that management of the town have cultivated the discipline to project Monitoring and Evaluation system. 33.1% of the respondents respond that they disagree with the

statement that management of the Hasassa town have cultivated the discipline to project Monitoring and Evaluation system while 26.5% of the respondents respond that they were not sure as to whether the management of Hasassa town have cultivated the discipline required to implement project Monitoring and Evaluation system.

The role of M&E committees plays vital role in successful implementation of M&E of public projects. The relationship they have with the senior management was also as important as their role in implementing M&E. Statements concerning this issue were also included under management support for M&E. 40.3% of the respondents disagree with the statement M&E committees makes decision on the way Monitoring and Evaluation activities are undertaken successfully arguing that they do not do so. The other 35.6% of the respondents confirm that M&E committees makes decision on the way Monitoring and Evaluation activities are undertaken successfully by agreeing to the statement. The remaining 24.2% of the respondents were not sure as to whether M&E committees makes decision on the way Hasassa town M&E activities are undertaken successfully.

The last important issue that needs consideration on management support for M&E of public projects, as it was mentioned in the paragraph above, was the relationship between M&E committees and the management of the town. 58.3% of the respondents disagree with the statement senior management have better relationship with the project committees and Monitoring and Evaluation Technical committees arguing that they have not. The other 36.5% of the respondents confirm that senior management of the town have better relationship with the project committees and Monitoring and Evaluation Technical committees. The remaining 5.3% of the respondents were not sure as to whether senior management of the town have better relationship with the project committees and Monitoring and Evaluation Technical committees.

The results of interview regarding Management support for M&E was explained in the following paragraphs. For instance, one of the interviewee (Hasassa town mayor) argue that:

“There was no active top management support for projects M&E. Projects M&E support from the town top management depends on the idea or voice and concerns of the beneficiary. This means attention was given for projects M&E if there is popular voice that there was some sort of project quality problem when project was under construction. If the construction of the project was completed town management hardly

cares about its sustainability. This shows that projects M&E remains the concerns of the time when project was under construction”.

The chairman of project committee on his behalf argue that

“Top management actively supports projects M&E in Hasassa town. He asserts that management supports M&E of the project starting from its planning. In doing so top management allocate budget to undertake projects M&E. In addition it forms additional committees to monitor and evaluate projects under construction. It sometimes makes special experts like engineers to monitor and evaluate the projects. This all shows active support was given by the top management”.

4.3.2.3 Stake holder Participation in M&E of public projects in Hasassa Town.

Stake holder involvement was one of the cornerstones in implementation of M&E system. It enables the beneficiaries and all other concerned bodies to take part when monitoring and evaluation of projects was undertaken. The following table indicates the respondents view on the level of stakeholder participation in M&E of public projects in Hasassa town.

Table 4.10 Stakeholder participation in M&E

No	Stakeholder Participation Statements	agreement Level of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
1	Stakeholders are adequately involved in the public projects M & E at design phase in Hasassa Town	Strongly Disagree	37	24.5	24.5	24.5
		Disagree	4	2.6	2.6	27.2
		Neutral	56	37.1	37.1	64.2
		Agree	16	10.6	10.6	74.8
		Strongly Agree	38	25.2	25.2	100.0
		Total	151	100.0	100.0	
2	Stakeholders are involved in preparation of public projects M & E timetables and work plans.	Strongly Disagree	1	.7	.7	.7
		Disagree	35	23.2	23.2	23.8
		Neutral	26	17.2	17.2	41.1
		Agree	30	19.9	19.9	60.9
		Strongly Agree	59	39.1	39.1	100.0
		Total	151	100.0	100.0	
3	Stakeholder's feedback is sought during all stages of M & E of public	Strongly Disagree	38	25.2	25.2	25.2
		Disagree	21	13.9	13.9	39.1
		Neutral	34	22.5	22.5	61.6
		Agree	40	26.5	26.5	88.1

	projects in Hasassa Town	Strongly Agree	18	11.9	11.9	100.0
		Total	151	100.0	100.0	
4	Stakeholders are involved in M & E data collection process in Hasassa Town	Strongly Disagree	31	20.5	20.5	20.5
		Disagree	41	27.2	27.2	47.7
		Neutral	67	44.4	44.4	92.1
		Agree	7	4.6	4.6	96.7
		Strongly Agree	5	3.3	3.3	100.0
		Total	151	100.0	100.0	
5	The project managers/team assigns clear responsibilities to stakeholders for planning and accountability	Strongly Disagree	29	19.2	19.2	19.2
		Disagree	59	39.1	39.1	58.3
		Neutral	41	27.2	27.2	85.4
		Agree	6	4.0	4.0	89.4
		Strongly Agree	16	10.6	10.6	100.0
		Total	151	100.0	100.0	
6	Stakeholder's decisions are considered during public projects M & E process	Strongly Disagree	43	28.5	28.5	28.5
		Disagree	6	4.0	4.0	32.5
		Neutral	2	1.3	1.3	33.8
		Agree	31	20.5	20.5	54.3
		Strongly Agree	69	45.7	45.7	100.0
		Total	151	100.0	100.0	
7	Stakeholder participation projects M&E enables public to have a sense of ownership of the projects	Strongly Disagree	10	6.6	6.6	6.6
		Disagree	41	27.2	27.2	33.8
		Neutral	77	51.0	51.0	84.8
		Agree	18	11.9	11.9	96.7
		Strongly Agree	5	3.3	3.3	100.0
		Total	151	100.0	100.0	

Source: Own Survey, 2024

As it was illustrated in table 4.10 above stake holder participation, taking place in different stages of the project, plays significant role for the successful completion of a particular project. Regarding the participation of stake holders 27.2% of the respondents disagree with the statement stakeholders are adequately involved in the public projects M & E at design phase in Hasassa Town. 35.2% of the respondents' support the idea that stakeholders are adequately involved in the public projects M & E at design phase in Hasassa Town while the remaining 37.1% argue that they were not sure as to whether stakeholders are adequately involved in the public projects M & E at design phase in Hasassa Town.

The other part of project M&E that needs stakeholder participation was preparation of M&E plans and timetables. On this issue 23.8% of the respondents stands in the opposite side responding that they do not agree with the statement stakeholders are involved in preparation of public projects M & E timetables and work plans. The other 59% supports this responding that there was stake holder involvement in preparation of public projects M & E timetables and work plans. The remaining 17.2% responds that they were neutral as to whether there was stake holder involvement in preparation of public projects M & E timetables and work plans.

Stakeholder feedback plays a significant role in making improvements when implementing projects. Therefore it was natural that stakeholder feedback has to be sought during projects monitoring and evaluation. 38.4% Of respondents agree that Stakeholder's feedback is sought during all stages of M&E of public projects in Hasassa Town. 39.1% of the respondents respond against this one while the remaining 22.5% of the selected sample tells that they were not sure whether or not stakeholder's feedback was sought during all stages of M&E of public projects in Hasassa Town.

Stake holder participation is also important when collecting projects M&E data. Regarding this point 7.9% of the selected sample agree with the statement stakeholders are involved in M&E data collection process in Hasassa Town. The other 47.7% do not think that Stakeholders are involved in M&E data collection process in Hasassa Town by responding that they disagree with the statement. The remaining 44% did not support or reject the statement as they choose to remain neutral.

Stakeholder participation was useful when it was accompanied by the responsibility assigned to them. This helps to make underperformers accountable for their underperformance. 14.6% of the respondents agree that Hasassa town project managers/team assigns clear responsibilities to stakeholders for planning and accountability. 58.3% of the respondents disagree with the statement Hasassa town project managers/team assigns clear responsibilities to stakeholders for planning and accountability while the remaining 27.2% of the respondents respond that they were not sure that Hasassa town project managers/team assigns clear responsibilities to stakeholders.

Stakeholders' participation was functional if its decisions was considered during Project M&E Process. The respondents view on this stand, as it was shown in table 4.9 above indicates that 66.2% of the respondents agree that stakeholder's decisions are considered during public projects M & E process in Hasassa town. 32.5% of the respondents respond that they disagree with the

statement that stakeholder's decisions are considered during public projects M & E process in Hasassa town while the remaining 1.3% remain neutral on whether stakeholder's decisions are considered during public projects M & E process or not.

The last point considered under Stakeholder participation was the stakeholder's ability to build a sense of ownership in the public.

Stakeholder participation in projects M&E enables public to have a sense of ownership of the projects. Whether or not stakeholder participation in Hasassa town projects M&E makes a sense of ownership was illustrated in the table 4.9 above. As it was shown in the table 15.2% agree that stakeholder participation in M&E of projects enables public to have a sense of ownership of the projects. 33.8% of the respondents oppose the statement that stakeholder participation in M&E of projects enables public to have a sense of ownership of the projects. And 51% of the respondents remain neutral as to whether or not stakeholder participation in M&E of projects of Hasassa town enables public to have a sense of ownership of the projects.

The interview results of stakeholder participation in M&E was discussed in the paragraphs below. One of the interviewee among these (Hasassa town mayor) believe that:

“There was active public participation during projects M&E specifically during budget approval for a given project. This was explained the participation of many concerned body and people's representative (the town council) was participated when projects budget was allocated. On this event these council reacts on the sufficiency of allocated budget as well as how the projects was monitored and evaluated. In addition to this many discussions with different bodies was undertaken from projects startup to its completion. The major advantages of the projects from the view of beneficiaries were also one of the issues on which there is active participation of stakeholders. But I do not think this participation was always similar in all stages of projects implementation and after its completion”.

In the same way chairman of projects committee says that

“There was active participation of stakeholders in M&E of public projects in Hasassa town. This was explained by the participation of different body of the society like youths, elders, women, religious leaders and other bodies in the issues related to the public project M&E system. During sessions like that those bodied discusses on the

area of projects implementation (construction) and the way these public projects can be sustained for a long time. In addition the beneficiaries discuss on the issues related to how the projects can be protected from damage and its purpose can last long. These are some among the indicators of stakeholder participation in projects M&E says one of the interviewee”.

In the contrast the other interviewee argue that

“Stakeholder participation was not similar for all public projects. He asserts that stakeholder involvement was active in projects which were built by collecting money from the society. The other project type on which popular participation in all aspects was active is those projects on which huge budget was disbursed. Stakeholder participation was active here because of the hesitation that this huge budget was not properly used for the issue it was disbursed for or the projects may not be implemented by keeping its predetermined quality. Due to this every stakeholder want to monitor and evaluate the progress that project at each and every stage and also want to hear the reports of the project progress every time”.

Interview results regarding the level of stakeholder participation in different stages of projects M&E was also shown by the consequent paragraphs below. For example, Hasassa town mayor says that

“Stake holder participation was active during project implementation stage. This is because during project implementation many stakeholders physically observe how the project was undertaken and reacts if there were flaws in project implementation so that the implementation was undertaken in the predetermined way. Stakeholder participation was also active during the startup of the project. This was due to the fact that the disbursed budget for the project was approved by the participation of bodies with different background. Stake holder participation in projects M&E was not as much. This means it was nit active at the time of projects M&E. because projects M&E was undertaken by bodies that was mandated to do so”.

Other interviewee argues that

“Stakeholder participation was active before the project implementation began. This was explained by the fact that many public projects were financially supported by the money collected from the society. It is through this way that stakeholder participation starts before the project was launched. In some projects which was built by money collected from the people the participation that began during money collection may last to the project completion”.

4.3.2.4 Dissemination of Projects M&E Information in Hasassa Town.

Dissemination of M&E information can help policy makers, decision makers, and other stakeholders answer the fundamental questions of whether projects M&E promises were kept and goals of the project implementations were achieved. Monitoring and evaluation information can be disseminated through different reports, feedbacks and presentation of lessons learnt. The respondents view on these issues was displayed in the table 4.11 below.

Table 4.11 Dissemination of M&E Information

No	Information dissemination Statements	agreement Level of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
1	The reports of monitoring and evaluation of public projects was provided on time to all concerned bodies	Strongly Disagree	73	48.3	48.3	48.3
		Disagree	20	13.2	13.2	61.6
		Neutral	10	6.6	6.6	68.2
		Agree	16	10.6	10.6	78.8
		Strongly Agree	32	21.2	21.2	100.0
		Total	151	100.0	100.0	
2	Monitoring and Evaluation reports of Hasassa town was accessible to the beneficiaries of the projects	Strongly Disagree	40	26.5	26.5	26.5
		Disagree	37	24.5	24.5	51.0
		Neutral	39	25.8	25.8	76.8
		Agree	19	12.6	12.6	89.4
		Strongly Agree	16	10.6	10.6	100.0
		Total	151	100.0	100.0	
3	There is sufficient feedback session in the field during monitoring and evaluation to communicate monitoring and Evaluation findings	Strongly Disagree	19	12.6	12.6	12.6
		Disagree	40	26.5	26.5	39.1
		Neutral	54	35.8	35.8	74.8
		Agree	37	24.5	24.5	99.3
		Strongly Agree	1	.7	.7	100.0
		Total	151	100.0	100.0	

4	The medium used in the communication of the projects M&E findings is diverse enough to cater for information needs of all bodies	Strongly Disagree	2	1.3	1.3	1.3
		Disagree	18	11.9	11.9	13.2
		Neutral	60	39.7	39.7	53.0
		Agree	46	30.5	30.5	83.4
		Strongly Agree	25	16.6	16.6	100.0
		Total	151	100.0	100.0	
5	The reports of projects M&E system always include information on lessons learned from projects implementation	Strongly Disagree	38	25.2	25.2	25.2
		Disagree	38	25.2	25.2	50.3
		Neutral	22	14.6	14.6	64.9
		Agree	7	4.6	4.6	69.5
		Strongly Agree	46	30.5	30.5	100.0
		Total	151	100.0	100.0	

Source: Own Survey, 2024

As it can be illustrated in the table 4.11 above, 31.8% of the respondents agree that the reports of monitoring and evaluation of public projects was provided on time to all concerned bodies. 61.6% of the respondents oppose the idea that the reports of monitoring and evaluation of public projects was provided on time to all concerned bodies while the remaining 6.6% remain neutral. Accessibility of Projects M&E reports to the beneficiaries of the project was another important point that was discussed under dissemination of information. Regarding this point 23.2% of the respondents agree that M&E reports of Hasassa town was accessible to the beneficiaries of the projects. 51% of the respondents do not believe that M&E reports of Hasassa town was accessible to the beneficiaries of the projects. The remaining 25.8% remain neutral on this stand.

Other important point under information dissemination was existence of feedback session on projects M&E. On this point 25.2% of the respondents agree that there is sufficient feedback session in the field during monitoring and evaluation to communicate findings of projects monitoring and Evaluation. 39.1% of the respondents disagree that there is sufficient feedback session in the field during monitoring and evaluation to communicate findings of projects monitoring and Evaluation while the remaining 35.8% of the respondents remain neutral.

The questions of mediums used in in communicating M&E information equally important as the ideas discussed above. On this issue 47.1% of the respondents agree that the medium used in the communication of the projects M&E findings is diverse enough to cater for information needs of all bodies. 13% of the respondents respond that they don't agree with the statement that the

medium used in the communication of the projects M&E findings is diverse enough to cater for information needs of all bodies while the remaining 53% remain neutral as to whether or not the medium used in the communication of the projects M&E findings is diverse enough to cater for information needs of all bodies.

Inclusion of lessons learnt from Projects M&E in M&E report was another important corner stone for successful projects M&E. Regarding this issue 35.1% of the respondents agree that the reports of Hasassa town projects M&E system always include information on lessons learned from projects implementation. 50.3% of the respondents disagree that the reports of projects M&E system always include information on lessons learned from projects implementation while the remaining 14.6 remain neutral.

Interview result regarding dissemination of M&E information was explained by the paragraphs below. One of the interviewee respond that

Projects M&E report was not a sustained culture in Hasassa town. However there was a times when there was a report on the progress of the particular report. He adds the project M&E report was presented to the cabinets by writing the field reports of projects M&E. The chance of presenting public projects M&E field report to all concerned stakeholders was rare. In addition he argues that the medium used by Hasassa town to communicate the results of projects M&E was not sufficient and reachable. This is due to the fact that projects M&E report was presented to those body who follow the project progress and it was in a written form as a document. The probability that all concerned body will get this document and understood what was included in it was not sufficient. This shows mediums used to communicate the M&E report was not enough to reach all concerned bodies.

In the same fashion, the other interviewee argue that

Projects M&E reports remain in the womb of certain bodies. This means it was known only by bodies like project committees, M&E technical committees, top management of the town, project contractors and the like. These bodies most of the time, are not willing to communicate the either the physical and financial progress of the project or field report of the projects M&E to all concerned bodies. These bodies sometimes see the issues of projects as it was only given to them so that no one can intervene in this issue. They are not open to communicate issues related to public projects M&E.

The third interviewee explained his idea on whether there was better projects M&E information dissemination in the following way.

Projects M&E information was always expected from project committees. But there was a very rare case when project committee present the projects M&E report to the project owner (the general public). In rare case when there was projects report it was reported to the cabinet's council not to the general public. It was thought that projects M&E report was better if it was presented to the general public or its representatives or to the public meetings. This is because it was this body who daily observes the performance of that particular projects and can comment positively

4.3.2.5 The Practices of Public projects M&E in Hasassa Town.

Under this section important points under which the general practices of projects M&E in Hasassa town have illustrated. Statements which were distributed to the respondents to express their view on the general practices of public projects M&E was analyzed by the table 4.12 shown below.

Table 4.12 The General Practice of M&E

No	Statements related to the practices of M&E in Hasassa	agreement Level of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
1	Project M&E was understood as a management tool to improve the performance of public projects in Hasassa Town	Strongly Disagree	92	60.9	60.9	60.9
		Disagree	16	10.6	10.6	71.5
		Neutral	3	2.0	2.0	73.5
		Agree	23	15.2	15.2	88.7
		Strongly Agree	17	11.3	11.3	100.0
		Total	151	100.0	100.0	
2	The Hasassa Town projects Monitoring and Evaluation system was focused Reports of results (outcome and Impact) of the project	Strongly Disagree	7	4.6	4.6	4.6
		Disagree	102	67.5	67.5	72.2
		Neutral	23	15.2	15.2	87.4
		Agree	17	11.3	11.3	98.7
		Strongly Agree	2	1.3	1.3	100.0
		Total	151	100.0	100.0	
3	There is popular demand for Monitoring and Evaluation of	Strongly Disagree	59	39.1	39.1	39.1
		Disagree	34	22.5	22.5	61.6
		Neutral	40	26.5	26.5	88.1
		Agree	2	1.3	1.3	89.4

	public projects in Hasassa town	Strongly Agree	16	10.6	10.6	100.0
		Total	151	100.0	100.0	
4	Hasassa town public projects M&E was regularly undertaken as it was scheduled	Strongly Disagree	34	22.5	22.5	22.5
		Disagree	7	4.6	4.6	27.2
		Neutral	55	36.4	36.4	63.6
		Agree	38	25.2	25.2	88.7
		Strongly Agree	17	11.3	11.3	100.0
		Total	151	100.0	100.0	
5	Hasassa Town M&E technical committee often the reports on the performance of public projects	Strongly Disagree	73	48.3	48.3	48.3
		Disagree	5	3.3	3.3	51.7
		Neutral	8	5.3	5.3	57.0
		Agree	17	11.3	11.3	68.2
		Strongly Agree	48	31.8	31.8	100.0
		Total	151	100.0	100.0	
6	Hasassa town project committee always report the M&E of public projects	Strongly Disagree	28	18.5	18.5	18.5
		Disagree	38	25.2	25.2	43.7
		Neutral	38	25.2	25.2	68.9
		Agree	45	29.8	29.8	98.7
		Strongly Agree	2	1.3	1.3	100.0
		Total	151	100.0	100.0	
7	The findings of Hasassa Town projects M&E system always made under performers accountable for their action	Strongly Disagree	10	6.6	6.6	6.6
		Disagree	65	43.0	43.0	49.7
		Neutral	46	30.5	30.5	80.1
		Agree	24	15.9	15.9	96.0
		Strongly Agree	6	4.0	4.0	100.0
		Total	151	100.0	100.0	

Source: Own Survey, 2024

As one can see from the above table the general understanding of *M&E* as a management tool was seen as a major issue to show the practices of projects M&E in Hasassa Town. Regarding this issue 26.5% of the respondents either agree or strongly agree with the statement that Project monitoring and Evaluation was understood as a management tool to improve the performance of public projects in Hasassa town. The other 71.5% of the respondents respond that they do not agree with the statement that project M&E was understood as a management tool to improve the performance of public projects in Hasassa town while the remaining respondents remain neutral on this stand.

The other important point which can explain the general practice of projects M&E was the focus of M&E report. Projects M&E have to focus on the outcome and impacts of the projects as well as its usage to the surrounding society. On this issue 12.3% of the respondents respond to the statement that Hasassa town projects M&E system was focused reports of results (outcome and Impact) of the project. 72.1% of the respondents have a view that Hasassa town projects M&E system was not focused on reports of results (outcome and Impact) of the project. The remaining 15.2% of the respondents respond that they are not sure whether or not Hasassa town projects M&E system was focused on the reports of results (outcome and Impact) of the project.

Popular demand for M&E was another important force that can contribute to the successful projects M&E practice. This is why respondent's view whether there was popular demand for projects M&E was taken under the general practice of M&E. Regarding this issue 11.6% of the respondents confirm that there is popular demand for Monitoring and Evaluation of public projects in Hasassa town. The other 61.6% of the respondents respond that they do not believe that there is popular demand for M&E of public projects in Hasassa town while the remaining 26.5% were silent or neutral on whether or not there is popular demand for M&E of public projects in Hasassa town.

Similarly important issue which can explain the practice of M&E was whether or not projects M&E was performed regularly as it was scheduled. 36.5% of the respondents confirm that Hasassa town public projects M&E was regularly undertaken as it was scheduled. The other 27.1% respond that they do not believe that Hasassa town public projects M&E was regularly undertaken as it was scheduled while the remaining 36.4% neutral on whether or not it was regularly undertaken as scheduled.

The other important point under consideration here is how M&E technical committee and general project committees report on the performances of public projects M&E. It is from the reports of these two committees that the practice of public projects M&E was clearly understood. Regarding these statements 43.1% of the respondents confirm that Hasassa town M&E technical committee often the reports on the performance of public projects. In the same way 31.1% of the respondents prove that Hasassa town project committee always report the M&E of public projects. On the other hand 51.6% of the respondents either disagree or strongly disagree that Hasassa town M&E technical committee often the reports on the performance of public projects. Similarly, 43.7% of the respondents either disagree or strongly disagree that Hasassa town project committee always

report the M&E of public projects. The remaining respondents remain neutral on the two statements. That means 5.3% and 25.2% of the respondents were neutral regarding whether or not Hasassa town M&E technical committee often the reports on the performance of public projects and Hasassa town project committee always report the M&E of public projects respectively. Regarding the performance of projects committee and technical committee the result of interview from One Interviewee was indicated below.

M&E technical committees always observes the outer parts of the projects. As they have no expertise to monitor and evaluate the technical part of the project, they always compare projects physically and financially. This means they usually monitor and evaluate only physical and financial performance of the project and whether the physical and financial aspects of the project was going in the same way. This cannot explain all the necessary information regarding the M&E of public projects in Hasassa town. It was projects M&E committee who knows all aspects of the project starting from projects planning through its implementation to its completion. But whose report was always not open to the project owners.

The last important issue seen here to explain the practices of projects M&E was exploring the usage of projects M&E. Important point here is how we use the finding of M&E to make underperformers accountable for their action. Regarding this statement 19.9% of the respondents confirm that the findings of Hasassa Town projects M&E system always made under performers accountable for their action. The other 49.6% respond that they do not agree with the statement that the findings of Hasassa Town projects M&E system always made under performers accountable for their action while the remaining 30.5% remain neutral on this statement.

The interview result regarding the practices of public projects M&E was also explained by the paragraphs below. One of the interviewee responds that:

The best practice that I understand in Hasassa town related to the project was that there was high popular participation by collecting money to launch certain project that benefits a lot of people. The society of the town was active when it believe that certain public project from which many people will be benefitted was launched by the town administrators. The society can contribute from what it have in cash and kind so that the launched project was finalized and its benefits will be seen/observed or the society will be benefitted from it. The society of the town always want to know the progress of

projects on which it collects money or projects launched to benefit certain part of society.

4.4. Inferential Analysis

4.4.1. Correlations

Correlation is a statistical method or a statistical technique that measures the degree of association between two or more variables. Correlation shows the direction and degree of relationship between the variables. Pearson correlation is widely used in statistics to measure the degree of the relationship between linear related variables. Conventional approach of interpreting a Correlation Coefficient was provided by Schober et al., (2018) as indicated in the table below.

Table 4.14 Correlation Coefficients and their degree of Correlation

No	Correlation Coefficient	Degree of Correlation
1	Correlation coefficient 0.00 to 0.10	Negligible correlation
2	Correlation coefficient 0.10 – 0.39	Weak correlation
3	Correlation coefficient 0.40 – 0.69	Moderate correlation
4	Correlation coefficient 0.70 – 0.89	Strong correlation
5	Correlation coefficient 0.9 – 1.00	Very strong correlation

Source: Schober, Boer and Schwarte, (2018)

Correlation coefficients of the variables included in this study were shown in the table 4.15 below.

Table 4.15 Correlation Analysis

Correlations						
		MEStrategy	MgtSupport	Stakeholderpartn	DisseminationofMEResults	MEpractice
MEStrategy	Pearson Correlation	1	.651**	.705**	.568**	.736**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	151	151	151	151	151
MgtSupport	Pearson Correlation	.651**	1	.747**	.720**	.744**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	151	151	151	151	151
Stakeholderpartn	Pearson Correlation	.705**	.747**	1	.672**	.728**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	151	151	151	151	151
	Pearson Correlation	.568**	.720**	.672**	1	.728**

Dissemination of M&E results	Sig. (2-tailed)	.000	.000	.000		.000
	N	151	151	151	151	151
M&E practice	Pearson Correlation	.736**	.744**	.728**	.728**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	151	151	151	151	151
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: own survey, 2024

As it can be seen in the table 4.15 above M&E strategy have strong and statistically significant relationship ($r = 0.736$, $p < 0.01$) with M&E practice. Management support have strong and statistically significant relationship ($r = 0.744$, $p < 0.01$) with M&E practice. Stakeholder participation have also strong and statistically significant relationship ($r = 0.728$, $p < 0.01$) with M&E practice. In addition Dissemination of M&E results have strong and statistically significant relationship ($r = 0.728$, $p < 0.01$) with M&E practice.

On the other hand it was also imperative to see correlation between independent variables. Accordingly, M&E strategy have moderate and statistically significant relationship ($r = 0.651$, $p < 0.01$ and $r = 0.568$, $p < 0.01$) management support and dissemination of M&E results respectively. It have strong and statistically significant relationship ($r = 0.705$, $p < 0.01$) with stakeholder participation. Management support have strong and statistically significant relationship ($r = 0.747$, $p < 0.01$, $r = 0.720$, $p < 0.01$) with stakeholder participation and dissemination of M&E results respectively. Stakeholder participation have moderate and statistically significant relationship ($r = 0.672$, $p < 0.01$) with dissemination of M&E results.

This Shows that all independent variables included in this study have strong, positive and statistically significant relationship with dependent Variable. Independent variables included in the study also have moderate to strong correlation with each other.

4.4.2 Regression Analysis

Regression analysis is a statistical tool for the investigation of relationships between variables. Usually, the investigator seeks to ascertain the causal effect of one variable upon another. In this study, Regression analysis was conducted to determine the relationship between dependent variable (M&E practice) and independent variables included in this study (M&E strategy, Management support for M&E, stakeholder participation in M&E and Dissemination of M&E reports).

4.4.2.1 Regression Assumption Tests

i. Normality Test

For the purpose of this paper normality test was undertaken by using Skewness and kurtosis values of each variable included in the study. The skewness and kurtosis values were indicated in the table 4.13 below.

Table 4.13 Test of Normality

Variable for which skewness and kurtosis values were tested	N	Skewness		Kurtosis		Remark
	Statistic	Statistic	Std. Error	Statistic	Std. Error	
M&E Strategy	151	-.156	.197	-.560	.392	Approximately Normal
Management Support	151	.228	.197	-.988	.392	Approximately Normal
Stakeholder participation	151	.081	.197	-.297	.392	Approximately Normal
Dissemination of M&E results	151	.342	.197	-.837	.392	Approximately Normal
M&E practice	151	-.254	.197	-.654	.392	Approximately Normal
Valid N (listwise)	151					

Source: Own Survey, 2024

As it was indicated in the table above the skewness and kurtosis values of all variables included in the study lies between -1 and 1 which according to George and Mallery (2019) was excellent and shows the distribution was approximately normal. Since the distributions of variables were approximately normal it is better to undertake parametric version of correlation and regression analysis in the sections that follows.

ii. Linearity

When considering a linear regression model, it is important to check the linearity assumption i.e., that the conditional means of the response variable are a linear function of the predictor variable. The scatter plot was used to test this assumption. Graphing the response variable vs the predictor variable can often give a good idea of whether or not there is linearity between variables.

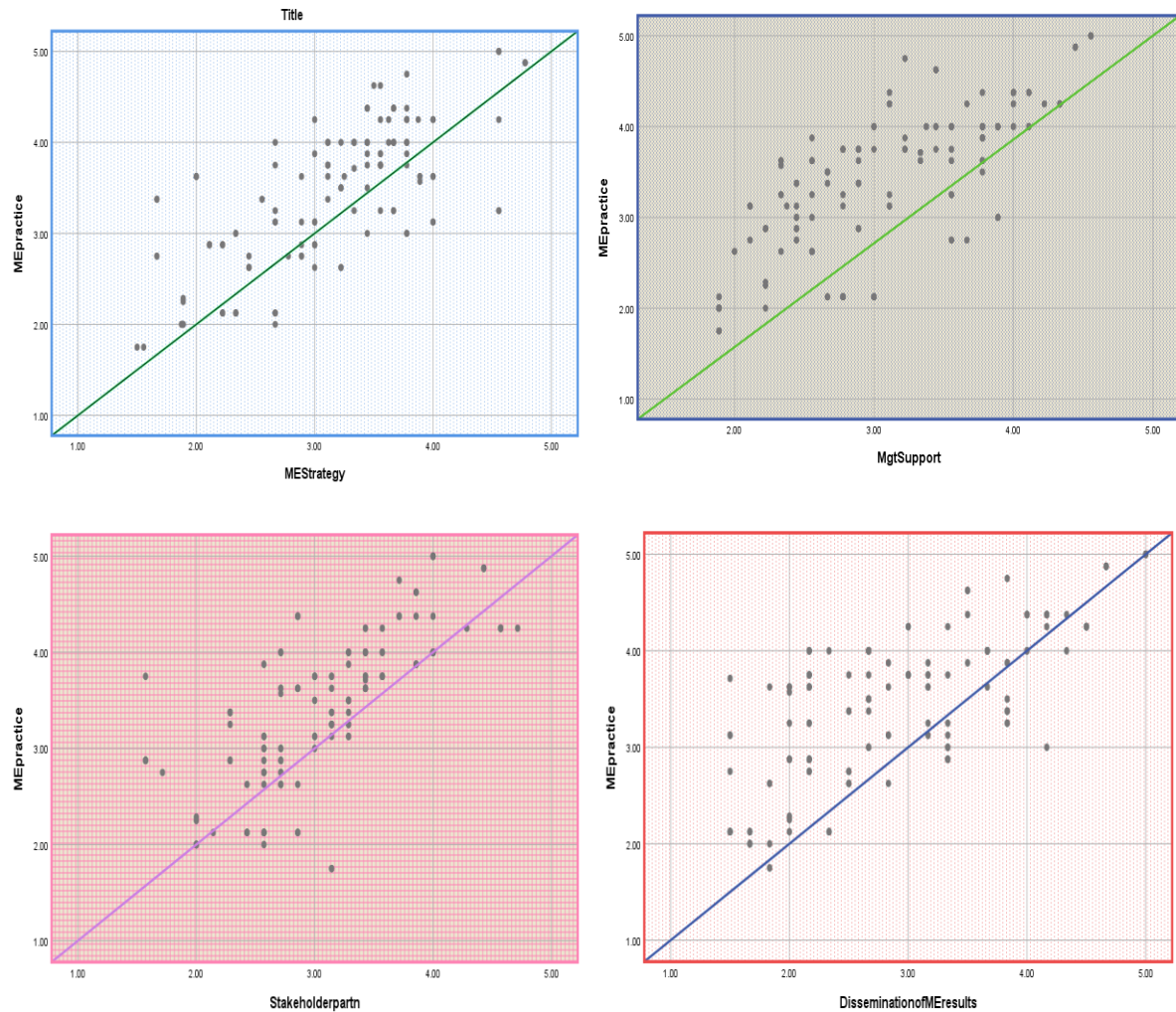


Figure:4.7 Linearity between M&E practice and Independent Variables (M&E strategy, Management Support, Stakeholder participation and Dissemination of M&E Reports)

Source, Own survey,2024

The Figures above shows that the dependent variable (M&E Practice) have a linear relationship with the independent variables (M&E strategy, Management Support, Stakeholder participation and Dissemination of M&E Reports). Thi was because, as it can be seen from the figures, an increase in dependen variable leads to increase independent variables. This shows that the linearity assumption for multiple regression was met.

iii. Multicollinearity

Multicollinearity exists when there is a strong correlation between two or more predictor variables. If there is perfect collinearity between predictors it becomes impossible to obtain unique estimates of the regression coefficients because there are an infinite number of combinations of coefficients that would work equally well (Field,2013). SPSS Statistics can compute the variance inflation factor (VIF), which indicates whether a predictor has a strong linear relationship with the other predictor(s), and the tolerance statistic, which is its reciprocal (1/VIF). Some general guidelines have been suggested for interpreting the VIF according to, Bowerman & O’Connell, 1990; Myers, 1990 as cited in Field, 2013), were:

- If the VIF value is greater than 10 (or the tolerance is below 0.1) then this indicates a serious problem
- Tolerance below 0.2 indicates a potential problem.

Table 4.16 Multicollinearity diagnostics

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.444	.169		2.622	.010		
	MEStrategy	.343	.066	.335	5.190	.000	.466	2.148
	MgtSupport	.233	.082	.214	2.838	.005	.340	2.943
	Stakeholderpartn	.151	.084	.136	1.797	.074	.339	2.948
	Disseminationof MResults	.249	.056	.293	4.410	.000	.439	2.277
a. Dependent Variable: MEpractice								

Source Own Survey, 2024

Table above shows that VIF values for all predictor variables (M&E strategy, management support, stakeholder participation and dissemination of M&E results) was less than 10 and tolerance value of all predictor variables was greater than 0.1 (Field,2009). This shows that there is no multicollinearity problem in this model.

iv. Residual Independence

The assumption of residual independence refers to the requirement that the residuals (the difference between observed value and value predicted by the model) are independent from each

other. This assumption was crucial for validity of statistical inference and reliability of regression model (Field, 2009). Residual Independence (autocorrelation) occurs when the residuals are not independent of each other. The assumption was tested by using Durbin- Watson test.

Table 4.17 Residual Independence Test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.847 ^a	.717	.710	.42343	1.608
a. Predictors: (Constant), DisseminationofMEresults, MEStrategy, MgtSupport, Stakeholderpartn					
b. Dependent Variable: MEpractice					

Source: Own Survey, 2024

v. Test for Homoscedasticity

This regression assumption was that the spread of residual should be fairly constant at each point of the predictor variables (Field, 2009). This assumption can be tested by plotting standardized values on 'x' axis and standardized residuals on 'y' axis and observing the distribution of variables as shown in the figure below.

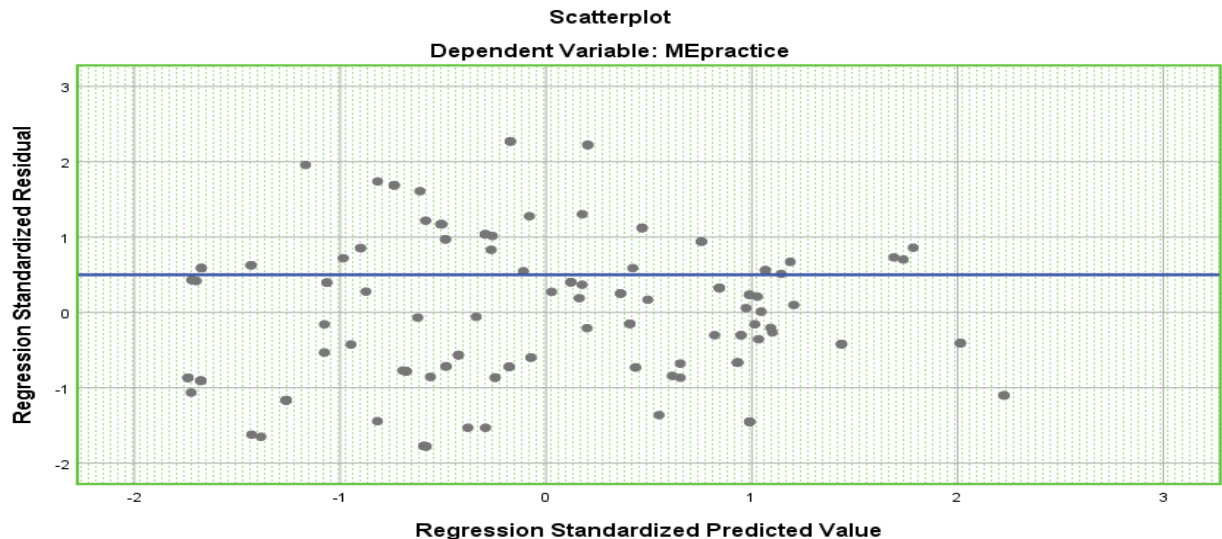


Figure 4.8 Homoscedasticity Diagnostics

Source: Own Survey, 2024

As it can be seen from the figure 4.8 above, our plot of standardized residual vs standardized predicted value shows no obvious sign of funneling. This indicates that as the predicted values

increase (along “x” axis) the variation in the residual is also similarly increases which in turn indicates that residuals are fairly constant and that there is no heteroscedasticity problem. This also shows that heteroscedasticity cannot be a problem to undertake multiple regression for this study.

vi. Normality of Residual values

One way of observing whether residuals were normally distributed was by plotting residual values on histogram as it was shown below.

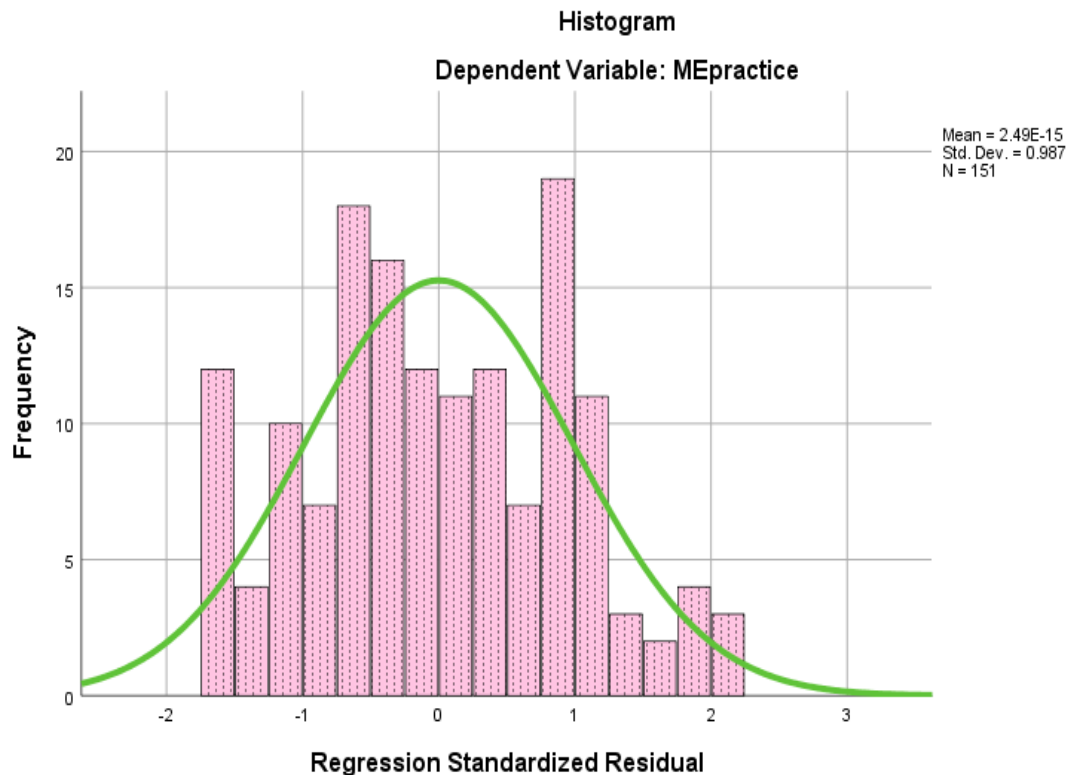


Figure 4.9 Residual Normality by Histogram

Source Own Survey, 2024

As it can be observed from the figure 4.9 above (histogram above) residuals are approximately normally distributed. The other way of observing whether residuals were normally distributed was by plotting Normal probability plot of residuals as it was indicated in the figure 4.10 below.

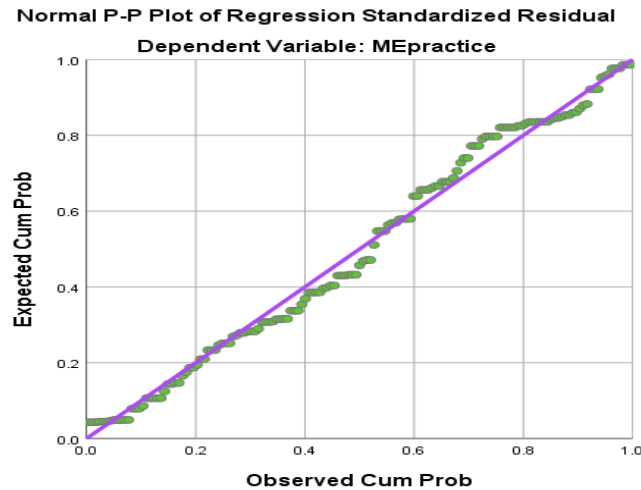


Figure 4. 10 Residual Normality by Normal P-P plot

Source: Own Survey, 2024

The data are plotted against a theoretical normal distribution (with the same mean and variance as the sample data) in such a way that the points should form an approximate straight line. Departures from this straight line indicate departures from normality (Field, 2009). As it was shown in figure 4.10 above, the dots make approximately straight line. This enables us to employ parametric regression statistical methods.

4.4.2.2 Regression Models Significance Tests.

Regression model summary indicated in the table 4.18 below shows how well the model fits the data. Regression Model Summary was explained by Coefficients of determination (R^2) value that represents the proportion of variation in the dependent variable (M&E practice for this study) that is explained by its relationship with the independent variables (M&E strategy, Management support for M&E, stakeholder participation in M&E and Dissemination of M&E reports).

Table 4.18 Regression Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.847 ^a	.717	.710	.42343	1.608
a. Predictors: (Constant), DisseminationofMEresults, MEStrategy, MgtSupport, Stakeholderpartn					
b. Dependent Variable: MEpractice					

Source Own survey, 2024

As it can be seen from the table above the R^2 value of the regression model was 0.717. This shows that 71.7% of variability in the dependent variable (M&E practice in the case of this study) was explained by the independent variables included in the model (M&E strategy, Management support, stakeholder participation, and dissemination of M&E reports). This shows that the model was significant and fits the data

Another model significance test was by using ANOVA test or regression model. ANOVA test shown in the table 4.19 below shows the model fitness.

Table 4.19 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.472	4	16.618	92.687	.000 ^b
	Residual	26.177	146	.179		
	Total	92.649	150			
a. Dependent Variable: MEpractice						
b. Predictors: (Constant), DisseminationofMEResults, MEStrategy, MgtSupport, Stakeholderpartn						

Source, Own Survey, 2024

Table 4.19 above shows ANOVA results for regression analysis. The ANOVA table with $F = 92.687$ and $p = 0.000$ shows that the model was significant. This also indicates the model included in this study fits the data very well.

In regression analysis the other way of showing model significance was by employing regression coefficients for the independent variables which represent the average change in the dependent variable given a one-unit change in the independent variable while controlling the other independent variables (Frost, 2019). The regression coefficients of this study was shown in the table 4.20 below.

Table 4.20 Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.444	.169		2.622	.010
	M&E Strategy	.343	.066	.335	5.190	.000
	Management Support	.233	.082	.214	2.838	.005
	Stakeholder participation	.151	.084	.136	1.797	.074
	Dissemination of M&E results	.249	.056	.293	4.410	.000

a. Dependent Variable: MEpractice

Source Own Survey, 2024

As it can be seen from the table 4.20 above, M&E strategy have a strong and positive relation ship ($\beta = 0.335$, $p = 0.000$) with M&E practice followed by Dissemination of M&E results ($\beta = 0.293$, $p = 0.000$) and Management Support ($\beta = 0.214$, $p = 0.005$). Stakeholder participation have ($\beta = 0.136$, $p = 0.074$). This shows it have a lower relationship with M&E practice, but not far from significant at 0.1 significance level

From the regression model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$, our model for this study becomes;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon =$$

$$MEP = \beta_0 + \beta_1MESt + \beta_2MgtS + \beta_3STP + \beta_4DMER + \varepsilon$$

$$MEP = 0.444 + 0.343MESt + 0.233MgtS + 0.151STP + 0.249DMER + \varepsilon$$

Where MEP = Monitoring and Evaluation Practice

MESt = Monitoring and Evaluation Strategy

MgtS = Manegement Support for M&E

STP = Stakeholder Participation in M&E

DMER = Dissemination of M&E results

ε = error term

This regression model shows that, holding independent variables zero M&E practice will be 0.444. It also reveals that one unit increase in M&E strategy leads to 0.343 unit increase in M&E practice.

One unit increase in Management support leads to 0.233 increase in M&E Practice. One unit increase in Stakeholder participation makes M&E Practice to increase by 0.151 units while one unit increase in dissemination of M&E reports leads to 0.249 increase in M&E Practice.

In general the inferential analysis shows that the dependent variable have positive and significant relationship with the independent variables included in the study. All regression assumptions were met and the model for this study fits the data very well.

4.5. Discussion of Results

Under this section the results of data collected for this thesis were compared with findings of other studies on the topic. This section was used to prove and disprove the findings of this study by comparing with the findings of other scholars in the same topic so that it was easy to show the gap that this study can fill and draw appropriate conclusions and recommendations.

The findings of this paper was concomitant with work of Dereje G/Michael. Dereje (2016) in his paper entitled “*CHALLENGES IN PROJECT MONITORING AND EVALUATION: A Case Study of Gilgel Gibe 1 and 2 Integrated Watershed Management Project*” have found that there is poor projects M&E reporting system; there are limitations in using results and communicating the findings of projects M&E; there exists lack of stakeholder integration in projects M&E and so on. The findings of the study was also consistent with the findings of Malim (2016) who, in his paper entitled “*Influence of Project Monitoring and Evaluation on project Performance in Counties: The case of Mombasa county, Kenya*”, argue that stakeholder participation in projects M&E was an important issue for project performance and hence project managers should endeavor to always involve stakeholders in projects M&E system. Regarding the stakeholder participation practices the findings of this paper was also consistent with the findings of Zergibachew (2019) who, in his paper entitled “*Assessment of the Practices and the Challenges of Monitoring and Evaluation System of Benefit-ISSD Project in Ethiopia*”, argued that there is low community participation in projects M&E, whereas communities are not fully participated in designing, implementing, monitoring and evaluating of the project in whole project lifetime.

The inferential results of the study shows that M&E practice have positive relationship with stakeholder participation. This finding was concomitant with the findings of Njama (2015) who in his study shows that stakeholder participation have a positive relationship with effectiveness of M&E. The inferential results of the study shows that M&E practice have positive relationship with

leadership. This finding was concomitant with the findings of Njama (2015) who in his study shows that leadership have a positive relationship with effectiveness of M&E. This shows that improving stakeholder participation and management support will also improve M&E practice and Vice versa. Which was similar finding with the study of the prementioned author. The findings of this study was also similar with the finding of Gamba (2016) who, in his paper entitled “*Factors Affecting Utilization of Monitoring and Evaluation Findings in Implementation of Malaria Control Programmes in Mukono District, Uganda*”, found that M&E practice have positive and significant relationship with communication of M&E results.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The study investigated the level of M&E practices of Hasassa town projects. In doing so it have explored about M&E strategies used by Hasassa town administration; issues of top management support for public projects M&E; the level of stakeholder participation in M&E of public projects; and the way projects M&E reports were disseminated to the concerned body. Based on the finding discussed in chapter four the following conclusions are made in line with the objectives and research questions of the study.

The results of the study indicates that there is no prescheduled time for undertaking public projects M&E in Hasassa town. It was indicated that fixed time of undertaking projects M&E did not exist in the time. All public projects were not given equal attention by M&E committee and top management. In addition moderate level of stakeholder participation in public projects M&E was also explained by the respondents of the study.

The main driver of projects M&E of the town was found to be improving projects' effectiveness and efficiency. The other drivers of projects M&E in Hasassa Town were generating knowledge and enhancing organizational learning through documentation of M&E findings and lesson learnt; showing accountability to eliminating sources of corruption and misuse of granted fund; and to show accountability towards the local community and beneficiaries among others.

.The findings of the study also indicates moderate management support for projects M&E

There was not active popular participation in projects M&E. popular participation was active for fund raising to start certain projects in the town.

Appropriate M&E strategy was not employed in Hasassa town projects M&E. This was because it was found that there was not sufficient and binding agreement between different bodies mandated to undertake projects M&E in Hasassa town. In addition appropriate M&E strategy was not employed because costs and materials necessary to implement the projects M&E were not clearly defined and distributed and all the tasks required to implement the projects M&E were not sequentially arranged in the order in which they will be implemented during project M&E.

Management support for projects M&E system was also found to be not as enough as it was. This was shown by nonexistence of clearly defined guideline to support public projects monitoring and

evaluation system. The M&E committees were not capable to make decision on the way Monitoring and Evaluation activities are undertaken successfully. In addition the relationship between top management and different project committees and stakeholders would not give a conducive environment for projects M&E.

Though the results indicate the existence of enough mediums of communicating the results of M&E to the stakeholders, M&E reports of Hasassa town was not accessible enough to the beneficiaries of the projects. M&E reports were not provided on time and it does not sufficiently cater issues related to lessons learnt from projects M&E

In general many stakeholders didn't understand M&E as a management tool to improve the performance of public projects as it didn't focus on reports of results (outcome and Impact) of the projects. The reports from different M&E committees do not provided on time and it was not capable to make underperformers accountable for their action.

5.2. Recommendations

5.2.1. Recommendations for Action

M&E system which deals with the development of successful projects M&E systems that are sufficiently independent to be externally credible and socially legitimate, that can influence policy making and are sustainable over time, and that respond to the needs the society and main stakeholders have to be developed in Hasassa town.

An explicit strategy to support the development of new projects M&E systems should be adopted by identifying the town project M&E system, clearly defining the main role for the different project M&E body, and determining how to track performance of the projects M&E system.

It was recommended that top management of Hasassa town should provide continuous support for M&E technical committee and projects committee to strengthen their synergy with these and other different bodies who can participate in projects M&E. In addition top management have to permit meaningful dissemination and use of projects M&E report, if not, the effort will be a waste of money. Especially projects M&E findings that explain the projects past performance, helps to guide top management and town administration decisions so that the most cost-effective system can be adopted in the annual budget. Therefore, it is better to create favorable environment to disseminate and use the reports of different M&E committees so that the ultimate gains should be considerable in improving the public projects M&E systems of Hasassa town.

All stakeholders included in M&E of the projects should be strengthened to the level it can capacitate and utilize the full capacity to sufficiently undertake M&E, come up with inclusive and binding report. All concerned bodies for Projects M&E should adhere to the best project M&E practices outlined in literatures and commit to the level of professionalism so that the results of M&E was communicated enough and it makes underperformers accountable for their action.

There should be regular and timely reporting system for projects M&E. The reports from different bodies concerned with M&E of projects should be available for stakeholders. There should be open discussion on the progress of projects with all concerned bodies. The reports of M&E should be disseminated or communicated to all concerned bodies so that appropriate action could be taken on time. The results of the report should be binding and should be capable of making underperformers accountable. There should be documentation of lessons learnt from M&E session of public projects.

5.2.2. Recommendations for Further Research

This paper covers only certain aspects of projects M&E. Since this the field of M&E covers vast area of endeavor, other research that covers issues like monitoring and evaluation logical frameworks, performance indicators of projects M&E, and other important issues should be undertaken. This research paper was done using descriptive and inferential method of data analysis. The other rigorous research that was done by employing another inferential method of data analysis have to be done by other experts. Generally issues that does not covered by this paper should be done by other experts in this field of study.

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APPENDIX 1 QUESTIONNAIRE
MADDA WALABU UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

This questionnaire is meant to collect information on “The practice of Monitoring and Evaluation of public Projects in Hasassa Town”. The information collected through this questionnaire will be treated with confidentiality and used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

Section A. General Information of Respondents

- a. Name of your Office: _____
- b. Age (years): _____
- c. Sex: i. Male ☐ ii. Female ☐
- d. Education level i. Diploma ☐ ii. BA/BSC degree ☐ iii. Master Degree ☐
- e. Years so far spent working in this office (work experience) _____

Section B. General Information on Monitoring and Evaluation System

- 1. For the time you have been working in this organization, do you participate in Monitoring and Evaluation of Public Projects? (a) Yes ☐ (b) No ☐
- 2. Which public projects does the Monitoring and Evaluation system cover?
 - a. All public projects of the town ☐
 - b. Only selected public projects of the town ☐
 - c. Other, ☐ Specify _____
- 3. How often do you think Monitoring and Evaluation of public projects was undertaken in Hasassa town?
 - a. Once annually ☐
 - b. Twice Annually ☐
 - c. Three times annually ☐
 - d. Four times annually ☐
 - e. Other, ☐ Specify _____
- 4. Who undertake Monitoring and Evaluation of public projects in Hasassa Town?
 - a. Internal monitoring and Evaluation expert ☐
 - b. Top Management ☐
 - c. Contracted Company ☐
 - ☐

- d. Other, specify_____
5. From your perspective, what are the main drivers for conducting public projects M&E in Hasassa Town?
- To generate knowledge and enhancing organizational learning through documentation of M&E findings and lesson learnt.
 - To meet funders' M&E requirements and show accountability and transparency
 - To improve projects' effectiveness and efficiency
 - To show accountability towards government and other parties to eliminating sources of corruption and misuse of granted fund
 - To show accountability towards the local community and beneficiaries
 - Other reasons, please specify_____
-
6. How do you rate the involvement of stakeholders in project monitoring and evaluation system in Hasassa Town?
- Highly participated ☐
 - Moderately participated ☐
 - Participated at low level ☐
7. At what point do you think stakeholders were participated in M&E of public projects?
- First term M&E of public projects ☐
 - Midterm M&E of public projects ☐
 - End term M&E of public projects ☐
 - At all stages of M&E of public projects ☐
8. How do you think public projects monitoring and evaluation findings was disseminated in Hasassa Town?
- Report for cabinets council ☐
 - stakeholders meetings ☐
 - Report to administration Office ☐
 - Report to the district council (peoples representative) ☐
 - No dissemination ☐

Section C. The Practice of projects Monitoring and Evaluation System

Instruction: Questions given in the table below were formulated to assess the practice of public projects monitoring and evaluation in Hasassa Town. Please answer these questions by ticking “√” or “X” under the number that best indicates your opinion on the statements forwarded in the table by using the following scales: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

Scale	1	2	3	4	5
s	SD = Strongly Disagree	D = Disagree	N = Neutral	A = Agree	SA=Strongly Agree

A	M&E Strategies	1	2	3	4	5
1.	There was discussion on the activities to be undertaken during implementation of project					
2.	There was an agreement with concerned bodies on the activities to be undertaken during implementation of project					
3.	The role of different actors in implementation of public projects within and outside the community was defined					
4.	Costs and materials necessary to implement the project was clearly defined and distributed.					
5.	All the tasks required to implement the projects was listed					
6.	All the tasks were arranged in the order in which they will be implemented;					
7.	There were clear indicators for measuring or assessing the achievement of project activities and objectives.					
8.	The information generated during project monitoring and evaluation helps in re-designing projects					
B	Management Support for M&E	1	2	3	4	5
9.	Senior management has committed to support implementation of public projects Monitoring and Evaluation system					
10.	Top management have a clearly defined guideline to support public projects monitoring and evaluation system					
11.	Top management have disbursed sufficient budget to support Monitoring and Evaluation of public projects					
12.	Senior management usually model the way for project monitoring and evaluation system.					
13.	Senior Management always support communication of the importance of Monitoring and Evaluation system					

14.	The management of the town have cultivated the discipline to project Monitoring and Evaluation system					
15.	The M&E committees makes decision on the way Monitoring and Evaluation activities are undertaken successfully					
16.	The senior management have better relationship with the project committees and Monitoring and Evaluation Technical committees					
C	Stakeholder Participation in projects M&E	1	2	3	4	5
17.	Stakeholders are adequately involved in the public projects M & E at design phase in Hasassa Town					
18.	Stakeholders are involved in preparation of public projects M & E timetables and work plans.					
19.	Stakeholder's feedback is sought during all stages of M & E of public projects in Hasassa Town					
20.	Stakeholders are involved in M & E data collection process in Hasassa Town					
21.	The project managers/team assigns clear responsibilities to stakeholders for planning and accountability					
22.	Stakeholder's decisions are considered during public projects M & E process					
23.	Stakeholder participation projects M&E enables public to have a sense of ownership of the projects					
D	Dissemination of M&E Reports	1	2	3	4	5
24.	The reports of monitoring and evaluation of public projects was provided on time to all concerned bodies					
25.	Monitoring and Evaluation reports was accessible to the beneficiaries of the projects					
26.	There is sufficient feedback session in the field during monitoring and evaluation to communicate monitoring and Evaluation findings					
27.	The medium used in the communication of the projects M&E findings is diverse enough to cater for information needs of all bodies					
28.	The reports of projects M&E system always include information on lessons learned from projects implementation					
E	The practice of M&E of public projects	1	2	3	4	5
29.	Monitoring and Evaluation was understood as a management tool to improve the performance of public projects					

30.	The Hasassa Town projects Monitoring and Evaluation system was focused Reports of results (outcome and Impact) of the project					
31.	There is public sector demand for Monitoring and Evaluation of public projects					
32.	Public Sectors have clear guideline to undertake M&E of public projects					
33.	The Monitoring and Evaluation technical committee often the reports on the performance of public projects					
34.	The project committee always report the performance of projects to the town					
35.	The findings of projects monitoring and evaluation system always made underperformers accountable for their action					

What recommendations would you give to help improve the M&E system of Hasassa Town Public Projects?

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The End

Thank You for your Assistance

APPENDIX 2 INTERVIEW GUIDE
MADDA WALABU UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

Dear Respondents,

The purpose of this interview guide is to request you to provide information the practice of Monitoring and Evaluation of Public Projects in Hasassa Town. The information supplied will be used for purely and exclusively for academic purpose and will be treated with a lot of confidentiality.

1. Do you think Monitoring and Evaluation of public projects was always undertaken in Hasassa town? If yes, what are the major strategies used for M&E in Hasassa Town? If no Why?
2. Do you think the management of the town actively support M&E of public projects in Hasassa Town? If yes, can you explain the area of their support?
3. What the participation of stakeholders in M&E of public projects looks like? Is there active participation of stake holders in M&E?
4. During which stage of M&E do you think stakeholders are actively participated? Planning stage, implementation stage or reporting stage?
5. How do you think M&E reports was disseminated to all the concerned bodies? Is there sufficient means of communicating M&E reports to the stakeholders and beneficiaries of the projects?
6. What do you think was the best practice in M&E of public projects in Hassasa Town? How do you think these practices have to be maintained, continued or expanded to other sectors?

