HARAMBEE UNIVERSITY

MASTER'S THESIS DEFENCE

EFFECT OF PROJECT MONITORING AND EVALUATION ON PERCEIVED PROJECT SUCCESS: THE CASE OF SELECTED PUBLIC PROJECTS IN ARSI ZONE

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Background of the Study

- **Monitoring and evaluation** (M&E) is the technique of obtaining and reviewing data over time to see ***if progress is being made toward the goals and objectives set out***.
- It's an essential part of the project cycle and good management (Stockbridge & Smith, 2011).
- M&E of project **improves overall efficiency of project planning, management and implementation**
- **M&E is a powerful public management tool** that can be used to improve the way governments and organizations achieve results (Jozy and Ray, 2016).
- Various projects are started with the sole goal of changing positively the sociopolitical and economic status of the residents of a given region (Estrella, 2017).
- The ***success of projects is vital*** to the growth and sustainability of a company.
- Most project managers recognize that ***project monitoring and evaluation are essential to achieving project goals and success***.

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- Hidaya (2011) stated that ***Construction projects require skilled management,*** as they are complicated and face many challenges and constraints, such as cost, time regulations, materials and environmental rules or customs.
- Kontinen and Robinson (2018) identified **lack of monitoring tools**, **difficulty in defining performance indicators** and ***short time allocation to monitoring and evaluation*** as some of the **challenges that constantly face the project monitoring functions**.
- When **monitoring and evaluation faces various challenges**, its effectiveness is at stake hence impacting on the project success.
- The study is therefore ***investigated the effect of project monitoring and evaluation on project success*** in case of public projects in Arsi Zone.

Statement of the Problem

- **Project success** is achieved as a result of various contributing factors. One of the **major factors leading to project success is monitoring and evaluation**.
- According to a study in Kenya, monitoring and evaluation are one of the contributing factors to project success (Charles Guandaru Kamau and Mohamed, 2015).
- Kamau and Bin Mohamed (2015) noted that several studies have been conducted with the aim of determining the critical success factors that lead to project success.
- Most of these studies found that ***project success in many instances was a result of effective M&E*.**

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- Then the ***project success should be controlled and monitored*** with all the **necessary tools**.
- However, this was **not the case in most of Arsi Zone public projects** and considerable numbers of projects face time related problems.
- In spite of its importance, many **projects failed to manage the project schedule effectively.** As a result of this **time overrun** is a common problem in many projects in Arsi Zone.
- So, the researcher tried to study the ***effect of project monitoring and evaluation on project success*** in case of public projects in Arsi Zone.

Research Questions

- ✓ What is the status of the practice of project monitoring and evaluation in the public projects of Arsi Zone?
- ✓ What is the status of project success of in the public projects of Arsi Zone?
- ✓ What is the relationship of project monitoring and evaluation on project success of in the public projects of Arsi Zone?
- ✓ What is influence of project monitoring and evaluation on project success of in the public projects of Arsi Zone?

Objectives of the Study

General Objective

- The general objective of this study was to investigate the effect of project monitoring and evaluation on project success in case of public projects in Arsi Zone.

Specific Objectives were:

- The researcher proposes the following specific objectives.
- To assess the status of the practice of project monitoring and evaluation in the public projects of Arsi Zone.
- To identify the status of project success of in the public projects of Arsi Zone.
- To examine the relationship of project monitoring and evaluation on project success of in the public projects of Arsi Zone.
- To determine the influence of project monitoring and evaluation on project success of in the public projects of Arsi Zone.

Significances of the Study

- The findings of this study would be valuable to the stakeholders including:
  - The study added new knowledge to Arsi zone public project management regarding the extra value the organization can earn through implementation of effective M & E.
  - The study in light project managers on factors that are important to be considered when designing and implementing effective M & E in their public project .
  - In addition, the study have an input and basis for other researches and scholars such as academician, policy makers, and some associations who conduct further researches on related field.

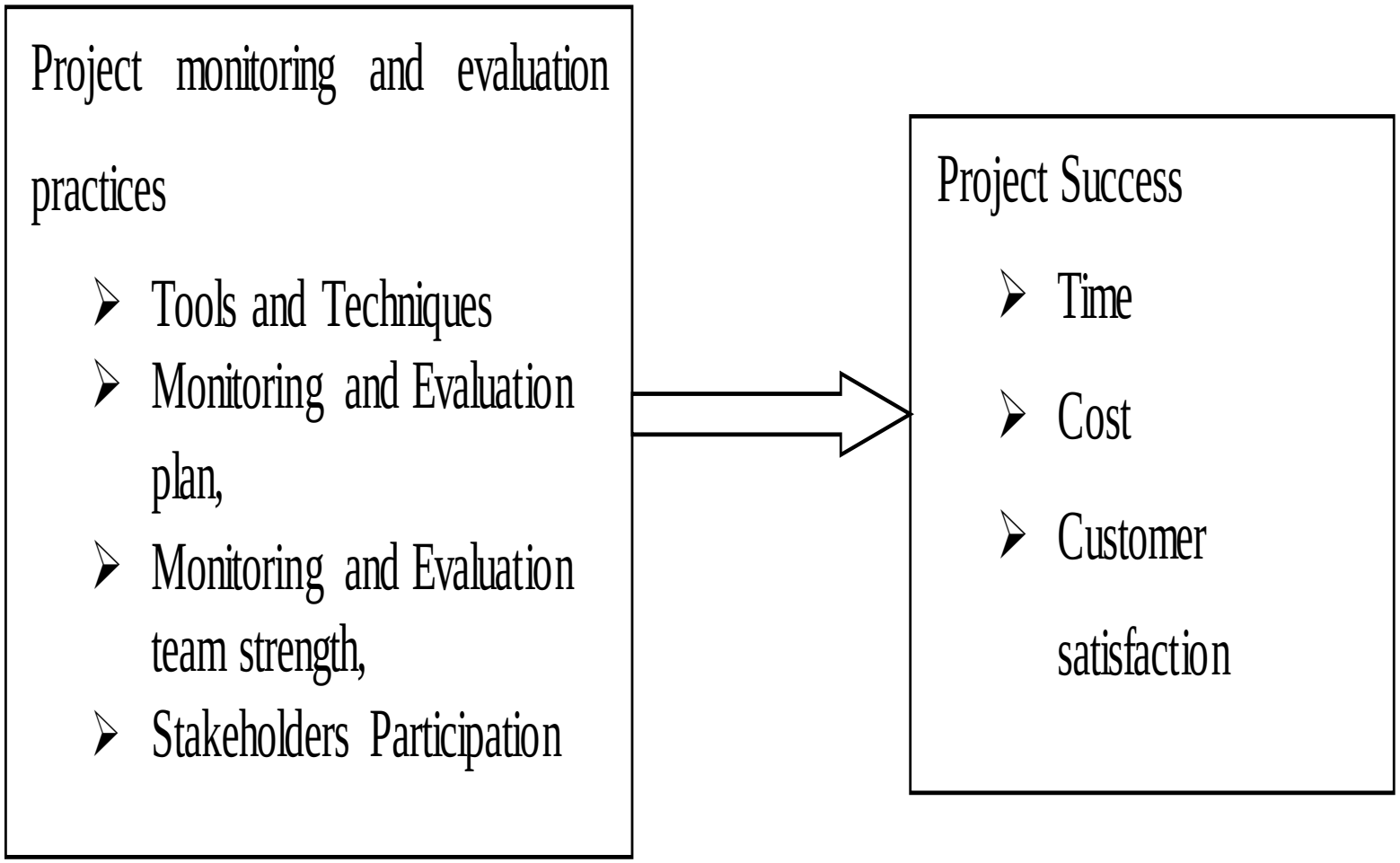
Delimitation of the Study

- This research was carried out in Arsi Zone and in particular, focus is on Arsi Zone water projects.
- **Geographically** the scope of the study was delimited to Arsi Zone water projects. Among 40 water projects in the zone study included 20 of them.
- **Conceptually,** this study confined to identify and analyze the relationship between the two variables i.e. the independent variable project monitoring and evaluation and dependent variable on project success.

Conceptual framework

Independent variables

Dependent variable



Research Methodology

- **Research Design and Research methods**

❑ This study adopted **descriptive** and explanatory research **designs.**

☑ **Descriptive** research design involves ***collecting data*** in order to test hypothesis or answer questions concerning to current status of the subject of study.

☑ **Explanatory research** design also was used to determine and explain the relationship and effect between the independent variables and dependent variable.

☑ The researcher used **both quantitative and qualitative research approaches** to inquire data to be enumerated. So, the researcher employed **mixed research approaches**.

Source of Data

- In this study, **both primary and secondary sources** of data were used.
  - **Primary data** were collected by using **questionnaires and interviews.**
  - The **secondary sources** of data included official documents related to tools of monitoring and evaluation.

Population, Sample size and Sampling Techniques

- The population of this study was ***80 local committee members, 20 focal persons at woreda level and 3 team leaders from Arsi Zone*** water project supervision.
- In this study, the researcher employed **non-probability sampling techniques**. Among non-probability sampling techniques, the researcher used a **census sampling** because the number of employees of the office are less than 100.
- Also the study used ***purposive sampling technique*** to select informants for conducting interview i.e., management team and team leaders.
- Generally, 80 local committee members, 20 employees and leaders were included in the study.
- From more than **40 water projects** found in Arsi Zone the study used 20 water projects as **sample frame.**

Data Gathering Instruments

- ☑ The study used **both scheduled questionnaire and interview** to collect primary data.
- ☑ The researcher used both ***closed and open ended questions*** to collect data purposefully from project committee, leaders and employees and **Semi structured interview** for management team and team leaders.
- ☑ The questionnaires were prepared in **English** but translated into Afan Oromo and Amharic by taking into consideration the fact that English is not the language of the respondents.
- ☑ In **measuring quantitative data** of the study variables, **five point Likert-scale** was used.
- ☑ **Reliability and validity tests were also conducted**.

Methods of Data Analysis

- The data were analyzed **quantitatively** (using statistical analysis) and **qualitatively** (in words),
- The tools of analysis used were **frequencies, percentage, mean scores, standard deviation**
- The **descriptive statistics** that have been used for the study are frequencies, percentage, mean and standard deviation with the aid of SPSS version 24.
- From Inferential statistics **Correlation and regression** analysis were used to measure the degree of linear association and their effect between two variables respectively.
- The results of the analysis were **presented using tables**.
- The **qualitative data** was also expressed in words **thematically**.

Major Findings of the Study

The extent of the status of the practice of project monitoring and Evaluation in Arsi Zone

- The result of descriptive statistical showed that the ***practice of project monitoring and Evaluation*** in the organization was **moderately practiced** and some areas were ***not satisfactory*** in the Arsi zone under the supervision of Arsi Zone Construction Office. **This was shown by:**

No	Variables	Mean Result	Standard Deviation Result	Status
1	Monitoring and Evaluation	3.63	0.831	Moderate
2	Monitoring and Evaluation team strength	3.42	1.1013	Moderate
3	Stakeholders participation in monitoring and evaluation	3.39	0.810	Moderate
4	Tools and techniques used in monitoring and evaluation	3.89	0.852	High

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- From the analysis of **practice of project monitoring and Evaluation**
  - M & E staffs haven't the required competency to discharge their roles and responsibilities in translating the M & E system into practice;
  - The M & E team and program staffs did not conduct monitoring of projects quarterly;
  - M & E teams always and clearly did not communicate M & E results and the organization uses findings in decision making;
  - Stakeholder analysis was not done to ensure all the stakeholders are involved in project monitoring and evaluation decision making process.

The level of project success of Arsi zone public projects

- The level of ***project success of Arsi zone public projects*** was **not effective** due to the ***moderate performance of monitoring and evaluation system***.
- Arsi zone public projects success was found at overall mean of **(M=3.49, SD=0.838)** which showed **moderate** level of performance.
- From the results of the data analysis made in previous chapter ***the study identified that the*** **public projects in Arsi zone**:
  - ✓ Were **not completed on the planned schedule;**
  - ✓ Were not completed within the planned budget and
  - ✓ Were realized the planned objective and outcomes that are intended to achieve.

The relationship of monitoring and evaluation on project success of public Projects of Arsi zone

- The result of the correlation analyses showed that the existing findings showed a moderate positive correlation.

No	Variables	Correlation Coefficient	Status
1	Monitoring and Evaluation practices and project success	0.377	Moderate
2	Monitoring and evaluation team strength and project success	0.634	Strong
3	Stakeholders' participation in monitoring and evaluation and project success	0.440	Moderate
4	Availability of tools and techniques used in monitoring and evaluation and project success	0.410	Moderate

The effect of monitoring and evaluation on project success of public Projects of Arsi zone

- The study found that **project success** was **influenced by monitoring and evaluation dimensions.**
- The **regression analysis result** shows that **53.4 %** changes in project success in Public projects of Arsi zone could be **accounted to monitoring and evaluation** such as M & E practices, M & E team strength , stakeholders' participation and availability of tools and techniques used .
- Nevertheless, the **remaining 47.6%** variations of project success in the public project surveyed explained by **other variables not considered** in this research.

Conclusion

- Based on major findings of the study, the researcher concluded the following points.

- The practice of project monitoring and Evaluation in the organization was found at moderate status.
- The organization has to focus on the remaining activities that are performed at moderate level because the effectiveness of monitoring and evaluation directly contributes for project success.

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- Finally, the study concludes that the four M &E practices such monitoring and evaluation plan, monitoring and evaluation team strength, stakeholders' participation in monitoring and evaluation and tools and techniques used in monitoring and evaluation have positive significant effect on M & E practices.
- Therefore, it is possible to conclude that the M &E practices provided in the zone was significantly affect project success.

Recommendations

- Taking into consideration the summary of the major findings and conclusions, the researcher suggests the following recommendations to the management of the Organization and other concerned officials:

- The Arsi Zone Construction Office should work with the NGOs in developing a data base of M&E systems information across the sectors in zone and also develop harmonized training curricula for the M&E staff and conduct training workshops. This will contribute to the induction of local M&E experts, as well as improve the quality and quantity of the experts.
- The Arsi Zone Construction Office should ensure that there is adequate early planning for project M&E activities (including the human and financial resources) and involvement of all stakeholders in development and implementation of the M&E system.

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- The Arsi zone construction office should allocate sufficient funds to M&E activities and ensure there is independency in utilization of the funds.
- Stakeholders should be involved adequately in M & E activities. Participation should be in both lower and higher level activities from the initial to the last stage. This will ensure ownership of findings and ensure projects are relevant to the beneficiaries needs.
- The Arsi zone construction office leaders should take active part in designing M & E system and offer timely support and guidance to projects' staff and ensure M&E activities are well executed and results and findings communicated and used in decision making and planning.

THANK YOU VERY MUCH!