KPU International Journal of Engineering & Technology
Volume 6, Issue 2, Sep. 2026
e-ISSN:2790-0819, p-ISSN:2790-0800

Date Received: 2026-03-08
Date Accepted: 2026-07-06
Date Published: 2026-09-30

Investigation the Impact of Weak Monitoring and Evaluation in Afghanistan's Construction Projects

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Abstract

Due to over three decades of conflict and instability, Afghanistan has lost much of its economic, infrastructural, and public utility foundations. Given the country's current situation, there is a heavy reliance on international aid and foreign financial sources for funding major infrastructure and public development projects, as internal revenues remain insufficient. Implementing such large-scale construction projects requires significant investment, making it essential to establish effective monitoring and evaluation (M&E) systems during both the planning and implementation phases to prevent potential challenges. Effective M&E plays a critical role in ensuring the success and quality of construction projects. It helps track project progress, maintain quality standards, manage risks, and ensure that projects remain within budget. When properly implemented, M&E can lead to positive and successful project outcomes. However, weak M&E often leads to poor implementation of planned activities, project delays, and increased costs. Inadequate evaluation fails to detect construction defects, compromising the structural integrity of buildings and infrastructure. Poor supervision results in substandard workmanship, leading to rapid deterioration and the need for costly repairs and reconstruction. Another major consequence of weak M&E is financial mismanagement. Without proper oversight, budgets may be exceeded due to unforeseen expenses, corruption, or misallocation of resources, causing financial losses to stakeholders and, in some cases, project abandonment. Furthermore, a lack of effective M&E can lead to legal complications, delays in documentation, and unverified or unapproved project activities such as incomplete design modifications, missing material test reports, and unrecorded changes in daily construction activities. This study aims to investigate the impacts of weak M&E in Afghanistan's construction projects and analyze its consequences while recommending strategic solutions to enhance the monitoring and evaluation process. By identifying core challenges and proposing strategic reforms, the study seeks to support the implementation of cost-effective, high-quality, and sustainable infrastructure projects across the country.

Keywords: Afghanistan, Construction Projects, Construction Supervision, Cost Overruns, Monitoring and Evaluation (M&E), Project Performance, Quality, Project Delays, Sustainability.

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https://doi.org/10.68924/79ns3557

1. Introduction

The success of construction works is seen as a critical factor for the economic development, social stability, and improvement of public services in any country. In order to achieve the success of construction projects, effective monitoring and evaluation (M&E) is one of the fundamental managerial instruments that are important in guaranteeing the efficiency, sustainability, and effectiveness of the project. Not only does the process facilitate tracking and analysis of activities during project implementation, but it also provides decision-makers with timely information and evidence on which basis reforms, diversion of resources, and strategic decisions are informed. Through monitoring, the project's progress is closely observed, and through evaluation, the quality of outcomes, attainment of goals, and effects of the project are assessed. Through this, effective monitoring and evaluation reinforce the pillars of accountability, transparency, and good governance. But due to insufficient capacity, hiring of unqualified staff, corruption, or the absence of monitoring mechanisms, implementation is inadequate. Thus, it has a significant negative effect on the construction projects' outputs. Inadequate monitoring and evaluation are associated with increased project duration, increased costs, decreased quality of work, and the possibility of improper implementation. Moreover, this issue leads to an erosion of people's trust in government institutions, wastage of resources, and undermining the validity of government bodies. Shortage of competent specialists, lack of transparency, practice of non-standard reporting, and absence of practical appraisal are parameters that leave doors open for implementation of poor-quality projects.

1.1. What is monitoring and evaluation?

M&E definitions, it is evident that they have distinct, yet complementary, functions and roles to play in the life cycle of project delivery gives information on the progress of work at any given time (and over time) relative to the planned or desired targets and outcomes, which is descriptive in intent (Kusek & Rist, 2004). Evaluation, on the other hand, gives evidence of the extent to which targets and outcomes are being achieved, and it mainly seeks to address issues of causality. Kusek and Rist (2004) further explained that evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, if progress towards the target is lagging and the project duration will not be achieved), then good evaluative information can help address the major issues causing the delays.

In project management studies, several types of research refer to monitoring and control rather than M&E (PMI, 2013). However, it considers the similar description of their roles and functions in project management as a process of tracking, reviewing, and regulating progress to achieve performance objectives (Kamau & Mohamed, 2015). M&E are also seen in an economic sense as a study of human behavior in the process of using resources to attain developmental goals.

The combined effort of both M&E seeks to guarantee efficiency and effective utilization of resources and processes in the project life cycle towards the achievement of successful project delivery. M&E have also been viewed in two main perspectives, that is, the classical/traditional view and the modern view (Tache, 2011). Tache (2011) further

describes the traditional (classical) view to acknowledge a distinctive nature of the two management functions, whereas the modern view of M&E is a closely intimate management function. Further, the classical view of M&E limits monitoring to the collection of information on input and output, with evaluation taking place once or twice during the implementation of the project. Monitoring and evaluation also focused on assessing the efficiency of projects and focused mostly on project objectives and budget (Tache, 2011). Nonetheless, the classical or traditional approach did not afford stakeholders and project managers the opportunity to appreciate the underlying reasons for the success or failure of the project, and this is the major strength of the modern approach to monitoring and evaluation (Kusek & Rist, 2004).

On the other hand, the modern view of M&E acknowledges M&E as an integrated management function (Tache, 2011). This means that the monitoring function will not be complete in measuring performance until the monitored information has been evaluated to establish the extent of success or failure during project implementation. Also, the modern view of M&E considers a broader view of the practice, and the approach to M&E is closely related. M&E is seen to focus on all components of the project such as activities, budget, results, risk, and objectives (Tache, 2011). Mwangu and Iravo (2015) recognize the distinct functions of M&E while admitting that their relationship cannot be overemphasized.

Scholars like Cameron (1993) indicate two reasons why M&E are regarded as two distinct functions. These he informs as the failure of M&E to come up with useful and cost-effective information regarding decision-making due to the lack of trust in collecting accurate data and failure to process and analyze the same. Secondly, M&E was concerned with responding to planning failures rather.

2. Methodology

This study applied different tools in data collection methods, namely: questionnaires, direct observations, and documents revisions.

2.1. Survey questionnaire

A questionnaire is a research tool that consists of a set of questions or other types of prompts that aim to collect information from a respondent. A research questionnaire is typically a mix of closed-ended questions and open-ended questions. Open-ended questions offer the respondent the ability to elaborate on their thoughts. The data collected from a data collection questionnaire can be both qualitative and quantitative in nature. A survey questionnaire was developed and distributed to construction professionals, including project managers, contractors, and beneficiaries, to collect data Investigation the Impact of Weak Monitoring and Evaluation in Afghanistan's Construction Projects.

2.2. Direct Observation

The advantage of using observational evidence is that it often provides extra information about the topic being studied. The observations can be so valuable that one may even consider taking photographs at the site. The researcher observed the site multiple times in order to see the progress of the project and also to check the quality.

As a result, this mixed-methods research approach provided a comprehensive understanding of the impact of Weak Monitoring and Evaluation in Afghanistan's Construction Projects. This approach ensures that the project results are reliable, accurate, and applicable in real-world scenarios.

3. Findings and Analysis

The questionnaire for this research was shared with 70 individuals, out of which a total of 55 participants—who possess diverse ages, educational levels, experiences, and professional expertise—provided responses. These statistical data help us to present and understand the research findings as a realistic representation.

Demographic Data Analysis:

This provides us with essential information for the study and ensures that the views of participants from each category regarding the impacts of weak monitoring and evaluation in Afghanistan's construction projects are effectively captured.

The collected data were analyzed, and the following results and findings were obtained:

*** Age (In years)**

Table 1. Age Distribution of Respondents

Age Group (in years)	Frequency	Percentage (%)
18–25	1	1.82%
26–35	32	58.18%
36–45	20	36.36%
46–55	2	3.64%
56 and above	0	0.00%
Total	55	100%

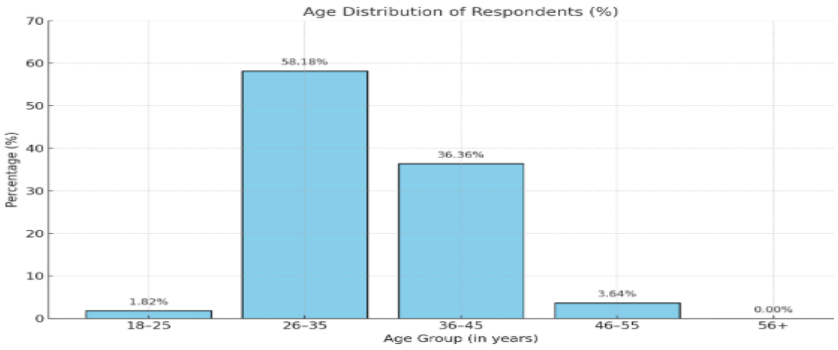


Fig. 1. Age Distribution of Respondents

The chart shows that:

- The majority of respondents (58.18%) fall within the 26–35 years age group, indicating that most participants are young professionals in their prime working years.
- The second-largest group (36.36%) is between 36–45 years, reflecting mid-career professionals with considerable experience.
- Very few respondents are in the 18–25 and 46–55 age brackets, and none are above 56 years old.

*** Highest educational level**

Table 2. Distribution of Respondents by Highest Educational Level

Highest Educational Level	Frequency	Percentage (%)
Diploma	1	1.82%
Bachelor's Degree	37	67.27%
Master's Degree	17	30.91%
Doctoral Degree	0	0.00%
Total	55	100%

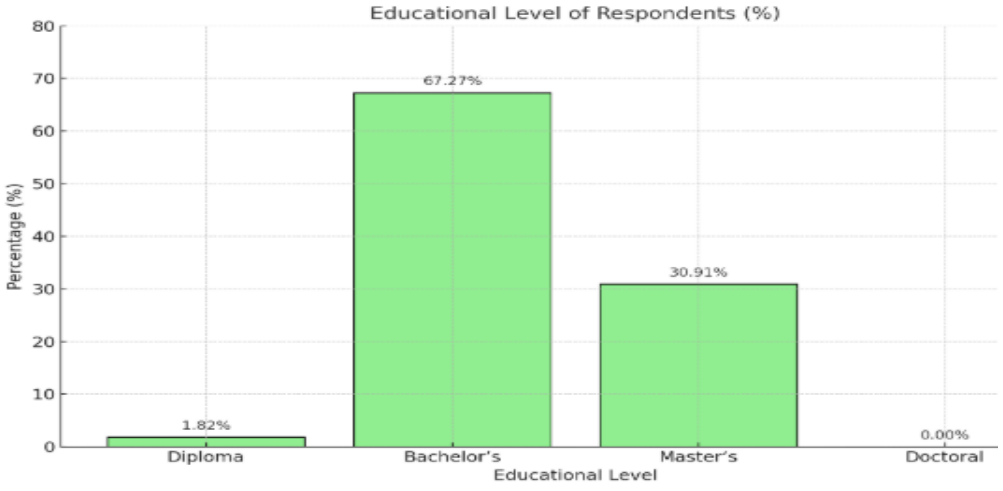


Fig. 2. Distribution of Respondents by Highest Educational Level

The chart reveals that:

- A majority of respondents (67.27%) hold a Bachelor's degree, indicating that most participants have a strong foundational academic background relevant to construction and project management.
- Around 30.91% have attained a Master's degree, suggesting a significant portion of the sample has advanced academic qualifications.
- Only 1.82% have a Diploma, and none reported holding a Doctoral degree.

*** Experience in construction industry. (In years)**

Table 3. Distribution of Respondents by Years of Experience in the Construction Industry

Years of Experience	Frequency	Percentage (%)
1–5 years	13	23.64%
6–10 years	21	38.18%
11–20 years	20	36.36%
21 years and more	1	1.82%
Total	55	100%

* Level of management in the Current/Last Project that you Involved Profession
This table shows the profession, the number of participants, and their percentage based on the total of 55 participants. Let me know if you'd like further analysis or visualization.

Table 4. Distribution of Respondents by Profession

Profession	Number of Participants	Percentage (%)
Project Manager	13	23.64%
Site Engineer	12	21.82%
Planning Engineer	19	34.55%
Quantity Surveyor	4	7.27%
Transportation Engineer	1	1.82%
Structure Designer	1	1.82%
Construction Auditor	1	1.82%
Architect	1	1.82%

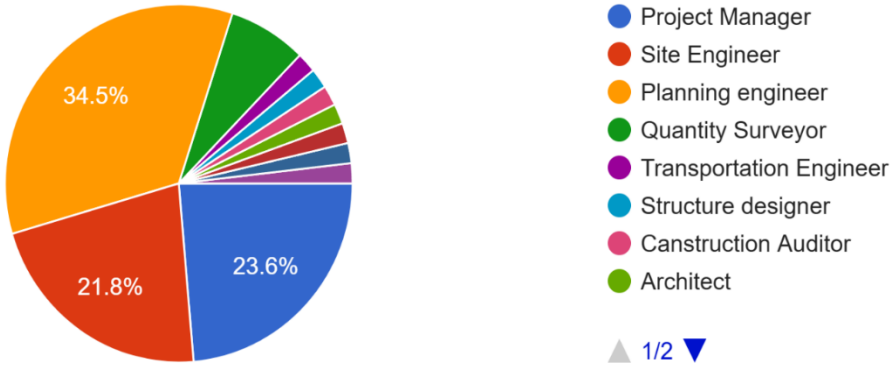


Fig. 4. Distribution of Respondents by Profession

1. Weak supervision negatively impacts the quality of construction projects.

Table 5. Impact of Weak Supervision on Construction Project Quality

Response	Frequency (n=55)	Percentage (%)
Agree	7	12.73%
Strongly Agree	48	87.27%
Disagree	0	0%
Strongly Disagree	0	0%

This shows that a vast majority (87.27%) strongly agree that weak supervision negatively impacts the quality of construction projects.

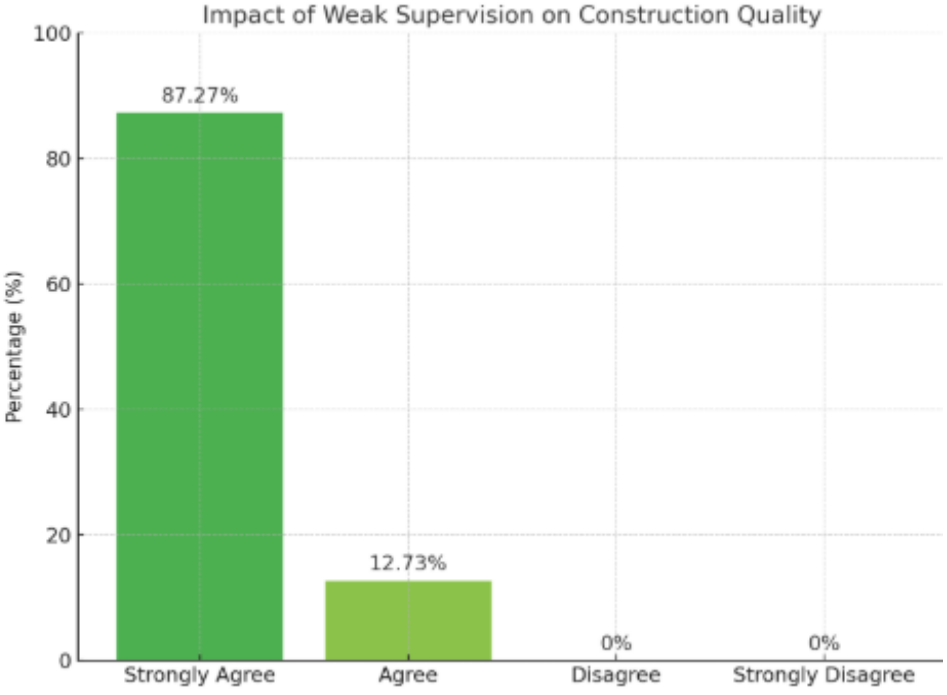


Fig. 5. Impact of Weak Supervision on Construction Project Quality

2. Weak monitoring and evaluation in projects leads to rapid obsolescence of buildings.

Table 6. Impact of Weak Monitoring and Evaluation on Building Longevity

Response	Number of Participants	Percentage (%)
Strongly Agree	32	58.18%
Agree	23	41.82%
Disagree	0	0%
Strongly Disagree	0	0%

Interpretation:
A total of 100% of respondents agreed or strongly agreed that weak monitoring and evaluation (M&E) leads to rapid obsolescence of buildings.

58.18% of them strongly agreed, showing a strong belief in the negative impact of weak M&E.
No respondent disagreed or strongly disagreed, which clearly shows consensus among the participants about the significance of proper M&E in ensuring building longevity.

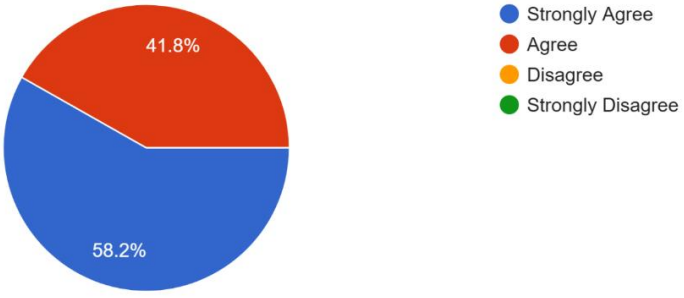


Fig. 6. Impact of Weak Monitoring and Evaluation on Building Longevity

3. The presence of unprofessional supervisors in construction projects leads to a decrease in quality.

Interpretation:

- 100% of respondents either agreed or strongly agreed that unprofessional supervision negatively affects construction quality.
- 63.64% of the respondents strongly agreed, indicating a high level of concern about the qualifications of supervisors.
- 0% disagreed or strongly disagreed, showing complete consensus on the importance of professional supervision for maintaining quality in construction projects

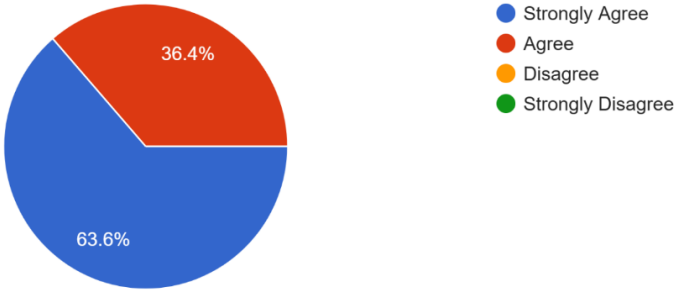


Fig. 7. Impact of Unprofessional Supervision on Construction Project Quality

Table 7. Impact of Unprofessional Supervision on Construction Project Quality

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	35	63.64%
Agree	20	36.36%
Disagree	0	0.00%
Strongly Disagree	0	0.00%

4. Weak monitoring and evaluation in construction projects increases the shortcomings of construction projects.

Table 8. Impact of Weak Monitoring and Evaluation on Increasing Shortcomings in Construction Projects

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	27	49.09%
Agree	26	47.27%
Disagree	1	1.82%
Strongly Disagree	1	1.82%

Interpretation:

- A combined 96.36% of respondents agreed or strongly agreed that weak monitoring and evaluation increases shortcomings in construction projects.
- 49.09% of the participants strongly agreed, showing strong concern about the effects of poor M&E practices.
- Only 1.82% of respondents each disagreed and strongly disagreed, showing that very few participants do not share this view.

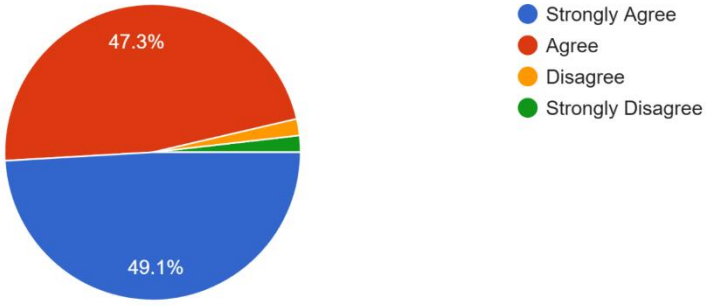


Fig. 8. Impact of Weak Monitoring and Evaluation on Increasing Shortcomings in Construction Projects

5. Weak monitoring and evaluation mechanisms lead to Weak implementation of construction contracts.

Table 9. Impact of weak Monitoring and Evaluation Mechanisms on Construction Contract Implementation

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	22	40.00%
Agree	30	54.55%
Disagree	3	5.45%
Strongly Disagree	0	0.00%

Interpretation:

- A total of 94.55% of respondents agreed or strongly agreed that weak M&E mechanisms result in weak contract implementation.
- 54.55% of respondents agreed, while 40% strongly agreed, indicating widespread concern about how poor M&E affects construction contracts.
- Only 5.45% disagreed, and no respondent strongly disagreed, which shows strong overall agreement with the statement.

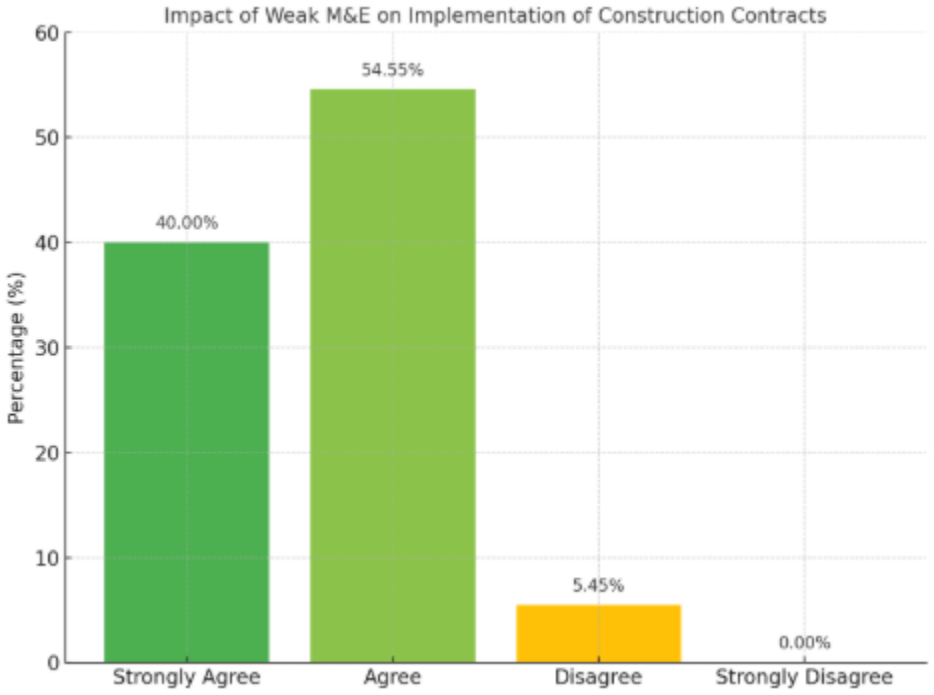


Fig. 9. Impact of Weak Monitoring and Evaluation Mechanisms on Construction Contract Implementation

Table 10. Impact of Weak Monitoring and Evaluation Mechanisms on Construction Contract Implementation

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	30	54.55%
Agree	21	38.18%
Disagree	4	7.27%
Strongly Disagree	0	0.00%

6. Weak project monitoring and evaluation leads to Weak technical standards of construction work.

Interpretation:

- A large majority of respondents (92.73%) agreed or strongly agreed that weak monitoring and evaluation results in poor technical standards in construction work.
- 54.55% of the respondents strongly agreed, showing high concern regarding the technical quality implications of poor M&E.

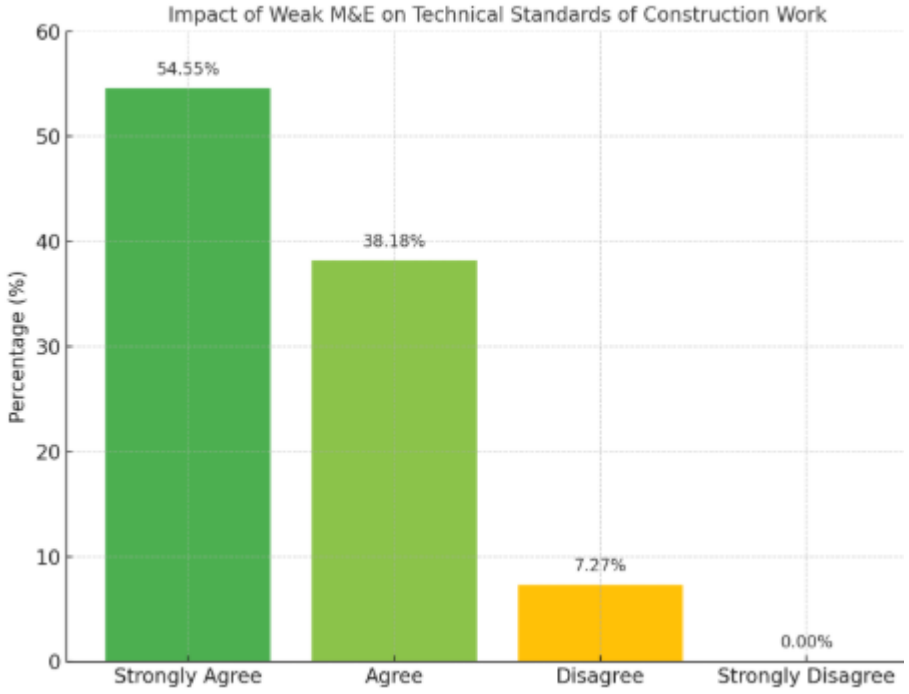


Fig. 10. Impact of Weak Project Monitoring and Evaluation on Technical Standards of Construction Work

- Only 7.27% of respondents disagreed, and none strongly disagreed, reflecting a strong overall agreement with the statement.

Table 10: Impact of Weak Project Monitoring and Evaluation on Technical Standards of Construction Work

7. The presence of corruption in construction projects leads to weak monitoring and evaluation.

Table 11. Impact of Corruption on Monitoring and Evaluation in Construction Projects

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	26	47.27%
Agree	23	41.82%
Disagree	6	10.91%
Strongly Disagree	0	0.00%

Interpretation:

- A total of 89.09% of respondents agreed or strongly agreed that corruption in construction projects results in weak monitoring and evaluation.
- 47.27% of respondents strongly agreed, highlighting significant concern about the relationship between corruption and M&E quality.

- Only 10.91% disagreed, and no respondent strongly disagreed, indicating a strong consensus that corruption undermines effective M&E in construction projects.

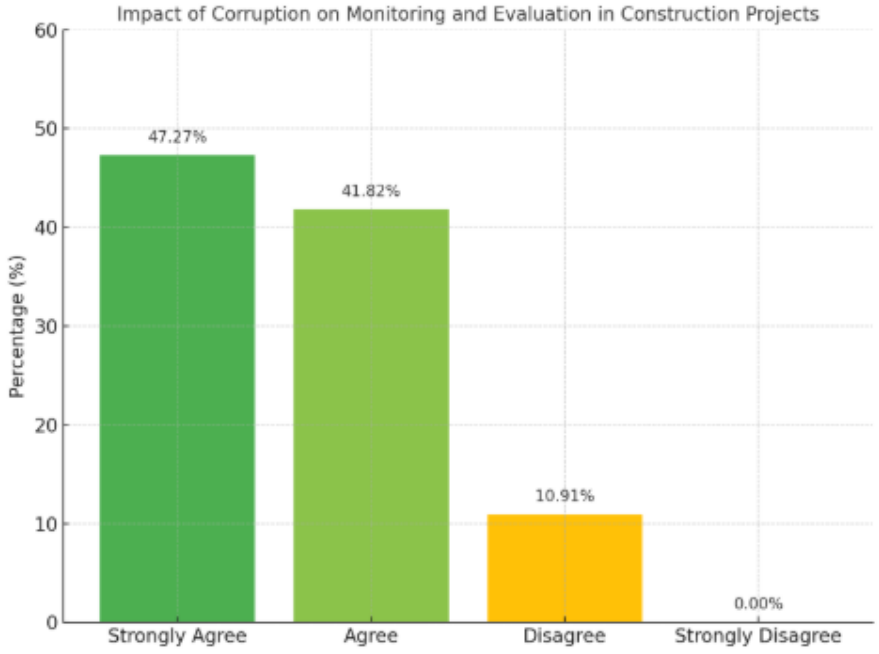


Fig. 11. Impact of Corruption on Monitoring and Evaluation in Construction Projects

8. Low quality negatively affects the long-term sustainability of construction projects.

Table 12. Impact of Low Quality on the Long-Term Sustainability of Construction Projects

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	26	47.27%
Agree	28	50.91%
Disagree	1	1.82%
Strongly Disagree	0	0.00%

Interpretation:

- 98.18% of respondents either agreed or strongly agreed that low quality negatively impacts the long-term sustainability of construction projects.
- 50.91% of respondents agreed, and 47.27% strongly agreed, showing a strong consensus about the importance of quality for sustainable project outcomes.

- Only 1.82% disagreed, and no respondent strongly disagreed, indicating overwhelming agreement on the relationship between low quality and poor sustainability.

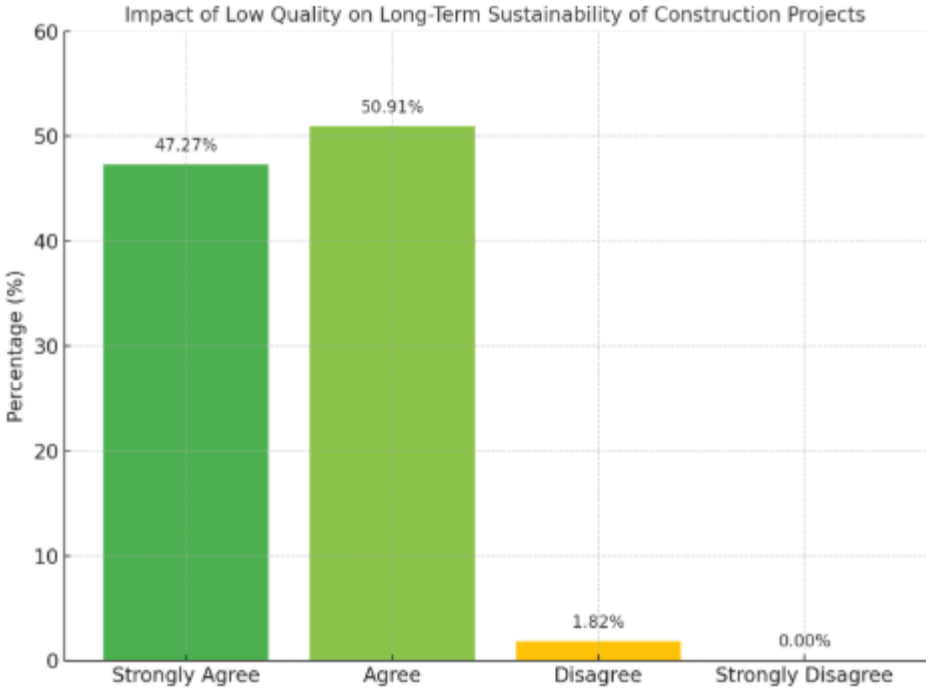


Fig. 12. Impact of Low Quality on the Long-Term Sustainability of Construction Projects

9. Lack of effective monitoring and evaluation leads to financial losses in construction

Table 13. Impact of Ineffective Monitoring and Evaluation on Financial Losses in Construction Projects

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	26	47.27%
Agree	28	50.91%
Disagree	1	1.82%
Strongly Disagree	0	0.00%

Interpretation:

- 98.18% of respondents either agreed or strongly agreed that the lack of effective monitoring and evaluation (M&E) results in financial losses in construction projects.
- 50.91% of respondents agreed, and 47.27% strongly agreed, showing strong consensus regarding the financial impact of inadequate M&E.
- Only 1.82% disagreed, and no one strongly disagreed, indicating near-unanimous agreement on the importance of effective M&E to prevent financial losses in construction projects.

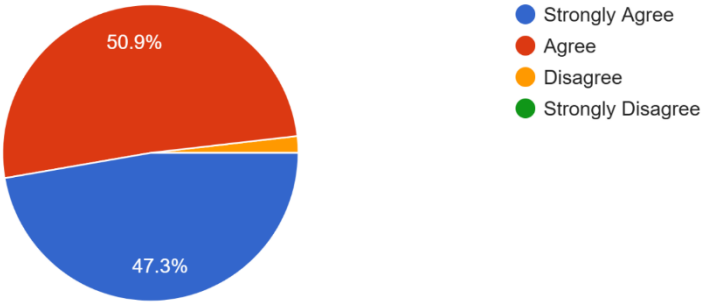


Fig. 13. Impact of Ineffective Monitoring and Evaluation on Financial Losses in Construction Projects

10. A major reason for poor monitoring and evaluation in construction projects is the lack of scope.

Table 14. Impact of Lack of Scope on Effective Monitoring and Evaluation in Construction Projects

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	29	52.73%
Agree	21	38.18%
Disagree	5	9.09%
Strongly Disagree	0	0.00%

Interpretation:

- 90.91% of respondents either agreed or strongly agreed that the lack of scope is a major reason for poor monitoring and evaluation in construction projects.
- 52.73% of respondents strongly agreed, while 38.18% agreed, indicating a strong consensus on the importance of scope in ensuring effective M&E.
- Only 9.09% of respondents disagreed, and no one strongly disagreed, suggesting broad agreement that a lack of clear scope contributes to ineffective monitoring and evaluation.

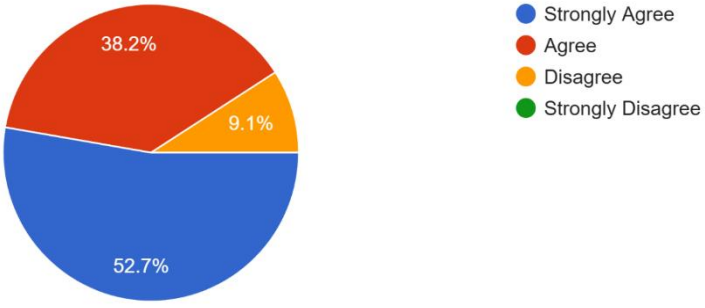


Fig. 14. Impact of Lack of Scope on Effective Monitoring and Evaluation in Construction Projects

Table 15. Impact of Ineffective Monitoring and Evaluation on Project Budget Overruns

Response Category	Frequency (out of 55)	Percentage (%)
Strongly Agree	22	40.00%
Agree	30	54.55%
Disagree	1	1.82%
Strongly Disagree	2	3.64%

11. The lack of effective monitoring and evaluation in construction projects leads to project budget overruns.

Interpretation:

- A large majority (94.55%) of the respondents agreed or strongly agreed that the lack of effective monitoring and evaluation leads to project budget overruns.
- 54.55% of the participants agreed, while 40% strongly agreed, highlighting strong concern over the financial impact of poor M&E.
- Only 1.82% disagreed, and 3.64% strongly disagreed, indicating that only a small minority had a different view.

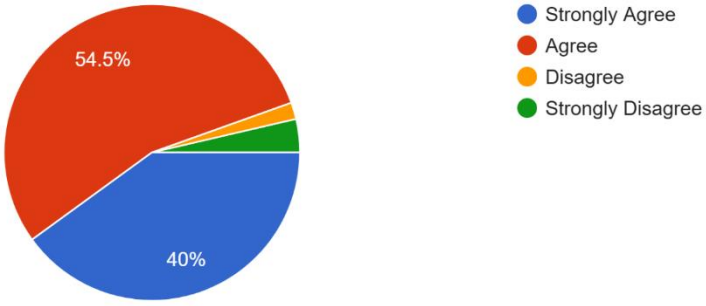


Figure 15. Impact of Ineffective Monitoring and Evaluation on Project Budget Overruns

12. Weak monitoring and evaluation in construction projects has a major impact on the completion of construction projects

Table 16. Impact of Weak Monitoring and Evaluation on Construction Project Completion

Response	Frequency (n=55)	Percentage (%)
Agree	23	41.82%
Strongly Agree	27	49.09%
Disagree	4	7.27%
Strongly Disagree	1	1.82%

Interpretation:

- A significant majority (90.91%) of respondents agreed or strongly agreed that weak monitoring and evaluation greatly affect the completion of construction projects.
- Nearly half (49.09%) of respondents strongly agreed, showing a high level of concern.
- Only 7.27% disagreed, and 1.82% strongly disagreed, indicating minimal disagreement.

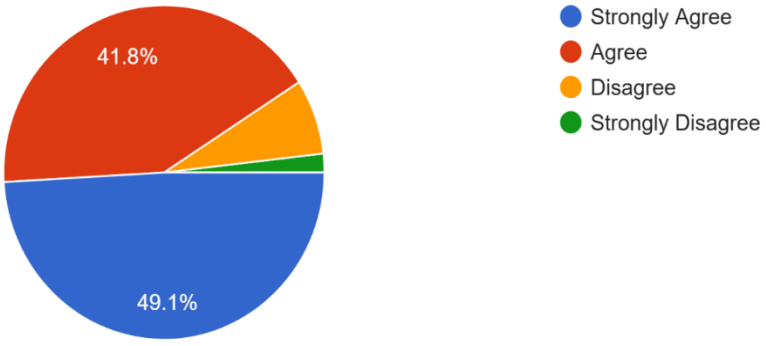


Fig. 16. Impact of Weak Monitoring and Evaluation on Construction Project Completion

13. One factor in Weak monitoring and evaluation in construction projects is the design of typical maps.

Table 17. Impact of Typical Design Drawings on Weak Monitoring and Evaluation in Construction Projects

Response	Frequency (n=55)	Percentage (%)
Agree	19	34.55%
Strongly Agree	15	27.27%
Disagree	20	36.36%
Strongly Disagree	1	1.82%

Interpretation:

- Opinions were somewhat divided on this statement.
- 61.82% of respondents agreed or strongly agreed that the design of typical maps contributes to weak monitoring and evaluation.
- However, a significant 38.18% either disagreed or strongly disagreed, indicating that many do not view map design as a major contributing factor to weak M&E

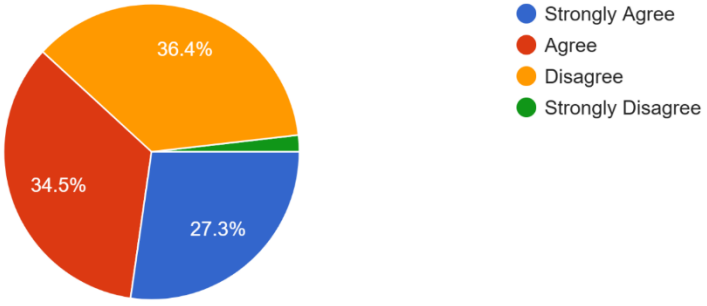


Fig. 17. Impact of Typical Design Drawings on Weak Monitoring and Evaluation in Construction Projects

14. The lack of monitoring procedures in construction projects creates problems in the project design and implementation process

Table 18. Impact of Lack of Monitoring Procedures on Construction Project Design and Implementation

Response	Frequency (n=55)	Percentage (%)
Agree	27	49.09%
Strongly Agree	22	40.00%
Disagree	5	9.09%
Strongly Disagree	1	1.82%

Interpretation:

- A strong majority (89.09%) of respondents either agreed or strongly agreed that the absence of proper monitoring procedures causes issues in both the design and implementation phases of construction projects.
- Only a small portion (9.09%) disagreed, and an even smaller number (1.82%) strongly disagreed, suggesting that very few participants questioned this assertion.

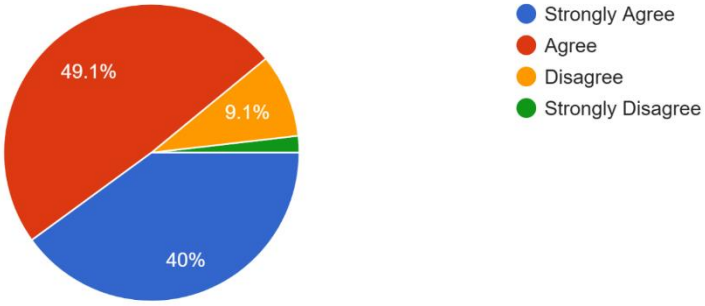


Fig. 18. Impact of Lack of Monitoring Procedures on Construction Project Design and Implementation

15. The lack of monitoring in construction projects causes an increase in project errors

Table 19. Impact of Lack of Monitoring on Increasing Project Errors

Response	Frequency (n=55)	Percentage (%)
Agree	23	41.82%
Strongly Agree	29	52.73%
Disagree	2	3.64%
Strongly Disagree	1	1.82%

Interpretation:

- A clear majority (94.55%) of respondents agreed or strongly agreed that lack of monitoring leads to an increase in project errors.
- Over half (52.73%) strongly agreed, reflecting a firm belief in the importance of monitoring.
- Only 5.46% of respondents disagreed, indicating minimal opposition to this view.

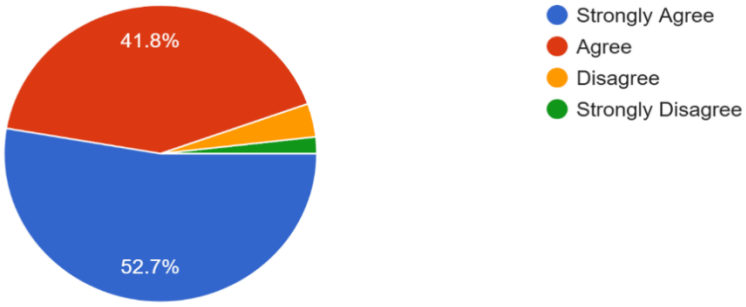


Fig. 19. Impact of Lack of Monitoring on Increasing Project Errors

16. Weak monitoring and evaluation processes in construction projects have a negative impact on the accuracy of project outcomes.

Table 20. Impact of Weak Monitoring and Evaluation Processes on the Accuracy of Project Outcomes

Response	Frequency (n=55)	Percentage (%)
Agree	23	41.82%
Strongly Agree	31	56.36%
Disagree	1	1.82%
Strongly Disagree	0	0.00%

Interpretation:

- An overwhelming majority (98.18%) of respondents agreed or strongly agreed that weak M&E negatively affects the accuracy of project outcomes.
- More than half (56.36%) strongly agreed, showing a strong consensus on this point.
- Only 1.82% disagreed, with no respondents strongly disagreeing—indicating near-universal agreement.

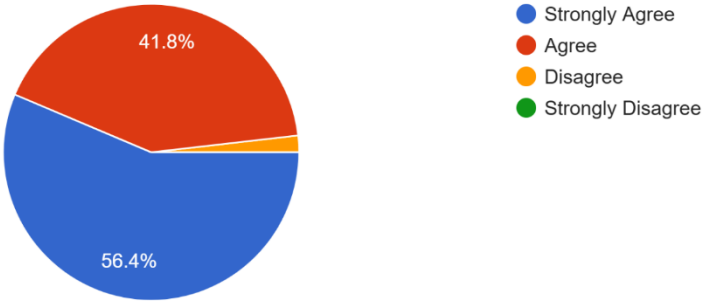


Fig. 20. Impact of Weak Monitoring and Evaluation Processes on the Accuracy of Project Outcomes

17. Weak monitoring and evaluation have no impact on the timely completion of the project

Table 21. Perceived Impact of Weak Monitoring and Evaluation on Timely Project Completion

Response	Frequency (n=55)	Percentage (%)
Agree	17	30.91%
Strongly Agree	19	34.55%
Disagree	11	20.00%
Strongly Disagree	8	14.55%

Interpretation:

- A total of 65.46% of respondents agreed or strongly agreed that weak M&E has no impact on project timeliness—indicating a surprising belief that M&E may not be crucial for on-time completion.
- Meanwhile, 34.55% (Disagree + Strongly Disagree) opposed this view, suggesting they believe M&E *does* influence timely project delivery.
- This divided response may indicate varying levels of awareness or experience regarding M&E's impact on schedules, or it may reflect differing interpretations of the question.

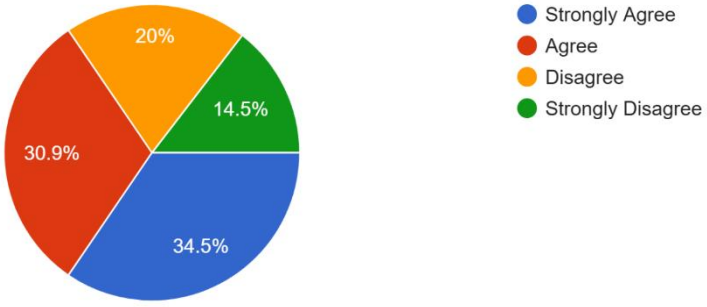


Fig. 21. Perceived Impact of Weak Monitoring and Evaluation on Timely Project Completion

18. One of the reasons for weak monitoring and evaluation in construction projects is the lack of coordination

Table 22. Impact of Lack of Coordination on Weak Monitoring and Evaluation in Construction Projects

Response	Frequency (n=55)	Percentage (%)
Agree	27	49.09%
Strongly Agree	25	45.45%
Disagree	3	5.45%
Strongly Disagree	0	0.00%

Interpretation:

- A significant majority (94.54%) of respondents agreed or strongly agreed that lack of coordination is a reason for weak monitoring and evaluation in construction projects.
- Over half of the respondents (49.09%) agreed, and 45.45% strongly agreed, emphasizing coordination's crucial role in ensuring effective M&E.
- A small number of respondents (5.45%) disagreed, and no one strongly disagreed, indicating that coordination is largely seen as a key factor in addressing weak M&E.

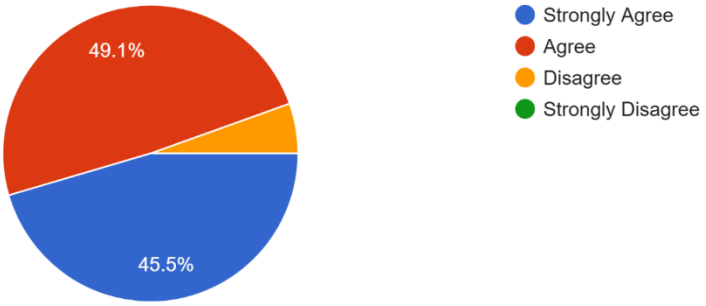


Fig. 22. Impact of Lack of Coordination on Weak Monitoring and Evaluation in Construction Projects

19. Weak monitoring and evaluation processes in construction projects have a negative impact on the long-term sustainability of the project

Table 23. Impact of Weak Monitoring and Evaluation Processes on the Long-Term Sustainability of Construction Projects

Response	Frequency (n=55)	Percentage (%)
Agree	32	58.18%
Strongly Agree	20	36.36%
Disagree	2	3.64%
Strongly Disagree	1	1.82%

Interpretation:

- A large majority (94.54%) of respondents agreed or strongly agreed that weak M&E processes have a negative impact on the long-term sustainability of construction projects.
- Among these, 58.18% agreed, and 36.36% strongly agreed, indicating a strong consensus on the belief that weak M&E affects project longevity.
- Only a small number (5.46%) disagreed or strongly disagreed, suggesting that most participants understand the crucial role of effective monitoring and evaluation in maintaining the long-term sustainability of projects.

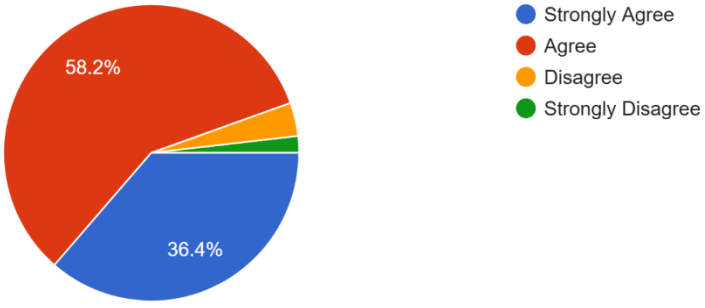


Fig. 23. Impact of Weak Monitoring and Evaluation Processes on the Long-Term Sustainability of Construction Projects

20. Lack of sufficient experience in monitoring and evaluating construction projects leads to weak monitoring and evaluation.

Table 24. Impact of Lack of Sufficient Experience on Weak Monitoring and Evaluation in Construction Projects

Response	Frequency (n=55)	Percentage (%)
Agree	24	43.64%
Strongly Agree	30	54.55%
Disagree	1	1.82%
Strongly Disagree	0	0.00%

Interpretation:

- A significant majority (98.19%) of respondents agreed or strongly agreed that the lack of sufficient experience in monitoring and evaluation leads to weak M&E in construction projects.
- 54.55% of the participants strongly agreed, while 43.64% agreed, showing a strong consensus that lack of experience is a major factor contributing to weak monitoring and evaluation.
- Only 1.82% disagreed, and no one strongly disagreed, further solidifying the belief that experience is critical for effective monitoring and evaluation.

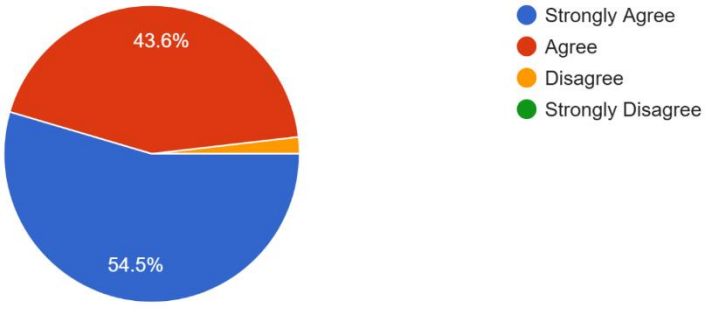


Fig. 24. Impact of Lack of Sufficient Experience on Weak Monitoring and Evaluation in Construction Projects

21. Frequent changes in construction projects are a result of poor monitoring and evaluation

Table 25. Impact of Poor Monitoring and Evaluation on Frequent Changes in Construction Projects

Response	Frequency (n=55)	Percentage (%)
Agree	19	34.55%
Strongly Agree	19	34.55%
Disagree	15	27.27%
Strongly Disagree	2	3.64%

Interpretation:

- 69.10% of respondents agreed or strongly agreed that frequent changes in construction projects are a result of poor monitoring and evaluation, suggesting that poor M&E practices lead to project changes.
- 34.55% of respondents strongly agreed, while another 34.55% agreed, indicating a strong belief that poor M&E contributes significantly to changes in construction projects.

- 27.27% disagreed, and 3.64% strongly disagreed, showing a moderate level of disagreement, but the majority still see a connection between poor M&E and frequent changes in construction projects

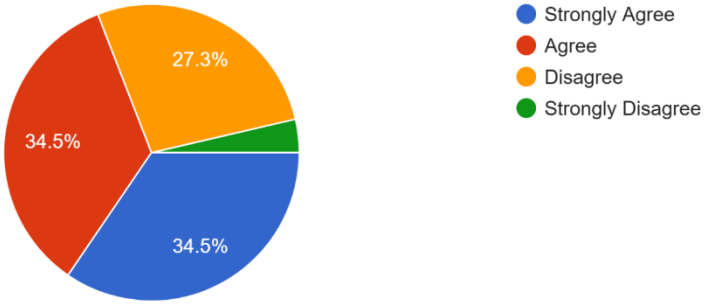


Fig. 25. Impact of Poor Monitoring and Evaluation on Frequent Changes in Construction Projects

22. One of the main causes of delays in the implementation of construction projects is the result of Weak monitoring and evaluation.

Table 26. Impact of Weak Monitoring and Evaluation on Delays in Construction Project Implementation

Response	Frequency (n=55)	Percentage (%)
Agree	28	50.91%
Strongly Agree	24	43.64%
Disagree	3	5.45%
Strongly Disagree	2	3.64%

Interpretation:

- 94.55% of respondents agreed or strongly agreed that weak monitoring and evaluation is one of the main causes of delays in construction project implementation. This indicates a strong belief that poor M&E practices directly contribute to project delays.
- 50.91% of respondents agreed, and 43.64% strongly agreed, showing significant support for the idea that weak M&E causes delays.
- 5.45% disagreed, and 3.64% strongly disagreed, suggesting a small portion of respondents disagreed with this statement

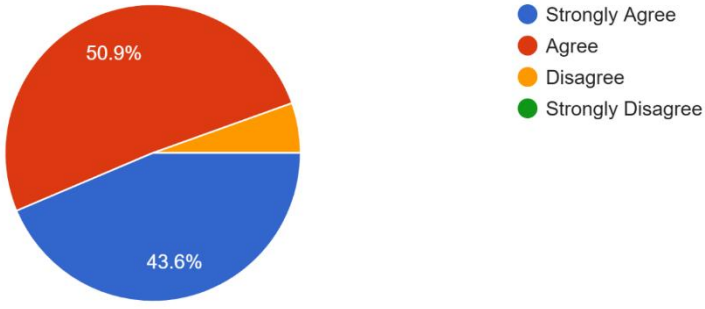


Fig. 26. Impact of Weak Monitoring and Evaluation on Delays in Construction Project Implementation

23. Lack of standardized tools for project monitoring affects project quality

Table 27. Impact of Lack of Standardized Monitoring Tools on Construction Project Quality

Response	Frequency (n=55)	Percentage (%)
Agree	26	47.27%
Strongly Agree	19	34.55%
Disagree	9	16.36%
Strongly Disagree	1	1.82%

Interpretation:

- 81.82% of respondents agreed or strongly agreed that the lack of standardized tools for project monitoring negatively impacts project quality. This indicates a strong consensus that having standardized tools is crucial for maintaining quality in construction projects.
- 47.27% agreed, and 34.55% strongly agreed, showing substantial support for the need for standardized monitoring tools.
- 16.36% disagreed, and 1.82% strongly disagreed, indicating that a small number of respondents did not view the lack of standardized tools as a significant issue for project quality

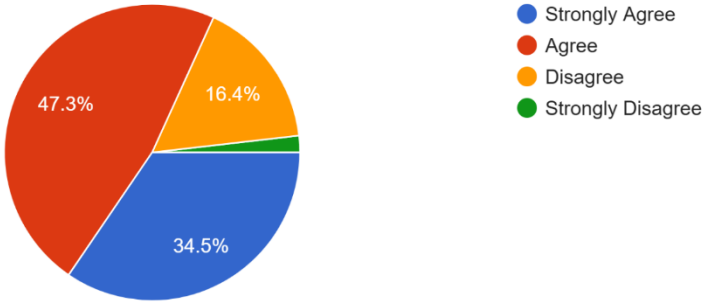


Fig. 27. Impact of Lack of Standardized Monitoring Tools on Construction Project Quality

24. There must be sufficient financial resources to monitor construction projects

Table 28. Importance of Sufficient Financial Resources for Construction Project Monitoring

Response	Frequency (n=55)	Percentage (%)
Agree	22	40.00%
Strongly Agree	16	29.09%
Disagree	16	29.09%
Strongly Disagree	1	1.82%

Interpretation:

- 69.09% of respondents agreed or strongly agreed that sufficient financial resources are essential for monitoring construction projects, highlighting the importance of financial investment in the monitoring process.

- 40.00% agreed, and 29.09% strongly agreed, emphasizing the need for adequate funding to effectively monitor projects.
- 29.09% of respondents disagreed with this statement, and 1.82% strongly disagreed, suggesting that a minority of respondents did not consider sufficient financial resources a critical factor for monitoring projects

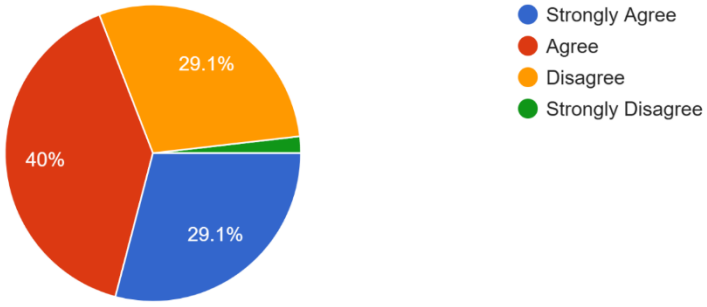


Fig. 28. Importance of Sufficient Financial Resources for Construction Project Monitoring

6. Recommendations

1. To effectively monitor and evaluate projects, appoint professional and experienced individuals who have managed similar projects.
2. The scope of the project must be available so that all the needs and requirements of the project are taken into account in the design process.
3. Efforts should be made to appoint separate professional engineers for each section of the project for the purpose of monitoring and evaluation.
4. Monitors and evaluators should possess independence, professionalism, and a sense of moral responsibility.
5. In addition to considering the project's main budget, a separate budget should be allocated specifically for monitoring and evaluation purposes.
6. Sustainable monitoring mechanisms should be established that remain active even after the project implementation is completed.

7. Conclusion

This research investigated the impacts of weak monitoring and evaluation in Afghanistan's construction projects, focusing on delays, cost overruns, quality issues, and lack of sustainability. The findings reveal that a range of systemic problems—such as lack of coordination, shortage of skilled professionals, inadequate tools, and financial constraints—collectively undermine project outcomes. The study highlights the urgent need for a robust monitoring and evaluation framework to address these deficiencies effectively.

Conclusions have been drawn. According to the data collected, it was found that:

- 99% of respondents believe that the lack of sufficient experience leads to weak monitoring and evaluation
- 87% agree that weak monitoring processes negatively affect the quality of projects.

- 96% of respondents believe that weak monitoring and evaluation processes increase the deficiencies in construction projects.
- 95% believe that weak monitoring and evaluation mechanisms lead to poor or incorrect implementation of construction contracts.
- 93% of respondents indicated that weak monitoring and evaluation processes lead to a decline in technical standards.
- 98% of respondents believe that poor project quality harms their long-term sustainability.
- 91% of respondents believe that the main cause of weak monitoring and evaluation is the lack of a defined scope.
- 62% of respondents believe that the design of typical maps is a cause of weak monitoring and evaluation.
- 89% of respondents believe that the lack of monitoring procedures creates problems in the project design and implementation process
- 66% of respondents believe that weak monitoring and evaluation have no impact on the timely completion of the project.
- 94% of respondents believe that a major cause of weak monitoring and evaluation is the lack of coordination.
- 70% of respondents believe that the occurrence of numerous changes is a result of weak monitoring and evaluation.
- 82% of respondents believe that the lack of standard tools negatively impacts the quality of the project.
- 69% of respondents believe that adequate financial resources are necessary for project monitoring.

Generally, considering the research, it can be concluded that Construction Project M&E requires careful attention because of the fact that, the Weak M&E has a huge impact on project success. Through this study, it identified the gaps, and possible solutions were recommended to improve implementation, with consideration of comprehensive M&E to contribute to the reduction of negative impacts on the success of construction projects in Afghanistan. Very few specific studies or articles have been found on it. Unfortunately, the role of M&E in construction projects is undervalued for decades, and this has been the reason for the failure of most projects in Afghanistan. The findings will be helpful for project managers, contractors, and other stakeholders in the construction industry, as well as for policymakers and regulators who are responsible for delivering construction projects. In due course, the study aimed to advance project outcomes and increase the efficiency and effectiveness of the projects. By using comprehensive M&E, construction projects can be completed on time and within budget, as well as ensure a healthy profit margin.

8. Acknowledgements

First and most of all, I sincerely thank the Almighty Allah for giving me the endurance to complete this research. Permanent, superior recognition and deepest gratitude shall go

to my parents, whose unwavering support and encouragement have been the foundation of my success. I am forever grateful for their sacrifices and love.
Next, I would like to express my deepest appreciation to my advisor, Dr. M. Alem Wardak, Teacher of Construction Engineering Management. His invaluable guidance, unwavering support, and insightful feedback have played a pivotal role in shaping the progress of my project and my personal and educational growth.
I am extremely thankful to all those who lend me a hand in obtaining the information and data related to this work; especially, all friends, colleagues, and engineers for their willingness to provide me with all the necessary data and allotting their time to respond too many of my questions.
Last but not least, warm appreciation and special thanks shall go to my family for their patience and support throughout.

9. Abbreviations

Abbreviation	Detail
KPU	Kabul Polytechnic University
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
M&E	Monitoring and Evaluation
SPSS	Statistical Package for the Social Sciences
WBS	Work Break Structure

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