Addis Ababa University College of Business and Economics, School of Commerce, Department of project Management

MONITORING AND EVALUATION TOOLS AFFECTING PROJECT PERFORMANCE: A CASE OF ADDIS ABABA NETWORK OF PEOPLE LIVING WITH HIV/AIDS ASSOCIATIONS (ANOPA+)

Submitted in Partial Fulfillment of the Requirements for the Degree of MA in Project Management, Addis Ababa University, School of Commerce

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November 2018

Addis Ababa

Ethiopia

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE DEPARTMENT OF PROJECT MANAGEMENT

Monitoring and Evaluation Factors Affecting Project Performance: A Case of Addis Ababa Network of People living with HIV/Aids Associations (ANOPA+)

A Project Work Submitted to Addis Ababa University College of Business and Economics School of Commerce In Partial Fulfillment of the Requirements for the Degree of Master of Arts in Project Management

By: Sisay Getachew

Approved by: Advisor

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STATEMENT OF DECLARATION

To the best of my knowledge, this project work has not been accepted for the award of any other degree in any institutions. This project work is my original work. Due acknowledgement is made for any material previously published and used as a reference.

Declared by:

Name: Sisay Getachew Mengesha

Signature: _____

Date: November 2018

CERTIFICATE

This is to certify that this project work entitled “Monitoring and Evaluation Tools Affecting Project Performance: A case of Addis Ababa Network of People living with HIV/Aids Associations (ANOPA+)” undertaken by Sisay Getachew for the partial fulfillment of the award of MA Degree in Project Management at Addis Ababa University, School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

_____

Abdurezak Mohammed (Ph.D.)

Research Project Advisor

ACKNOWLEDGEMENT

First of all I would like to thank God for giving me patience, courage, strength to pursue my study.

Secondly, my deepest thank goes to the Executive Directors, Programme Managers, M&E Managers, Officers, Administration and Finance Heads of ANOPA+ and member organizations who provided me with the relevant information without whom this project work would not have been completed. I thank you all for your precious time, patience and support during the whole processes of this project work.

Thirdly, my great thanks and appreciation go to Dr. Abdurezak Mohammed, my advisor, who has given me guidance through the provision of constructive feedbacks and comments in the course of this project work.

I also want extend my heart felt gratitude and thanks to Dr Kedir Musema who was my line Manager, without his support and understanding of the staffs' self-development effort, especially the course work would not have been completed.

Lastly I would like to be grateful to my family who supported and encouraged me during my study.

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ACRONYMS

ANOPA+	Addis Ababa Network Of People Living with HIV/ AIDS Associations
BOFED	Bureau Finance and Economic Development
BOLSA	Bureau of Labor and Social Affairs
BOH	Bureau of Health
CSOs	Civil Society Organizations
CDC	Center for Disease Control
CSSP	Civil Society Support Programme
DVs	Dependent Variables
HAPCO	HIV Aids Protection and Control Office
IGA	Income Generating Activities
IVs	Independent Variables
IFC	International Finance Corporation
LF	Logical Framework
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
NEP+	Network of Ethiopian PLHV Positives
PLHIV	People living with HIV/AIDS
TECS	Trends in Ethiopian Civil Society
TOC	Theory of Change
UNDG	United Nations Development Groups
UNDP	United Nations Development Program

ABSTRACT

The general objective of this Project work was to assess the monitoring and evaluation factors affecting project performance in Addis Ababa Network of People living with HIV Positives Associations (ANOPA+). For the achievement of its objective, the research employed purposive sampling techniques. Questionnaire was used as the major data collection tool. Focus group discussion, observation, key informant interview and review of project records were also used to collect data. The study employed descriptive and inferential statistics to analyze data.

The research found out that, the practices of log frame and baseline survey were rated below the average of three. Stakeholder's involvement in setting indicators, deployment of resources for the M&E, communication of M&E findings and use of the finding for future programming were rated below the average of three impacting project performances. In correlation analysis, it was found out that Log frame, indicators, baseline, M&E plan and data collection and reporting have correlation coefficient of 0.713, 0.588, 0349, 696 and 0.804 respectively. Except baseline survey, all the independent variables have strong relationship on the dependent variable of project performance. In addition, multiple regression analysis revealed that keeping all the other independent variables constant for a unit percentage increase in log frame, indicators, baseline survey, M&E plan and data collection reporting practice have an increase of performance by 30%, 16.7%, 18.4%, 13.4% and 54.4% respectively.

The study recommended that, ANOPA+ has to institutionalize log frame approach, baseline survey, setting indictors in participatory manner as to improve project performances. ANOPA+ has to also facilitate trainings, deploy adequate human, financial resources and allocate proper schedule as part of the M&E plan to undertake M&E activities properly. ANOPA+ has to put in place communication systems capable of sharing M&E results and findings to the stakeholders and use of these M&E results and findings to designing future programmes as part of learning processes.

Key words: Monitoring and evaluation, M&E tools and project performance

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Monitoring and evaluation (M&E) have become a big industry within the development sector, but practices seem less developed. (Joitske et al., 2009).Joitske et al. (2009) describe terms such as—impact, performance, results and accountability—have assumed a new prominence in M&E over the last decades. But the need to demonstrate the effectiveness of projects and programs does not seem to be felt at the same level by development actors. Ermias in his thesis stated that non- government organizations (NGOs) have a good practice and experience on M&E system as compared to government organizations (Ermias, 2007).

By introducing M&E at the initial stages of a project, the project team will benefit from continuous feedback allowing for timely-corrective decision making, before evaluation happens. As such, M&E provides an evidence base for development 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. Evaluation can be understood as "an instrument for helping planners and project developers to assess to what extent the projects have achieved the desired objectives set forth in the project documents" (Solomon and Young, 2007).

Similarly, project Management Institute (PMI) (2001) explains that monitoring and evaluation provides a system of tracking, reviewing, and regulating the project progress to meet the performance objectives defined in the project management plan. It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance reports provide

information on the project's performance with regard to scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes.

Non-Governmental organizations often respond to development problems via projects and all their activities theoretically bounded by defined time frame, earmarked resources in line with attainable objectives. In this regard, little is known about the practice of monitoring and evaluation in this sector in Ethiopia and specifically Addis Ababa (Addis Ababa City Administration BOFED, 2016).

Addis Ababa Network Of People Living with HIV/ AIDS Associations (ANOPA+) is an umbrella organization of 15 PLHIV associations working in Addis Ababa. All these associations/local implementers have been represented in the membership and governance based on by-law/article of association. ANOPA+ has legal status and systems of governance for effective management of the programme implementation. The three tier structure with general assembly at the top of structure, as a supreme governing body comprised of two persons equally drawn from each constituency, the executive board seven in number dealing with policy matters and provides overall directions elected by the general assembly. The secretariat leaded by an executive director, responsible for programme, projects and the day-to-day activities of the network (ANOPA+ strategic plan, 2014).

As a consortium organization, ANOPA+ does not have the mandate to implement project activities at the grass root level, but rather it gets implemented through the member organizations. ANOPA+ mobilizes fund from various donors and sub-grant to the member organizations which are working at the community level. Capacity building and monitoring and evaluations and fund raising are the main tasks of ANOPA+ (ANOPA+ strategic plan, 2014).

ANOPA+ undertakes routine monitoring of projects and programmes of the comprehensive HIV / AIDS programme. The Department of M&E has developed

checklists which are designed to slightly measure progress towards the achievement goals of the comprehensive HIV and AIDS programmes.

1.2. Statement of the problem

Monitoring and evaluation when carried out correctly at the right time and place are two of the most important aspects of ensuring the success of many projects. Unfortunately, these two although known, many project developers tend to give little priority and as a result they are done simply for the sake of fulfilling the requirements of most funding agencies and government without the intention of using them as a mechanism of ensuring the success of the projects (Kusek and Rist, 2004).

Monitoring and Evaluation (M&E) are important for assessing the overall performance, progress and impact of a programme, project or organization against a set of stated objectives or predicted outcomes.

Although CSOs/NGOs are compelled by the law to undertake proper monitoring and evaluation, the fact is far from expectation. According to the reports coming out from Trends in Ethiopian Civil Society/TECS/, the practice monitoring and evaluation is very much at its infant stage. Most CSOs/ NGOs operating in Addis Ababa do not have standard and systematic monitoring and evaluation framework. NGOs/CSOs have also limited capacity to extract results, best practices and lesson learned and disseminate to the key stakeholders that have reduced their transparency, accountability and credibility (Gemechu 2014).

ANOPA+ as a local consortium organization has been getting funding from various donors which it has been transferring most of the budget to the member implementing organizations. The role of the ANOPA+ as network organization is mainly to undertake monitoring and evaluation and related capacity building activities to member organizations. The projects for which ANOPA+ has sub granted were characterized by poor beneficiaries satisfaction;

there has been limited change on the lives of the beneficiaries; slower pace of project implementation which affected the project schedule and quality as most of the project activities get concentrated at some time in point. There is limited learning that has been generated from M&E activities which affected the use of it for future programming and decision making (Global Fund External Assessment Report, 2012).

ANOPA+ has undergone monitoring and evaluation processes as to improve project performance as well as generate learning. The M&E practice of ANOPA+ is characterized as immature M&E processes, limited use of Log frame, arbitrarily set indicators, lack of baseline survey and M&E plan. There is irregularity of use of logical frame work Approach as a tool of planning and monitoring. Indicators are set arbitrarily in which they have not been able speak what changes have come or they measure what is not needed for the project decision making process. Base line survey which serves as a benchmark against which project performance is gauged has not been practiced. There is no base line data for the projects implemented which could be crosschecked against the project performances. There is no formal M&E plan which has been endorsed by relevant authority. This has made the M&E team to spontaneously react to the M&E demands and activities which affected the project progress negatively (Global Fund External Assessment Report, 2012).

ANOPA+ uses observation, review meeting and simple checklists to collect data from the project implementation processes. The data collected through the above methods are not analyzed and feed-backed to the implementing partner organization. ANOPA+ gives only on spot feedback to the member organizations which implemented the project at the grass root level. This has affected the project performances and learning from the implementation processes. (Global Fund External Assessment Report, 2012).

1.3. **Research question**

What monitoring and evaluation tools affect project performance?

- How do availability and use of logical framework affect the project performance in ANOPA+?
- How do indicators affect project performance in ANOPA+?
- How does project baseline survey affect project performance in ANOPA+?
- How does M&E plan affect project performance in ANOPA+?
- How do data collection and reporting affect project performance in ANOPA+?

1.4. **Research objectives**

1.4.1. **General objective**

The general objective of this study is to assess how M&E tools affect project performance in ANOPA+.

1.4.2. **Specific objectives**

- To assess how log frame affects project performance in ANIOPA+;
- To assess how indicators affects project performance in ANIOPA+;
- To assess how base line survey affects project performance in ANIOPA+;
- To assess how M&E plan affects project performance in ANIOPA+;
- To assess how data collection and reporting affects project performance in ANIOPA+.

1.5. **Significance of the study**

The study and analysis of the development projects' monitoring and evaluation practice will help to understand how the existing M&E factors affect project performance and learning. Long existed challenges and problems in relation to monitoring and evaluation will be well understood which help ANOPA+ and other consortium organizations to take corrective action as to improve future project performance and enhance learning. This will have greater effect on their accountability, credibility and acceptance by their member organizations. The findings of this project work will help them improve their project monitoring and evaluation practices. The findings will also help the ANOPA+ to share best practices within its member organizations. The findings will be provided to the individual member organization of ANOPA+ to improve the monitoring and evaluation practices on future projects they will implement hopefully with the benefit of improving the performance and learning.

The study will also contribute to the body of knowledge of project management specifically monitoring and evaluation. This is because it can be used as reference material by researchers. The study will also identify areas related to M&E field that will require more research, hence lays a basis of further research.

1.6. **Scope(Delimitation) of the study**

The scope of this project work is delimited to five factors that affect the role of monitoring and evaluation for the improved project performance namely, log frame, indicators, base line, M&E plan and data collection and reporting. The research is also delimited to Addis Ababa City Administration. The research will take four months' time.

Document reviews especially project proposals, annual reports, monitoring reports did not go beyond the five years time period. The project work

targeted the staff members of ANOPA+ and its member organizations who were said to have some knowledge of M&E in projects. Government representatives and donors that have only existing work relationships were included in this study to provide information to this project work. Project beneficiaries were not included in this project work for the sake of time and financial constraints.

The research method was delimited to the data collection instruments of questionnaire, focus group discussion and key informant interview.

1.7. **Limitation of the Study**

Time limitation to cover all the details and factors that affect the role of M&E for the improved project performance was one of the limitations of the study. There was also high staff turnover in ANOPA+ and member organizations who have known the existing M&E practice. Availability of the required project documents for the project work exercise could also be mentioned as the limitation of this work, too.

Great effort was made to minimize the effects of the limiting factors to have minimum effect on this research work. The researcher tried to access all documents by explaining the benefits that would accrue this research work to the pertinent staff members. The researcher has kept records of the contacts of the staffs who would participate in this research work so as to sustain the communication to get the required data from the people that may leave.

1.8. **Definition of Terms (Operational Definitions of Terms)**

Essential concepts frequently mentioned in this proposal are defined in order to give better understanding on the subject matter. The main terms are:

Civil Society Organizations/CSOs/: Civil society has been described as the arena in which people come together to pursue interests they hold in common—not for profit or for the exercise of political power, but because they

care enough about something to take collective action in the public arena.(Wold Bank, 2005).

Non-governmental organization/NGOs/: The reference to NGOs in this study implies, social services rendering and development promoting non-governmental and non-profit initiative outside the framework of commercial enterprise, political parties, the state and parastatal apparatus (UNECA, 2007).

Monitoring: Project Monitoring is the regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives for the purpose of the management and decision making (EMI, 2014).

Evaluation: Project Evaluation is a useful tool for managers to use to carry out deep assessments of the design, efficiency, effectiveness, implementation or impact of programmes, and for identifying improvements of the projects (EMI,2014).

M&E System: This is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project

Learning: Gathering relevant information, processing, analyzing and communicating it to other members inside and outside the organization, and it is being understood and accepted and internalized as part of the organizational culture.

Indicators: a unit or variable 'in which' or 'by which' a measurement is made by identifying performance indicators across the hierarchy of the log frame result chain.

Baseline: a set of factors used to describe the situation prior to a project which acts as a reference point against which progress can be assessed or comparisons are made.

M&E plan: details each one in term of project objectives, Indicators; tools, frequency of monitoring, who collect the data and the resources requirements.

Data collection and reporting: What methods and means are employed to collect data; how data is analyzed and reported to pertinent stakeholders.

Project performance- related to timely delivery of project activities and results; quality of activities and results; accomplishing project activities and results with the planed cost schedule and meeting the satisfaction of the beneficiaries.

1.9. **Organization of the study**

The study was organized and presented in five chapters. Chapters I, II and III consist of introduction, review of literature and research methodology respectively. The Presentation and Analysis of the data were presented in Chapter IV while the last chapter (chapter 5) included the summary, conclusions and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1. Introduction

This chapter presents the related literature review, theoretical and empirical evidences and conceptual framework of the study. There are subtitles under both theoretical and empirical review of the study

2.2. Theoretical Review

2.2.1. Project Monitoring

Project Monitoring is the regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives for the purpose of the management and decision making. Monitoring involves observing a project frequently, regularly and collecting project information on a timely basis and sharing it with project stakeholders in the project under focus. Monitoring is assessing a project from initiation to its implementation geared to specific aims against agreed upon limits, specifications and requirements. Monitoring considers the costs incurred, duration spent in the project, scope of the project, and quality of outputs (Muwal and Nguluu 2003)

World Bank (2011) added that monitoring is "a continuing function that uses 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. Moreover, Berhanu et al. (2010) stated that monitoring involves the collection of routine data that measures progress towards achieving projects objectives and helps to understand progress in the intervention performance over time. Monitoring is an internal project activities and an integral part of day- to-day activities which involves establishing indicators of efficiency and effectiveness, analyzing information and using information to inform day–to-day management.

According to International Union for Conservation of Nature [IUCN] (2005), the main aim of monitoring is to be able to detect problems at an early stage where it is still possible to change aspects of the project and thus turn it towards a successful outcome. Furthermore, monitoring contains elements of accountability in that it confirms whether projects conform to agreements and project plans. However, it is important that the problem solving and forward looking perspective is stressed.

Muwal and Nguluu, (2003) stated that monitoring information is a necessary but not sufficient input to conduct of rigorous evaluations. While monitoring information can be collected and used for ongoing management purposes, reliance on such information on its own can introduce distortions as it typically covers only certain dimensions of a project's or program's activities; and careful use of this information is needed to avoid unintended behavioral incentives.

2.2.2. Project Evaluation

Project Evaluation is a useful tool for managers to carry out deep assessments of the design, efficiency, effectiveness, implementation or impact of programmes, and for identifying improvements of the projects. According to Berhanu et al. (2010), project evaluation can be defined as a process that attempts to determine, as systematically and objectively as possible, the achievement of result in light of relevance, efficiency, effectiveness, impacts and sustainability of project activities. It is the process of determining the worth or significance of a development activity, policy or program to determine the relevance of objectives, the efficiency of design and implementation, the efficiency of resource use, and the sustainability of results. An evaluation should incorporate lessons learned into the decision- making process of both partner and donor.

The post completion assessments are done to correlate between plans and real impact of the project. Evaluation looks at what the project managers planned, their accomplishments so far and how they achieved them. This can be done at the early stages of the project life or at the end of the implementation.

Evaluation is done to check whether the project is relevant, whether it is performing as expected and its impact on the users (Shapiro J, 2011).

Evaluation is also concerned about efficiency which indicates how the resources put into projects are translated to deliverables. The resources are in terms of finances, human resources and physical. The concern of most projects is replicability or increasing the size and number of projects, it then becomes paramount to think of project efficiency and get it right. A project is effective if it precisely meets its intended purpose and its impact is measured by its ability to change the problematic situation in which the beneficiaries are in. The most essential use of the assessment results is to enable the investing entity gauge its performance in terms of project impact on the intended beneficiaries (Mulwa, F. 2007).

2.2.3. M&E Frameworks

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 (Guijt et al., 2002).

There is no such thing as perfect framework, different frameworks are used for different organizations, the most common are theory of change, logic model and logical frameworks (Frankel & Gage, 2007).The main purpose of using one of these frameworks for monitoring and evaluation system is: developing a clear understanding of the goals and objectives of a project, focusing on identifying measurable objectives, short-term and long-term, to define the relationships between key factors for the implementation and success of the project (Frankel & Gage, 2007)

2.2.4. Theory of Change/TOC/

A theory of change is a method that explains how a given intervention, or set of interventions, are expected to lead to a specific development change, drawing on a causal analysis based on available evidence. A thorough theory of change helps to guide the development of sound and evidence-based programme strategies, with assumptions and risks clearly analyzed and spelled out. A theory of change must be driven by sound analyses, consultation with key stakeholders and learning on what works and what does not in diverse contexts drawn from the experiences of development partners. A theory of change helps to identify solutions to effectively address the causes of problems that hinder progress and guide decisions on which approach should be taken, considering comparative advantages, effectiveness, feasibility and uncertainties that are part of any change process. A theory of change also helps to identify the underlying assumptions and risks that will be vital to understand and revisit throughout the process to ensure the approach will contribute to the desired change (UNDG, 2011).

A theory of change provides a framework for learning both within and between programming cycles. By articulating the causes of a development challenge, making assumptions explicit on how the proposed strategy is expected to yield results, and testing these assumptions against evidence—including what has worked well, or not, in the past—the theory of change helps ensure a sound logic for achieving change. The theory of change also helps make course corrections if the selected approach is not working or if anticipated risks materialize. New learning and lessons from monitoring and evaluation help refine assumptions and inform decisions on how an approach should be adapted to deliver planned results. Adjustments to the theory of change should also be made in light of changing circumstances, especially in response to crisis and shocks, as well as part of regular monitoring (United Nations Development Groups (UNDG) 2011).

Theories of change represent how and why it is expected that an intervention will contribute to an intended result. But it is clear that rather more than the intervention activities are needed; also needed is the realization of the causal assumptions. The intervention activities are rarely the sole cause of a result. The theory of change depicts a causal package of activities plus assumptions that together are expected—are sufficient—to contribute to the intended results. Cartwright and Hardie (2012) call these assumptions support factors which are events and conditions needed to bring about a contribution to the effect of a cause.

2.2.5. The Logic Model

A theory of change leads policy designers and implementers to develop a programme logic model to explain the activities and processes of the intervention that will have to be made, in order to achieve the transformation goals set. These are the desired effects, or outcomes and impacts, of the envisaged policy. The programme logic of the theory of change is therefore its action or business plan, or its implementation strategy. An evaluation focuses on what activities have been decided upon, how they have been implemented and what their consequences were. This will shed light on the aspects of the policy or programme that are working, and those that are not working and why they have failed to reach their goal. These evaluation insights can inform future decisions on maintaining, terminating or adapting the policy in question, in order to improve its efficiency and effectiveness in future (Bichelmeyer and Horvitz 2006:1).

The programme logic model is generally accepted as the most useful way to unpack the practical implementation of the theory of change. The programme logic model assumes sequential, linear cause and effect relationships. A leads to B leads to C (Patton 2008:340). Logic models are a snapshot of a theory of change. They do not reflect the entire nuance in a TOC, nor do they necessarily include all of the components.

Logic models are useful tools for several reasons. First, if done well, they can help ensure that planning is done with the "end in mind," rather than focusing initially on resources or on the interventions to be performed. They can also be powerful instruments for guiding the monitoring and evaluation of projects, and indeed, some of the biggest proponents of logic models are those in the evaluation community, who rely on clear theories about how and why, and under what assumptions, a project is expected to achieve its objectives. Managers also often value logic models for providing a programmatic roadmap and an organizing framework for learning and adapting, as well as a powerful communications device to show stakeholders at a glance what the project is about. Moreover, the process of developing the logic model is often as important as the logic model itself, as it can help the team think through the TOC. When done in a group, the process can provide an opportunity to expose different beliefs about how change is expected to take place and expand thinking beyond conventional interventions, as well as promote shared buy-in around the ultimate approach. For this reason, it's important to include diverse stakeholders in the project design team so that current paradigms can be challenged and new approaches can be considered.

Frankel & Gage(2007) states that Logic models help to show the logical connections between the inputs, processes and outputs of an activity, and how they link to the program's objectives (outcomes) and goals (impacts). They also clarify the linear relationships between program decisions, activities and products. It "connects the dots" between resources, activities, and outcomes, thus the logic model can be the basis for developing a more detailed management plan. Using data collection and an evaluation plan, the logic model helps track and monitor operations to better manage results. It can serve as the foundation for creating budgets and work plans. A well-built logic model is also a powerful communications tool. It can show stakeholders at a glance what a program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two. Reaching at a decision to which

framework is best to use is not simple. Programs should select the type of framework that best suits their strategies and activities and responds to institutional requirements (Covey 2004).

Once a program has been described in terms of the logic model, critical measures of performance can be identified. Logic models are narrative or graphical depictions of processes in real life that communicate the underlying assumptions upon which an activity is expected to lead to a specific result (McLaughlin, J.A. and G.B. Jordan. 1999). Logic models link the problem (situation) to the intervention (our inputs and outputs), and the impact (outcome). Further, the model helps to identify partner- ships critical to enhancing our performance (Millar, A., R.S. Simeone, and J.T. Carnevale. 2001).

2.2.6. Logical Framework

The Logical framework (Log frame) identified internationally, is one of the most common tool and technique used in both planning and monitoring of projects. The Log frame also is a tool that is applicable for all organizations both government and nongovernmental that are engaged in development activities. It is a matrix that makes use of M&E indicators at each stage of the project as well as identifies possible risks. The logical framework hence shows the conceptual foundation on which the project M&E system is built (Chaplowe, 2008). It also works well with other M&E tools. The log-frame (logical framework) has four columns and rows that link the project goals and objectives to the inputs, process and outputs required to implement the project (Jaszczolt et al., 2010)..

Hummel brunner, R. (2010) further confirms the continued use of Log frame despite several criticisms. He asserts that Logical Framework Approach has not been fundamentally weakened by critics. Even though many donors acknowledge its limits and weaknesses, that logic models are techno-centric with a cultural bias towards linear logic that can alienate rather than foster

local understanding, participation, and ownership (therefore it is essential to consult and involve local partners, especially managers, to enhance their understanding of log frames); they still maintain its use as a planning and monitoring tool. Myrick (2013) states that a pragmatic approach to M&E is ideal however in the real world practitioners may be limited by constraints that will prevent their continued use of either a log frame or some overly pragmatic approach to M&E. He further adds that whatever the approach used, at least the basic principles for M&E which are measureable objective, performance indicator, target and periodic reporting should be used in a reporting tool. The advantages of a Log frame include simplicity and efficiency in data collection, recording and reporting.

Bakewell and Garbutt (2005) in their study noted that, where the Logical Framework Analysis (LFA) is used for monitoring and evaluation, the focus is often the logical framework; to look at the expected achievements laid out in the matrix, rather than the work itself". In theory, Bakewell and Garbutt argue that the logical framework can be revised through the programme cycle and changes made, at least to the output level; however, in practice this rarely happens. In the study one donor representative claimed that they encourage NGO partners to review their logical frameworks, but the same person thought that a well- designed framework would not need changing.

Logical frameworks outline the specific inputs needed to carry out the activities/processes to produce specific outputs which will result in specific outcomes and impacts. The task of monitoring and evaluation becomes significantly more challenging as one moves up the log frame and emphasis shifts from performance monitoring to results measurement. Moreover, working at the top end of the results chain is a question less of monitoring indicators than of systematic analysis of available evidence which can be a very data-intensive exercise, especially since such higher-level indicators become increasingly costly to collect and complex to analyze (Edmunds &Marchant, 2008).

2.2.7. Project Performance

In project management literature, the outcome of a project is frequently conceived of in terms of success or failure although identifying just what constitutes these can be problematic. In general there is lack of consensus on how to define success, lack of success and failure and despite their frequent use, such terms are perceived to be vague and difficult to measure (Fowler and Walsh, 1999). Success or failure is not an absolute or black and white concept. Projects may be viewed as successful to varying degrees, depending on which success criteria are met (Baccarini, 1999).

There have been various attempts over the history of project management to define suitable criteria against which to define and measure project success. Perhaps the most well recognized of these is the long established and widely used "iron triangle" of time, cost and quality (Atkinson, 1999). Ika (2009) argues that although the definition of quality is potentially very broad in relation to the iron triangle, it is often restricted to meeting scope or functional and technical specifications.

However a number of commentators have pointed out the iron triangle dimensions are inherently limited in scope (Atkinson, 1999). Ika (2009) states that indeed a project that satisfies these criteria may still be considered a failure, conversely, a project that does not satisfy them may be considered successful. In particular, the iron triangle has been criticized for its exclusive focus on the project management process and for not incorporating the views and objectives of both the internal and external stakeholders even if the focus is on the manner in which the project was conducted. Several authors have suggested that meeting time, cost and quality specifications are not only relevant criteria; for example project management efficiency and effective project team functioning are also important (Baccarini, 1999).

Time dimension of assessing project success is the most common aspect brought out in the literature review. Pretorius Et al (2012) found out that

project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001).

Completion of the project within the budget is another dimension that is used to measure project success. Chan (2001) states that cost can be computed in form of unit cost, percentage of net variation over final cost and so on. Projects often face cost overruns during the implementation phase; hence a proactive approach is essential for monitoring project costs and detection of potential problems (Cheng et‟al, 2012). Related to cost aspect of measuring project success, is technical performance. Technical performance is also identified as one of the project success factors among others such as schedule performance and cost performance.

Quality achievement by projects is also another dimension of assessing project success. The quality of projects and project information has a significant influence project success (Raymond & Bergeron, 2008). Closely related to the quality and technical requirement dimensions is the scope. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones (Bredillet, 2009).

Another important dimension in project success includes customer satisfaction. A project that in the final analysis leads to customer satisfaction would be said to be successful. Evaluating the performance of project is beneficial to both the stakeholders by enabling them to appraise the services received and to project manager by helping them to improve their services (Besner& Hobbs, 2008). Project success relates to the end product's goals in

terms of performance and fulfilling the technical requirements, as well as customer satisfaction. Successful projects also contributes to company's success in long term in terms of gaining a competitive advantages; enhancing company's reputation; increasing the market share; and reaching specified revenue and profits (Al-Tmeemy, 2011).

As it can be seen in the above discussion, project success can be assessed on the basis of completion within scheduled time, completion within reasonable cost, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives

2.2.8. Monitoring and Evaluation and Project Performance

Since the mid-2000s, monitoring and evaluation has taken on a far greater role in international development. The aid effectiveness agenda has brought about a major change in development agencies' motivation to focus on results and impact, and to provide evidence of their effectiveness and efficiency. In order to respond to this move, monitoring and evaluation has been given much more prominence in many organizations. This in turn has led to a greater understanding of the challenges faced when attempting to collect and access the right data that improves the work outputs, at the same time as demonstrating accountability to both donors and beneficiaries (INTRAC 2011).

The success and speed with which development project is achieved depends in part on the performance of the institution working to promote the development project. Thus, any institution working in implementing development project is concerned with the need to assess and understand its performance and to improve relevance, effectiveness and efficiency of project through M&E. In addition, the focus of management changes from activities to result. As a result, the focus of project monitoring and evaluation also changes from focusing on assessing inputs and progressive monitoring to the assessment of the contribution of intervention to development project outcomes or changes (Birhanuet al.2011)

Projects involve defined objectives that need to be achieved. Measures for performance of projects according to Ika (2012) include time, budget, safety, quality and overall client satisfaction. Despite this being the case, monitoring and evaluation in many of today's organizations is ad hoc, not aligned to strategy, and in most cases underfunded. These have been found to be true regardless of sector, type or size of projects (Khake&Worku, 2013).

There should be a clear specification of how often monitoring and evaluation data is to be collected and from whom. There should also be a specification of a schedule for monitoring and evaluation reports to be written (Walter, 2014). The monitoring should be done regularly in order to be able to track the project and identify problems early enough before they go out of hand. The regularity of monitoring could be a function of the size of the project, but a monthly frequency would be adequate, monitoring every 3 months would still be acceptable (AusAID, 2006). The monitoring would involve collecting data, analyzing and writing a report at the specified frequency to shape project performance and results.

Projects monitoring and evaluation provide managers and stakeholders with continuous feedback on implementation, interim and terminal evaluations. These are conducted on projects as ways to identify necessary adjustments in project design and to assess the projects' effects and their potential completion Paul (2005). Monitoring and Evaluation (M&E) provides government officials, development managers, private sector and civil society organizations 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).

According to WBG (1998), there is need for effective M&E of projects as this is increasingly recognized as an indispensable tool of both project and portfolio

management. This acknowledged need to improve the performance of development assistance calls for close attention to the provision of management information, both to support the implementation of projects and programs and to feed back into the design of new initiatives. The WBG further states that M&E also provides a basis for accountability in the use of development resources. Given the greater transparency now expected of the development of community, governments and agencies assisting them need to respond to calls for more "success on the ground". Here, there should be examples of development projects with evidence that they have systems in place that support learning from experience. At all stages of the project cycle, M&E tools can help to strengthen project design and implementation and stimulate partnership with project stakeholders. This is because it can influence sector assistance strategy. Relevant analysis from project and policy evaluation can highlight the outcomes of previous interventions, and the strengths and weaknesses of their implementation. It can also improve project design and use of project design tools such as the logical framework results in systematic selection of indicators for monitoring project performance.

2.3. Empirical Review

2.3.1. Importance M&E to Development Actors

A well-functioning M&E is a critical part of good project/programme management and accountability. Timely and reliable M&E provides information to: Support project/programme implementation with accurate, evidence based reporting that informs management and decision making to guide and improve project/programme performance .It also contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it, uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements. It also provides opportunities for stakeholder feedback, especially beneficiaries, to provide input into and

perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs, promote and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization (IFRC, 2011).

M&E allows development actors to learn from each other's experiences, building on expertise and knowledge and reveals mistakes and offers paths for organizations to learn and improve while incorporating the lessons in their policies and practices. This brings about the concept of —Knowledge management" which means capturing findings, institutionalizing learning, and organizing the wealth of information produced continually by the M&E system. Monitoring and evaluation is important to: promotes accountability to both the donors and the beneficiaries, , demonstrate to donors and the organization's board (management) that project implementation has been carried out in compliance to the set policies, standards, principles and regulations, provides an opportunity for NGOs to receive stakeholder feedback especially the project beneficiaries, provides information to project managers on how and when to hand over projects to the local community contributing to community ownership and sustainability of the projects. An effective monitoring and evaluation system provides a more robust basis for raising funds and policy influencing. M&E results can help organizations demonstrate to potential donors that they are viable partners for funding. Monitoring and evaluation provide the means to compile and integrate valuable information into policy making therefore deliver the basis for sound governance and accountable policies in organizations (Zogo, 2015).

A well-functioning monitoring and evaluation is a critical part of good project management and accountability as such, M&E interventions are considered important tools that provide information on project management, which assist managers in decision making. As Berhanu et al, (2010) noted, timely and reliable monitoring and evaluation have the following importance. First, useful to provide timely and useful information to decision-maker and stakeholder

feedback, especially beneficiaries, to provide input into and perceptions of work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs. Secondly, good monitoring and evaluation helps governments and organizations to develop knowledge base of the types of projects, programs and policies that have worked and did not work, and why. Thirdly, monitoring and evaluation systems can be used to promote greater transparency and accountability within organizations and governments. Hunter (2009) argues that the most important application of M&E should be for development projects themselves to establish if their projects are really making a difference for their beneficiaries. And if they discover that they are not, they have to learn how to improve their performance and make appropriate changes to project plans (Hunter, 2009). M&E provides an extremely useful tool for all stakeholders to manage ongoing activities, identify successes, and plan effectively for new initiatives and programs, and thus using the allocated resources most efficiently (Unicef, 2006). M&E determines how well a program is working and why these results are occurring. It can help program managers and staff: identify areas needing improvement as well as those that are working well; design strategies to effectively achieve program goals; and improve program data collection and measurement of results. Rist, Boily& Martin, (2011) stated that Monitoring and evaluation (M&E) helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programmes set up by governments, international organizations and NGOs. It establishes links between the past, present and future actions.

2.3.2. M&E Factors Affecting Project performance

2.3.2.1. Setting Indicators and Project Performance

An indicator is a measuring tool that is applied to provide a tangible, quantifiable, although indirect value to an otherwise unquantifiable, intangible concept. It can also be seen as a pre-set 'signal that a specific point in a

process' has been attained. An indicator thus provides an approximated value or indication of what is being searched for. It is a more tangible, although not directly operational replacement for an intangible notion. It is imperative to note that 'indicators are simplifications of complex phenomena'. The term 'indicators' should thus be looked at descriptively in that it presents an 'indication' of the state of affairs or challenges faced (Cloete et al. 2006).

One important consideration to be made before a baseline survey is conducted are the identification of indicators, which are essentially measurable or tangible signs that something has been done or that something has been achieved (UNDP, 2009). They help in the designing of the questionnaire and in determining evaluation questions – dictating the type of data to collect and analyze. One other consideration to be made is the target population (Gosling, Lousia, & Edwards, 2009).

There are both subjective and objective indicators. Subjective indicators consists of the perceptions of those affected by the policy action, for example the internal perceptions of a previously disadvantaged group towards their inclusion in the 'mainstream economy', whereas objective indicators include those impacts that can be quantified directly, for example the level of income of a particular group.

It is vital to establish means of measuring that progress is being attained. Therefore, once clear objectives have been determined, the subsequent step is to 'establish a set of indicators, or ways of measuring (indicating) that progress is being achieved'. A set of indicators needs to be established from the onset of an action or policy as part of an evaluation, since the collection of data regarding indicators – which is an element of the monitoring process – has to be integrated into the way the policy is formulated or designed. The indicators that are determined should also be objectively verifiable. In that, they should satisfy the requisite 'that two independent observers would come to the same conclusion regarding the status of [achievement] and the results could be communicated in an unambiguous way to a non-observer' (Gosling and Edwards, 2009).

Every indicator also needs a 'means of verification' which illustrates how the required data will be collated. Two key questions should be posed in identifying indicators and means of verification: What things would make us feel we are making progress? How could we find out if these things are happening? Key indicators will in part be ascertained by the objectives and the key policy questions or priorities to be addressed by the action or policy (Gosling and Edwards, 2009).

The data will be used, which in turn depends on human resource capacity, 'decision-making structure and planning procedures. Furthermore, selected indicators for monitoring review and/or evaluation should be limited to those that furnish useful information. Otherwise the data will be viewed as a burden and as information that is incorrect. It is thus useful to choose a limited number of key indicators, while giving due consideration to pronouncement that a single indicator will rarely provide a complete portrayal, and it is usually of benefit to apply a broad range of indicators to illustrate the contrasting facets of a state of affairs. This gives credence to the notion that 'an indicator does not have a life of its own'. It is inextricably intertwined with the more intangible or theoretical notion that it has been formulated to illuminate. Moreover, single indicators cannot measure multi-faceted concepts such as development, inflation, quality of life, consumer price index, poverty and so forth. These concepts require an assortment of indicators in the shape of 'composite indices, leading to social accounting (Maclaren's, 1996).The indicator should be explicit, clear, uncomplicated and easy to comprehend and explain. It should illuminate the key feature or facet that is the focus of the analysis. It should be quantitatively or qualitatively measurable. It should be broadly acknowledged as a 'scientifically valid indication of what it is supposed to measure' (Cloete et al. 2006). From the above literature review, we see that if we cannot set proper indicators as to measure the state of affairs in connection to a project or policy initiatives, it follows that we are not able to measure the

performance of the project; and if cannot measure the project progress, we cannot able to know the where we are in relation to the state of affairs that need to be measured. If we do not know where we are in relation to the progress of the project or policy initiatives, we cannot able take decision to make adjustments to the project or celebrate success if we really meet the project deliverables. In in one way or other setting indicators affect project performance.

2.3.2.2. Baseline Survey and Project Performance

Baseline survey is M&E tool and approach that affect the performance projects. Focusing on how project performance can be influenced by M&E, particularly by the baseline survey, a number of authors on M&E have given an account about the importance of baseline surveys. According to Action Aid (2008), baseline surveys are important to any project as it is a starting point for a project. One important and recommended way of starting a project is to carry out a baseline study. Through its results, a baseline serves as a benchmark for all future activities, where project managers can refer to for the purposes of making project management decisions. Baseline studies are important in establishing priority areas for a project. This is especially true when a project has several objectives. The results of a baseline study can show how some aspects of a project need more focus than others (Action Aid, 2008)

After the baseline survey, subsequent monitoring of project progress gathers and analyses data using the same logical framework matrix and tools to compare progress made in achieving the set results of the project. In this way, baseline surveys contribute to influencing project performance if the project manager is able to interpret the results of M&E correctly.

2.3.2.3. M&E Plan and Project Performance

Developing an M&E plan requires a proper understanding of the project, inputs, processes, output and outcomes according to (Cooke, Bill, &Uma, 2001). The inputs required would include human resources with M&E

technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure as noted by (Kalali, Ali &Davod K, 2011). The process would involve advocating for the need for M&E, assessing strategic information needs (including planning for M&E utilization dissemination), achieving consensus and commitment among stakeholders, particularly on indicators and reporting structure & tools, developing mechanism for M&E plan review, and preparing document for final approval (Gusfield, 1975). Detailed M&E planning commences by breaking down the components into sub-components to produce a product (deliverables) breakdown structure as far as breakdown is feasible.

The next step is to produce further detail of the activities, tasks and dependencies required (the work breakdown structure), together with the sequencing of activities needed to produce the many sub-deliverables or component products. Finally, we achieve a level of granularity needed to manage the project on a day-to-day basis. This is typically represented as a schedule.

It should be noted that the M&E plan needs to be written during the initial stages of project development (Pfohl, 1986). The output would be an M&E plan that is a comprehensive document that describes the M&E system and includes the elements of an M&E plan as provided in the introduction to M&E plan, has the approval of the governing authority and has the consensus of key stakeholders as argued by (Jody & Ray, 2004). Project changes can affect the M&E plan, performance monitoring and impact evaluation. It is important to change the M&E plan as the project changes so that project performance and success can be accurately measured (World Bank, 1980).

Having an internal M&E capacity facilitates adjustments to the M&E plan since flexibility and regular review of program results is necessary. An important criticism of many development projects is that they are too inflexible in planning, and that once projects are initiated, the initial project plan is adhered to even if significant motivation exists to change it. This undermines the learning ethos of development. Projects should therefore plan for

adaptation, specifically by trying to do the following: design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation, and build in flexibility to respond to unplanned opportunities; focus on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs; Budget for experimentation and for the unexpected. If the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach. Also leave a portion of the budget and staff time for activities that do not fit into established categories. The crucial thing to remember is that the development intervention is not about words in a plan, but changes in the lives of people and in particular the intended beneficiaries. It is essential that development managers keep their focus on the intended impact, rather than on the rigidity of the planning format (Unicef, 2006).

A key aspect worth including in the M&E plan is how the project's informational needs and how data will be collected, managed and analyzed, then the next step is to plan how the data will be reported as information and put to good use. Project planning sets the crucial foundation for project M&E and these can significantly affect the success or failure of an M&E process. In order to increase the effectiveness of an M&E system, the monitoring and evaluation plan and design need to be prepared as an integral part of the project. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities (Palestinian Academic Society for the Study of International Affairs [PASSIA], 2004.

Unintentionally, M&E is often set up to fail during the initial project design. Initial project design fundamentally influences M&E through five key design weaknesses. First, during project implementation, the effectiveness of M&E will be greatly influenced by the attitude and commitment of local people and partners involved in the project and how they relate and communicate with each other. A poorly planned project will in most cases not generate positive relationships. The second design fault is when project lacks logic in its strategy, unrealistic objectives, making good M&E almost impossible. This is because the evaluation questions and indicators often become quite meaningless and will not produce useful information. Furthermore if you don't know clearly where you are heading then you will not know how best to use any information that might be produced. The third is when the design team does not allocate enough resources to the M&E system. Critical resources include: funding for information management, participatory monitoring activities, field visits, etc time for a start- up phase that is long enough to establish the M&E and monitor and reflect, and expertise, such as a consultant to support M&E development. The fourth factor is critical if M&E systems are to generate the learning that helps a group of project partners continually improve implementation and strategy. The more rigid a project design is, the more difficult the project team will have in adjusting it as a result of change in the context and understanding of interim impacts. Fifth, it is important that during design, the broad framework of the M&E is established. It is still unfortunately the case that most project plans do not pay sufficient attention to M&E planning, with the result that M&E is "tagged on" as an afterthought. Put simply, effective project planning is absolutely critical to the success of an M&E process, and an effective M&E process is a crucial component of successful projects (Palestinian Academic Society for the Study of International Affairs [PASSIA], 2004.

As a best practice of monitoring and evaluation, the project should have a monitoring and evaluation plan. The plan should be prepared as an integral part of project plan and design. The integration is for clear identification of

project objectives for which performance can be measured (Palestinian Academic Society for the Study of International Affairs [PASSIA], 2004. Thus, managing development projects require an operational M&E plan. M&E plan provides an extremely useful tool for all stakeholders to manage ongoing activities, identify successes, and plan effectively for new initiatives and programs, and thus using the allocated resources most efficiently (Unicef, 2006).

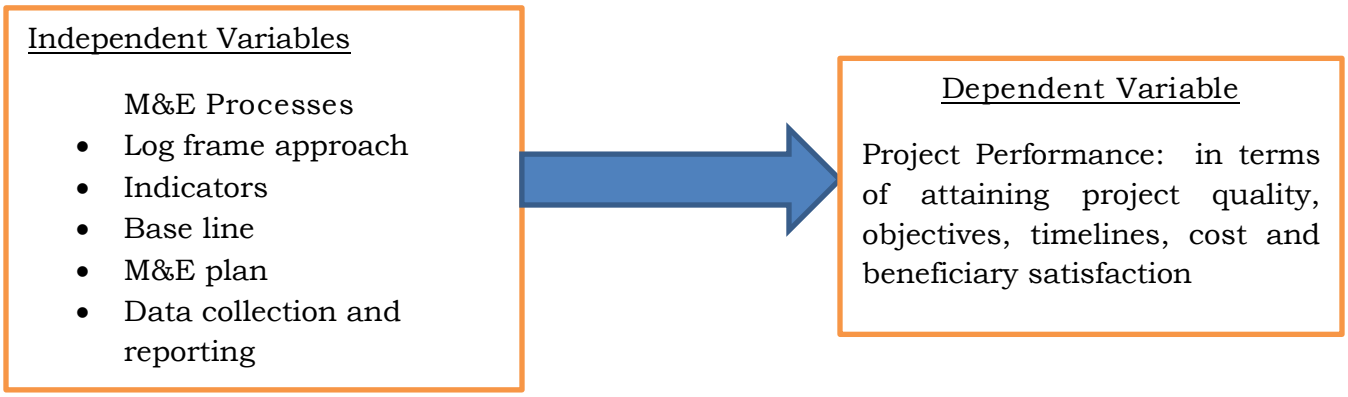
2.3.2.4. Data Collection and Reporting and Project performance

There are also two main methods of data collection which are formal and less formal methods (Nabris, 2002). Formal methods although expensive, they have a high degree of reliability and validity and include surveys, participatory observations, and direct measurements among others. Less formal methods which are as well rich in information are subjective and intuitive, hence less precise in conclusion. They include, among others, field visits and unstructured interviews (Nabris, 2002).

M&E system is where collected and analyzed data is presented as information for key stakeholders to use. Reporting is a critical part of M&E because no matter how well data may be collected and analyzed, if it is not well presented it cannot be well used – which can be a considerable waste of valuable time, resources and personnel. Reporting project achievements and evaluation findings serves many important functions; advance learning among project staff as well as the larger development community; improve the quality of the services provided; inform stakeholders on the project benefits and engage them in work that furthers project goals; inform donors, policy makers and technical specialists of effective interventions (and those that did not work as hoped) and develop a project model that can be replicated and scaled-up (Chaplowe2008).

2.4. Conceptual Framework

The relationship between monitoring and evaluation factors and project performance is depicted by the conceptual framework shown below. It is a symbolic representation of concepts and their relationship.



Source: Researcher's design

In this conceptual framework of the study, the independent variables consisting of five constructs are considered to have a directly proportional influence on project performance. By implication, if something goes wrong with independent variables or is indeed absent, project performance is negatively affected and the converse is true. This implies that all activities of M&E should be as credible as possible so that necessary information on how the project is progressing is provided. Project performance, which in this study, means the degree to which results have been achieved consists of timeliness, results achieved, number of satisfied beneficiaries and cost of project (Acharya, Kumar, Satyamurti, &Tandon, 2006).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

ANOPA+ is located in Addis Ababa City Administration. Addis Ababa city is a rapidly growing urban city in terms of population and socio-economic aspects. The city has been experiencing a high population growth, high migrant from rural to urban due to construction of infrastructure intensification and the hub of multicultural population with large and growing international community.

3.2. Research Design and Method

The researcher used descriptive, correlational and regression research design. The research has had independent variables as well as one dependent variable. The independent variables were availability and use of M&E processes such as log frame, indictors, baseline survey, monitoring plan, data gathering and reporting. The research tried to test whether these independent variables have the effect on the dependent variable of project performance. To assess the effect of the independent variables on the dependent variable mentioned above, use of the sole quantitative or qualitative method would not suffice. Data was generated by use of Likert scales ranging from strongly disagree to strongly agree.

To fill in the gaps in the quantitative method, the qualitative method data generating instruments, key informant interview and group discussions were employed. On top of this, secondary data from ANOPA+, ANOPA+ member organizations and government source organizational documents were used to substantiate the quality and quantity of information on the research topic and the defined variables.

3.3. Types of Data, Data Collection Methods, and Data Sources

The type of data, data collection instruments and data sources were kept in mind in finding out the effect of the independent variables on the dependent variable. The choice of the data type, data collection instruments and data type relied on how they can effectively generate data that clearly reveal the effect of the independent variables on the dependent.

Primary data of both quantitative and qualitative type were collected by the researcher. The researcher used questionnaires, focus group discussion and key informant interview to get in-depth information from ANOPA+ and member organizations' staff members, previous staffs, and government representatives specific to the sector and donors. The questionnaire which consisted of both open-ended and close-ended questions were prepared and dispatched to the Executive Directors, Programme Managers, M&E Managers, Project Officers M&E Officers, Administration and Finance Heads in ANOPA and its member organizations.

Secondary data from available documents were thoroughly reviewed in ANOPA+ and all member organizations of ANOPA. Narrative reports, monitoring and evaluation reports, review meeting minutes, financial reports, research documents and other relevant documents regarding on how independent variables affect the dependent variable were reviewed.

A mix of primary quantitative, qualitative data and document review were able to explain the relationship between the independent variables and dependent variable. The source of data was from people who have been well acquainted with the research topic and the theme, M&E factors and project performance.

3.4. Population

Purposive sampling was preferred in this study, and participants were only identified as Executive Directors, Programme Managers, M&E Managers, M&E Officers, Project Officers, M&E Officers, Finance and Administration Heads. Eight staffs from ANOPA+ and 45 staffs from member organizations were

selected. The total participants of the research work were 53 persons who were deliberately targeted and selected by the researcher. Focus group discussion and key informant interview were also conducted from among the 53 participants depending on the knowledge they have about ANOPA+ and M&E issues of ANOPA+. Those who were expected to have M&E know-how as a whole were selected in ANOPA+ and its member organizations. The donor and government sector bureaus which have established project work relationship were also purposively included in the research work. Purposefully selected key informants from the government sector bureaus and donors were also included in this research work to triangulate the data from the main study. Six sector Bureaus were planned to be met but only four were volunteered for the discussion and interview. These are bureaus of Addis Ababa Health, Women and Children Affairs, HIV AIDS Prevention and Control Office (HAPCO) and Micro and small Enterprise. Two persons from three donors, Global Fund, CSSP, and NEP+, contacted for data gathering. The other three were not available for the data collection purpose.

3.5. Sampling Technique

The researcher used Purposive sampling which is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample was taken by the researcher, based upon the criteria of specialist knowledge of the research issue, capacity and willingness to participate in the research. All staff members of ANOPA+ and member organizations of who have knowledge of the M&E practice of ANOPA+ were selected. The research design necessitated the researcher to take the decision about the individual participants who would be most likely to contribute appropriate data, both in terms of relevance and depth.

3.6. Data Analysis

Descriptive statistics was used to assess the availability and use of M&E tools. Relationships of these factors and project performance were described as well.

The survey questionnaire which focused on the research questions of this study was analyzed by using the tables, frequencies and percentages.

Secondly the researcher employed inferential statistics through Pearson ranking correlation. Correlation analysis was used to establish the effect of each of independent variables on the dependent variable. Regression analysis was also used to establish the effect of each independent variable on the dependent variable while other variable being kept constant. This also helps to analyze the effect on the dependent variable with the percentage change in one variable.

Making use of descriptive and inferential statistics, quantitative data was entered and processed using the Statistical Package for Social Science Version 22.Qualitative data gathered though key informant interviews and focus group discussions were analyzed through classifying, organizing and interpreting carefully to triangulate the findings of the quantitative data.

3.7. Validity and Reliability

Validity: "Validity defined is as the extent to which data collection method or methods accurately measure what they were intended to measure" (Sounders, 2003). The validity of research is conceived as the precision or correctness of the research finding. A number of measures were taken to enhance the validity of the research. Firstly, the researcher identified the study target cautiously, secondly, structured questionnaire survey was used and the questionnaires of the study was reviewed and commented by randomly selected Executive Directors and Managers and finally Likert like scale was used in the survey instruments.

Reliability: A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents. Reliability analysis was subsequently done using Cronbach's Alpha which measoured the internal consistency.

Table1: Overall Reliability Tests

Reliability Statistics

Cronbach's Alpha	N of Items
.919	6

Table 2: Individual Item Reliability Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
Logframe	15.09	8.513	.811	.899
Indicators	14.70	8.545	.807	.900
Baseline Survey	15.29	9.092	.624	.928
Monitoring and Evaluation plan	14.81	9.091	.870	.894
Data collection and Reporting	14.83	8.612	.858	.892
Project Performance	14.87	9.950	.720	.914

Gliem&Gliem (2003) established the Alpha value threshold at 0.7, which formed the study's benchmark. As table 1 show, the overall reliability for the six items is 0.919 which is above the prescribed threshold. In addition in the second table the separate reliability analysis for each of the items, in the last column, reveals that each item's reliability value exceeded the prescribed threshold of 0.7 indicating the level of reliability very excellent.

3.6. Ethical Consideration in Research

The researcher gave full attention to research moral and ethical issues. Therefore, particular consideration to ethical principles developed by this paper and other scholars, particularly regarding ensuring informing consent and keeping confidentiality, maintaining anonymity and other related ethical issues were given attention in the course of this research. The researcher has also conformed with the ethical requirements of Addis Ababa University School of Commerce that have been in place.

Research ethics was taken into consideration when developing and administering data collection tools and techniques, to avoid any form of harm, suffering or violation. This was done through obtaining consent before the research; ensuring confidentiality of data obtained and learning more about the organization's culture and project before the research and where necessary absolute sensitivity and caution was exercised. In order to safeguard the rights of the participants, the researcher also explained to the participant the benefits of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This research has aimed to answer the research questions of how the availability and practices of logical framework, indicators, baseline survey, M&E plan and data collection and reporting affect project performance in ANOPA+. The data analysis, discussions of the findings and interpretation have had these questions at the center throughout this chapter and the later.

The findings are presented under the following themes namely: respondents profile and response rate, demographic characteristics of the respondents of ANOPA+ and Member organizations, descriptive statistics of independent and dependent variables, correlation analysis and multiple regression analysis.

To conduct data analysis, the study employed a descriptive analysis (mean and frequency distribution and percentage approach) to observe the feature of variables. Following this, a correlation analysis used to measure the correlations of independent and dependent variables and finally the regression analysis was conducted to measure the impacts of independent variables on dependent variable. In addition to this, the key informant interview and focus group discussions were used to triangulate the descriptive part of analysis.
On the basis of the analysis, the study entailed final decisions of the result of the discussion by taking 3 as a hypothetical average for the sake of descriptive analysis, and a mean result above 3 considered as satisfactory whereas below 3 regarded as unsatisfactory. For the sake of correlation analysis, the study adopted significance test judgment by taking P-value, i.e., P-value ≤ 0.05 taken as significance correlation, whereas, P-value >0.05 reminded as insignificance correlation and this implied the correlation between the independent variables

and dependent variable. In addition to this, multiple regression analysis judged similar to correlation analysis decision criteria.

4.2 Respondents Profile and Rate of Response

4.2.1. Responses Rate

For the purpose of gathering a primary data, questionnaires were distributed to purposefully selected sample of Executive Directors, Programme Managers, M&E Managers, Programme Officers, M&E Officers and Finance and Administration staff members working in ANOPA+ and fifteen member organizations. The researcher distributed a total of 53 questionnaires (45 to member organizations, 3 for each of the 15 member organizations and 8 to ANOPA+) from which 47 were returned, which is 90% return rate. In addition, interviews and focus group discussions were conducted with the concerned authorities from government representatives of Addis Ababa Bureau of Health (BOH), Bureau of Finance and Economic Development (BOFED), Bureau of Labor and Social Affairs (BOLSA) and HIV/AIDS Protection and Control Office (HAPCO); the same was done with the donor representatives of Global Fund, Civil Society Support Programme (CSSP) AND Network of Ethiopian PLHV Positives (NEP+).

4.2.2. Demographic characteristics of the respondents of ANOPA+ and Member organizations

Table 3: gender distribution of respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	13	27.7	27.7	27.7
	Male	34	72.3	72.3	100.0
	Total	47	100.0	100.0	

Source: SPSS Result 2018

The data presented above indicates that 72.3% of the respondents are male and the rest 27.7 are females.

Table 4: level of education of respondents

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	12.8	12.8	12.8
	Degree	22	46.8	46.8	59.6
	Masters	16	34.0	34.0	93.6
	Others	3	6.4	6.4	100.0
	Total	47	100.0	100.0	

Source: SPSS Result 2018

Concerning level of respondents' educational qualifications, 12.8% of the respondents have diploma, 46.8% of them have their first degree, 34% have Masters Degree, and the remaining 6.4% are in other category of educational background.

Table 5: Years worked for or with ANOPA+

Year of service for or with ANOPA+

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than one year	5	10.6	10.6	10.6
	1-3 years	8	17.0	17.0	27.7
	4-6 years	7	14.9	14.9	42.6
	7-9 years	9	19.1	19.1	61.7
	9 and above	18	38.3	38.3	100.0
	Total	47	100.0	100.0	

Source: SPSS Result 2018

In relation to year of work for or with ANOPA+, 10% of the respondents have worked with or for ANOPA+ for less than one year. 17% of them have worked with of for ANOPA+ from year 1-3. The respondents which worked for or with ANOPA+ from the years 4-6 and 7-9 are 14.9% and 19.1% respectively. The respondents who have worked for or with ANOPA+ for more than 9 years are 38.3 %. The data above tells us that 72.3% of the respondents have worked for or with ANOPA+ for more than four years which would signifies that most of the respondents have better M&E information about ANOPA+.

Table 6: Position of respondents

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	17	36.2	36.2	36.2
	Programme Manager	9	19.1	19.1	55.3
	Programme Officer	13	27.7	27.7	83.0
	Monitoring and evaluation Manager	1	2.1	2.1	85.1
	Monitoring and evaluation Officer	4	8.5	8.5	93.6
	Finance and Administration	3	6.4	6.4	100.0
	Total	47	100.0	100.0	

Source: SPSS Result 2018

Executive Directors and Managerial positions are top management positions who were 56.3% of the respondents. The other 43.7% are professionals working as officers.

4.3. Descriptive Statistics of Independent and Dependent Variables

4.3.1. **Log frame**

Table 7: Log frame (LF) practice

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Clear understanding of results at different level from inputs to impacts on project	47	2	5	2.94	.895
LF helps to lay foundation for M&E	47	2	5	2.89	.914
LF helps to monitor risks and assumptions	47	2	5	2.68	.887
Uses of either LF in all the projects	47	1	4	2.74	.736
Valid N (listwise)	47				

Source: SPSS Result 2018

The above log frame statements were rated against strongly agree (5), agree (4), partially agree (3), disagree (2) and strongly disagree (1). The respondents' score mean for all of the Log frame statements are found to be rated below the average three score which indicates that there is very limited use of log frame as a project management tool. This means that ANOPA has not been exercising the log frame approach to managing its project and have not benefit from the benefits that accrue using log frame approach. There is limited understanding of the results at different levels which tells us that ANOPA+ is not clear about where it is heading to. If you don't know where you are heading to, you do not know what strategies to follow or what activities to implement. It follows that ANOPA+ tends to measure results through M&E activities which it does not

have clear picture what to measure. The focus group discussions indicated that there is inconsistent use of log frame. Log frame is used as a planning and monitoring and evaluation tool especially when it is a requirement by the donor agencies. The same idea is shared by the donor representatives who have worked with ANOPA+ on various projects. The participants also added that ANOPA+ seems to be output oriented failing to plan and look for results of higher level, outcomes and impacts. Most of the project are short term demand driven that tend to address the immediate needs of people living with HIV/AIDS (PLHV). It is because of this that most of the Group IGA projects have failed to provide any results where the group members resisted working together as the seed money provision and group IGA administration did not take in to account the long term intricacies.

4.3.2. Indicators

Table 8: Practice of indicators setting

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Involvement stakeholders in identification of indicators	47	1	5	2.89	1.323
ANOPA+ sets indicators to measure project results	47	2	5	3.45	.775
Indicators dictates the type of data to collect and analyze	47	2	5	3.38	.768
ANOPA sets indicators taking in to consideration its capacity by which it can be able to collect data	47	1	5	3.06	.870
Valid N (listwise)	47				

Source: SPSS Result 2018

The above statements of indicators were rated against strongly agree (5), agree (4), partially agree (3), disagree (2) and strongly disagree (1).Indicator statements: indicators are set to measure project results; indicators dictates the type of data to collect and analyze; and ANOPA sets indicators taking in to consideration its capacity are all above average rating. The focus group discussion indicated that although there has not been consistent participation in setting indicators during the design of projects, indictor setting is a norm in ANOPA+. But the quality of indicators is sometimes very controversial which the participants said that it has emanated from lack of skilled man power and training which this project work is not concerned with to analyze. This is to mean that the indicators do not exactly tell what to measure, being stated in vague manner. The resource availability and the time the data collection would take are not given due regards while setting indicators which is of course above average in the table above.

The stakeholders' involvement in setting indicators is slightly below the average. This tells us that member organization who are charged with implementation of projects do not have fuller understanding of the measurement unit by which the results are measured. Not knowing the units of measurement by which the project results are measured will create problem in collecting the right information and reporting back to ANOPA+.

Generally the participants said that, ANOPA+ has not set proper indicators as to measure the state of affairs in connection to a project, it follows that it was not able to measure the performance of the project; and if it was not measure the project progress, it was not able to know the where it was in relation to the state of affairs that needs to be measured. If ANOPA+ did not know where it was in relation to the progress of the project, it was not able to take decision to make adjustments to the project or celebrate success if it has really met the

project deliverables. In one way or other setting indicators have been seen to affect project performance in ANOPA+.

4.3.3. Baseline survey

Table 9: Baseline survey

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Baseline survey helps to know the starting point of the project against which performance is measured	47	1	5	2.81	.924
Baseline survey has helped to establishing priority areas for a project or project expectations	47	1	5	2.70	.976
ANOPA+ has always undertaken baseline survey for all of its projects	47	1	5	2.38	.768
Valid N (listwise)	47				

Source: SPSS Result 2018

The above statements of baseline survey were rated against strongly agree (5), agree (4), partially agree (3), disagree (2) and strongly disagree (1). The respondents' score mean for all of the baseline survey statement are found to be rated below the average. This shows that there is limited practice of baseline survey in ANOPA+. There has been limited practice of undertaking baseline survey means that ANOPA+ has not had the knowledge of the starting point of the project it has been coordinating and got implemented through member organizations. If you don't know from where you started, it would be very difficult to exactly report the results that you have brought. This leads to mixing changes that have come by the target beneficiaries own effort and project supported results.

The desk review at the ANOPA+ and member organizations also confirms that there was no documented baseline survey which serves as starting point of projects implemented by the member organizations. The focus group discussions also showed that ANOPA+ has undertaken baseline survey very rarely for the projects. It is only when the baseline survey has approved budget as part of the project activities that baseline survey was undertaken. This has been found to be a practice that happens once in a blue moon. This is to mean that absence adequate budget has been seen to play a significant effect whether to undertake baseline survey or not. The participants also mentioned that there were times where ANOPA+ has had budget for baseline survey but because of continuous staff turnover it failed to undertake baseline survey.

4.3.4. M&E plan

Table 10: M&E plan

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
M&E plan is available in ANOPA+ and there is proper use of M&E plan during monitoring and evaluation of projects	47	2	5	3.43	.715
ANOPA+ has identified data to be collected in the M&E plan	47	2	5	3.45	.775
There is adequate deployment of project resources, staff `and fund	47	1	5	2.68	.726
The M&E activities are carried out within schedule	47	2	5	3.06	.919
ANOPA+ has a plan/schedule for dissemination of findings	47	2	5	2.96	.932
Valid N (listwise)	47				

Source: SPSS Result 2018

The above statements of monitoring and evaluation plan were rated against strongly agree (5), agree (4), partially agree (3), disagree (2) and strongly disagree(1). Availability of M&E plan, identification of data to be collected in the M&E plan, undertaking M&E plan within the schedule are above the average which indicates that there has been a practice of planning M&E activities which was also confirmed through project document review at ANOPA+.

The respondents' score mean for monitoring and evaluation plan statement of adequate deployment of project resources, staff `and fund are found to be rated below the average. The focus group discussion also pointed out that M&E resources are diminishing from time to time. The participants told that ANOPA+ used to undertake quarterly monitoring visit to the member organizations but before few months' time we observed that trend has not been adhered to. M&E activities are very much dependent on the projects that ANOPA+ has won. If the donor approves limited budget for the M&E activities there is no other alternatives budget that would help to carryout M&E activities.

The participants also expressed their view that the salary scale of ANOPA+ for the staffs and particularly for the M&E staffs is not attractive enough to retain human resource for longer period of time. This has been seen to affect adequate deployment of proper human resource for the M&E activities.

The other area where the respondent mean is below the average is the statement of the plan/schedule for dissemination of findings. In this regard the focus group discussion revealed ANOPA has not had dissemination plan.

4.3.5. Data collection and reporting

Table 11: data collection and reporting

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There is appropriate data collection methods specified	47	3	5	3.30	.587
Data collected provides clear indicators against which the organization work is being measured	47	2	5	3.17	.868
Frequently collected data enables to track trends as well as understand project intervention	47	3	5	3.45	.653
The organization has analyzed data that comes through M&E	47	2	5	3.04	.884
M&E results and findings are communicated to the stakeholders	47	2	5	2.87	.969
M&E results and findings are used to design future programmes as part of learning processes.	47	1	5	2.72	.971
Valid N (listwise)	47				

Source: SPSS Result 2018

The above statements of data collection and reporting were rated against strongly agree (5), agree (4), partially agree (3), disagree (2) and strongly disagree(1). The respondents' score mean are found to be rated above the average for the data collection and reporting statements of availability of appropriate data collection methods; data collected provides clear indicators against which the organization work is being measured; frequently collected data enables to track trends as well as understand project intervention, and the organization analyses data that comes through M&E which tell us the

ANOPA+ has been practicing these M&E activities. But, in relation to data analysis, most of focus group discussion's participants have not agreed the view of ANOPA+ has analyzed data that comes through M&E activities. As findings and feedbacks have not been given to the member organizations, it is hardly possible to witness that ANOPA+ has analyzed M&E data.

On the other hand, respondents' score mean are found to be rated below the average for communicating M&E results and findings to the stakeholders and use of these M&E results and findings to designing future programmes as part of learning processes. As along the knowledge of the participants, the monitoring and evaluation findings and results have not been formally sent from ANOA+ to the member organizations. The participants of the focus group discussion made clear that the monitoring visits feedbacks and other M&E finding have not been shared with the partner member organizations which mean that the same mistakes have been repeated when project staffs change or leave the member implementing organizations. The member organizations also loses track of past project implementation processes which would have been used to shape future project design and implementation. The good and the bad parts of the project implementation processes if not documented leads to loss of organizational memory.

4.4. Project Performance

Table 12: Project performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Timeliness of project delivery has been achieved	47	3	5	3.40	.614
Quality of deliverables has been attained	47	2	4	2.68	.755
Project objectives has been met	47	2	5	2.79	.832

Project have been completed within cost	47	3	5	3.89	.634
Beneficiary satisfaction has been met	47	2	4	2.47	.546
Valid N (listwise)	47				

Source: SPSS Result 2018

The above statements of project performances were rated against strongly agree (5), agree (4), partially agree (3), disagree (2) and strongly disagree (1). The respondents' score mean are found to be rated above the average for timely delivery of project and projects' completion within cost. Meeting these project objectives has no surprise as time and cost limits are defined by the donors and there is requirement to meet those project parameters whether ANOPA+ liked it or not. But the focus group discussion made clear that if you go in to detail and investigate whether each activity has been completed within the schedule or not, the story will be very different. For example, if it is a two years project, the project is completed within the two years period which does not mean that each activity is completed within the time specified for it.

On the other side, respondents' score mean are found to be rated below the average for attaining quality of deliverables, meeting project objectives and beneficiary satisfaction. As it is pointed out above the specific activities' schedule of most of the activities have not been implemented on the right time as planned. This has created the implementing member organizations to get in to very tight schedule constraint which push these organizations to speed up the implementation of the project leading to compromising quality. This in turn will be a ground for failing to attaining the project objectives which leads to failure to meet the project beneficiaries. The participants agreed that one of the causes of lack of adherence to the specific project schedule is absence of qualified personnel both in quality and quantity. In addition, the participants also agreed that even the existing staff member have not had short term project management training to manage projects schedule.

The participants also raised the issue of absence consultation on the best needs of the beneficiaries during the design of projects. The projects which have not taken in to account the needs and concerns of the beneficiaries have been seen to suffer from lack of beneficiary satisfaction. ANOPA+ has been seen to be donor oriented than beneficiary oriented in this regards.

4.5. Correlation Analysis

If the correlation coefficient is -1 the relationship between two factors is perfectly negatively correlated; and if correlation coefficient is 1, the relationship between two factors is perfectly positively correlated. If the correlation coefficient is between 1 and 0.3, the relationship between two factors is positively correlated; and if the correlation coefficient is between -1 and -0.30, the relationship between two variables is negatively correlated. If the correlation coefficient is between -30 and 0.30 there is no correlation between two factors (SPSS Training Manual 2015).

Table 13: Correlation

Correlations

		Logframe	Indicators	Baseline Survey	Monitoring and Evaluation plan	Data collection and Reporting	Project Performance
Logframe	Pearson Correlation	1	.669**	.640**	.745**	.707**	.713**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	47	47	47	47	47	47
Indicators	Pearson Correlation	.669**	1	.579**	.809**	.799**	.588**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	47	47	47	47	47	47
Baseline Survey	Pearson Correlation	.640**	.579**	1	.608**	.546**	.349*
	Sig. (2-tailed)	.000	.000		.000	.000	.016

	N	47	47	47	47	47	47
Monitoring and Evaluation plan	Pearson Correlation	.745**	.809**	.608**	1	.813**	.696**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	47	47	47	47	47	47
Data collection and Reporting	Pearson Correlation	.707**	.799**	.546**	.813**	1	.804**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	47	47	47	47	47	47
Project Performance	Pearson Correlation	.713**	.588**	.349*	.696**	.804**	1
	Sig. (2-tailed)	.000	.000	.016	.000	.000	
	N	47	47	47	47	47	47

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Result 2018

The independent variables, log frame, indicators, baseline, M&E plan and data collection have all positive correlation with and dependent variable of project performance. As it can be seen from the above data the correlation coefficient of log frame and project performance is 0.713 which falls between the correlation coefficient between 1 and 0.30 indicating that log frame and project performance are positively correlated. The same is for the indicator and performance, as the correlation coefficient is 0.588 which falls between 1 and 0.30 revealing there is positive correlation between the two factors. There is positive correlation between baseline and performance by the same interpretation of the correlation coefficient is located between 1 and 0.30 that is .0349.There is positive correlation between M&E plan and performance as the correlation coefficient is 0.696 which is between 1 and 0.30. Data collection reporting has also positive relationship for having correlation coefficient of 0.804 that is between 1 and 0.30.

In addition P value or level of significance is 0 for all of the independent variables and dependent variable indicating that there is significant relationship between independent variables and dependent variable.

4.6. Multiple Regression Analysis

Multiple regression analysis was done using SPSS 21 to establish whether there is any relationship between the dependent and independent variables. The outcome was predicted by the model:

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3\ X3 + \beta 4\ X4 + \beta 5\ X5 + \varepsilon$

Where Y= project performance

α = constant (Intercept)

β = slope (gradient) showing rate dependent variable is changing for each unit change of the independent variable.

X1= Log frame

X2= Indicators

X3= Baseline

X4= M&E plan

X5= Data collection and reporting

ε = Error Term

Project performance (PP) $= \alpha + \beta 1$ Log frame $+ \beta 2$ Indicators $+ \beta 3$ Baseline $+ \beta 4$ M&E plan $+ \beta 5$ Data collection and reporting $+ \varepsilon$

Table 14: Regression model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867[a]	.751	.721	.287

a. Predictors: (Constant), Data collection and Reporting, Baseline Survey, Log frame , Indicators, Monitoring and Evaluation plan

Source: SPSS Result 2018

The above table depicts the multiple regression analysis model of the relationship between the independent variable and dependent variable. The coefficient of determination (R2) and correlation coefficient (R) shows the degree of association between the two. The results of the analysis posited that

R2=0.751 and R = 0.867 which indicates that there is a positive relationship between independent variables (log frame, indicators, baseline, M&E plan and data collection reporting) and dependent variable (project performance).
In addition to this, the result revealed that whenever the independent variable changed by 1%, it had predicted the dependent variable by 75.1%.

Table 15: Regression value of independent variables

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.123	.219		5.139	.000
Log frame	.301	.091	.424	3.298	.002
Indicators	.167	.105	.234	1.588	.120
Baseline Survey	.184	.072	.269	2.540	.015
Monitoring and Evaluation plan	.134	.142	.153	.945	.350
Data collection and Reporting	.544	.115	.714	4.748	.000

a. Dependent Variable: Project Performance

Source: SPSS Result 2018

Table 13 indicated the regression coefficient, constant and the P-Value or significance test of the analysis. On the basis of this analysis, the multiple regression equation has the following features:

Project Performance (PP) =1.123+ 0.301logframe+ (0.167) indicator + (0.184) baseline+ 0.134M&E plan + 0.544 data collection and reporting + ε.

The values of the unstandardized Beta Coefficients (β) indicate the effects of each independent variable on dependent variable. Furthermore, the values of the unstandardized Beta Coefficients in the Beta column of the Table 13 above

indicates which independent variable makes the strongest contribution to explain the dependent variable, when the variance explained by all other independent variables in the model is controlled or constant. The t value and the sig (p) value indicate whether the independent variable is significantly contributing to the prediction of the dependent variable.

The effect of independent variables on the dependent variable is tested based on β, t, and P values. Hence using those coefficient results, the effect of the independent variables on dependent variable is predicted as follows.

The effect of Log frame on project performance: as of the multiple regressions results shown in the above table, log frame has an effect on project performance with (β =0.301t=3.298 p=0.002). Holding all the other independent variables constant, a unit increase in log frame practice would lead to a 0.301increase in project performance.

The effect of indicators on project performance: the multiple regressions results shown in the above table reveals that indicator has an effect on project performance with (β =0.167 t=1.588 p=0.120). Holding all the other independent variables constant, a unit increase in indicators would lead to a 0.167 increase in project performance. As P value is greater than 0.05 the relationship between indicators and performance is not significant.

The effect of baseline survey on project performance: as of the multiple regressions results shown in the above table, baseline survey has an effect on project performance with (β =0.184 t=2.540p= 0.015). Holding all the other independent variables constant, a unit increase in baseline survey would lead to a 0.184 increase in project performance.

The effect of M&E plan on project performance: the multiple regressions results shown in the above table reveals that M&E plan has an effect on project performance with (β 0.134 t=0.945 p= 0.350). This is because unit increase in M&E plan would lead to a 0.134 increase in project performance, holding all the other independent variables constant. As P value is greater than 0.05 the relationship between M&E plan and performance is not significant.

The effect of data collection and reporting on project performance: as of the multiple regressions results shown in the above table, data collection and reporting has a huge effect on project performance with (β .544 t= 4.748 p=.000). Keeping all the other independent variables constant, a unit increase in data collection and reporting would lead to a bigger extent of 0.544 increases in project performance. Data collection and reporting has the strongest contribution to explain the dependent variable of project performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In this section, the researcher has tried to present the summary of findings, conclusions and recommendations. The researcher has made efforts to reach at the findings which are summarized from the analysis part of the study. Conclusions were derived on the basis of the research objectives which were set at the beginning of the research work. In the last part of this section, recommendations were drawn which will help ANOPA+ and its member organizations to make use of them in the future.

The main purpose of this study was to investigate M&E factors affecting project performance in ANOPA+. The Data collected using questionnaires were analyzed through descriptive statistics, frequency distribution, Pearson correlation and multiple linear regression analysis. The discussion attempted to meet the objectives of the study, answer the research questions and test effect of independent variables on the dependent variable.

5.2 Summary of Major Findings

5.2.1. Demographic Characteristics

A total of 53 questionnaires were sent to purposively selected employee of ANOPA+ and its member organizations out of which 47 were properly filled in and returned back which was a 90% response rate. Table 3 shows that 72.3% of the respondents are male and 27.7 female. Table 4 portrays that 80.8% of the respondents have degree and masters who were able to understand and respond to the research question very well. 12.8% of the respondents have diploma and the remaining 6.4% are in other category of educational background. As per table 5, 72.3% of the respondents have worked for or with

ANOPA+ for more four years which would signifies that the most of the respondents have better M&E information about ANOPA+. Table 6 tells us that 56.3% of the respondents have fallen in the top management positions of Executive Directors and Managers and the other 43.7% are professionals.

5.2.2. Findings of the Descriptive Statistics

The respondent mean score for all log frame statements were below average three. Making use of log frame approach as method of planning, monitoring and evaluation was found to be below the average score of three. The focus group discussion clearly indicated that there is inconsistent use of log frame; it is only when a log frame is requirement by the donor that ANOPA+ develops log frame. The other reason mentioned was task orientation of ANOPA+ rather than result orientation for which they did not find log frame very useful for planning, monitoring and evaluations of projects.

The other independent factor that was analyzed by descriptive statistics was indicator. Making use of indicators to measure project results, collect and analyze data have all a mean score above the average score three. The stakeholders involvement in setting indicators is slightly below the average of score mean of three. Participants of the focus group discussion portrayed that lack of participation in the indicators setting processes has hindered the member organizations to support the project implementation, monitoring and evaluation which affected performance.

The respondents' score mean for all of the baseline survey statements are found to be rated below the average of score three. There has been limited practice of undertaking baseline survey for the reasons of financial and skill constraints. The focus group discussion and the desk review also confirmed that there has been infrequent practice of baseline survey at ANOPA+ and member organizations.

In the statements of monitoring and evaluation plan, availability of M&E plan, and identification of data to be collected in the M&E plan, undertaking M&E plan within the schedule were rated above the average score of three. The respondents' score mean for monitoring and evaluation plan statements of adequate deployment of project resources, staff `and fund and the availability of schedule for dissemination of findings are found to be rated below the average score of three. Limited M&E budget and lower salary scale for the staffs has affected the proper implementation of the M&E plan with negative consequences on the project implementation, monitoring and evaluation. It is only monitoring that ANOPA+ implements as part of the M&E plan but not evaluation.

The statements of data collection and reporting, use of appropriate data collection methods; data collected provides clear indicators against which the organization work is being measured; frequently collected data enables to track trends as well as understand project intervention, and the organization analyses data that comes through M&E were rated above the average score of three with satisfactory performance in these regards. The respondents' score mean are found to be rated below the average three for communicating M&E results and findings to the stakeholders and use of these M&E results and findings to designing future programmes as part of learning processes.

The statements of project performances of timely delivery of project and projects' completion within cost were rated above average three. On the other side, respondents' score mean are found to be rated below the average of three for attaining quality of deliverables, meeting project objectives and beneficiary satisfaction. As per the focus group discussions, meeting these project performance measurements have been a challenge in ANOPA+ and member organizations because of various reasons. The participants mentioned some reasons for such performance rate, such as, lack of result orientation, limited project management skills and knowledge, lack of M&E tools such as Log

frame, lack of stakeholders participation in planning in such a way that setting their needs, quality level of the needs to be met.

5.2.3. Findings of Correlation Analysis

The independent variables, log frame, indicators, baseline, M&E plan and data collection have all positive correlation with and dependent variable of project performance. Log frame, indicators, baseline, M&E plan and data collection and reporting have correlation coefficient of 0.713, 0.588, 0349,696 and 0.804 respectively. The figures above show the Log frame and data collection reporting variables have highest correlation coefficient of 0.713 and 0.804 respectively closest to 1 indicating more positive relation with the project performance.

5.2.4. Findings of Multiple Regression Analysis

The results of the regression analysis showed that R2=0.751 and R = 0.867 which indicates that there is a positive relationship between independent variables (log frame, indicators, baseline, M&E plan and data collection reporting) and dependent variable (project performance).The result revealed that whenever the independent variable changed by 1%, it had predicted the dependent variable by 75.1%.

As of the multiple regressions results, the log frame has an effect on project performance with (β =0.301 t=3.298 p=0.002) in which project performance increase by 0.301 keeping all the other independent variables constant for a unit increase in log frame practice.

As of the multiple regressions results, the indicator has an effect on project performance with (β =0.167 t=1.588 p=0.120) in which project performance increase by 0.167 keeping all the other independent variables constant for a unit increase in indicators.

As of the multiple regressions results, the baseline survey has an effect on project performance with (β =0.184 t=2.540 p= 0.015) in which project

performance increase by 0.184 keeping all the other independent variables constant for a unit increase in baseline survey.

As of the multiple regressions results, the M&E plan has an effect on project performance with (β 0.134 t=0.945 p= 0.350) in which project performance increase by 0.134 keeping all the other independent variables constant for a unit increase in M&E plan.

As of the multiple regressions results, data collection and reporting has an effect on project performance with (β .544 t= 4.748 p=.000) in which project performance increase by 0.544 keeping all the other independent variables constant for a unit increase in data collection and reporting.

5.3 Conclusions

The conclusions of the whole study were made through assessment of the project objectives that were set by the researcher. Accordingly, the researcher has made conclusions on the basis of the objectives of the study.

The research objectives were to assess the effect of the log frame, indicators, baseline survey, M&E plan and data collection and reporting on project performance.

The descriptive, correlation, regression, focus group discussions and desk review have all revealed that logical framework has significant effect on the project performance. Availability and practice of logical framework approach was non- existent in ANOPA+ and member organizations. ANOPA+ and member organizations have been focused on implementation of activities rather to be cognizant of to which result the implementation of each activity is heading to. It means that, if you don't know clearly where you are heading then you will not know how best to use any information that might be produced. Because of lack of log frame, ANOPA+ and member organizations have not been able to assess the project risks associated with the implementation of activities and results

that follows. The project results with higher level if there were any, happened by chance than being planned towards the attainment of them.

Correlation analysis revealed that there is a relationship between project indicators and performance. The Descriptive statistics also pointed out there is limited participation of stakeholders in setting indicators which hampered better understanding of the units of measurement by which the project results are measured. There has been poor involvement of the major stakeholders of the ANOPA+ in designing the project as well as setting indicators. Not knowing the measurement standard of the project, indicators, ANOPA+ and member organization have been seen to be challenged with supporting the project implementation, monitoring and evaluation of the project towards meeting quality and satisfaction of beneficiaries.

The descriptive analysis showed that baseline survey has not been part of ANOPA+'s project management processes. The correlation and regression analysis has also revealed that there is relationship between baseline survey and project performance. Baseline survey documents have not been seen in the ANOPA+ and member organizations. ANOPA+ and member organizations have not undertaken baseline survey which serves as a starting point of the project intervention. This has created limited understanding and knowledge of the depth and breadth of the problems they have been working on which led to arbitrary reporting of results which they did not contributed to. Not knowing the depth and breadth of the problems have created absence of prioritization of resources and efforts leading to lower performance rate by ANOPA+.

Correlation analysis has shown that there is strong relationship between M&E plan and project performance. The descriptive analysis also reveals that there was inadequate deployment of resources; there has been limited culture of planning for dissemination of findings. ANOPA+ has not seriously stick to the M&E plan in tracking the project progresses and identifying problems early enough before they go out of hand. There was no timely collection of data and

the data collected have not been to the quality standards and they were not analyzed as to help decision making regarding the project. There are limited number of data collection instruments, irregular monitoring and evaluation practice, weak follow up which all have made completed projects not to generate long term benefits to the beneficiaries. These all are attributed to the lack of qualified and experienced staffs, limited materials and budget limitation.

Correlation and regression results have revealed data collection and reporting has greatest effect on project performance above all other independent variables. The descriptive analysis also showed that ANOPA+ has limitations in communicating M&E results and findings to the stakeholders. There is absence of documentation of lesson learned that improve the project implementation and improve designing of future project and programmes. The monitoring and evaluation findings are rarely communicated to the stakeholders. Lack of evaluation standards and principles, lack of outcomes evaluation were some of the major gaps identified. Generally M&E has been given low attention in ANOPA+ and member organizations affecting project performance negatively.

5.4 Recommendations

The study has made the following recommendations that will enhance the performance projects in ANOPA+ and member organizations.

The availability and use of log frame is at its infant stage in ANOPA+. Thus, ANOPA+ has to work on institutionalizing the use of the log frame as to have clearer understanding of where it is heading to and lay grounds for better project implementation, monitoring, and evaluation. ANOPA+ should not lose focus of the long term results of the projects which would have been reflected in the log frame.

ANOPA+ has to improve the participation of the stakeholders during the planning stage of project as to set indicators together. ANOPA+ has to facilitate trainings for the staff members of its own and member organizations as to set indicators which are clear and free of ambiguity during data collection and analysis. ANOPA+ has to set proper indicators as to measure the performance and progress of projects, identify gaps and take decisions to make adjustments to the projects or celebrate successes.

ANOPA+ has to make baseline survey part of the project management processes as to know the starting points of the project interventions and identify priority areas for projects. ANOPA+ has to allocate appropriate fund to undertake baseline survey as well as enhance staffs' skill to support the baseline survey development.

ANOPA+ has to seriously stick to the M&E plan in tracking the project progresses and identifying problems early enough before they go out of hand. Thus, ANOPA+ has to exert its maximum effort to deploy adequate human, financial resources and allocate proper schedule as part of the M&E plan. ANOPA+ has to also undertake review of its salary scale to retain human resources in the organization.

ANOPA+ has to put in place communication systems as to share M&E results and findings to the stakeholders and use of these M&E results and findings to designing future programmes as part of learning processes. ANOPA+ has to capture lesson learned and disseminate to the key stakeholders to enhance transparency, accountability and credibility of its achievements and results.

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Appendix 1

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE, MA IN PROJECT MANAGEMENT

Questionnaire

A survey on Monitoring and Evaluation Factors affecting the project performance

This questionnaire aims at establishing; Monitoring and Evaluation Factors affecting the project performance: A case of ANOPA+ which is civil society organization or local consortium organization operating in Addis Ababa City Administration. The questionnaire is designed to collect data that will help achieve the objectives of this study; or help to answer the research questions of the study. I am kindly requesting you to participate in this study by responding to all the questions as candidly and precisely as possible. Your honesty and co-operation in responding to the questions will highly be appreciated. All information provided will be treated with utmost confidentiality and will be used purely for academic purposes.

Sisay Getachew

Telephone: 0911001893/0946878404

Part. I: Demographics.

A. Gender of the respondent

Female ( ) Male ( )

C. What is your CURRENT level of education? Tick in the bracket.

1. Diploma ( )

2. Degree ( )

3. Masters ( )

4. PhD ( )

5. Other specify ----------

D. How long have you worked for and with ANOPA+? Tick in the bracket.

1. Less than 1yr ( )

2. 1-3 years ( )

3. 4-6 years ( )

4. 7-9 years ( )

5. 9 yrs& above ( )

E. The position you worked in or with ANOPA+

1. Director

2. Programme Manager

3. Programme Officer

4. M&E Manager

5. M&E Officer

6. Finance and Administration

7. OTHERS----------

Part. II: Monitoring and Evaluation factors affecting project performance

Instruction: Be strongly reminded that in your ratings 5 is excellent performance, 4 is very good performance, 3 is average performance, 2 is poor performance and 1 is very poor performance.

A. **Log frame and /or Theory of Change**

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements of log frame/theory of change. 5 – Strongly agree 4 – Agree 3 – partially agree 2 - Disagree 1 – Strongly disagree

Log frame and or Theory of change/LF and TC)	1	2	3	4	5
There is clear understanding of results at different level from inputs to impacts on project					
LF and TC helps to lay foundation for M&E					
LF and TC helps to monitor risks and assumptions					
ANOPA+ uses either LF or TC in all the projects					

B. Indicators

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements of indicators. 5 – Strongly agree 4 – Agree 3 – partially agree 2 - Disagree 1 – Strongly disagree

Indicators	1	2	3	4	5
The organization involves stakeholders in identification of indicators					
ANOPA+ sets indicators to measure project results as well as a means of tracking how progress is being made					

Indicators dictating the type of data to collect and analyze

ANOPA+ has always set indicators for all of its projects

ANOPA sets indicators taking in to consideration its capacity by which it can be able to collect data

C. Base line Survey

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements of baseline. 5 – Strongly agree 4 – Agree 3 – partially agree 2 - Disagree 1 – Strongly disagree

Baseline Survey	1	2	3	4	5
Baseline survey helps to know the starting point of the project against which performance is measured					
Baseline survey has helped to establishing priority areas for a project or project expectations					
ANOPA+ has always undertaken baseline survey for all of its projects					

D. M&E Plan

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements of M&E plan. 5 – Strongly agree 4 – Agree 3 – partially agree 2 - Disagree 1 – Strongly disagree

M&E Plan	1	2	3	4	5
M&E plan is availability in ANOPA+ and there is proper use of M&E plan during monitoring and evaluation of projects					

ANOPA+ has identified data to be collected in the M&E plan

There is adequate deployment of project resources, staff `and fund

The M&E activities are carried out within schedule

ANOPA+ has a plan/schedule for dissemination of findings

E. Data Collection and Reporting

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements of data gathering and reporting. 5 – Strongly agree 4 – Agree 3 – partially agree 2 - Disagree 1 – Strongly disagree

Data gathering and Reporting	1	2	3	4	5
There is appropriate data collection methods specified					
Data collected provides clear indicators against which the organization work is being measured					
Frequently collected data enables to track trends as well as understand project intervention					
The organization has analyze data the data that comes through M&E					
M&E results and findings are communicated to the stakeholders					
M&E results and findings are used to design of future programmes as part of learning processes.					

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements of project performance. 5 – Strongly agree 4 – Agree 3 – partially agree 2 - Disagree 1 – Strongly disagree

Project Performance statements	1	2	3	4	5

Timeliness of project delivery has been achieved

Quality of deliverables has been attained

Project objectives has been met

Project have been completed within cost

Beneficiary satisfaction has been attained

Interview Guide

1. How the Log frame, setting indicators, baseline survey, M&E plan and data collection and reporting affect project results in terms of timeliness of project delivery, quality of deliverables, meeting project objectives, meeting cost objectives of the of project and the general level of beneficiary satisfaction?
2. Does ANOPA+ use the logical framework/ theory of change? A. Yes B. No
3. Do you think log frame/theory of change contribute to the success of your projects? A. Yes B. No C. Don't know If yes/no, please explain _____
4. How often do you make use of the logical framework? A. Only when planning B only when monitoring B. Only when evaluating D. planning, monitoring and evaluation
5. Has ANOPA+ undertaken baseline survey in the last five years? A. Yes B. No
6. Did the baseline survey help in understanding project expectations? A. Yes B. No

   Ifyes/no
   how_____
7. Does ANOPA+ have M&E plan? a. Yes b. No

   If yes, briefly describe the M&E plan, what were the main parts?

_____

_____

8. Did the M&E plan help in understanding project expectations? a. Yes b. No

If Yes, how _____

_____

9. Are you able to collect information from the projects above on time? A. Yes

B. No If No, why? _____

_____

10. Is there a data capturing system for the project? a. Yes b. No c. Don't know Please mention the data capturing system

_____-

_____

11. Do you utilize monitoring and evaluation findings? A. Yes B. No b) If No, what do you do with the findings? _____

_____

THANK YOU FOR SPENDING YOUR GOLDEN TIME!!

Appendix 2

Assumption Tests

Multi-collinearity, autocorrelation, homoscedasticity and normality tests are mandatory to undertake regression tests.

Multi-collinearity refers to the assumption that the independent variables are uncorrelated. When Multicollinearity is low, it is possible to interpret regression coefficients as the effects of the independent variables on the dependent variable. This will help the researcher to reliably make inferences about the causes and effects of relationships of variables. Multicollinearity can be tested by looking at the Coefficients table. The assumption is assessed by VIF and Tolerance statistics. To meet the assumption, VIF scores should be well below 10, and tolerance scores should be above 0.2. The table below goes in line with the assumption which does not have multicollinearity problem as VIF values is <10, and all tolerance is >0.2.

Coeficients			
Model		Tolerance	VIF
1	(Constant)		
	Logframe	0.368	2.721
	Indicators	0.279	3.58
	Baseline Survey	0.541	1.849
	Monitoring and Evaluation plan	0.232	4.305
	Data collection and Reporting	0.268	3.727

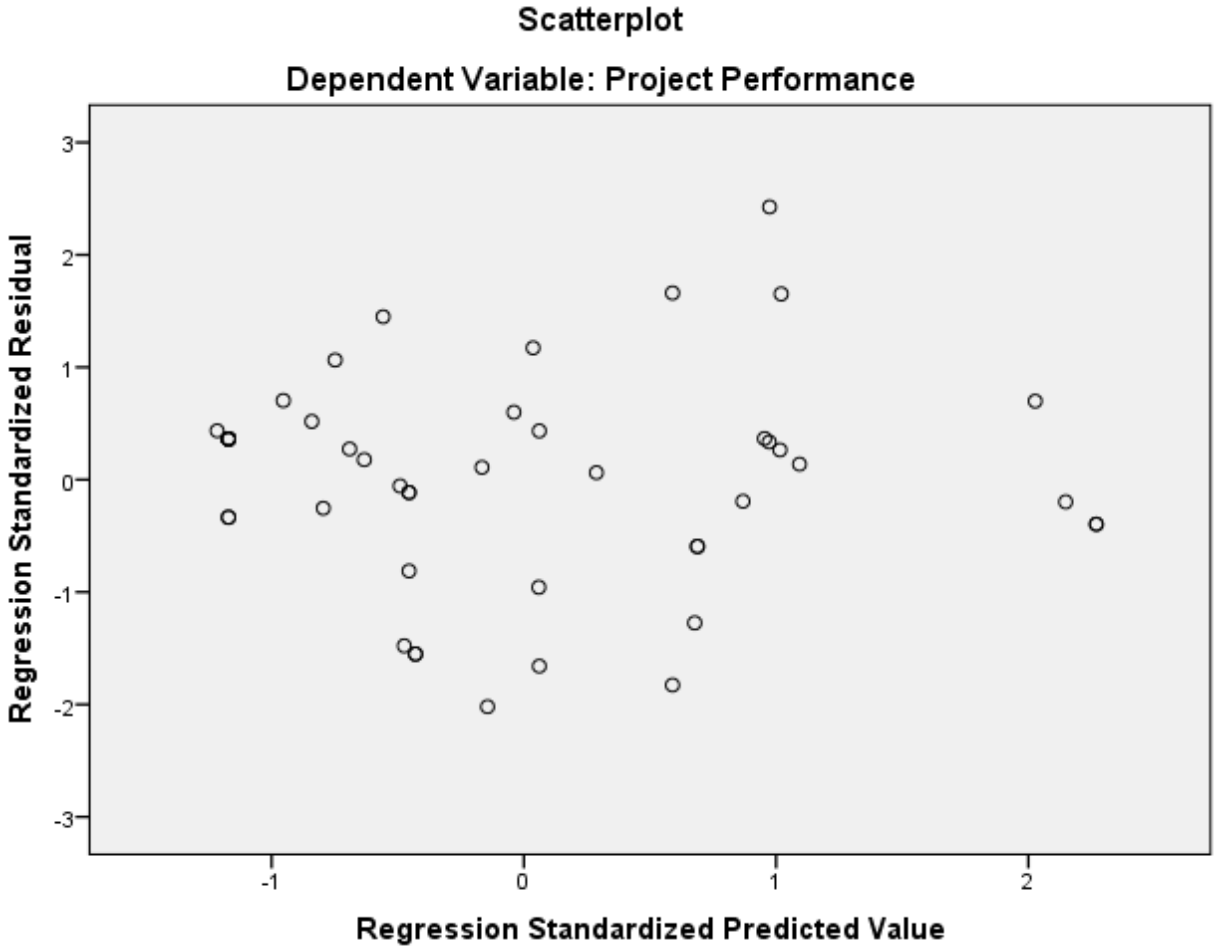
Autocorrelation test

Autocorrelation is tested by Durbin Watson statistic which is a number in the residuals from a regression analysis. The Durbin-Watson statistics is located always between 0 and 4. A range from 1.5 to 2.5 is relative normal as rule of thumb. Any value outside of this range is a cause of concern. The result of the Durbin-Watson in the table below is 2.393 which are located between $1.5 < d < 2.5$ indicating that there was no autocorrelation problem.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.867[a]	.751	.721	.287	.751	24.747	5	41	.000	2.393

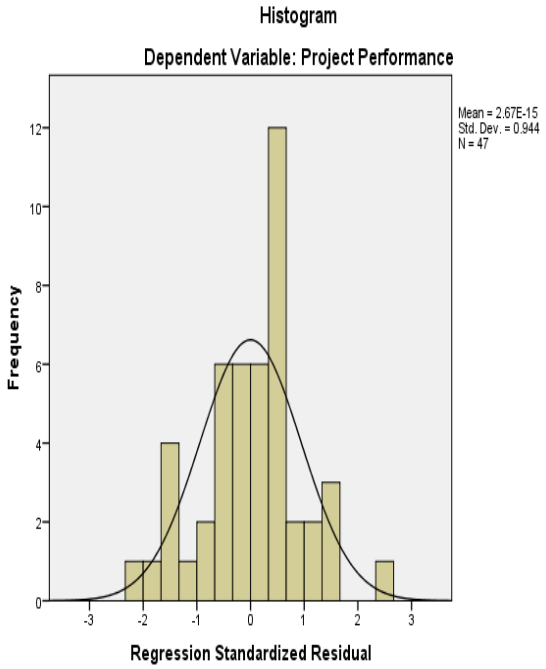
Homoscedascity test

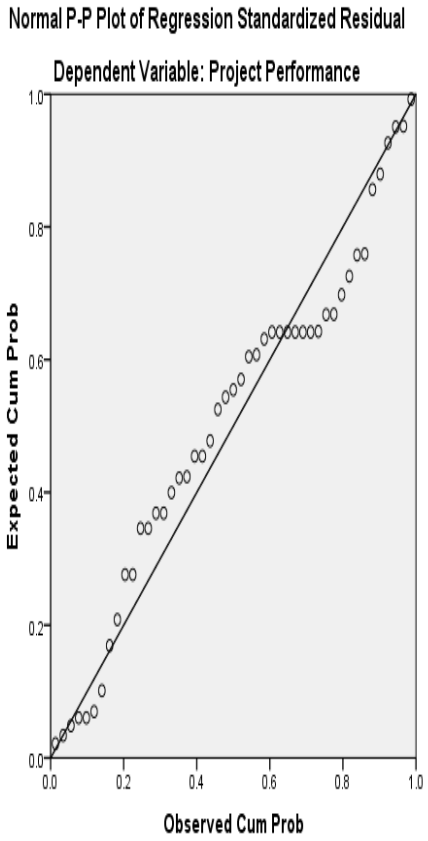
Equal variance of errors across all levels of the independent variables is about the assumption of homoscedasticity which means that the researcher assumes that errors are spread out consistently between the variables. By making visual examination of a plot of the standardized residuals in the regression, standardized predicted value of scatterplots of residuals with independent variables is the method for examining assumption of Homoscedascity test. Residuals are randomly scattered around zero of the horizontal line providing even distribution which is of course in the ideal scenario (Osborne & Waters, 2005).



Normality Test

In Multiple regressions, it is assumed that the variables have normal distributions. The errors are normally distributed. The plot of the values of the residuals is approximated in a normal curve. The shape of normal distribution makes the researcher what values to expect. To make predictions for a new sample, you have to know sampling distribution of the mean. The histogram and a P-Plot have normal distribution from the SPSS as it is observed in the figure below.


Histogram
Dependent Variable: Project Performance
Mean = 2.67E-15
Std. Dev. = 0.944
N = 47
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Project Performance
Expected Cum Prob
Observed Cum Prob