Addis Ababa University

College of Business and Economics

Assessment of Practice and Challenges of Monitoring and Evaluation: The Case of Local NGOs Executing Health Projects

"A research thesis submitted in partial fulfilment of the requirements for the Master of Business Administration (MBA) degree"

Prepared by: **ASNAT MULUGETA BANTEYIRGA**

Advisor: **ETHIOPIA LEGESSE SEGARO (D. SC.)**

June ,2018

Addis Ababa, Ethiopia

Declaration

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

Declared by:

Name: Asnat Mulugeta ____________

Signature: _________________________

Date: ______________________________

Confirmed by Advisor:

Name: Dr.Ethiopia Legesse _______________

Signature: _____________________________

Date: _________________________________

Place and date of submission: _____________________________________

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MANAGEMENT DEPARTMENT

MBA PROGRAMME

This is to certify that this thesis prepared by **Asnat Mulugeta**, entitled: **Assessment of Practice and Challenges of Monitoring and Evaluation: The Case of Local NGOs Executing Health Projects** and submitted in partial fulfilment of the requirements for the Master of Business Administration (MBA) Degree complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

Approved by the Examining Committee:

Internal Examiner Dr. Jemal Mohammed Signature ___________ Date_____________

External Examiner Dr. Merga Mekuria Signature ___________ Date_____________

Advisor Dr. Ethiopia Legesse Signature ___________ Date _____________

Chair of Department or Graduate Program Coordinator

Acknowledgements

My deepest gratitude goes out to my advisor, Ethiopia Legesse Segaro (D. Sc), for her advice, guidance and constructive feedback in undertaking this study. I wish to acknowledge the management of The Kaizen company and my colleagues for their active support, and encouragement. Similarly, I would like to express my heartfelt thanks to subjects of the study who gave me invaluable information about their respective local nongovernmental organizations monitoring and evaluation practice and challenge. Finally, I would like to thank all my family and friends for their care, support and invaluable advice in all my walks of life.

Table of Content

Contents Page

List of tables

List of figures

Acronym

AAU	Addis Ababa University
CCRDA	Consortium of Christian relief and Development Associations
ChSa	Charities and Societies Agency
CSO	Civil Society Organizations
CoRHA	Consortium Reproductive Health Associations
BoFED	Bureau of Finance and Economic Development
DFID	Department for International Development
FDGE	Federal Democratic Government of Ethiopia
GDP	Gross Domestic Product
LCD	Local Capacity Development
MDG	Millennium Development Goals
MoFED	Ministry of Finance and Economic Development
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organizations
PMC	Project Management Cycle
UNECA	United Nations Economic Commission for Africa
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WB	The World Bank
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
CSO	Civil Society Organizations
ChSA	Charities and societies agency
USAID	United States Agency for International Development
CRDA	Christian Relief and Development Association

Abstract

Nowadays, NGOs increasingly play a prominent role in the development sector by filling gaps the developing world face. The study emphasizes on the assessment of practice and challenges of monitoring and evaluation in local NGO's within Addis Ababa, Ethiopia. i.e. case of local NGOs working on health projects under the USAID local capacity development project. The purpose of this research is to asses this practice and challenges. The population of this research is the 288 local NGOs operating within Addis Ababa, Ethiopia while the target population is 50 NGOs that are registered and operational under the USAID local capacity development program implementing health projects. A questioner is distributed to all 50 local NGOs. Finally, 34 respondents filled in and returned the questioner properly. This research employs descriptive research design for acquisition of quantitative data. The data is analysed using SPSS and interpreted in percentage, and frequency. The findings of this study reveal that: a large majority of the subjects (94.1%) confirm encountered challenges such as policy/legal framework, inadequate baseline data, lack of fund and deficiency of expertise to monitor and evaluate projects effectively. They adopt mechanisms such as introducing participatory M&E approach, relocating budget for M&E and limiting M&E activities to mitigate the challenge. This study in general shows that although local NGOs have good M&E practice they also face numerous challenges when implementing M&E. The implications of the study and relevant recommendations is forwarded in this study.

***Key words**: Monitoring and Evaluation (M&E), Non-governmental Organizations (NGO), Local Capacity Development (LCD),United States Agency for International Development (USAID)*

CHAPTER ONE

Introduction

This study examined the monitoring and evaluation practice and challenges of local NGOs implementing health projects in Addis Ababa, Ethiopia.

This chapter outlines the background to the study, statement of the problem, general objectives, specific objectives, research questions, conceptual framework, significance of the study, justification of the study, scope of the study.

1.1 Background of the Study

The historical development of Monitoring and Evaluation (M&E) is difficult if not impossible to describe due to its informal utilisation by humans for thousands of years without being specifically identified as such (Hogan, 2007). According to Scriven (1996), M&E has gained ascendency over the past two decades and within the evolution there is an impressive body of literature, and a community of persons called “evaluators”. He further noted that evaluation was a very young discipline, but a very old practice. Griffin (2005), on the other hand, noted that the practice of management can be traced back thousands of years. Conner, Altman and Jackson (1984) reported how evaluation was an established field and was now in its late adolescent years and was at the time making the transition to adulthood.

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. In order to respond to this move, monitoring and evaluation has been given much more prominence in many organisations. 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.

Ethiopia has been one of the major recipients of international aid in recent times. According to OECD-DAC statistics, net Official Development Assistance (ODA) to Ethiopian amounted to US$3.26billion in 2012', making it the 5th largest recipient among 169 aid receiving developing countries. This is the official aid channelled through bilateral and multilateral relationships with international donors and agencies. In addition to this, there is substantial amount of money remitted through unofficial channels through NGOs, which commonly referred to as channel Three (OECD annual report 2012).

In accordance to the newly enacted federal charities and societies proclamation 621/2009 an important premise of allowing development partners' to channel development assistance through NGOs/CSOs is the organizations ability to manage funds efficiently and effectively, and to deliver and document results. As a result, in order to meet this expectations, the proclamation demands these organizations to systems for monitoring and evaluation.

During the past 15 years, NGOs have been increasingly pressured by all types of funders to demonstrate their effectiveness and document their programs outcomes as the current political and funding environment continues to stress the importance of accountability and measuring performance (Walker & Grossman, 1999; Salamon, 1999). Donors are demanding more formal accountability requirements from NGOs to ensure that their donations are being used to benefit society.

Studies of local NGOs performance gave rise to increasing skeptism about their assumed comparative advantage. However, fragmented evaluation and progress reports show that short-term project objectives are achieved with excellent positive result but with limited sustainable change. Some of the major reasons that put issue of sustainability in question are highly related to monitoring and evaluation such as: human capacity, data quality and analysis, lack of clarity about the precise objective of projects and beneficiaries' involvement.

The new legislation on Charities and Societies, Proclamation No. 621/2009 promulgated in February 13, 2009 has introduced new challenges to most of the NGOs operating in the country and thus, having apparent potential in affecting SCS and its local partners operation in Ethiopia. It hence, appears significant for the organization to examine its programmes and working methods in view of the new law and identify the implications thereof to make appropriate decisions and devise well calculated ways to aptly cope within the current legal framework.

The local capacity development program is a 5-year program funded by USAID with the aim of creating an increased and evolving pool of capable Local Implementing Partners (who are legally registered local NGOs and private companies) by strengthening management capacity to be fully compliant with USAID's requirements and regulations. The program is being implemented by the Kaizen company who resides in United states of America as a social enterprise. At the beginning of the project 28 local NGOs joined the program and received support on the areas of financial management, program management, monitoring and evaluation and sustainability and leadership via trainings, technical assistances and peer to peer experience sharing. Then after the 2 years in to the project, 60 other local NGOs and private organization joined the program. The program is now on the beginning of its 4th year, with 88 organizations composing different sectors i.e. 50 Health, 11 Education, 9 Democracy & Governance, 8 Economic Growth, 4 Environment, 6 agriculture. (Source: Local Implementing Partners Orientation Program presentation, 11/7/2017). Therefore, the aim of this study is to assess monitoring and evaluation practice and challenges of local nongovernmental organizations that operate health programs in Addis Ababa.

1.2 Statement of the Problem

It is a frequently expressed concern that the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives. What this gap represents is often the absence of mechanisms for learning in the practice of M&E systems. Even when learning mechanisms exist, they are often of a lower priority than accountability mechanisms, so the gap may remain and important opportunities for learning from experience and using this learning are missed (Britton,2009).

A further challenge is ensuring that the NGO has the necessary competence to analyse and make use of the information that emerges from its monitoring and evaluation systems (Britton, 2009). In addition, the scarcity of M&E data has affected NGOs ability to critically to meet a projects objective as the collection analysis and dissemination of data is an important part in each phase of project management (Gorgens & Kusek, 2010). This has led to the development of inferior monitoring and evaluation systems that do not meet internal and donor requirements.

According to the Organization for Economic Cooperation and Development (OECD) 2018 annual forum, major donors' aids to developing countries fell by nearly 5% in 2017 thus breaking a long upward trend since 1997 due to the global recession. It is predicted that continuing tight budgets in OECD countries will put pressures on aid levels over the coming years.

Due to this fall in international funds, international donors are all demanding more formal accountability requirements to ensure that their funds are being used to benefit society and meet population needs (Andrew et al., 2009). According to the World Bank (2010), having M&E polices provides an environment in which aid is highly effective and produces very high results. Leeuw (2001) emphasized that M&E is seen as a critical component of more effective aid and the need for it has accelerated to the extent that it has been described as a growth industry and a public good (Leeuw, 2001).

Therefore, it is important to ask what the existing practice and challenges looks like in these local NGOs and also asses the possible coping mechanisms that are being used by these NGOs to ensure their transparency and accountability and enhance their project performance.

1.3 Research Question

This study tried to systematically answer the research questions below:

1. What is the knowledge status of organizations working in health projects regarding M&E?
2. What does the current M&E practice look like in selected Ethiopia local NGOs?
3. What are the challenges in executing M&E?
4. What are the coping mechanisms used by local NGOs to address challenges related to M&E.

1.4 Objectives of the Study

This study had the following general and specific objectives:

1.4.1 General Objective

The general objective of the study was to assess the monitoring and evaluation practice and challenges of local NGOs in case of NGOs implementing health projects under USAID local capacity development program

1.4.2 Specific Objective

1. To assess the knowledge status of these organizations regarding monitoring and evaluation
2. To examine the monitoring and evaluation practice of local NGOs
3. To identify challenges local NGOs face in the process of monitoring and evaluating their projects.
4. To assess how local NGOs are coping with the challenges related to M&E

1.5. Scope of the Study

1.5.1 Geographical and Respondent Scope

The study was carried out in selected local NGOs that are under the support of the Kaizen Company: USAID local capacity development project. The target population involved the M&E department and Program department of the selected 50 local NGOs.

1.5.2 Content Scope

The study assessed the practice and challenge of M&E in selected local NGOs executing health projects between 2015-2017.

1.6 Limitation of the Study

The findings from this study might be affected by the experience and level of exposer the respondents have regarding the monitoring and evaluation. Also, those respondents who received the local capacity development program support in relation to M&E might have advantage of having the chance to implement the support they received from the program in their organizations than who haven't yet received the support. In addition, the limited staff size in these local NGOs headquarters affects the data collection.

1.7 Significance of the Study

What development interventions make a difference? Is the project having the intended results? What can be done differently to better meet goals and objectives? These are some of the questions that monitoring and evaluation allow organizations to answer. This study aimed to contribute to the current knowledge base regarding M&E and its role in the NGO environment and identify the specific challenges local NGOs face with regards to monitoring and evaluation of their projects. It will examine the existing practice of local NGOs monitoring and evaluation system donor satisfaction using M&E as a tool. In addition, the study will make specific contributions to the domain of knowledge, policy and implementation of M&E with an aim to enhance NGOs accountability, transparency and sustainability.

1.8 Operational Definition

Challenge: A challenge is something new and difficult which requires great effort and determination to overcome.

Coping Mechanism: an adaptation to a certain environmental challenge or situation that is brought based on conscious or unconscious choice. Whereby, this adaptation enhances/creates a possible solution to control over a certain challenge or situation.

Knowledge: is a familiarity, awareness, or understanding of something, such as facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning.

Practice: A method, procedure, process, or rule used in a particular field or profession; a set of these regarded as standard. It is doing something regularly in order to be able to do it better.

Legal framework: The rules, policies and procedures of companies, governments, non-governmental organizations and citizens that are set forth in a system of legal documents.

1.9 Organization of the Study

The organization of the study is into five chapters. Chapter one details an introduction part, which contains background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study, definition of terms and organization of the research paper. Chapter two gives a review of literatures, with a focus on the theoretical and empirical literature. While, Chapter three provides detail information on the methodology used by the study, which includes the choice of research, data type, sample design, research instrument, method of data analysis and so forth. Chapter four presents the data analysis and summary of findings of the study. Last but not least, chapter five presents the conclusions and recommendations reached based on the study finding.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

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

2.1 Monitoring and Evaluation

Monitoring and evaluation serve several purposes. In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development. Monitoring, as well as evaluation, provides opportunities at regular predetermined points to validate the logic of a programme, its activities and their implementation and to make adjustments as needed. Good planning and designs alone do not ensure results. Progress towards achieving results needs to be monitored. Equally, no amount of good monitoring alone will correct poor programme designs, plans and results. Information from monitoring needs to be used to encourage improvements or reinforce plans. Information from systematic monitoring also provides critical input to evaluation. It is very difficult to evaluate a programme that is not well designed and that does not systematically monitor its progress. (UNDP, 2006)

2.1.1 Monitoring

Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, programme or other kind of support to an outcome. (UNDP,2002)

Monitoring is the day-to-day management task of collecting and reviewing information that reveals how an operation is proceeding and what aspects of it, if any, need correcting.

Monitoring is a continuing function that uses the systematic collection of data on specified indicators to inform management and the main stakeholders of an ongoing International Federation or national society operation of the extent of progress and achievement of results in the use of allocated funds. (IFRC:2002)

Reporting is an integral part of monitoring. Monitoring information is

- Compiled in standard and ad hoc reports;
- Shared with implementing partners, donors and beneficiaries
- Used to draw conclusions in evaluations

Computerised systems for monitoring

Computerised systems for monitoring offer opportunities for the following: efficient data storage, flexibility and speed of analysis, cross-comparisons, trend analysis, and preparation of simple graphs. However, before deciding on what computer programme to use you should check the following:

- ❖ Do existing manual systems work efficiently? If yes, then computerisation may not be an immediate concern.
- ❖ Will data be collected extensively for a significant period of time, and be analysed quantitatively? If yes, then computerisation is likely to offer considerable efficiency gains. What is the best programme or software to use? This will depend on the staff skills, equipment and funds available, the type of data required, and the type of analysis planned. Relatively simple computerised systems using Microsoft Excel or Access exist and information on existence, strengths and weaknesses of such systems can be accessed.

Whatever system is chosen, the organization should ensure detailed plans for computerisation should be prepared as part of the monitoring and evaluation system design, to ensure that the necessary physical and financial resources are provided for and ensure provision for back up to the system in case of computer breakdown. In addition, skilled staff will be required to operate and maintain the system, and to undertake the necessary analysis. (UNDP:2002)

Conducting good monitoring

The credibility of findings and assessments depends to a large extent on the manner in which monitoring and evaluation is conducted. Good principles (also called “minimum standards”) for monitoring are as follows:

- Good monitoring focuses on results and follow-up. It looks for “what is going well” and “what is not progressing” in terms of progress towards intended results. It then records this in reports, makes recommendations and follows-up with decisions and action.
- Good monitoring depends to a large measure on good design. If a project is poorly designed or based on faulty assumptions, even the best monitoring is unlikely to ensure its success. Particularly important is the design of a realistic results chain of outcome, outputs and activities. Offices should avoid using monitoring for correcting recurring problems that need permanent solutions.
- Good monitoring requires regular visits by staff who focus on results and follow-up to verify and validate progress. In addition, the programme manager must organize visits and/or bilateral meetings dedicated to assessing progress, looking at the big picture and analysing problem areas. The programme manager ensures continuous documentation of the achievements and challenges as they occur and does not wait until the last moment to try to remember what happened.
- Assessing the relevance, performance, lessons learned and success of projects also enhances monitoring. The organization should ask critical questions about the continued relevance of the support to the activity and strives to judge performance and success—or lack thereof—based on empirical evidence. The findings are used for decision-making on programming and support.
- Monitoring also benefits from the use of participatory monitoring mechanisms to ensure commitment, ownership, follow-up and feedback on performance. This is indispensable for outcome monitoring where progress cannot be assessed without some knowledge of what partners are doing. Participatory mechanisms include outcome groups, stakeholder meetings, steering committees and focus group interviews.

Monitoring does more than look at what projects deliver. Its scope includes assessing the progress of projects, programmes, partnerships and soft assistance in relation to outcomes as well as providing managers with information that will be used as a basis for making decisions and taking action. (UNDP,2002)

2.1.2 Evaluation

Evaluation is the systematic and objective assessment of an on-going or completed operation, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, as well as efficiency, effectiveness, Impact (overall Goal) and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons into management decision-making. (IFRC, 2002).

Types of Evaluation

1. **Ex-ante evaluation (Start-up evaluation):** A form of evaluation conducted prior to start-up of implementation of a project/program. It is carried out in order to determine the needs and potentials of the target group and its environment, and to assess the feasibility, potential effects and impacts of the proposed programme/project. At a later stage the effects and impacts of the programme/ project can be compared with this base line data (EMI, 2014).

2. **Mid-term evaluation:** This type of evaluation takes place while the implementation of the planned project is on-progress. Such evaluations are conducted relatively early in the mid-way of the project life and are usually external assessments. What distinguishes it from terminal and ex-post evaluations is that correction to the current project still can be made on the basis of findings and recommendations (EMI, 2014).

3. **Terminal/Summative evaluation:** It is conducted when the funding for the intervention or the whole project activity comes to an end. But this may not mean that the services and inputs being supplied by the programme/project terminate. In the terminal evaluation, in addition to the existing records, documents and outputs, an inquiry should be made for secondary data that are relevant for comparison. Recommendations from terminal evaluation are primarily directed to improve the planning and design of future projects.

4. **Ex-post /Impact evaluation:** It is designed as in-depth studies of the sustainable impact of a programme/project that has been already executed. It is carried some time (in most cases 3-5 years) after the programme/project activity has been terminated in order to determine its impact on the target group and the local area. However, it is rarely done due to lack of willingness to fund from the financers of the program/project.

2.2 Collecting and Analysing M&E data

Both qualitative and quantitative methods are used. The methods respond to different objectives and use different instruments and methodologies yet are highly complementary. Preparing for an evaluation normally requires a combination of both types of methods.

Qualitative methods: can be used to inform the questions posed by the evaluators through interviews and surveys, as well as to analyse the social, economic and political context within which development changes take place.

Quantitative methods: can be used to inform the qualitative data collection strategies by, for example, applying statistical analysis to control for socio-economic conditions of different study areas. Local NGOs for acquisition of quantitative monitoring and evaluation data often employ the following three methods (Samuel, 2010). These are:

1. Material distribution registry books: - These are records of materials that were distributed during implementation of the project. It is applicable in local NGOs project monitoring and evaluation process in order to track the distribution of material inputs and valuing how inputs were distributed.

2. Service recording: - This method entails recording attendance of participants in project activities, for instance health service beneficiaries, awareness creation campaign participants etc... It helps to determine how many beneficiaries have reached by the services of the project.

3. Questioners: - This method is very handy in determining the perceptions of the project stakeholders about the implementation and can be used in monitoring and evaluating progress and impacts of the project.

Monitoring and evaluation data collection methods could generate better results if they are simple, clear, short and focused. Hence appropriate methods have to be identified and used based on the extent and the type of information expected.

2.3 M&E System

Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government (Gorgens et al., 2010). Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010).

Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgensand Kusek, 2009). It is therefore a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions (Hunter, 2009). An M&E system, on the other hand 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 (SAMDI, 2007). It is therefore an integrated system of reflection and communication that support project implementation. An M&E system is made up of four interlinked sections, which are: setting up of the M&E system, implementation of the M&E system, involvement of the project stakeholders, and communication of the M&E results (Guijt et al., 2002). Theoretically, ‘an ideal M&E system should be independent enough to be externally credible and socially legitimate, but not so independent to lose its relevance’ (Briceno, 2010). It should therefore be able to influence policy making from recommendations of lessons learned as well as be sustainable overtime for it to be responsive to the needs of the stakeholders.

Table 1: Steps in the Design of a Monitoring and Evaluation System

Step	To do list
Check the operation’s design	Review and revise (and if necessary prepare) a logical framework Ensure that objectives for Goal (impact), Purpose (outcome), Outputs and Assumptions are clearly stated and measurable. Ensure that indicators are adequately specified with quantity, quality and time.
Assess capacity for monitoring and evaluation	Identify what human and financial resources are available Assess training requirements for all monitoring staff, both from International Federation and National Societies and counterpart bodies. Specify training requirements
Plan for data collection and analysis	Check existing information sources for reliability and accuracy, to determine what data is already available. Decide what additional information should be collected, for baseline purposes, for monitoring and for evaluation Set a timeframe and schedule for data collection and processing, and agree on responsibilities.
Prepare the monitoring and evaluation plan and budget	Summarise agreed information needs, data collection, information use, reporting and presentation in a monitoring and evaluation plan. Summarise capacity building and support requirements. Cost all monitoring and evaluation activities, and identify funding sources.
Plan for reporting and	Design the reporting system, specifying formats for reports.

feedback	Devise a system of feedback and decision-taking for management.

Source: IFRC handbook for monitoring and evaluation: October:2002

2.4 Monitoring and Evaluation Framework

2.4.1. Laying the Foundation for M&E Framework

Before you dive into M&E, key questions, approaches and indicators, it is useful to have the following three things in place in your research project:

1. A good theory of change (ToC)
2. Identified knowledge roles and functions
3. Clear M&E purposes/framework

These first two aspects are essential parts of the project strategy and provide an understanding of, and a plan for, where, why and how research is expected to contribute. Clear M&E purposes make sure there is a shared understanding of what and how M&E will be used. Having all these things in place will support the design of a coherent and fit-for-purpose M&E framework.(Pasanen and Shaxson, 2016).

1. **A good theory of change**

A well-thought out and regularly revisited ToC (also known as a 'programme theory') can be a very useful tool, and provides the 'backbone' of your intervention and M&E structure. If you aim to influence policy, it is essential to think through how you expect change to happen. A ToC will also guide your choice of key evaluation questions, which are are expected to address critical points in the ToC. This will in turn make sure that your indicators are set up to measure all relevant steps and processes, and not only to address one level, such as outputs. A strong ToC also helps review processes – whether these are mid-term reviews or end-of-project/programme evaluations – and allows you to put any unanticipated or unintended outcomes (if they arise) in context. (Pasanen and Shaxson, 2016).

A theory of change defines the pieces and steps necessary to bring about a given long-term goal. A theory of change describes the types of interventions (whether a single programme or a comprehensive community initiative) that bring about the results hoped for. A theory of change includes the assumptions (often supported by research) that stakeholders use to explain the process of change.

A theory of change:

- demonstrates the pathway of how to get from here to there (i.e. what is needed for goals to be achieved)
- requires underlying assumptions to be detailed out in a way that they can be tested and measured
- puts the emphasis first on what the organization wants to achieve rather than on what the organization is doing

Source: Adapted from Theory of Change by Act Knowledge (http://theoryofchange.org)

2. Identified knowledge roles and functions

Identifying knowledge roles and functions of project personnel and partners is an important part of strategic planning – and this makes it an important component of monitoring. The process of engaging with policymakers is not a simple one: there are different roles that need to be played to ensure the information is available, understandable and that it is actively used to inform policy debates. Clarifying who should play each role and what they should do makes it easier to monitor the contributions each stakeholder makes to the aim of the project (Pasanen and Shaxson, 2016).

3. A Clear M&E Purpose/Framework

Thinking through and agreeing on the purposes, or the uses, of an M&E system will help develop a common understanding of why it is being done. Is it for accountability to the funder? Will it support the decision-making or inform the next phase of the project? Or is it mainly meant for wider, external learning? Thinking through the purpose of the M&E system can be a way to build relationships between partners and other key stakeholders (Pasanen and Shaxson, 2016).

Agreed among the key stakeholders at the end of the planning stage, is essential in order to carry out monitoring and evaluation systematically. This framework serves as a plan for monitoring and evaluation, and should clarify:

- What is to be monitored and evaluated
- The activities needed to monitor and evaluate
- Who is responsible for monitoring and evaluation activities
- When monitoring and evaluation activities are planned (timing)
- How monitoring and evaluation are carried out (methods)
- What resources are required and where they are committed

In addition, relevant risks and assumptions in carrying out planned monitoring and evaluation activities should be seriously considered, anticipated and included in the M&E framework. (USAID,2012)

2.4.2 Types of Monitoring and Evaluation Frameworks

Though there is no ideal framework and different frameworks are used for different situations, three of the most common are conceptual frameworks, results frameworks and logical frameworks/logic models. (Frankel and Gage, 2007)

1. Conceptual framework

Conceptual frameworks are diagrams that identify and illustrate relationships among relevant organizational, individual and other factors that may influence a programme and the successful achievement of goals and objectives. They help determine which factors will influence the programme and outline how each of these factors (underlying, cultural, economic socio-political etc.) might relate to and affect the outcomes. They do not form the basis for monitoring and evaluation activities, but can help explain programme results. (Frankel and Gage, 2007)

2. **Results Frameworks**

Results frameworks sometimes called strategic frameworks illustrate the direct relationships between the intermediate results of activities all the way to the overall objectives and goals. They show the causal relationship between programme objectives and outline how each of the intermediate results/ outputs and outcomes relates to and facilitate the achievement of each objective, and how objectives relate to each other and the ultimate goal. Results frameworks do form the basis for monitoring and evaluation activities at the objective level. (Frankel and Gage, 2007)

3. **Logical Frameworks**

Logical frameworks or logic models provide a linear, “logical” interpretation of the relationship between inputs, activities, outputs, outcomes and impacts with respect to objectives and goals. They show the causal relationship between inputs, activities, outputs, outcomes and impact vis-à-vis the goals and objectives. 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. Logical frameworks do form the basis for monitoring and evaluation activities for all stages of the program.

Logic models are valuable tools for:

- **Program Planning and Development:** The logic model structure helps think through your program strategy—to help clarify where the program is and where the program should be.
- **Program Management:** Because it "connects the dots" between resources, activities, and outcomes, a 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.
- **Communication.** A well-built logic model is 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.

Logical frameworks are presented as diagrams connecting program inputs to processes, outputs, outcome and impact as they relate to a specific problem or situation. Logic models show what resources the program will need to accomplish its goals; what the program will do; and what it hopes to achieve, emphasizing links between these aspects. A series of “if-then” relationships connect the components of the logic model: if resources are available to the program, then program activities can be implemented; if program activities are implemented successfully, then certain outputs and outcomes can be expected. The logical framework does not try to account for all of the factors that may influence a program’s operation and results like a conceptual framework. Instead, the logic framework focuses on the program’s inputs, activities, and results. This narrow focus assists program managers and monitoring and evaluation planners as they clarify the direct relationships among elements of particular interest within a specific program. (Adapted from Gage and Dunn, 2009 and PATH M&E Initiative)

2.5 Overview of NGOs

Nongovernmental organizations are hard to define due to the inconsistent use of the term. Non-profit organizations and private voluntary organizations are the types of organization that are labelled as a nongovernmental organization, although they do not fit squarely within this label. The United Nations defined the nongovernmental organization as one that does not form part of a government and is also not a conventional profit business. Some nongovernmental organizations are funded by governments and maintain their nongovernmental status by not allowing government representatives to be members of the organization. Due to the vague definition of a nongovernmental organization it is normally given to those organizations that have a wider social aim with some political facets, but are not political themselves. In some judicial situations, nongovernmental organizations are also termed "civil society organizations." Nongovernmental organizations are normally referred to as NGOs for short. (Jeferrry,2000)

2.5.1. International NGOs

There are approximately about 3,056 re-registered civil society organizations of which 2,650 are local and the remaining 406 are international organizations operating in different parts of the country (ChSa, 2014). Likewise the Addis Ababa city government in the same period host about 700 NGOs of which 224 are local ones that signed formal project operational agreement with the respective bureaus of the city government (AABoFED, 2014).. The international NGOs vary widely in their interest in and in skill at constructing mutually beneficial partnerships with local counterparts. CARE, Catholic Relief Services, World Vision, and Save the Children are United States–based examples of the larger international relief and development groups carrying out programs in the country. Many are increasingly forging partnerships with various national NGOs and supporting efforts to increase the institutional capacity of these partner groups. (Jeffery,2000)

2.5.2 Ethiopian local NGOs

International NGOs trace their Ethiopian roots to the catastrophic famine crises of 1973–74 and 1984–85. The NGOs of those years were overwhelmingly focused on emergency relief operations and were largely foreign entities. Local church-affiliated agencies also played a very significant role in these operations. NGOs were instrumental in preventing even greater loss of life during both catastrophic episodes for various reasons. During the initial famine of 1973–74, various groups engaged in relief operations formed what became known as CRDA (Christian Relief and Development Association), the first NGO umbrella organization in Ethiopia. CRDA was organized by a coalition of Catholic charities, other religious affiliates, and a few outside, secular NGOs. Its formation also marked the first organized cooperation between the government (that of Haile Selassie) and the NGO sector in the country. (Jeffery,2007)

However, this cooperation was not well established. For the most part, NGOs that formed or surfaced immediately after the Derg overthrow were ill prepared to have much impact. With few resources, untrained staff, and limited exposure to the non-profit world, many demonstrated minimal comprehension of their proper role. Donor organizations found working with local NGOs to be slow and difficult because of limited capacity in strategic conceptualization, service delivery, and financial accountability. (CCRDA,2011)

Compared with Sudan, Eritrea, Djibouti, Somalia and Somaliland, the NGO sector in Ethiopia is large. Compared with countries elsewhere in Africa it is small. . . . Due to the hostile policy environment during the previous regime most [NGOs] have limited capacity. A few national NGOs, however, can easily match with sister organizations elsewhere. —Jos van Beurden, editor, Ethiopia: NGO Country Profile, 1998

Soon, the new federal government began to exercise greater control over national and international NGOs and to lob accusations that the groups, primarily the international ones, were spending too much on overhead, that their efficiency was overrated, and that they were bloated and out of control. The registration process was restructured and became more complicated as the government began to squeeze out those it considered questionable or marginal—or bothersome, it appeared. In particular, advocacy groups, such as the Ethiopian Human Rights Council, were singled out and denied registration status. (Jeffery,2000)

Relief-to-Development Shift

Altering the mind-set of NGOs away from emergency relief operations was an early priority of the new government as it began to outline a national development. By 1995, the government provided Guidelines for NGO Operations to classify groups and provide guidance on the priority areas for NGO programming. The areas designated were broad and included agriculture, environment, education, health, women's empowerment, infrastructure, and the like. (World Bank: 2010)

2.6 Code of Conduct and Regulatory Framework For Ngos In Ethiopia

A clear indicator of a more sophisticated carriage on the part of the NGO community in Ethiopia is provided by the adoption of the Code of conduct for NGOs at the culmination of a collaborative effort on the part of diverse leaders of the sector. The code is meant as a proactive statement of principles by the sector and serves as a symbol that it is capable of self-regulation, monitoring, and evaluation (Jeffrey, 2007).

The code of conduct for NGOs in Ethiopia was formally adopted in March 1999, when the overwhelming majority of NGOs operating in the country swore to uphold its principles and its formation is considered one of the major achievements for the sector since the onset of the contemporary era for NGOs in 1991. On January 6, 2009, the Charities and Societies

Proclamation No. 621/2009 of Ethiopia was enacted and defines two categories of formal CSOs in Ethiopia: Charities and Societies. (Chasa,2011)

Charities are institutions established exclusively for charitable purposes and provide public benefit. Societies, on the other hand, are associations or persons organized on a non-profit making and voluntary basis for the promotion of the rights and interests of their members and to undertake other similar lawful purposes as well as to coordinate with institutions of similar objectives. Charities and Societies are given one of three legal designations, Ethiopian Charities or Societies, Ethiopian Resident Charities or Societies or Foreign Charities, based on where the organization was established, its source of income, composition of membership, and membership residential status (Chasa, 2014).

Ethiopian Charities or Societies are institutions formed under the laws of Ethiopia, whose members are all Ethiopians, generate income from Ethiopia and are wholly controlled by Ethiopians. These organizations may not use foreign funds to cover more than 10% of their operational expenses. Similar institutions that receive more than 10% of their resources from foreign sources or whose members include Ethiopian residents are designated Ethiopian Resident Charities or Societies. Foreign Charities, on the other hand, are those formed under the laws of foreign countries, or whose membership includes foreigners, or foreigners control the organization, or the organization receives funds from foreign sources (Chasa, 2011).

The provisions of the Proclamation are applicable to charities or Societies that operate in more than one regional state or Societies whose members are from more than one regional state; foreign Charities and Ethiopian Resident Charities and Societies even if they operate only in one regional state; and, charities or Societies operating in the City Administration of Addis Ababa or Dire-Dawa. (Chasa, 2011).

2.7 The challenges of NGOs

The Ethiopian civil society, especially the NGOs sector has been engulfed with various external and internal problems for a long time. The challenges may be categorized into two broad parts; external and internal. This thesis will look at the challenges in relation to the NGOs monitoring and evaluation.

2.7.1 External Challenges

There are various external challenges that NGOs face in Ethiopia today.

1.1 Government attitude

Strong, vibrant and independent institutions have been considered by the present government as a threat and categorized as part of opposition and working to undermine its power bases (Desalegn, 2008).

1.2 Bureaucracy

Lengthy and bureaucratic requirements for registration, demanding reporting requirements, and continued lack of transparency on the part of government executive bodies exacerbate the ever-volatile Government-NGO relations (GTZ, 2001).

1.3 Participation

Major decisions that concern the civil society themselves are passed at regional and federal levels without the participation of civil society representatives (GTZ, 2001). A good casein point is that officials in the ministry of justice responsible for drafting new laws that govern NGOs operations have been unwilling to involve the NGOs sector in the preparatory efforts (CRDA, 2006).

It is possible to mention more similar challenges in addition to the aforementioned cases. However, what have been mentioned so far can indicate as how hostile is the working environment for NGOs operations in particular and civil society engagement in general. What is important to mention here is that the external constraints are the major bottlenecks that remain the most difficult to overcome at present, and have been responsible for restricting wider involvement of civil society in the country (CRDA, 2004)

2.7.2 Internal Challenges

2.1. Data Quality

The source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings. Furthermore, while primary data are collected directly by the M&E system for M&E purpose, secondary data are those collected by other organizations for purposes different from M&E (Gebremedhin, Getachew&Amha, 2010). In the design of an M&E system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress (Barton, 1997). Moreover, developing key indicators to monitor outcomes enables managers to assess the degree to which intended or promised outcomes are being achieved (Kusek&Rist, 2004).

Frequent data collection means more data points; more data points enable managers to track trends and understand intervention dynamics hence the more often measurements are taken, the less guess work there will be regarding what happened between specific measurement intervals. But, the more time that passes between measurements, the greater the chances that events and changes in the system might happen that may be missed (Gebremedhin et al., 2010). Guijt (1999) concurs that to be useful, information needs to be collected at optimal moments and with a certain frequency. Moreover, unless negotiated indicators are genuinely understood by all involved and everyone's timetable is consulted, optimal moments for collection and analysis will be difficult to identify.

According to Cornielje, Velema and Finkenflugel (2008), only when the monitoring system is owned by the users the system is it likely to generate valid and reliable information. However, all too often the very same users may be overwhelmed by the amount of daily work which in their view is seen as more important than collecting data and subsequently the system may become corrupted. A system of data collection should be self-organizing and evolving as it gathers information from the environment where the staff would then generate the information in the course of their daily activities (Innes &Booher, 1999: 415).

2.2. Loose M&E planning

Local nongovernmental organizations often cut out M&E during the planning process because donors less likely take an interest in and commit to M&E activities (MLYAM, 2011). Failure to plan M&E activities at the beginning of a project may result in loss of data that staff cannot make up at a later stage.

2.3. Human Capacity

The M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system (Gorgens&Kusek, 2010). In its" framework for a functional M&E system, UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work. Moreover, M&E human capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that "growing" evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. (Acevedo et al., 2010).

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. Therefore, this will definitely impact the success of projects (Nabris, 2002). In assessment of CSOs in the Pacific, UNDP (2011) discusses some of the challenges of organizational development as having inadequate monitoring and evaluation systems. Additionally, the lack of capabilities and opportunities to train staff in technical skills in this area is clearly a factor to be considered.
Staff need to be trained not only on collecting descriptive information about a program, product, or any other entity but also on using something called "values" to determine what information and to draw explicitly evaluation inferences from the data, that is inferences that say something about the quality, value or importance of something (Davidson, 2004). Players in the field of project management like project and program managers, M and E officers, project staff and external evaluators will require specialized training not just in project management and M and E; but specifically in areas like Participatory monitoring and evaluation and results based monitoring and evaluation (Murunga, 2011).

In a study by White (2013) on monitoring and evaluation best practices in development INGOs, indicate that INGOs encounter a number of challenges when implementing or managing M&E activities one being insufficient M&E capacity where M&E staff usually advises more than one project at a time, and have a regional or sectoral assignment with a vast portfolio. Furthermore, taking on the M&E work of too many individual projects overextends limited M&E capacity and leads to rapid burnout of M&E staff whereby high burnout and turnover rates make recruitment of skilled M&E staff difficult, and limits the organizational expertise available to support M&E development.

2.4. Insufficient stakeholders' involvement

Neglecting pertinent stakeholders in monitoring and evaluations could lead to a low degree of ownership of findings and reduces the likelihood that project implementers will incorporate findings in decision-making processes. It also can lead to lack of collaboration, or even the development of an adversarial relationship, among beneficiaries, Monitoring and Evaluation experts, the government, donors, stakeholders and implementers (EMI, 2014).

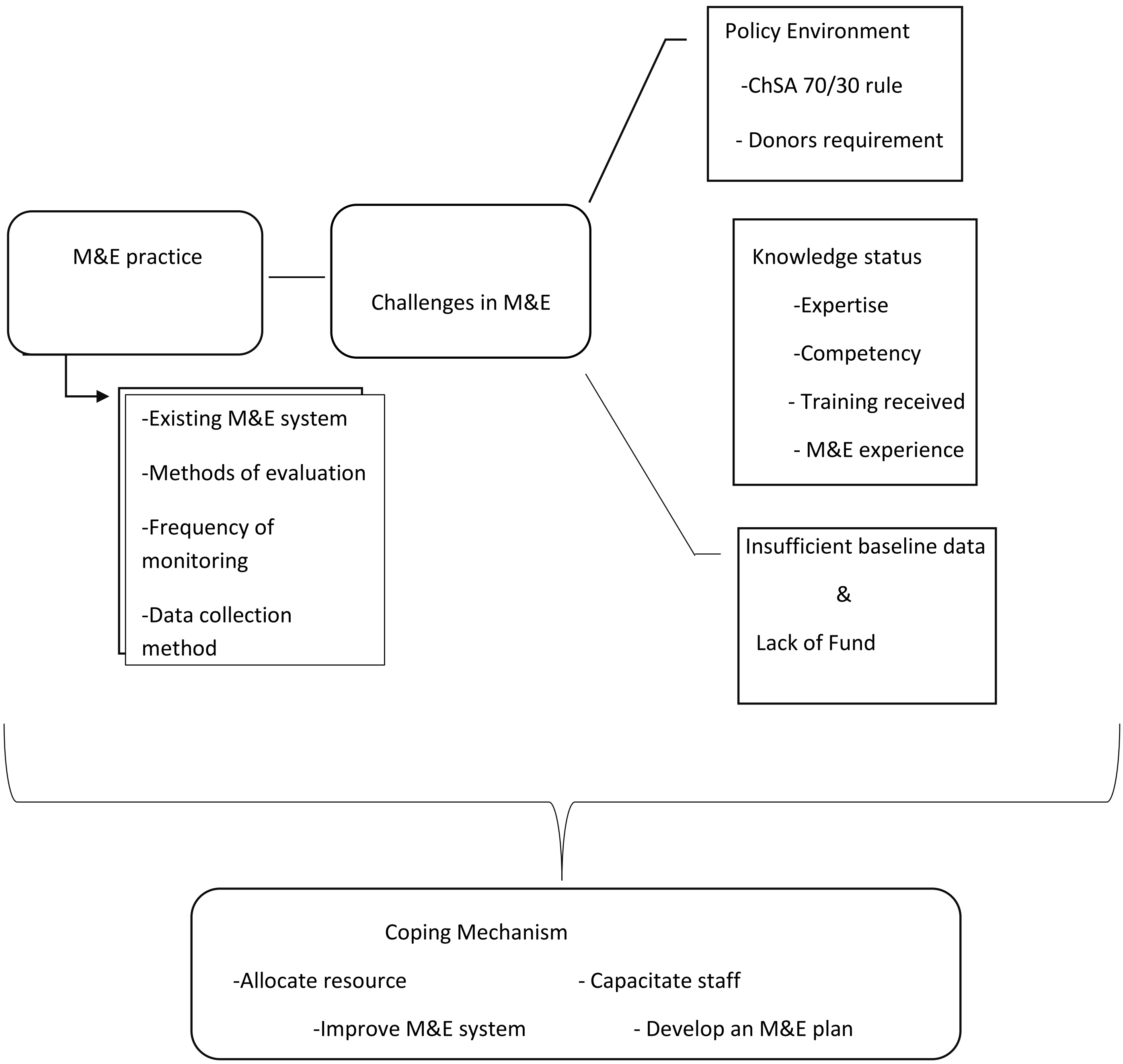
2.5. Infrequent Monitoring and Evaluation

Local NGOs expected to regularly conduct monitoring and evaluations focused on inputs, progress, outputs, and changes, but due to lack of expertise and budget rarely engage in such activities as per the requirement by donors and Governments. NGOs need to monitor physical progresses at least quarterly and financial progresses monthly.

2.6. Insufficient budget for M&E

Monitoring and evaluation (M&E) are means to multiple ends. Measuring government and non-governmental organizations activities, constructing and tracking performance indicators across sectors and over time, evaluating programs requires huge budget allocation. To achieve their intended objective local nongovernmental organizations need to allocate adequate budget for M&E, but donors contrary to this while appraising and approving local nongovernmental budgets cut out the monitoring and evaluation component of the budget (TECS, 2013). Therefore local nongovernmental organizations forced either to quit their services or produce fake monitoring and Evaluation reports.

2.8 Conceptual Model



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines how the research was conducted. It focuses on the research design, target population, sampling strategy, data collection tools and techniques and data analysis used in this study.

3.2 Research Design

The study utilized a descriptive research design. Descriptive research design is used to describe an event or phenomena as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2003). This research used a quantitative research and attempts to find out existing challenges and practice of M&E in selected Ethiopian local NGOs. From all local NGOs, only 50 local NGOs are currently implementing or have implemented a health project between 2015 and 2017 under the support of the USAID Local Capacity Development program will be considered for this study. The quantitative methods were used to generate numerical data, which is statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages).

3.3 The Target Population

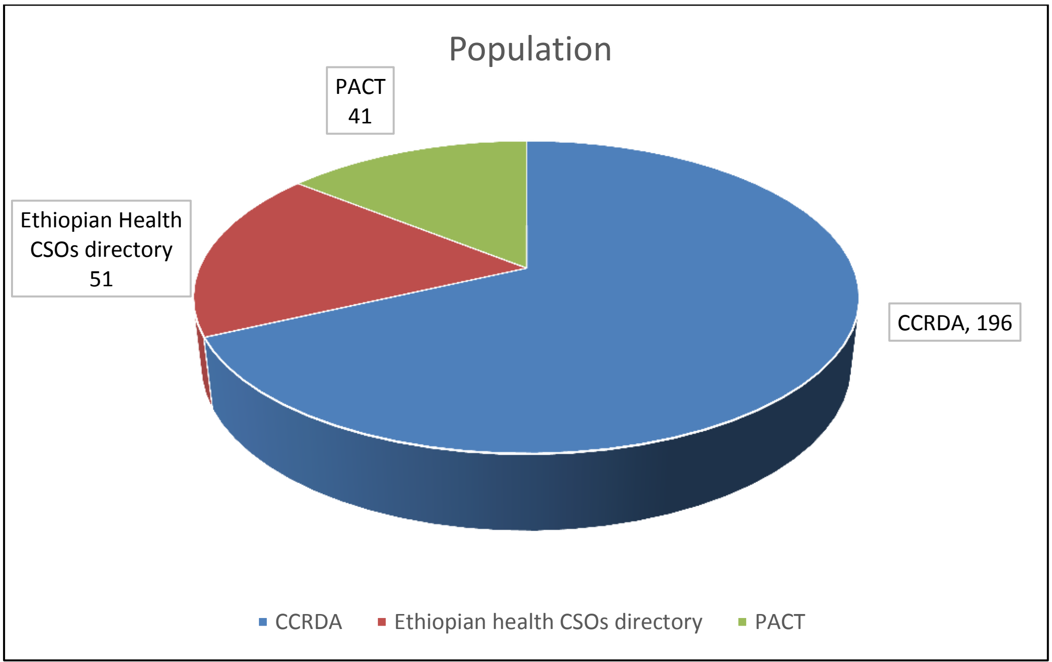
Population refers to the entire group of people; event or organizations that a researcher wants to study. The population of this research is the 288 NGOs operating within Addis Ababa, Ethiopia. The sample population is 50 NGOs that are registered and operational under the USAID local capacity development program, who are implementing or have implemented a health project between 2015 and 2017 and are implementing monitoring and evaluating using a defined M&E system. The population size is therefore finite.

3.4 Sampling Strategy

This is the process of selecting a sufficient number of elements from a population (Raval, 2009). It also refers to the techniques and procedures to be applied in selecting a sample. Out of 88 NGOs under the support of the USAID local capacity development program 50 of the local NGOs are working under health projects and all 50 were selected i.e. census will be exercised to get a more comprehensive picture of the issue under study. In addition, as the researcher has been working with them over three years, it will help the process much easier in approaching them and getting the necessary information

The respondents for the target population were project manager and/or M&E staff of these 50 local NGOs as they are responsible of many aspects of the project, including the M&E system, hence are in a better position to provide the information required by this study.

Chart 1: NGOs operating within Addis Ababa, Ethiopia



Source: USAID Local capacity development project, database (2017)

3.5 Data Collection Tools and Techniques

A questionnaire was used to collect information on the M&E systems being used by the NGOs. Primary data was collected through the administration of written questionnaires to the project manager or M&E staff from each NGO.

To collect data, survey questioner technique was used to distribute the questionnaire for all 50 local NGO's single M&E staff from each NGO under the local capacity development program. The researcher prepared a list of themes and key questions to be covered in the questioners based on prior literature on M&E. The questionnaire focused on the challenges and practice of M&E in the selected NGOs. The questionnaire contains both closed and openended questions, which allowed the collection of qualitative and quantitative data. The questionnaires were designed in a simple manner for the respondents to be able to understand the questions.

The questionnaires were distributed via email attaching both the word document and a link to Google form which will automatically forward the response in to Google document for ease of analysis. For those respondents that couldn't fill the questioner on the Google document due to internet problems, the word document was distributed in person.

3.6 Validity and Reliability

To ensure reliability of the research, the research objectives were stated in a precise and concise manner. Validity of the data collection tool was done through consultations an M&E specialist and department of the local capacity development program. This established any built-in errors in the measurement of the questionnaire. The researcher did a pilot test with 10 Local Capacity development staff to check on the reliability of the questionnaire. The staffs which were part of the pilot test were not part of the main study.

3.7 Data Presentation and Analysis

This is the process of collecting, modeling and transforming data to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). Structural coding and thematic analysis will be used for data reduction.
Quantitative data was processed using the Statistical Package for Social Science (SPSS). The responses were filtered & edited before analysis. Descriptive statistics was used to analyze data leading to the identification of technical information. The findings of the data were presented in tables and charts.

3.8. Ethical Issues

Ethics are norms or standards of behavior that guide the moral choices about our behavior and our relationship with others. Research ethics was put 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 and ensuring confidentiality of data. In addition, to avoid any conflict of interest the researcher acquired the needed authorization from the chief of party of the local capacity development project.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents findings of the survey data analysed and interpreted in line with the study objectives. The findings are presented in the form of tables, graphs and charts showing frequencies and percentages.

This part of the study deals with presenting, analysing and interpreting the data gathered from questioners. The data analysis is presented in 5 parts: Part 1: Back ground information, Part 2: Human capacity/employees knowledge status, Part 3: Current monitoring and evaluation practice, Part 4: Challenges in executing M&E and Part 5: Adopted coping mechanisms.

4.2 Questionnaire Response rate

The study used questionnaires as tools for data collection. The researcher targeted 50 local NGOs that execute health projects under the USAID local capacity development project. For the study, a total of 50 questioners were distributed through a google sheet and hardcopy. Of the total questions 36 were collected (20 through hardcopy and 16 through the online google form). However, the researcher was forced to omit two questioners as it was filed by irrelevant staff who had no M&E experience.

4.3: Presentation, analysis and interpretation of data

4.3.1: Background information

The background information of the respondents included: gender, age, highest level of education and their position. Profiles of the respondents who participated in this study are shown in the

Table 1: Profile of the respondents

Variable	Attribute	Frequency	Percent
Gender	Male	26	76.5
	Female	8	23.5

Total		**34**	**100**
Age	22-34	15	44.1
	35-44	12	35.3
	45-54	4	11.8
	>54	3	8.8
Total		**34**	**100**
Highest level of education	Secondary	0	0
	College	1	2.9
	University	33	97.1
Total		**34**	**100**

Table 1: Profile of the respondents

The table above shows that of the total 34 respondent local organizations, 76.5% were male employees while the remaining 23.5% were female employees. The majority of the respondents were male at 76.5% as compared to 23.5% who were female. This shows that there is inadequate genders representation in the study or there are less number of monitoring and evaluation female professionals in the field. Additionally, majority of the respondents (44.1%) are fall between the age group of 22-34. 35.3% and 11.8% of the respondents are between the age of 35-44 and 45-54 while 8.8% are above 54 years of age.

The table further indicates that majority (97.1) of the respondents had university level of education while the remaining 2.9% had college level education. This indicates that the respondents were highly educated.

Position	Frequency	Percent
M&E Manager	7	20.6
Program Manager	8	23.5
Program officer/coordinator	8	23.5
M&E officer	11	32.4
Total	34	100.0

Table 2: Professional positions of respondents

The table above shows the professional diversity of the respondent local nongovernmental organizations. The table indicates that 32.4% of the respondents possess monitoring and evaluation officer positions while 20.6% had the title of a monitoring and evaluation manager. The table further shows that there were equal number of respondents (23.5% each) with the title program manager and program officer/coordinator positions. Therefore, it is right to conclude that the research has met the right group of target population.

4.3.2: Employees knowledge status regarding M&E

This section sought to determine respondent local nongovernmental organizations knowledge status regarding M&E. As the research paper focuses on organizations with a clear M&E experience, two respondents from 2 different organizations had no M&E experience therefore their questioner was discarded.

Experience	Frequency	Percent
less than 2 years	9	26.5
2-5 year	13	38.2
6-9 year	7	20.6
above 10 years	5	14.7
Total	34	100.0

Table 3 Years of monitoring and evaluation experience

Question 2.1 sought to determine the professional years of monitoring and evaluation experience respondent local nongovernmental organizations staff had. The table above shows the findings as follow:

The table above shows that majority (38.2%) of the respondents had 2-5years of professional monitoring and evaluation experience. 26.5% and 20.6% of the respondents had less than 2years and 6-9years of professional monitoring and evaluation experience. The remaining 14.7% of the respondent had senior level status with over 10years of monitoring and evaluation experience. This indicates that majority of the respondents are classified under the middle level management position.

Question 2.2 sought to determine the type of trainings respondent local nongovernmental organizations employees had received so far while question 2.3 tracked the importance of this trainings received by the respondents. The table below cross tabulates the two questions:

M&E trainings received	Relevance of the trainings received to enhancing M&E knowledge					Total
	Very important	Important	Moderately important	Slightly important	Not important	
Formal training only	6	0	1	0	0	7
In-service training only	9	2	1	1	1	14
Formal and in-service	11	1	0	0	0	12
None	1	0	0	0	0	1
Total	27	3	2	1	1	34

Table 4 M&E trainings received * Relevance of the trainings received to M&E knowledge Crosstabulation

The table above shows that majority of the respondents (14) received in-service training only. Of the 14 respondents 9 of them stated that the training was very important in enhancing their monitoring and evaluation knowledge while 2 of them labelled the training as important. Two other respondents (each) ranked the trainings as slightly important and nor important. The second type of monitoring and evolution training that is taken by respondents was a blend of both formal and in-service training with 12 respondents. Of these 12 respondents, 11 ranked the training as very important while one respondent ranked it as important. The table further shows that 7 of the respondents had received formal training only. Of these 7 respondents, 6 ranked the training as very important while the remaining 1 ranked it as moderately important. In the contrary, 1 respondent indicated that he/she had not received any monitoring and evaluation training so far. Therefore, it is possible to conclude that almost all of the respondents had received a training on monitoring and evaluation through formal, in-service or both form of training and as a result this has enabled them to enhance their monitoring and evaluation knowledge.

Question 2.5 sought to determine the competence of other relevant staff members in handling monitoring and evaluation tasks. The findings are presented in the figure below as follow:

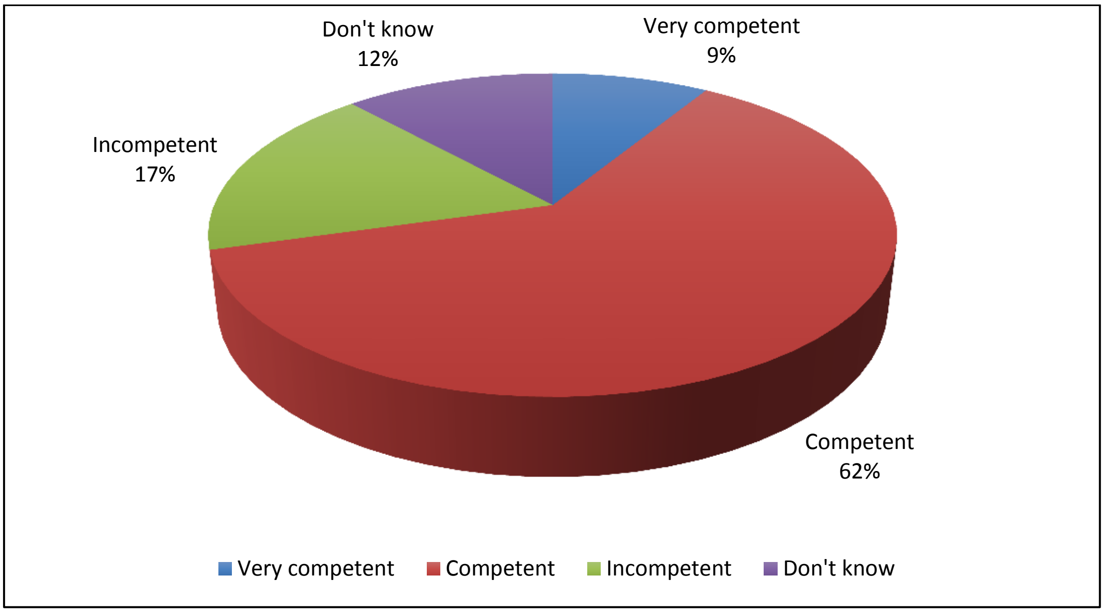


Figure 1 Competence of other relevant staff

The figure above shows that majority of the respondents (62%) ranked he competency of other relevant staff as competent while 9% ranked them as very competent. This indicates that a more than half of the respondents show there are capable and competent staff that can properly handle a given monitoring and evaluation task.

To the contrary, 17% of the respondents rate the competency of other relevant staff members as incompetent while 12% said they don't know the competency level of other staff members. Question 2.6 sought to determine whether there is a system that assist staff in analysing, capturing and managing data which in turn will help build the knowledge of the M&E staff. The Table below shows the findings as follow:

	Frequency	Percent
Yes	27	82.4
No	6	17.6
Total	34	100.0

Table 5 Assisting system to staff in capturing, analysing and managing data

The table above shows that 82.4% of the respondents indicated that there is a system that assists staff to capture , analyze and manage data while the remaining 17.6% stated that there is no such system within the organization.

4.3.3 Monitoring and evaluation practice

The respondents were probed for the existing monitoring and evaluation practice. The first question for this section sought to determine which stakeholders were involved in monitoring and evaluation practices. Figure 4.5 shows the findings.

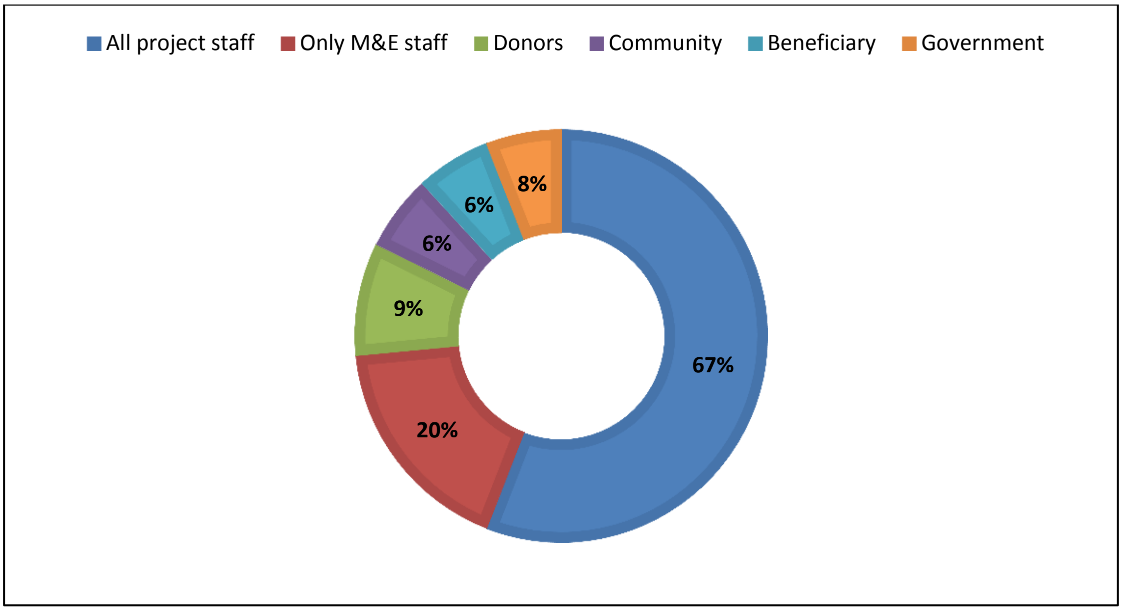


Figure 2: Stakeholders involved in monitoring and evaluation

As shown on figure 4.2 all project staff were involved in about 67% of monitoring and evaluation practices of projects executed by local NGOs, followed by the only monitoring and evaluation staff (20%). 9% reported that donors were involved as they were the one who finance projects of these local NGOs, and they were there to track use of their resources. Figure 4.2 also shows that equal number of respondents reported that the major stakeholder involved in the monitoring and evaluation of projects were community, and beneficiaries each with 6% respondent rate while government was involved 8%. This shows that projects executed by respondents did not fully demonstrate strong downward accountability to the beneficiaries, government and community as a result this could also deter sustainability of project results.

The figure further illustrates that while significant number of respondents (20%) reported that only the projects monitoring and evaluating staff is involved in the projects M&E activities, this implies that there is a huge burden on the monitoring and evaluation staff as M&E is a group effort and not a one department function.

Question 3.2 sought to determine whether the respondent local non-governmental organizations use computerized monitoring and evaluation system or not. Table 4.6

Response	Frequency	Percent
Yes	13	38.2
No	21	61.8
Total	34	100.0

Table 6: Computerized M&E system

The table above indicates that majority (61.8%) of the respondent local nongovernmental organizations doesn't use a computerized monitoring and evaluation system while 38.2% of the respondent local nongovernmental organizations have a computerized monitoring and evaluation system. This indicates that the information obtained is likely to be inaccurate and not timely.

Question 3.3 sought to determine the role of management towards the implementation of the monitoring and evaluation system. Figure 4.3 shows the finding as follow:

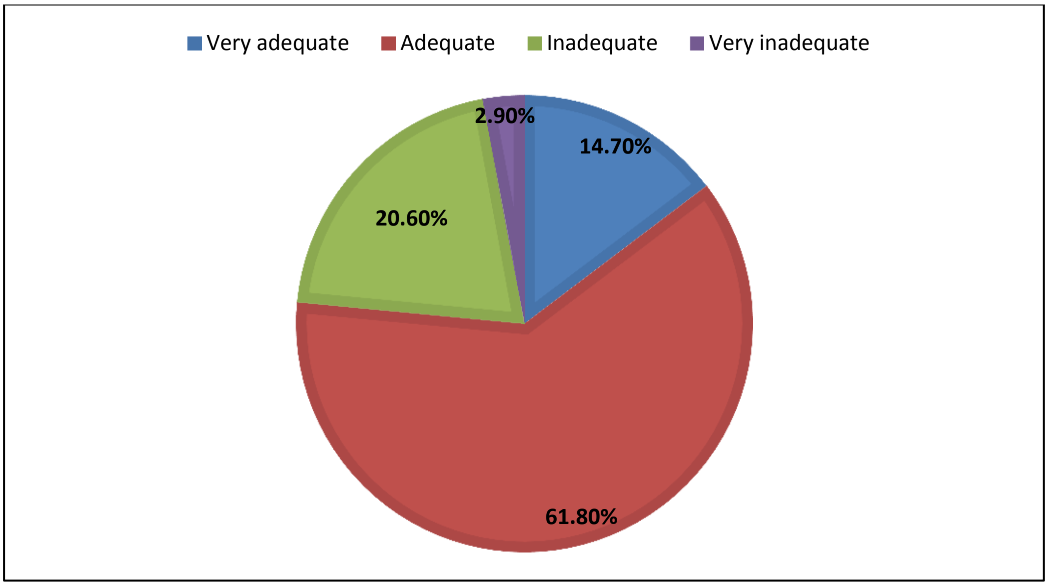


Figure 3: Role of management in monitoring and evaluation

Majority (61.8) of the respondent local nongovernmental organizations indicate that there is an adequate role of management in their organizations monitoring and evaluation. The table also shows that 14.7% of the respondents rate the role of management as very adequate. With over 74% (61.8%+14.7%) level of adequacy, it indicates that there is a good practice of engaging the top-level management in the monitoring and evaluation practice of the local nongovernmental organizations.

The table further shows that 20.6% and 2.9% of the respondents rate the role of management involvement towards the implementation of the monitoring and evaluation system as inadequate and do not know. Question 3.4 sought to determine the most common method of monitoring and evaluation data collection tool used by these local nongovernmental organizations. The figure below shows the findings as follows:

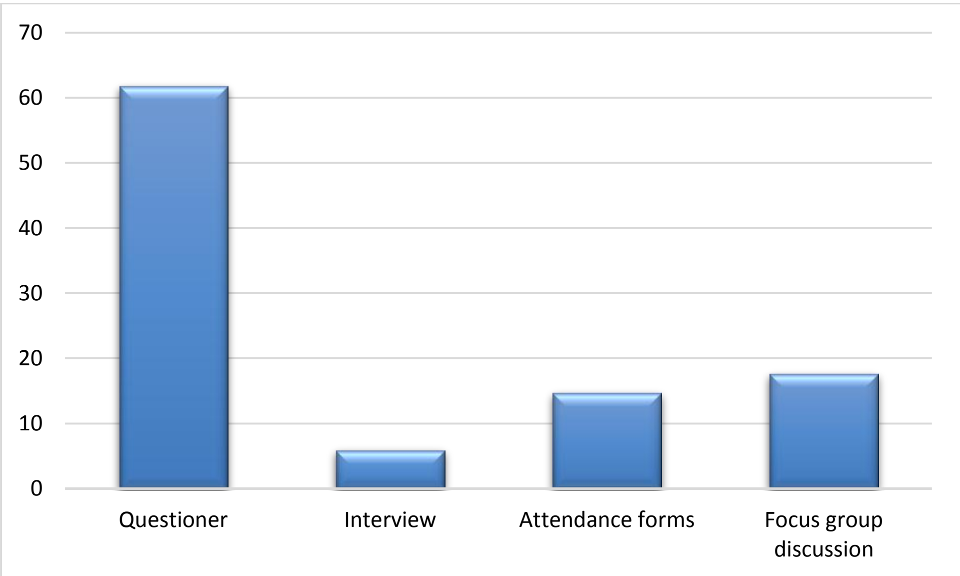


Figure 4: Most common method of data collection

Figure 4 shows 61.8% of respondent local nongovernmental organizations use questioners to collect data. Questioner method is very handy in assessing and determining the views, perceptions and knowledge of stakeholders about the project, this study found that only 38.2 %(100-61.8) of the respondents did not use this method, hence relevant staff will be able to make appropriate decisions.

Focus group discussion method is a qualitative data collecting method that enables the project managers to have an in-depth understanding of the issues pertaining to the implementation of their projects, the study found that 17.6% of the respondents use focus group discussion as a monitoring and evaluation data collecting method for their projects.

The figure further shows that 14.7% of respondents use attendance forms to collect monitoring and evaluation data of their projects. Consistent use of attendance form will enable the project manager and other decision makers to the reach of the project activities in terms of the number of peoples.

In addition, figure 4 also shows that only 5.9% of the respondents were use in depth interviews as monitoring and evaluation data collection method for their projects. Although, this method could have given the project managers an in-depth understanding of project implementation, the study found that about 94% of the respondents fail to employ it.

Question 3.5 sought to determine whether the local nongovernmental organizations have a written M&E plan while question 3.6 rates the adoptability of the plan.

Response	Frequency	Percent
Yes, for all projects	16	47.1
Yes, for some projects	13	38.2
No	5	14.7
Total	34	100.0

Table 7: Availability of written M&E plan

Majority of the respondents indicated that their organization has an M&E plan for all its projects while 38.2% responded that they have an M&E plan for some of their projects. The remaining 14.7% respondent local nongovernmental organizations had no monitoring and evaluation plan.

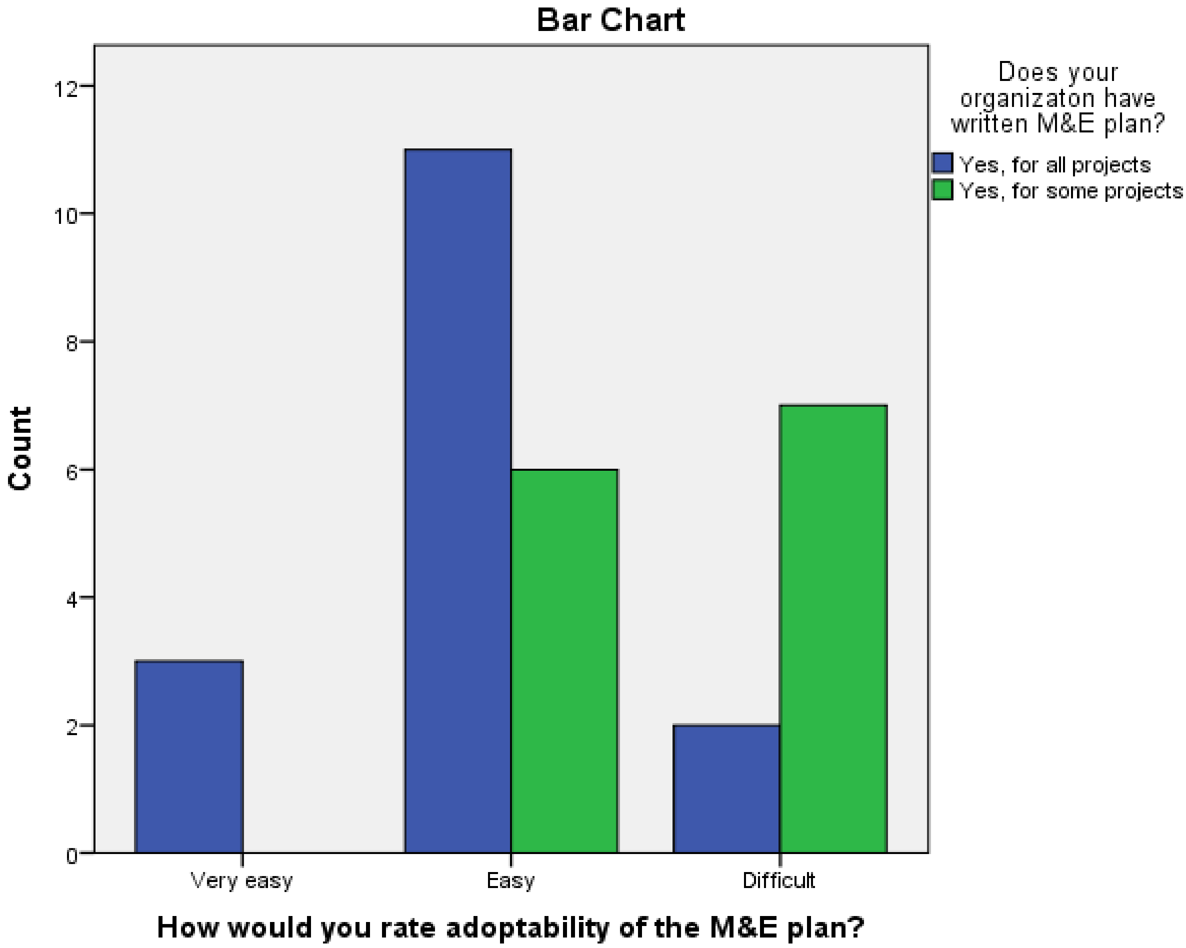


Figure 5: Adoptability of M&E plan

Figure 5 shows that 58.6% of the respondent local organizations indicated that the M&E plan their organization has for all projects and for some of its projects is easy to adopt while 10.4% indicated that the plan they had is easy to adopt. The remaining 31% indicated that the monitoring and evaluation plan is difficult to adopt.

The number of respondent local nongovernmental organizations that rated the plan to be difficult (31%) is a significantly high number as a result it puts the practicality and the implementation of the plan in questionable state.

Question 3.7 sought to determine the reason why some of the local nongovernmental organizations had no written M&E plan. The table below shows the findings as follow:

Reason	Frequency	Percent
Lack of budget	4	80
It is irrelevant	1	20
Total	5	100

Table 8: Reason behind the non-exitance of a written M&E plan

Of the total 34 respondent local nongovernmental organizations, 5 indicated that their organization had no M&E plan. 80% of the respondent stated that the reason for not having a written M&E plan as lack of budget while 20% mentioned that developing the plan to be irrelevant.

Question 3.8 sought to determine the type of planning and monitoring and evaluation tools that are used by the respondent's local nongovernmental organizations. The figure below shows the findings as follows:

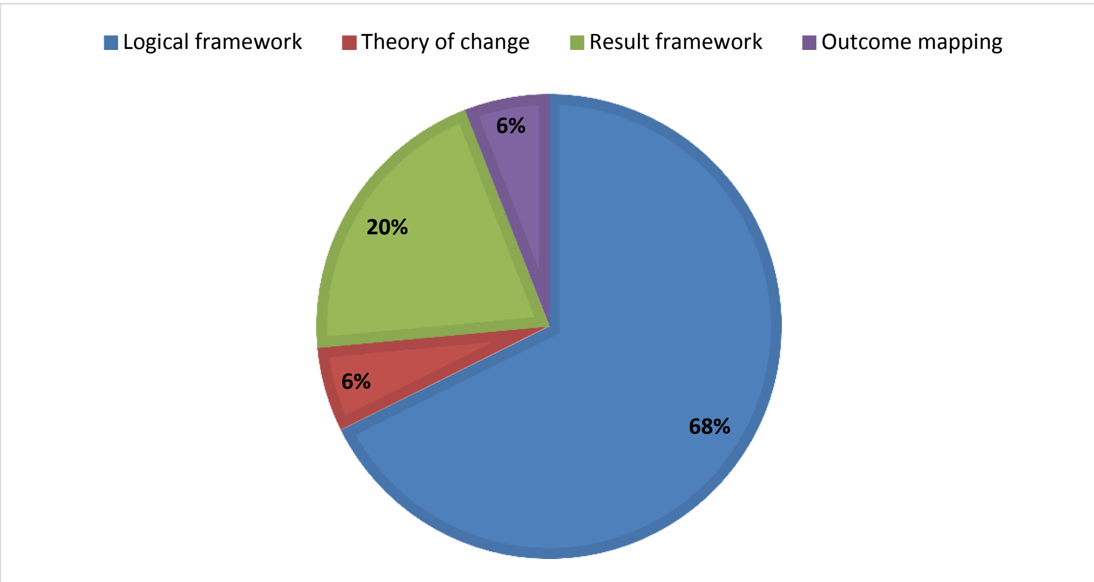


Figure 6: Type of M&E tool used

Majority (68%) of the respondent local nongovernmental organizations use the logical framework as a planning, monitoring and evaluation tool. This shows the popularity of the model in the nongovernmental sector. The second most used tool with 20% respondent local

NGOs was the results frame work. The figure above further shows that equal number (6%) of respondent local NGOs use the theory of change and outcome mapping as a planning, monitoring and evaluation tool. Question 3.9 sought to address three questions with regard whether choice of indicator affects the M&E system, whether knowledge of impacts, outcome and inputs influence performance of M&E system and whether respondent local NGOs experience challenges when applying the M&E system. Respondents were asked to use a Likert scale to rate their choice. The tables below show the findings as follows:

Response	Frequency	Percent
Strongly agree	16	47.1
Agree	17	50.0
Disagree	1	2.9
Total	34	100.0

Table 9: M&E knowledge influence in performance of M&E system

Majority of the respondents 97.1 (50%+ 47.1%) agreed that their knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems while only 2.9% disagreed. This indicates that the respondent local NGOs know that they need to understand various components of the planning and M&E tools use.

Response	Frequency	Percent
Strongly agree	18	52.9
Agree	12	35.3
Not sure	1	2.9
Disagree	3	8.8
Total	34	100.0

Table 10: Choice of indicator

The data presented in Table 5 shows that 52.9% of the respondent local NGOs strongly agreed that the choice of indicators in setting up monitoring and evaluation systems influence their performance while 35.3% agree. While only 8.8% disagree with the idea and 2.9% indicated they are not sure about the influence of indicators on M&E performance.

This indicates that the design of monitoring and evaluation systems should include the right indicators as indicators provide critical information on performance of projects.

Response	Frequency	Percent
Strongly agree	15	44.1
Agree	17	50.0
Disagree	2	5.9
Total	34	100.0

Table 11: Experience challenge when applying M&E system

Majority of the respondents (50%) agreed that they experience challenges when applying the M&E system and tool while 44.1% strongly agreed to the idea. This indicates that respondent local NGOs have difficulty measuring their M&E work using the designed M&E tool.

Question 3.10 sought to determine how often the local NGOs monitor their activities. The figure below shoes the findings:

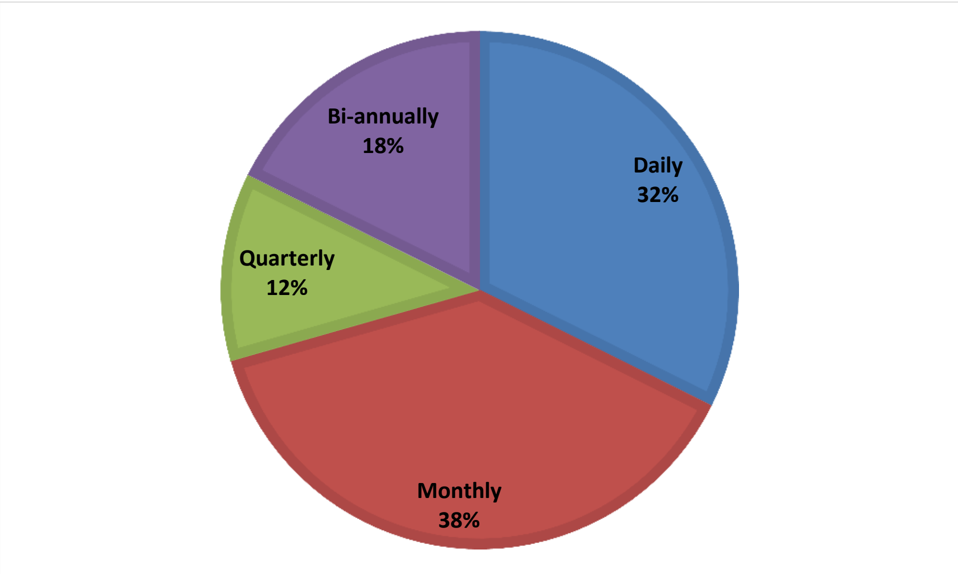


Figure 7: Monitoring of activities

Figure 7 shows that while 38% of respondent local nongovernmental organizations used to assess their monitoring and evaluation activities on monthly basis while 32% monitoring activities were carried out daily. The findings also indicate that 18% of the respondents were conducting monitoring and evaluation activities bi-annually followed 12% monitored activities quarterly. None of the respondents reported that they never monitored their activities.

Failure to carry out continues and proper monitoring means that respondent local nongovernmental organizations were unable to identify the progress of the projects they implement that could lead to failure of the overall development objective of the NGOs could occur.

Question 3.11 sought to determine the form of evaluation that the local NGOs had been a part of while question 3.12 sees the type of evaluations conducted. The figure below shows the findings through crosstabulation.

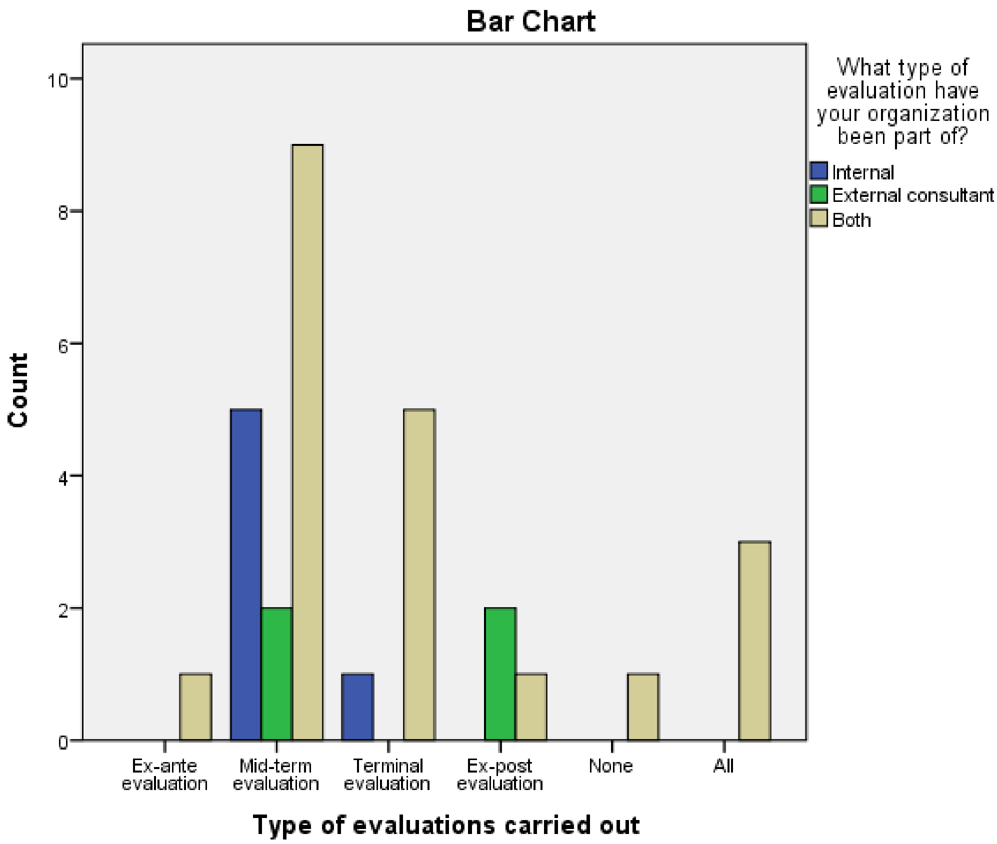


Figure 8: Type and form of evaluation

Of the total 34 organizations, 11.8% had no evaluation experience. 17.6% had a practice of conducting internal evaluation for their projects while 11.8% had their projects evaluated by external consultant. However, 58.8% of the organizations had the experience of conducting both internal and external evaluations.

The graph above shows that only one organizations had the experience of conducting ex-ante evaluation thorough inhouse capacity and using consultant. 47.1% had the chance to conduct mid-term evaluation through internal and external evaluators. While 20.6% and 8.8% of the organizations had conducted terminal and ex-post evaluation respectively.

Question 3.13 sought to determine whether the respondent local NGOs use inputs from M&E findings for various decision making. The figure below shows the fining as follow:

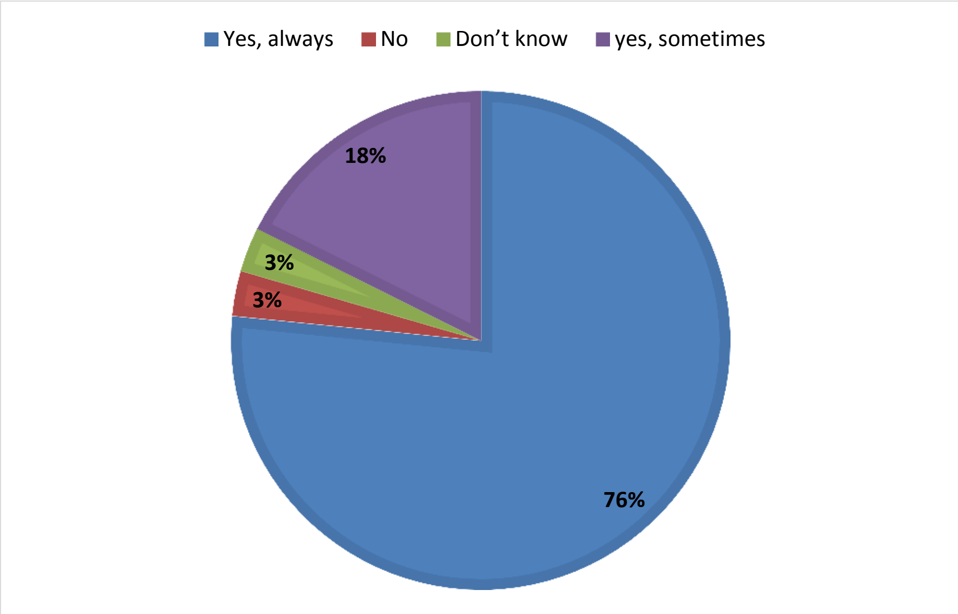


Figure 9: Use of M&E input for decision making

Majority of respondents (76%) reported that they always utilize monitoring and evaluation findings as input for decision making while 18% responded they sometimes use the findings. The figure further shows that only 3% reported that they don't use M&E findings as input for decision making while remaining 3% reported that they don't know.

This indicates that respondent local NGOs refer to monitoring and evaluation findings for various decisions making as a indicating that inputs from M&E are valuable.

4.3.4 Challenges Local NGOs face in executing M&E

This section outlines the findings from the respondents through identifying the challenges local NGOs face in the process of monitoring and evaluating their projects.

Question 4.1 sought to identify the major barriers that hinder local NGOs ability to effectively implement their M&E activities. The figure below shows the finding as follow:

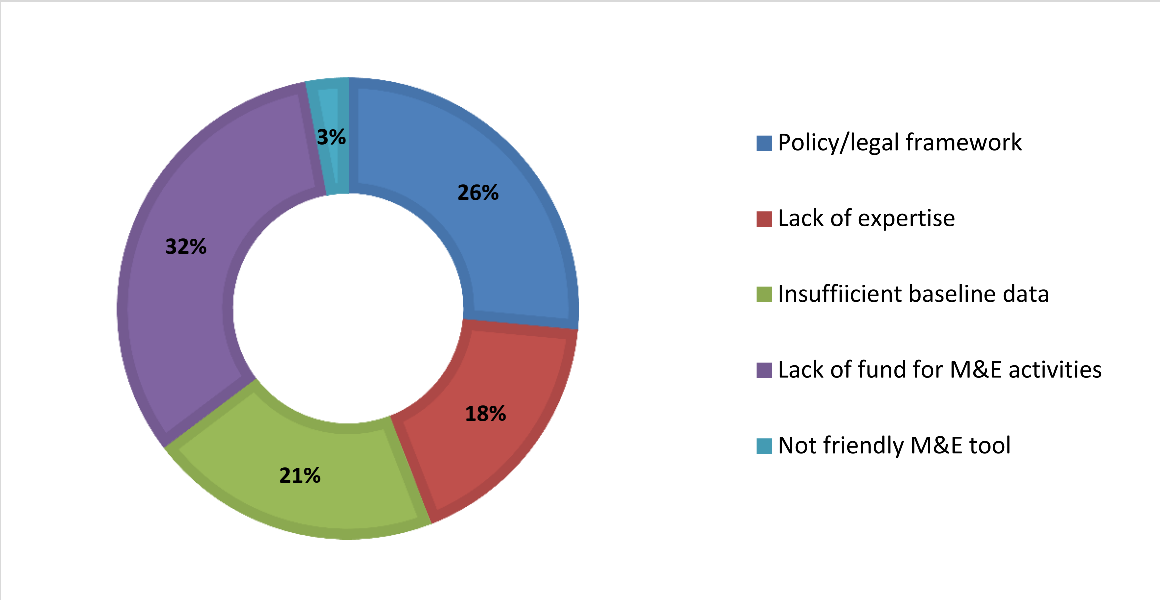


Figure 10: Barriers for M&E

Figure 10 shows 32% of the respondents' indicated lack of fund as the very highest barrier to effectively carry out monitoring and evaluation activities on the projects they. Respondent NGOs reported as the next barriers that hinder their monitoring and evaluation practice were reasons related with legal frame work/policy issue and insufficient baseline data(26 % and 21%) respectively. Figure 10 further shows 18% of respondent local nongovernmental organizations rate lack of expertise as a fourth most important barrier that had effect on their M&E efforts.

In addition, the study found that 3% of the respondents were challenged due to a not friendly M&E tool.

Question 4.2 sought to determine the extent to which the charities and societies agency proclamation (621/2009) of 70/30 rule negatively affected their organizations M&E practice and system. Figure 4.9 shows the findings.

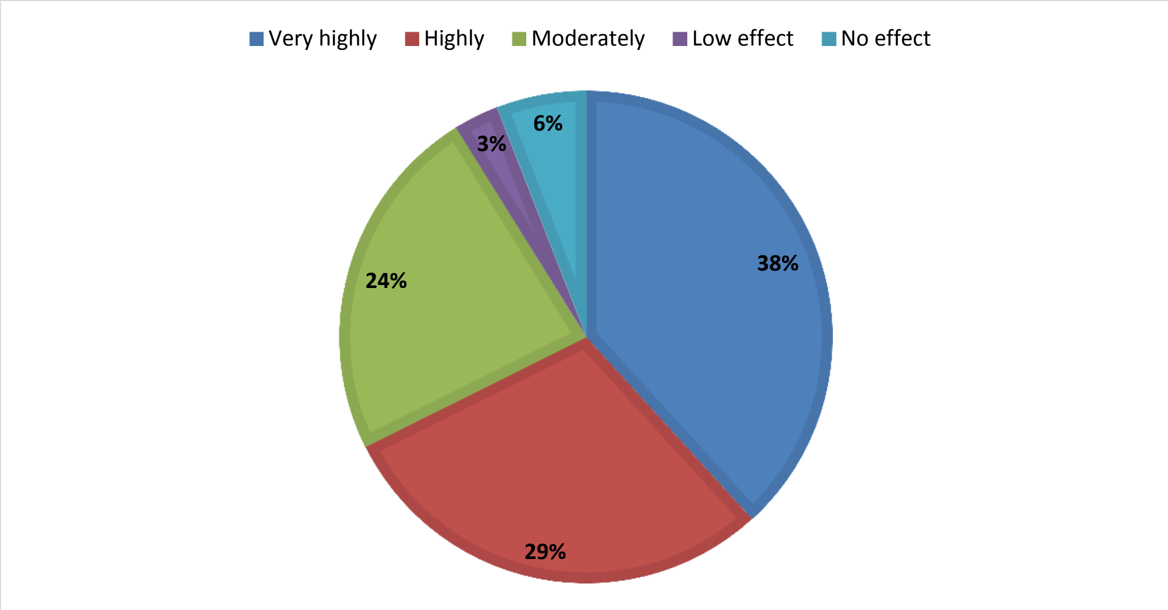


Figure 11: Effect of charities and societies agency proclamation number 621/2009

Figure 11 shows that 38.2% of respondent local nongovernmental organizations reported that the ChSA (charities and societies agency) proclamation number 621/2009 negatively affects their M&E performance while 29.4% and 23.5% indicate that the proclamation had high and moderate effect respectively. On the contrary, 2.9% and 5.9% of the local nongovernmental organizations reported that the proclamation had low and no effect to their M&E performance respectively.

Question 4.3 sought to determine opinion of respondent local nongovernmental organizations on monitoring and evaluation reporting requirements of different donors. Figure xxx illustrates the findings.

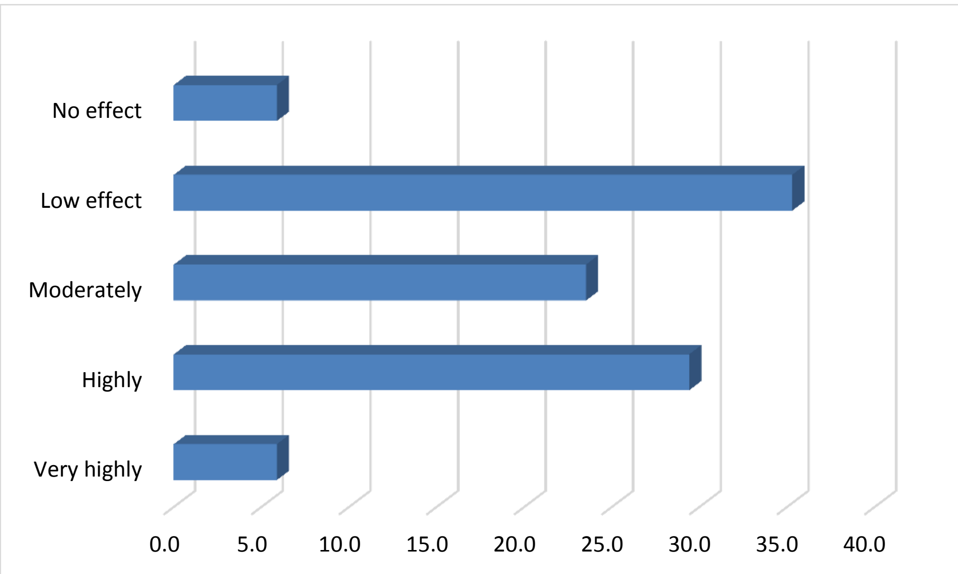


Figure 12: Donors reporting format effect

Figure 12 shows that 35% of the respondent local nongovernmental organizations indicated that donors reporting format had low effect in the implementation of their M&E plan. While 35 % (6% + 29%) indicated that donors requirement format has very high or high negative effect on their M&E implementation. Although this shows a major difference between the two extremes, the remaining 6% of the respondents indicate that donor's requirement has no effect on their M&E implementation. Therefore, this high tendency of requiring different reports for the same work by different donors could create excessive burden on local nongovernmental organizations to conform to these different requirements.

The last question for this section address issue related to what the overall trend looks like over the past 5 years with regards to the challenges in conducting M&E. For this, the figure below shows the findings:

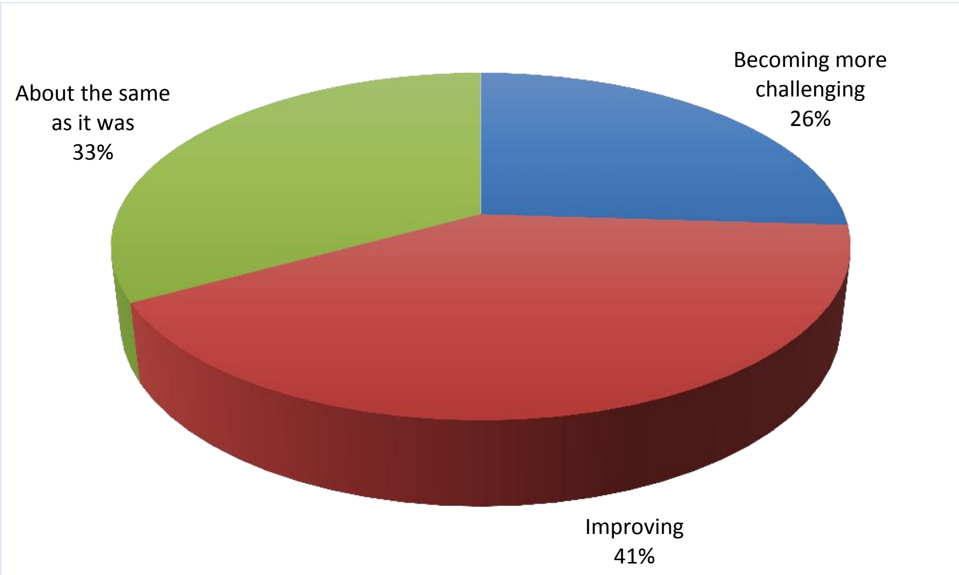


Figure 13: Trend of M&E challenge

Majority of the respondents (41%) indicated that the existing challenges in conducting M&E compared to the past 5 years is improving while 32% indicated that the challenges are about the same as it was. The figure further shows that 27% of the respondents confirmed that it is becoming more challenging compared to the past 5 years. This finding indicates that most respondents believe M&E challenges are decreasing through time and thus it can be argued that there is a promising future for M&E.

4.3.5 Coping Mechanism

This section of the finding aims to identify the coping mechanisms used by local NGOs to address challenges related to M&E. Question 5.1 sought to determine opinion of respondent local nongovernmental organizations on coping methods used by their respective organizations to curb challenges related to monitoring and evaluation. The figure below shows the finding as follow:

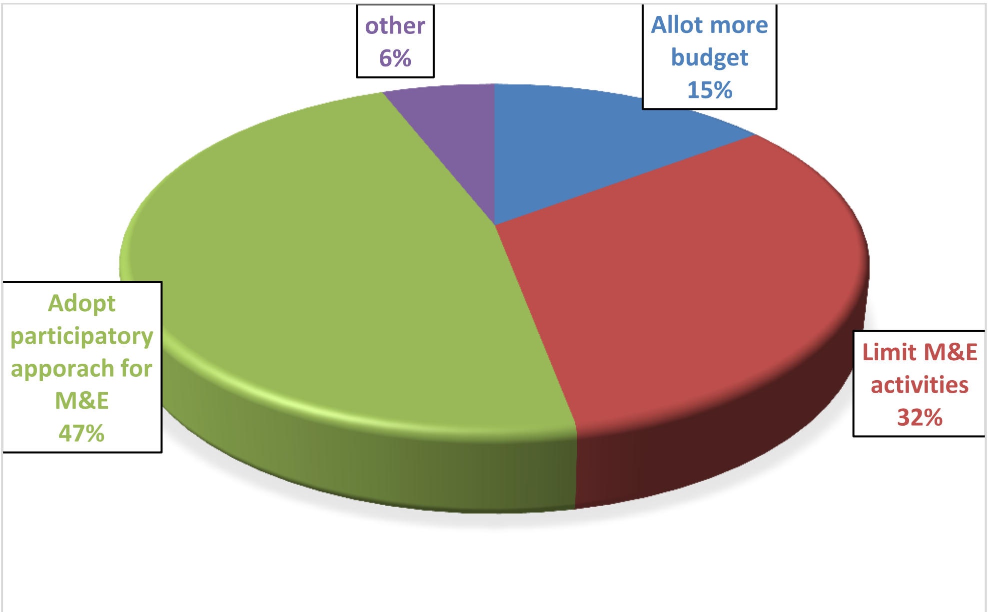


Figure 14: Coping mechanism

Figure 14 shows that 47% of the total respondents choose adopting a participatory approach for M&E as the prior method of coping with their existing M&E challenges. The remaining 32% and 15% of the respondent local nongovernmental organizations indicated that their organization chooses to limit its M&E activities and allot more budget respectively. The figure, further indicate that 6% choose other coping mechanism such as: adopt to the learning and male necessary adjustments/modifications, implement systemic data collection method and minimize M&E staff size.

The last question pertaining to part 5 of the questioner sought to determine the possible solutions that could positively contribute to enhance respondent local nongovernmental organizations M&E system. For this, the figure below shows the findings as follow:

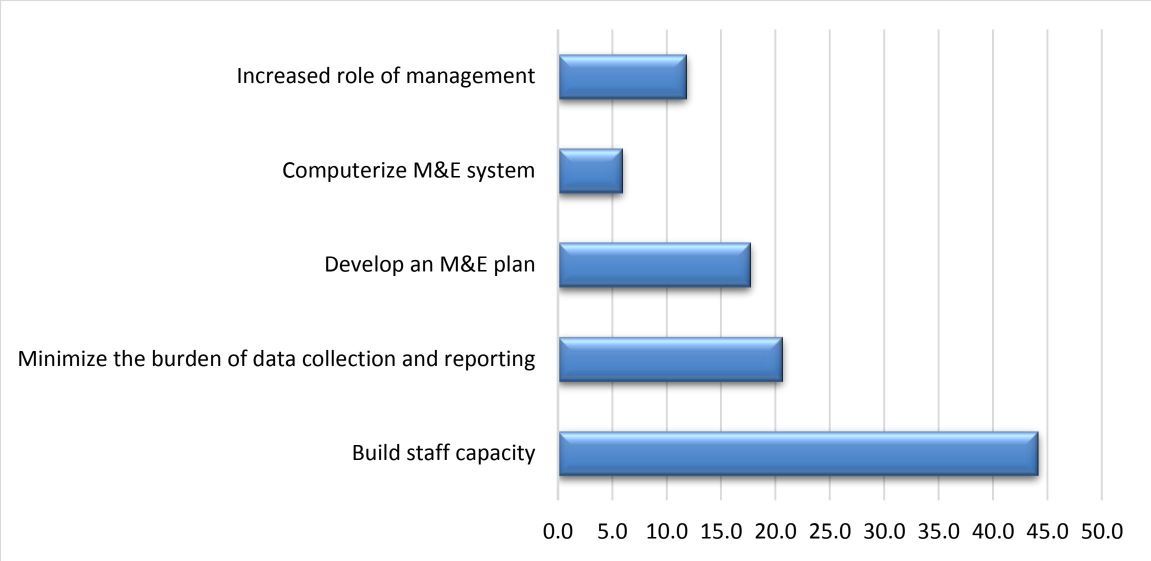


Figure 15: Possible solutions

Figure 15 shows that 44.1% of the respondent local nongovernmental organizations choose building staff capacity as the major solution to positively enhance their organizations M&E system. 20.6% and 17.6% of the total respondents opt to choose minimization of the burden of data collection and reporting and development of an M&E plan as the possible solutions to enhance their organizations M&E system. The figure further indicates that 11.8% of respondents believe increased role of management could be a potential solution to enhance M&E system while the remaining 5.9% choose to a computerized M&E system as a possible solution for enhanced M&E system.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents and discusses briefly the summary of findings, then offers a conclusion and recommendations, and finally gives suggestions for further research.

5.2 Summary of findings

As outlined in chapter one, the primary aim of this thesis is to examine the practice and challenges of Addis Ababa based local nongovernmental organizations in monitoring and evaluating their executed projects. The research objectives were used to guide the collection of required data from the respondents.

The next sub section presents summary of findings, concluding statements and then makes recommendations.

5.2.1. Employees knowledge status/human capacity regarding M&E

Relevant M&E staff working in these NGOs had received the necessary training in monitoring and evaluation either formally or through in-service training besides having several years of experience working with monitoring and evaluation systems. Moreover, these M&E staff indicated that the trainings they received played an important role in enhancing their M&E knowledge.

In addition, the findings indicate that this local NGOs have competent staff (other than the M&E department) that can properly handle a given monitoring and evaluation task. It is also founded that these local NGOs have a system that assists staff to capture, analyse and manage data.

5.2.1. Monitoring and Evaluation Practice

Generally, most local NGOs did not have a computerized M&E system in place. This indicates that the information obtained is likely to be inaccurate and not timely.

The findings show that these local NGOs did not engage all relevant stakeholders such as beneficiaries, government, donors and community in their M&E activities. Beneficiaries', community and government involvement in monitoring and evaluation practices of projects executed by local NGOs was 18% only; it contradicts with the assertion that projects belong to beneficiaries.

The findings of this study support the idea that M&E activities need commitment of management. Over 74% of these NGOs have a good practice of engaging the top-level management in the monitoring and evaluation practice adequately.
The research question further helped to identify that most NGOs have a written M&E plan for their projects. However, significant number of these NGOs had the plan only for some of their projects. The NGOs with no written M&E plan indicated that this was due to lack of budget. In addition, more than half of these NGOs experience challenge when applying their M&E system.

Majority (68%) of these local NGOs use the logical framework as an M&E tool next to the result framework. Therefore, the logical framework was found to be popular as a monitoring and evaluation tool relied on throughout the stages of the project life cycle. In addition, it was found that the choice of indicators in setting up monitoring and evaluation systems influence the performance of the tool.

In addition, it was found that most local NGOs had a good practice of monitoring their activities daily and monthly. More than half of the local NGOs also had the experience of conducting internal and external evaluations.
It was also founded that these local NGOs refer to monitoring and evaluation findings for various decision making as a indicating that inputs from M&E are valuable.

5.2.4. Challenges in executing M&E

The findings present the main challenges in chapter four as follows: lack of sufficient funding, stringent legal frame work/policy issue, insufficient baseline data lack of expertise, lack of expertise, and not friendly M&E tool respectively. It was clear that each of these challenges had a huge effect on their M&E practice.

In addition, it was found that most of these NGOs organizations find the ChSA (charities and societies agency) proclamation number 621/2009 is affecting their M&E performance. To the contrary, it was found that donors reporting format had low effect in the implementation of their M&E plan.

5.2.5 Coping Mechanism

It was found that most NGOs choose adopting a participatory approach for M&E as the prior method of coping with their existing M&E challenges. While the remaining local nongovernmental organizations choose to limit their M&E activities and allot more budget. It was also found that other coping mechanism such as: adopt to the learning and male necessary adjustments/modifications, implement systemic data collection method and minimize M&E staff size were used as means of coping.

The research question further helped to identify possible solutions that local NGOs could opt for while monitoring and evaluating their executed projects. It is evident that given the intensity of the challenges, mitigating the challenges is something that local NGOs alone cannot overcome.

5.3 Conclusion

The intention of this research was to examine the practice and the challenges Addis Ababa based local nongovernmental organizations faced by while monitoring and evaluating their executed projects. In order to address the primary aim of this research, the below stated key research conclusions can be discerned.

Human capacity/employees M&E knowledge, use of M&E tools and utilization of monitoring and evaluation information improve the implementation and use of the monitoring and evaluation system.

Relevant staff had monitoring and evaluation experience and training, utilized monitoring and evaluation information adequately and carried out regular data collection from various sources. Furthermore, the role of management in monitoring and evaluation was adequate.

These local NGOs don’t fully demonstrate strong downward accountability to the beneficiaries, government and community as a result this could also deter sustainability of project results.

Projects implemented by the local nongovernmental organizations in Addis Ababa were not effectively monitored and evaluated. This is due to various obstacles such as: lack of sufficient funding, stringent legal frame work/policy issue, insufficient baseline data lack of expertise, lack of expertise, and not friendly M&E tool respectively. These challenges could pose serious consequences both for projects and the wider NGO sector.

Finally, local NGOs can curb challenges related to monitoring and evaluation through adopting a participatory approach to M&E, by allotting more budget to M&E activities and limiting M&E activities. In addition, it can be concluded that building staff capacity, minimization the burden of data collection and reporting and development of an M&E plan as the major possible solution to enhance local NGOs M&E system.

5.4. Recommendation

Based on the findings of this study and the conclusion made, the study makes the following recommendations to address some of the key findings of the study:

- It is important for local NGOs to continue enhancing their staff capacity through the provision of various formal and in-service trainings.
- There is need to combine the use of the logical framework with outcome mapping. Outcome mapping lies in the shift away from assessing the development impact of a programme and toward changes in the behaviour, relationships, actions or activities of the people, groups, and organizations with whom a development programme is working directly and seeking to influence.
- The findings of the research also highlight the fact that there is not much involvement of beneficiaries, government and community in monitoring and evaluation activities of NGOs executed projects. As a means of fostering sustainability these relevant stakeholders should be more involved in activities of the NGOs.
- The study result shows a critical lack of budget in monitoring and evaluation of projects implemented by the NGOs. There is need for soliciting fund from donors and other income generating activities of monitoring and evaluation. Hence it is advisable if concerned parties could help in filling the gap.

5.5 Suggestions for Further research

Due to the distinct lack of related researches about the experiences and challenges Addis Ababa based local NGOs faced in monitoring and evaluating their projects, it seems premature at this stage to make any suggestion particularly on policy issues. Instead, of more value would be additional research on the subject area. The following areas are suggested for further research:

I) Further research to identify the human capacity of local NGOs and its influence on monitoring and evaluation systems

II) Further research would be required to determine the actual impact of in appropriate monitoring and evaluation on the performance of local NGO executed projects in the city

III) Since the legal framework of the Ethiopian CSO has a huge impact on the M&E activities of the local NGOs, further research to identify the specific gaps would be required

Reference

Acevedo, G. L., Rivera, K., Lima., L, & Hwang., H. (Eds.). (2010). Challenges in monitoring and evaluation: An opportunity to institutionalize M &E systems. Fifth conference of the Latin America and the Caribbean Monitoring and Evaluation Network. Washington DC, World Bank 2010

Andrew, P., Rebecca, H., Georgina, M. (2009). Monitoring and evaluation of UN-assisted Communication for Development Programs:11th UN Inter-Agency Roundtable on communication for Development, 18-20.

Briceño, Bertha. 2010. Defining the type of M&E system: clients, intended uses, and actual utilization. DC

Conner, R.F, Altman, D.G. & Jackson, C. (1984). 1984: A brave new world for evaluation. In R.F.Conner, D.G. Altman & C. Jackson (Eds.). Evaluation Studies Review Annual (Vol. 9). (pp. 12-22). Beverly Hills, CA: Sage

Cornielje, Velema and Finkenflugel. (2008), Community based rehabilitation programmes: monitoring and evaluation in order to measure results.

CRDA. (2006). Good practices of NGO's Urban Development Interventions. Addis Ababa: Master printing press.

CCRDA. (2014). Good practices of NGO's Urban Development Interventions. Addis Ababa: Master printing press.

CCRDA. (2011). Annual CSOs' Contribution to development. Addis Ababa. Master printing press.

Central Statistical Agency. (2013). National Population Projection. Retrieved from http://www.csa.gov.et/reports/recent.htm.

Charities and Societies Agency. (2011). Charities and Societies Proclamation No.621/2009. Addis Ababa: Brehanena Selam printing press.

Charities and Societies Agency. (2012).Annual Report for 2004EFY.Retrived from http://www.chasa.gov.et/guideline/recent.htm.

Charities and Societies Agency. (2014).Annual Report for 2004EFY.Retrived from http://www.chasa.gov.et/guideline/recent.htm.

Davidson, Donald. 1982b. "Paradoxes of Irrationality." Reprinted in Davidson 2004. Davidson, Donald. 1984. "Expressing Evaluations." Reprinted in Davidson 2004. Davidson, Donald. 1986. "Deception and Division." Reprinted in Davidson 2004. Davidson, Donald. 1990. Washington D.C.

Debebe,H. (2010). Report on laws and regulations governing civil society organizations in Ethiopia. Addis Ababa: unpublished.

Ethiopian Management Agency. (2014). Ethiopian Protection of basic services social accountability program, implementation manual. Addis Ababa: unpublished.

Guijt, I. (1999). Participatory monitoring and evaluation for natural resource management and research. Socio-economic Methodologies for Natural Resources Research. Chatham, UK: Natural Resources Institute.

Gebremedhin, B., Getachew, A. & Amha, R. (2010). Results based monitoring and evaluation for organizations working in agricultural development: A guide for practitioners. International Livestock Research Institute, Nairobi, Kenya.

Frankel, L. & Gage, D. (2007). A practical guide to planning, monitoring and evaluation and impact assessment. London, Save the children, UK.

Gage, D. & Dum, L. (2009), PATH monitoring and evaluation initiative. UK

Gorgenese et all. (2010). Beyond the Log frame: A new tool for examining health and peace building initiatives. Development in practice, 18(1), 66-81

Gorgens, M.,& Kusek, J.Z. (2010). Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit. Washington D.C, World Bank

Griffine, N. (2005). Beyond the Log frame: A new tool for examining health and peace building initiatives. Development in practice, 18(1), 66-81

GTZ. (2001). Assisting Local Communities: Evaluation of Government Funded NGO Projects in Vietnam. The German Government's Overseas Aid Program. Quality Assurance Series No. 18

Hunter, J. (2009). Monitoring and evaluation: are we making a difference? Namibia Institute for Democracy John Meinert Printing, Windhoek, Namibia

Hogan, J. (2007). NGO Capacity Building: The Challenge of Impact Assessment. Paper presented to the New Directions in Impact Assessment for Development Methods & Practice Conference. IDPM University of Manchester

IFRC. (2002). Project level monitoring and evaluation: who really wants to know. The annual report on results and impact of IFRC operations. Office of Evaluation

Innes, J.E. & Booher, D.E. (1999) A consensus building and complex adaptive systems: A framework for Evaluating collaborative planning. Journal of the American planning Association, 65 (4), 412-423

Jack,,E. (2014). Response rate and Responsiveness for surveys: Standards and the

Jeffery, C (2000). Civil Society, NGOs, and Development in Ethiopia A Snapshot View. "CSOs and local capacity development' Reprinted in Jeffery 2007 The World Bank 1818 H Street N.W. Washington, D.C. 20433 USA Copyright © 2007

Journal.retrived from http://www.ncbi.nlm.nih.gov/pmc/articls/PMC2384218/. Jerry, A. & Anne, G. (2008). Participatory Monitoring and Evaluation in Practice. INTRAC-Praxis Paper 21, 9-11: Unpublished.

Kothari, C.R. (2005). Research Methodology: Methods and techniques. Daryaganj, New Delhi: New Age International (P) Ltd.

Kusek, J. Z., & Rist, C. R. (2004). Ten steps to a Results-based Monitoring and Evaluation

System. Washington DC, World Bank.

Leeue,C. Lawrence M, & Kaith M.(2010). Research Methods in Education (6th ed.). New York: Rout ledge publisher.

Pasanen, L. & Shaxson, R. (2016). Three approaches to Monitoring: Feedback systems, participatory monitoring and evaluation and Logical Frameworks. Institute of Development studies, 41(6), 36-44

Scriven C. (1996), Monitoring and evaluation framework for Waverley Action for Youth Service, Social Policy Research Centre Report, University of New South Wales

Magnen, A. (1991). Education projects: Elaboration,Financing and Management. Paris: Imprimerie Guihier Villaris.

Management Agency. (2013/14). Ethiopian Protection of basic services social accountability program, monitoring and evaluation manual for grantees. Addis Ababa: unpublished.

Michael, A. (2007). A hand Book of Employee Reward Management and practice,2nd edition.London: Bell&Bain,Glasgow.

MLYAM. (2011). Mehlewetatoch Yebegoadragot Mahiber Strategic Plan Manual. Addis Ababa: unpublished.

Nabris, K. (2002). Monitoring and Evaluation, Civil Society Empowerment, Jerusalem, PASSIA. Nachmias, C.F. & Nachmias, D. (2007). Research Methods in the Social Sciences (7th Ed.).London: Worth Publishers Inc.

OECD. (2012-2014) annual performance report.

Rachel, H., Thoms, L., Angela, C., Tlina, K., Joan, O., Brain, P. (2013). Legal frameworks and political space for nongovernmental organizations: An overview of six countries: Unpublished.

Rist, R. C., Boily M. H., & Martin F. (Eds). (2011). Influencing change: building evaluation capacity to strengthen governance. Washington DC, World Bank.

Samuel T., Biraj, S., Merga, A., Gadissa, B. (2010). Evaluation and design of Social accountability component of protection of Basic services project ,Ethiopia. Addis Ababa: Unpublished.

Samuel, J., Mantel, Jr., Jack, M., Margaret M.(2001). Core Concepts of Project Management. River Street, Hoboken-USA: Johnwiley&sons.inc.

SAMDI. (2007). Strategic Analysis and Modern Development Initiative: Outlook on monitoring and evaluation system . South Korea, Jeju: unpublished

TECS. (2013, April). Guideline to determine operational and administrative: Early evidence of impact. Tracking Trends in Ethiopia's Civil society, Policy brief 5 , 2-5.

Theory of Change by Act Knowledge (http://theoryofchange.org)

UNDAF. (2011). Implementation Manual for UN agencies assisted program in Ethiopia. Addis Ababa: Unpublished.

UNDP. (2002), (2006) and (2009). Hand book on planning, Monitoring and Evaluation for development results. New York,USA: Colonial communications corp.

USAID. (2012). Hand book on planning, Monitoring and Evaluation for development results, Ethiopia, Addis Ababa.

USAID. (2012). Ethiopia: United Nations Development Assistance Framework (2012-2015), Monitoring and Evaluation Plan. Addis Ababa: Unpublished.

UNAIDS (2008). Organizing framework for a functional national HIV Monitoring and Evaluation System. Geneva

UNDP Pacific Centre (2011). A Capacity Development Plan for CSOs in the Pacific. World Bank. (2009): Project appraisal document. Washington: unpublished World Bank. (2004). Ethiopia General Education Quality Improvement Program: Project appraisal document. Washington: unpublished

Walker K., Grossman L., and salamaon N. (1999). M&E as learning: Rethinking the dominant paradigm. World Association of Soil and Water Conservation

Wegayehu H., (2014): Monitoring and evaluation practices and challenges of local nongovernmental organizations executing education projects in Addis Ababa

White, K. (2013). Evaluating to Learn: Monitoring & Evaluation best practices in Development INGOs. Available at dukespace.lib.duke.edu

Annex

Questioner

Code:______________

The purpose of this questionnaire is to gather information on practices and challenges local nongovernmental organizations face in monitoring and evaluating their projects. The information collected through this questionnaire will be treated with confidentiality and used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

Part 1: General Information

Organization Name (Optional): _________________

Gender: ☐ Male ☐ Female

Age: ☐ 21 and Under
☐ 22 to 34
☐ 35 to 44
☐ 45 to 54
☐ 55 to 64
☐ 65 and Over
☐ Decline

Position: ___________________________________

Academic Qualification ☐ Secondary ☐ College ☐ University ☐

Part 2 : Employees Knowledge status regarding M&E

1. Do you have any monitoring and evaluation experience?

A. Yes

B. No

2. If Yes to Q1, how many years of monitoring and evaluation experience?

A. Less than 2 year

B. 2 - 5years

C. 6-9 years

D. Over 10 years

3. What monitoring and evaluation training do you possess?

A. Formal training only

B. In-service training only

C. Formal and in-service

D. None

E. Other (specify): ________________________________

4. How would you rate the trainings importance in enhancing your M&E knowledge?

A. Very Important

B. Important

C. Moderately Important

D. Slightly Important

E. Not Important

5. What is the competence of other relevant staff members in handling M&E tasks?

A. Very competent

B. Competent

C. Incompetent

D. Very incompetent

E. Don't know

6. Is there a system that assist staff in capturing, managing and analyzing data?

A. Yes

B. No

C. If no, why?_______________________________

Part 3: Current monitoring and evaluation practice.

1. Does your organization have any M&E experience in the past 4 years:
   1. Yes
   2. No
2. Who are the major stakeholders involved in M&E of your projects? (Possible to circle more than
   1. All project staff
   2. Only M&E staff
   3. Donors
   4. Community
   5. Beneficiary
   6. Government
   7. Other________
3. Does your organization use computerized M&E system?
   1. Yes
   2. No
4. How would you rate the role of management towards the implementation of the M&E system?
   1. Very adequate
   2. Adequate

   3. In adequate
   4. Very inadequate
   5. Don't know

5. What is the most common method of M&E data collection?
   1. Questioners
   2. Interviews
   3. Attendance forms
   4. Focus group discussion
   5. Other: _____________

6. Does your organization have written M&E plan that guide project execution?
   1. Yes, for all projects
   2. Yes, for some projects
   3. No

7. How would you rate the adoptability of this M&E plan?
   1. Very easy
   2. Easy
   3. Difficult
   4. Very difficult

8. If your answer is no to Q. 6, what is the reason behind?
   1. Lack of budget
   2. It is irrelevant
   3. Lack of expertise
   4. Other, specify: ________________________

9. Which of the following planning and M&E tools does your organization use?
   A. Logical framework
   B. Theory of change
   C. Result framework
   D. Outcome mapping
   E. Most significant change
   F. Others, specify:________________________

10. -Please tick next to the appropriate column in the table below.

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
The choice of indicator in setting up monitoring and evaluation systems influence their performance					
My knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems					
I experience challenges when applying M&E system					

How often does your organization monitor its activities? (possible to circle more than one)

1. Daily
2. Monthly
3. Quarterly
4. Bi-annually
5. Never

11. What type of evaluations have your organization been part of?
    1. Internal (own force)
    2. External consultant
    3. Both
    4. None
12. Which of the following type of evaluations do you carry out on projects executed by your organization?
    1. Ex-ante evaluation (Start-up evaluation)
    2. Mid-term evaluation
    3. Terminal/Summative evaluation
    4. Ex-post /Impact evaluation
    5. None
13. Does your organization use inputs from M&E findings for various decision making?
    1. Yes, always

2. Yes, sometimes
3. No

Part 4: Challenges in executing M&E

1. What are the major barriers that hindered your organizations ability to effectively and efficiently implement M&E? 1. Indicate Very highest barrier, 2. Highest barrier, 3. Medium barrier, 4. Least barrier and 5. Not a barrier (possible to rank more than one choice)

   1. Policy/legal framework ____
   2. Lack of expertise ____
   3. Insufficient baseline data ____
   4. Lack of fund for M&E activities______
   5. Not friendly M&E tools ____
   6. Other: ___________________

2. To what extent do you think the charities and society's proclamation (621/2009) of 70/30 rule negatively affects your organizations M&E practice?

   1. Very highly
   2. Highly
   3. Moderately
   4. Low effect
   5. No effect

3.To what extent does donors reporting requirement and format negatively affect the implementation of M&E?

   1. Extremely unlikely
   2. Unlikely
   3. Neutral
   4. Likely
   5. Extremely likely

4, Over all, the existing challenges in conducting M&E compared to the past 5 years is:

   1. Becoming more challenging
   2. Improving

3. About the same as it was

Part 5: Coping Mechanism

1. Which of the following methods does your organization opt for in coping with M&E challenges?
   1. Allot more budget for M&E
   2. Limit M&E activities
   3. Adopt participatory approach for M&E
   4. Other: ___________________________________
2. Which of the following possible solutions could contribute to positively enhanced your organizations M&E system?
   1. Building staff capacity
   2. Minimize the burden of data collection and reporting
   3. Develop an M&E plan
   4. Computerize M&E system
   5. Increased role of management
   6. Other, specify: _____________________________________

What recommendation/suggestion would you give that could improve M&E practice and curb the challenges?

____

____.

End

Thank you for your response!