



Project Monitoring and Evaluation Practices of the Local NGOs: The Case Study of Ethiopian Red Cross Society

By

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Addis Ababa, Ethiopia

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NGOs: The Case Study of Ethiopian Red Cross Society.**

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**ADDISABABA UNIVERSITY COLLEGE OF BUSINESS
& ECONOMICS SCHOOL OF COMMERCE DEPARTMENT
OF PROJECT MANAGEMENT**

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DECLARATION

I, the undersigned, declare that this research project entitled “***Project Monitoring and Evaluation Practices of the Local NGOs: The Case Study of Ethiopian Red Cross Society***”, is my original work and has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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CERTEFICATION

This is to certify that Tewodros Gashaw has carried out this research work on the topic entitled **“Project Monitoring and Evaluation Practices of the Local NGOs: The Case Study of Ethiopian Red Cross Society”** under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the Degree of Master of Arts in Project Management.

Teklegiorgis Assefa, (Asst.Prof).

Signature _____

Date_____

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ACRONYMS/ABBREVIATIONS

AIDS-	Acquired Immune Deficiency Syndrome
	Children Emergency Fund
CREAM-	Clear, Relevant, Economic, Adequate, Monitorable
ECCSFE-	European Commission Civil Society Fund in Ethiopia
ERCS-	Ethiopian Red Cross Society
HIV-	Human Immunodeficiency virus
ICRC-	International Committee of the Red Cross
IFRC-	International Federation of Red Cross & Red Crescent Society
INTRAC-	International NGO Training and Research Center
IOM-	International Organization for Migration
IPMS-	Integrated Performance Management System
IUCN-	International Union for Conservation of Nature
M&E-	Monitoring and Evaluation
NGO-	Non Governmental Organizations
OECD-	Organization for Economic Cooperation and Development
OUBS-	Open University Business School
PMER-	Project Monitoring, Evaluation & Reporting
RBM-	Result Based Management
SMART-	Specific, Measurable, Achievable, and Realistic & Time bound
UN-	United Nations
UNDP-	United Nations Development Program
UNICEF-	United Nations Children Fund formerly known as United Nations International

ABSTRACT

The objective of this study is assessing the monitoring and evaluation practices of the projects conducted by the local NGOs using the case study of ERCS. To accomplish its objective the researcher has employed a descriptive research design and used both primary and secondary data. For the primary data the researcher has employed questionnaire and interview. For the secondary data the researcher has used document reviews associated with ERCS, IFRC, ICRC and other Red Cross organizations operating in Africa and the rest of the world. According to this study, most of the projects sponsored by ERCS are not being completed according to the schedule, with in the allocated budget and to the required quality standard. This study has discovered some limitations in the M&E functions of the ERCS sponsored projects which have contributing factors for the project delay, cost overrun and quality issues. Some of the limitations include, insufficient resource allocation, lack of M&E skilled personnel, weak benefit package, lack of required and regular training for project staff about M&E and weak capacity at branches especially at zones and district levels. Based on the findings the researcher has noted a gap at different M&E functions between the existing project M&E practices and what ought to be. The results of the findings are presented using tables, charts and percentages. Based on the findings the researcher makes recommendation in order to improve the M&E functions and address the problems associated with project delay, cost overrun and quality. According to the researcher, ERCS needs to make the allocation of budget for M&E closer to the international NGO bench mark and to revise the budget and resource required for M&E staff training and development. The organization has also to bench mark the salary and benefit of other NGOs operating locally and needs to make a regular review of the M&E staff Benefit in order to improve the retention of skilled M&E staff. The study also suggests for ERCS to enhance its self-income generating activity in line with its founding charter. The organizations also need to work in enhancing its internal capacity both in the required resource and human capital across the different branches in the nation including in zones and districts.

Key Words: ERCS, Project Monitoring, Project Evaluation, Project Monitoring & Evaluation, Local NGOs, Practice.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Although the non-governmental activities and works have a long period of history; the term Non-Government Organization which is commonly referred to as NGOs came in to use and become popular worldwide after 1945 as a result of the need for the UN to differentiate in its Charter between participation rights for intergovernmental specialized agencies and those for international private organizations. At the UN virtually all types of private bodies can be recognized as NGOs (Ali 2005).

NGOs are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries. NGOs work both independently and alongside bilateral aid agencies from developed countries, private sector infra-structure operators, self-help associations, and local governments. They range in size from an individual to a complex organization with annual revenue of one billion USD or more (Eric & Faisal 2007).

In Ethiopia as in the case of many countries around the world, NGOs play a vital role in the social, political and economic development of the country. In addition to this, NGOs play an important role around crisis and poverty alleviation and engage in activities such as agriculture, conflict management and displacement, HIV /AIDS, integrated rural development, health, education, income generation and other humanitarian activities (Clark, 2000).

Among NGOs in Ethiopia, Ethiopian Red Cross Society (ERCS) was established in 1935 in the aftermath of the Italian aggression over Ethiopia. ERCS is thus the oldest National Society in Africa recognized by the League of the Red Cross/Red Crescent Societies (now International Federation). ERCS began its operation by providing humanitarian services to wounded soldiers and civilian victims. On the 25 September 1935, ERCS was officially recognized as the 48th member of the International Federation of Red Cross and Red Crescent Societies (Ethiopian Red Cross. n.d.).

Like many NGOs operating in the country, Ethiopian Red cross Society also engages in a number of projects in the country mainly humanitarian services including disaster relief, first aid

training ,basic health care ,blood donation services, health and hygiene promotion ,HIV and AIDS support, and water and sanitation(ERCS 2015).

A project is normally a temporary endeavor undertaken to create a unique product, service or result. The temporary nature of projects indicates that the project has a definite beginning and end. Unique means that the product or service is different in some distinguishing way from similar products or services. Projects are undertaken to fulfill objectives by producing deliverables. A deliverable is defined as any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase or project. Deliverables may also be tangible or intangible (PMBOK 2017).

Although Projects differ in size, scope cost and time, all have some common characteristics. These characteristics of the projects include the start and finish date, a life cycle, budget, set of activities and the use of resources. In addition to the above characteristics projects have centralized responsibilities for management. The project manager is the focal person from the project start up to the final project phase called close up. Project teams also have a defined roles and responsibilities in the project (PMBOK 2017).

In the project activities monitoring and evaluation plays a vital role in providing a constant feedback about the progress of a project, the problem it is facing, and the efficiency with which it is implementing. Without effective monitoring and evaluation ,it would be impossible to judge if work is going in the right direction ,whether progress and success can be claimed and how future efforts might be improved(IFRC2011).

From the early preliminary discussions with some of Ethiopian Red Cross Society project participants and project coordinators; the researcher understood that there are a number of cases to find a project which has exceeded one or more of the three important project parameters namely in terms of project delay ,Cost overrun and quality.

The main purpose of this research paper is to look in to the project monitoring and evaluation practices of the NGO projects in Ethiopia with a case study of Ethiopian Red Cross Society sponsored Projects. This study hence examines the effect of project monitoring and evaluation practices of Ethiopian Red Cross Society sponsored projects and its impact on the success of the

project. The outcome of this research paper is to improve the project monitoring and evaluation practices of the ERCS and there by improve its project performance.

1.2. Statement Of the problem

Projects in general are complex tasks and are exposed to different problems including delay and cost overrun. Besides this there are a number of cases where the project deliverables are not to the required quality standard.

According to some studies, most NGO projects fail in Africa because of failing to monitor and evaluate the projects progress. Besides this monitoring and evaluation is viewed as a donor not a management requirement and this has been found to undermine the overall success of projects implemented in Africa (Mehret 2017).

The researcher has conducted some preliminary discussions with Ethiopian Red cross Society project professionals before starting the study. Accordingly the researcher has discovered that most of the projects conducted by the organization are not being completed according to the schedule and planned budget. The delay in projects also results in the additional requirements of budget resulting in cost overrun. During the discussion the researcher has also noted that some of the projects conducted by ERCS fail to meet the expectations of the beneficiaries in terms of the qualities of the deliverables.

One very important element in making a project successful is the project monitoring and evaluation exercised from the project startup until the final phase of the project (INTRAC 2011).

This research paper examines the project Monitoring and Evaluation practices of the Projects sponsored by the local NGOs, by focusing mainly on Ethiopian Red Cross Society Projects and looks to identify gaps between the existing practices and the best practices of project monitoring and evaluation. The outcome of this study is to make monitoring and evaluation at ERCS projects more effective and there by improve the performance and deliverables of projects in terms of schedule, cost and quality.

1.3. Research Questions

1-What are the current project monitoring and evaluation practices of the Ethiopian Red Cross Society?

2-What are the tools and instruments to make project monitoring and evaluation more effective at ERCS?

3-How does the tools and instruments affect the monitoring and evaluation?

4-How does monitoring and evaluation affect the project performance at ERCS?

1.4. General Objective

The general objective of this research is to assess the project monitoring and evaluation practices of the local NGOs by taking the case study of Ethiopian Red Cross Society projects.

1.5. Specific Objectives

- To assess the current project monitoring and evaluation practices of the Ethiopian Red Cross Society Projects.
- To examine the tools and instruments for effective project monitoring and evaluation at ERCS.
- To examine how the tools and instruments affect the project monitoring and evaluation.
- To assess how monitoring and evaluation affect the project performance of ERCS.

1.6. Significance of the study

There are different stakeholders with varying degree of interest in different projects. Similarly projects sponsored by Ethiopian Red Cross Society have multiple stakeholders. Some of these stakeholders are donors, beneficiaries, the government, the organization, project managers, project coordinators and other parties with different degree of interest.

Findings of the study helps for the concerned stakeholders to identify the gaps in the existing monitoring and evaluation practices and to take appropriate corrective measure based on the results of the findings and the recommendations.

The findings and results of this research work shall be communicated with the organization concerned managers so as improve the awareness of the project team members and project participants and to manage the future projects in best and more effective way.

This research paper also provides an insight to donors, civil societies ,Non-Governmental Organizations (NGOs) both local and international and other interested parties who want to understand and improve the project monitoring and evaluation practices in their areas of interest.

In addition to the above points this research work also serve as an important reference point for other researchers and students who want to engage in similar studies or for any other interested groups or parties who are interested in developing this research work and other similar research areas for the future.

1.7. Scope of the Study

This research paper examines the project monitoring and evaluation practices of the local NGOs by making a case study of the Ethiopian Red Cross Society (ERCS) projects.

NGOs which are sometimes called civil societies are organized on community, national and international levels to serve specific social or political purposes, and are cooperative, rather than commercial, in nature. Similarly the Ethiopian Red Cross Society (ERCS) is a humanitarian organization providing various humanitarian services to different communities across Ethiopia which are affected by natural and man-made causes.

Although there are a number of NGOs working in Ethiopia which are engaged in various services in different areas of the country, this research paper focuses only on projects sponsored by the Ethiopian Red Cross Society. Among the different project management practices this research paper also focuses on project monitoring and evaluation practices of the local NGOs by making a case study of the ERCS.

1.8. Limitations of the Study

Most NGOs in Ethiopia including the Ethiopian Red Cross Society (ERCS) are engaged in a number of humanitarian activities which are engaged in project related activities and other activities which are not to projects. This research however is limited only on projects.

The researcher has observed that there is no earlier work related to the Ethiopian Red Cross Society Projects. Most of the project works related to the Ethiopian Red Cross is also not available either within the organization or in the form of publications to the general public. The researcher has also observed that there is a very limited online document which is directly related to the subject topic. As a result of the limitations on related topic of this research; the researcher had to examine other similar international Non-Government Organizations and local NGOs literature works which have some similarity with this research subject matter. Thus this study shall be used as an additional reference for further study in the future.

This study did not made a survey across the wide organizational network across the country and based its survey research at the organization head quarter in Addis Ababa .This is due to limited time period for the research study and the requirement of budget to access all areas. Thus future researchers may need to consider the limitations in this study and can develop their study further by making the survey in different branches across the nation.

1.9. Operational Definitions of Key Terms

Ethiopian Red Cross Society (ERCS):ERCS is a humanitarian organization providing services to communities affected by natural and manmade disasters through the provision of emergency responses, ambulance and first aid, family reunification ,essential drugs, water and sanitation ,and other humanitarian services. To accomplish its objective and purpose the organization also engages in a number of humanitarian projects (ERCS 2015).

Project Monitoring: Project monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps to identify trends and patterns, adapt strategies and inform decisions for project management (OECD 2011).

Project Evaluation: Project evaluation is a systematic assessment of an ongoing or completed project, program or policy, its implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned in to the decision making process? (OECD2011).

Project Monitoring & Evaluation: It is the regular systematic collection and analysis of information to track the progress of project implementation against preset targets and objectives. It aims to answer the question “did we deliver?”(UNDP 2009).

Local NGOs: Are organizations formed under the laws of Ethiopia which are non-profitable and humanitarian. It includes Ethiopian charities/Ethiopian societies, Ethiopian resident charities/Ethiopian resident societies as local Non-Governmental Organizations.

Practice: Practice is the actual application or use of monitoring and evaluation system within the organization.

1.10. Organizations of the Study

The first chapter deals with the back ground of the study, statements of the problem, research questions, and the general objective, the significance of the study, the scope and the limitations.

Chapter two deals with the review of the related literature. Under this chapter several terms and concepts related to the subject project management including, the project monitoring & evaluation steps, the similarities, the differences, the challenges and the indicators shall be discussed.

The third chapter is about the research methodology. Under this wide subject, the research design, data sources, data types, target population, data collection and analysis techniques shall be explained. Besides this the validity & reliability of the data and the ethical consideration shall be discussed.

Under the fourth chapter the data presentation, discussion and analysis shall be explained. Under this general chapter there are a number of sub topics which includes the respondent's characters and the general background, the monitoring and evaluation plan, the resources for monitoring and evaluation. This topic also covers about the base line data, the frameworks and the challenges during the implementation process of monitoring and evaluation.

The final or the fifth chapter is Summary Conclusion and the Recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature Review

2.1.1. Theory of Project Management

The term project management consists of two basic words called project & Management. The theoretical review in this topic begins by defining the project.

Projects normally arise out of unmet needs. Those needs might be to find a solution to a critical business problem that has evaded any prior attempts at finding a solution; or those needs might be to take advantage of an untapped business opportunity. In either case, a sponsor or customer prepares a business case to advocate approval to pursue the appropriate project. The formal definition of a project defines project as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification (Wiley 2014).

A collection of related projects is defined as a program. The projects may have to be completed in specific order for the program to be considered complete. Because programs comprise multiple projects, they are larger in scope than a single project. Unlike projects, programs can have many goals (Wiley 2014).

The concept of project management has a long history and is dates back with the construction of the Great Wall of China, the Stone age of England and to the pyramids of Egypt (Kilkelly 2008).

Thus the concept of project management has evolved from asset of processes that were once considered nice to have, to a structured methodology that is considered mandatory for the survival of the firm (Harold 2010).

The era of modern project management began in the early 1950s with the development of two mathematical scheduling models known as the Program Evaluation Review Technique called PERT and the Critical Path Model called CPM. While the former refers to a method of analyzing the tasks involved for completing a given project the later determines schedule flexibility for each activity.

According to Kilkelly in the early 1960's industrial and business organizations began to take notice of the benefits of organizing work around projects; after which, the Project Management Institute was founded in 1969 with the aim of promoting management best practices(Kilkelly 2008).

Companies are now realizing that their entire business, including most of the routine activities, can be regarded as a series of projects. Simply stated we are managing our business by projects (Harold 2010).

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently (PMBOK Guide2017).

Project Management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes which are categorized in to five process groups. These five process groups are Initiating, Planning, Executing, and Monitoring & Closing (PMBOK 2013).

Project management differs from other management principles in two significant ways. First, while department managers or managers of other organizational units expect their departments to exist indefinitely, project managers focus on an undertaking with a finite life span. Second, projects frequently need resources on a temporary basis, where as permanent organizations utilize resources full time. The sharing of resources frequently leads to conflict and requires skillful negotiation to see that projects get the necessary resources to meet objectives throughout the life cycle of a project (Marion 2002).

2.1.2. Result Based Management

An effective state is essential for achieving sustainable socioeconomic development. With the advent of globalization, there are growing pressures on governments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of

tangible results. Governments, parliaments, citizens, the private sector, nongovernmental organizations (NGOs), civil society, international organizations and donors are among the stakeholders interested in better performance. As demands for greater accountability and real results have increased, there is a greater need for enhanced results-based monitoring and evaluation of policies, programs, and projects (World Bank 2004).

There has been an evolution in the field of monitoring and evaluation involving movements away from traditional implementation based approaches toward new results based approaches. The latter help to answer the “so-what” question. In other words, governments and organizations may successfully implement programs or policies, but have they produced the actual, intended results? Have governments and organizations truly delivered on promises made to their stakeholders? So one must also examine outcomes and impacts (World Bank 2004).

Result-Based Management (RBM) is a management strategy that focuses on performance and the achievement of results (outputs, outcomes and impacts). RBM provides a structured, logical model for identifying expected results and the inputs and activities needed to accomplish them. The aim of RBM is to manage an intervention while trying to ensure its relevance, efficiency, effectiveness, impact and other quality criteria (ICRC 2008).

In a result-based context, the term monitoring has a broader meaning. Performance monitoring is a process of assessment based on participation, feedback, data collection, analysis of actual performance (using indicators) and regular reporting. Monitoring provides the information required to assess whether progress is being made towards achieving results. It provides the opportunity to review the assumptions made early in the project to be sure they still hold true and to decide whether the original strategies are still appropriate (Gumz, J. & Parth, F. R. 2007).

Monitoring aims to provide the sponsor and key stakeholders with regular feedback and early indications of progress (or the lack thereof) in achieving intended results. It tracks the actual performance against plan according to pre-determined standards, collecting and analyzing data on processes and results and recommending correcting measures (Gumz, J. & Parth, F. R. 2007).

RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results you want to

achieve by identifying in advance the intended results of a project/programme and determine whether a difference has genuinely been made for the people concerned.

As with any framework, a logical frame work approach is a tool for designing, monitoring and evaluating projects. It essentially, entails goal and objective oriented planning for project implementation. The written planning or internal policy document is essentially a log frame. Although the LFA can vary in look and structure depending on the implementing organization ,all LFA will have common components, one way or another, consisting of objectives that can be measured ,indicators and targets subject to periodic reporting requirements (Darrell Myrick 2014).

Monitoring and evaluation is a critical part of RBM. It forms the basis for clear and accurate reporting on the results achieved by an intervention project or program.

2.1.3. Project Monitoring

In an ideal world, projects would be completed on time, within specified budgets and to the standards set out to the plans. In practice, any project involves a set of unique problems and constraints that inevitably create complexity and risk .Plans are liable to change as work progresses, and each stage in the process may have to be revisited several times before completion. Projects do not exist in a vacuum, they often take place in a rapidly changing contexts, and the impact of the changing environment on the life cycle of the project has to be managed (OUBS 2006).

According to OUBS (2006), to control; you need a plan that indicates what should happen and information that tells you what actually happening .This is monitoring activity .By comparing the information about actual progress against the plan, one will be able to identify any variations. One can control the project by taking action to correct those deviations from the plan that can be controlled, or by revising the plan in the light of new knowledge or environmental change.

Monitoring can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. Monitoring is not only concerned with asking “Are we taking the actions we said we would take?” but also “Are we making progress on achieving the results that we said we wanted to achieve? “In the more

limited approach, monitoring may focus on tracking projects and the use of the agency's resources. In the broader approach, monitoring also involves tracking strategies and actions being taken by partners and non-partners, and figuring out what new strategies and actions need to be taken to ensure progress towards the most important results (UNDP 2009).

Monitoring is also defined as the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management (IFRC 2011).

It is a compulsory, continuous and regular process that aims to track the different constitutive elements of the project, in order to achieve the project's objectives. The ultimate goal is to ensure delivery of a good quality service to the affected population. The information obtained through monitoring must lead to decisions, so that the project may be adapted according to the evolution of the population's needs, the context, activities, etc. (ICRC 2008).

Monitoring means one can be accountable to stakeholders; the affected population, donors, aid workers, project managers, etc. The project manager is responsible for monitoring. But many other members of the project team are in charge of specific tasks (data collection, processing, analysis, etc. (ICRC 2008).

One can also say that the main aim of monitoring is to be able to detect problems at an early stage where it is still possible to change aspects of the project and thus turn it towards a successful outcome.

According to a report by ICRC (2008) the key points with regard to monitoring includes the following

- It is an internal management responsibility.
- It measures progress in relation to the budget, activities, assumptions and results (outputs and outcomes).
- It finds problems, and identifies and implements solutions.
- It uses both formal and informal data gathering methods
- It focuses on resource allocation, expenditure and activities, planned outputs, people involvement and organizational capacity.
- It is a key source of data evaluation.

Table 2.1: Common types of Monitoring

Results Monitoring	It determines if the project/program is on target towards its intended results (outputs, outcomes, and impact) & whether there may be any unintended impact. It tracks effects and impacts. This is also where monitoring merges with evaluation
Process (activity Monitoring)	Tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered. The efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds in to the evaluation of impact.
Compliance Monitoring	Ensures compliance with donor regulations and expected results, grant and contract requirements, local government regulations and laws, and ethical standards.
Context (situation) Monitoring	Tracks the setting in which the project /program operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project/program.
Beneficiary Monitoring	Tracks beneficiary perceptions of a project/programme. This includes beneficiary satisfaction or complaints with the project /program, including their participation, treatment, access to resources and their overall experience of change.
Financial Monitoring	Accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring.
Organizational Monitoring	Tracks the sustainability, institutional development and capacity building in the project/program and with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organization.

Source: Adapted from IFRC 2011 report

2.1.4. Project Evaluation

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy including its design, implementation, and results. The aim is to determine the

relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors (OECD 2002a).

Evaluations involve identifying and reflecting upon the effects of what has been done, and judging their worth. Their findings allow project/program managers, beneficiaries, partners, donors and other project/program stakeholders to learn from the experience and improve future interventions (IFRC 2011).

Decision makers, such as managers, use evaluations to make necessary improvements, adjustments to the implementation approach or strategies, and to decide on alternatives. Evaluations addressing these questions need to provide concrete information on how improvements could be made or what alternatives exist to address the necessary improvements. When evaluations are used effectively, they support program improvements, knowledge generation and accountability (UNDP 2009).

Judging the worth of a project can be a continual process. It may take place before a project proposal is accepted, during the progress of a project, at completion, and sometimes afterwards. The final evaluation will consider whether the project achieved what was intended, and this may not be evident for some time (OUBS 2006).

According to ECCSFE 2017; Evaluations can take place at the following three points in the project cycle.

1. When the project is still underway and such interim evaluations are usually undertaken at mid-term, to review progress and propose alterations to project design during the remaining period of implementation.
2. At the end of a project to document the re-sources used, results and progress towards objectives. The objective is to generate lessons about the project, which can be used to improve future designs.
3. A number of years after completion of the project (ex post evaluation), often focusing on assessing the impact of development projects, which take place some period after its completion.

Evaluations reports serve many purposes. The central purpose, however, is to “deliver the message”-inform the appropriate audiences about the findings and conclusions resulting from the collection, analysis, and interpretation of evaluation information (World Bank 2004).

The different types of evaluation may be a review of the process with the purpose of learning from experience. This is often done by comparing the project plan with what actually happened, to identify all the variations that occurred, in both processes and outcomes. The aim is to draw out how to avoid such variations in future projects or how to plan more effectively for contingencies (OUBS 2006).

Thus at the end of the project it is possible to evaluate the extent to which each stage went as planned, and explore the implication of any deviations from plan. Evaluating the separate stages is likely to produce information that can be used to improve the management of future needs. The lessons learned from evaluations can be used to inform strategic planning as well as to improve management of projects.

According to OUBS (2006), reviews and informal evaluations will often be sufficient, but sometimes a formal evaluation will be needed. A formal evaluation can be both time consuming and expensive, and so must be carefully planned. There are many different ways of carrying out such an evaluation, and the process chosen will influence the attitudes of those involved and whether their response to the project is positive or negative. There are a number of decisions that have to be made in designing an evaluation:

- Decisions about goals: What is the evaluation for, and who wants the evaluation?
- Decisions about focus: What is to be evaluated?
- Decision about methods: How and from what sources will the information gathered?
- Decisions about evaluation criteria: How will criteria be set, and by whom?
- Decisions about process: Who will do the evaluation, and who will manage the process?
- Decisions about application: What use will be made of the findings?
- All of these decisions relate to the overall purpose of the evaluation: and, if each is considered as part of the design process, the answers will enable the process to be planned.

2.1.5. Similarities and Differences of Monitoring and Evaluation

The increased level of emphasis given to results (outcomes), as opposed to activities and output, has brought some major changes in the focus, approach and application of Monitoring & Evaluation systems where by, as focus of management changes from activities to results, focus on M&E also changes from the traditional M&E system, which emphasizes assessment of the contributions of interventions to development outcomes. Building and sustaining a result based Monitoring & Evaluation system is not an easy task for it requires continuous commitment, champions, time, effort and resources (Juliet N.2016).

M&E is a process that helps to improve performance and achieve results. Its goal is to improve current and future management of out puts, outcomes and impact. It is mainly used to assess the performance of projects, institutions and program set by governments, international organizations and NGOs. It establishes links between the past and future actions (Juliet N., 2016).

While monitoring provides records of activities and results, and signals problems to be remedied along the way ,it is descriptive and may not be able to explain why a particular problem has arisen, or why a particular outcome has occurred or failed to occur. Evaluation deals with questions of cause and effect. It is assessing or estimating the value, worth or impact of an intervention and is typically done on a periodic basis-perhaps annually or at the end of a project or program (LinkedIn 2018).

Monitoring and Evaluations are interactive and mutually supportive process. Evaluation differs from monitoring in three respects. Timing, focus and level of detail (ECCSFE 2017).

Monitoring occurs throughout the operation. A baseline study is usually conducted before the operation begins. Evaluation can occur at different points for different purposes-at different points on an evaluation (IFRC2002).

According to OUBS (2006), although monitoring takes place throughout a project, evaluation based on the information thus gained is likely to happen at the end of the project, in a final summative evaluation. Summative evaluation is a process for identifying:

- What the project has achieved

- The aspects of the project that went well
- The aspects that went less well
- Things that you would do differently next time.

The aim of this type of evaluation is to understand and learn from the reasons for success or failure, so that we can perform better in future.

According to IFRC (2011) the main difference between monitoring and evaluation is their timing and focus of assessment. Monitoring is ongoing and tends to focus on what is happening; on the other hand, evaluations are conducted at specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project/program implementation, tracking outputs, budgets, compliance with procedures, etc. Evaluations may also inform implementation (e.g. a midterm evaluation), but they are less frequent and examine larger changes (outcomes) that rigor in analysis, such as the impact and relevance of an intervention.

Recognizing their differences, it is also important to remember that both monitoring and evaluation are integrally linked; monitoring typically provides data for evaluation, and elements of evaluation (assessment) occur when monitoring. Thus Monitoring and Evaluations is a combination of two processes which are different yet complementary (Abalang.J.A, 2016).

Table 2.2: Complementary Roles of Results –Based Monitoring and Evaluation

Monitoring	Evaluation
Clarifies Program objectives.	Analyzes why intended results were or were not achieved.
Links activities and their resources to objectives.	Assesses specific causal contributions of activities to results.
Translates objectives in to performance indicators and sets targets.	Examines implementation process.
Routinely collects data on these indicators, compares actual results with targets.	Explores unintended results.
Reports progress to managers and alert them to problems.	Provides lessons, highlights significant accomplishment or program potential, and offers recommendations for improvement.

Source: World Bank report 2004.

2.1.6. Importance of Monitoring and Evaluation

Project M&E is important to different stakeholders for various reasons and interests. M&E is important to project Managers and their stakeholders (including donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. M&E upholds greater transparency and accountability in the use of project resources, which is particularly useful for funders and development partners. An Ideal M&E systems should be independent enough to be externally credible and socially legitimate but not so independent to lose its relevance. 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 stakeholders (Abalang J.A, 2016).

World Bank (2004) report states that, Monitoring and Evaluation reports can play many different roles, and the information produced can be put to very different uses. Some of the uses include the following:

- **To demonstrate accountability**—delivering on political promises made to citizenry and other stakeholders.
- **To convince**—using evidence from findings.
- **To educate**—reporting findings to help organizational learning.
- **To explore and investigate**—seeing what works, what does not, and why.
- **To document**—recording and creating an institutional memory.
- **To involve**—engaging stakeholders through participatory process.
- **To gain support**—demonstrating results to help gain support among stakeholders.
- **To promote understanding**—reporting results to enhance understanding of projects, programs and policies.

According to IFRC (2011), a well-functioning M&E system is a critical part of good project/program management and accountability. Timely and reliable M&E provides information to:

- **Support project/program implementation** with accurate, evidence based reporting that informs management and decision-making to guide and improve project/program performance.
- **Contribute to organizational learning and knowledge sharing** by reflecting up on and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- **Uphold accountability and compliance** by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards (e.g. the Red Cross and Red Crescent Fundamental principles and code of conduct) and with any other donor requirements.
- **Provide opportunities for stakeholder feedback**, especially beneficiaries to provide input into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.

- **Promote and celebrate our work** by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization.

2.1.7. Steps of Monitoring and Evaluation

According to World Bank (2007), steps for designing a monitoring and evaluation system depend on what is one trying to monitor and evaluate. The following is an outline of some general steps one may take in thinking through at the time of planning the activities.

1-Identify who will be involved in the design, implementation, and reporting. Engaging stakeholders helps ensure their perspectives are understood and feedback is incorporated.

2-Clarify scope, purpose, intended use, audience, and budget for evaluation.

3-Develop the questions to answer what you want to learn as a result of your work.

4- Select indicators. Indicators are meant to provide a clear means of measuring achievement, to help assess the performance, or to reflect changes. They can be either quantitative and/or qualitative. A process indicator is information that focuses on how a program is implemented.

5-Determine the data collection methods .Examples of methods are: document reviews, questionnaires, surveys, and interviews.

6-Analyze and synthesize the information. Review the information obtained to see if there are patterns or trends that emerge from the process.

7-Interpret these findings, provide feedback, and make recommendations. The process of analyzing data and understanding findings should provide the recommendations how to strengthen the work, as well as any mid-term adjustments.

8-Communicate the findings and insights to stakeholders and decide how to use the results to strengthen the organization's efforts.

According to IFRC (2008) report, monitoring and evaluations have different steps as listed in the table below.

Table2.3: Steps of Monitoring &Evaluation.

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 time frame and schedule for data collection and processing, and agree on responsibilities.
Prepare the monitoring and evaluation plan and budget	Summarize agreed information needs, data collection, information use, reporting and presentations in a monitoring and evaluation plan. Summarize capacity building and support requirements. Cost all monitoring and evaluation activities, and identify funding sources.
Plan for reporting and feedback	Design the reporting system, specifying formats for reports. Devise a system of feedback and decision –taking for management.

Source: Adopted from IFRC (2002).

2.1.8. Indicators of Project Monitoring and Evaluation

Setting indicators to measure progress in inputs, activities, outputs, outcomes, and goals is important in providing necessary feedback to the management systems. It will help managers identify those parts of an organization or government that may or may not, be achieving results as planned (World Bank 2004).

By measuring performance indicators on a regular determined basis, managers and decision makers can find out whether projects, programs and policies, are on track, off track, or even doing better than expected against target set for performance. This provides an opportunity to make adjustments, correct course, and gain valuable institutional and project, program, or policy experience and knowledge. Ultimately, of course, it increases the likelihood of achieving the desired outcomes (World Bank 2004).

According to IFRC (2010) an indicator is a unit of measurement that helps to determine what progress is being made towards the achievement of an intended result (objective). Indicators set out what information to collect in order to answer key questions about the progress of an intervention. These questions relate to different evaluation criteria as indicated below.

- Efficiency-How much did we do? How many resources did we use to get there?
- Effectiveness-Are we accomplishing what we set out to do?
- Relevance & appropriateness-How do the people we are seeking to help feel about our work?
- Is the intervention responding to real needs? (effectiveness, relevance and appropriateness)
- Impact –Is the work what we are doing achieving its goal?
- Sustainability –Will the benefits to the population be long-lasting, even after the intervention has finished?

The information collected on the indicators is then used to assess progress and guide decision making through the implementation, monitoring and evaluation of the intervention. The information can also help lessons to be learned from an intervention in order to build on successes and avoid repeating mistakes. Indicators can be quantitative or qualitative. It is best to use a combination of both when possible (IFRC 2010).

2.1.9 Challenges of Monitoring and Evaluation

Since the 1990s there has been a major shift in the delivery of aid assistance away from donor designed and managed projects...The push for aid and effectiveness and accountability drives the current emphasis on M&E in the development field. Support for development aid depends on the public's belief in its effectiveness. The moral case for providing support rests upon its achieving its objectives (Scott 2013).

Roche continues to identify factors whose synergies contribute to breakdowns in development organizations: These elements combine to produce a growing gap between the rhetoric of agencies and the reality of what they achieve.

- Increased Competition between NGOs.
- Increased pressure to show results and impact.
- Lack of professional norms and standards.
- Poor learning and accountability.
- Growing need for profile for fundraising and [advocacy] work.

These factors directly affect development evaluation systems and cause problems for M&E oversight and actually using the findings and recommendations from evaluations.

According to World Bank(2004) ,the challenge of designing and building a result based M&E system in a developing country is difficult and not to be underestimated. The construction of such a system is a serious undertaking, and will not happen overnight. However, it is also not to be dismissed as being too complicated, too demanding, or too sophisticated for a developing country to undertake. All countries need good information systems so they can monitor their own performance-developing countries no less than others.

Developing countries building their own results-based M&E systems face challenges both similar to and different from those of developed countries. Demand for and ownership of such a system-the most basic requirement is difficult to establish in developing countries. A recent World Bank and African Development Bank study found that the key constraint to successful Monitoring and Evaluation capacity development in Sub Saharan Africa is lack of demand .Lack

of demand is rooted in the absence of a strong evaluation culture, which stems from the absence of performance orientation in the public sector (World Bank, 2004).

The context for development evaluation is facing new challenges caused by shifts in the structure of development assistance. Accountability has taken a new direction downward, valuing beneficiary empowerment, in addition to government and civil society. The push for participation of beneficiaries in development evaluations is increasingly political and requires involving many more people (Roche, C. (1999).

According to OECD,(2011),while many problems encountered during Monitoring and Evaluation are caused by a failure to invest proper resources (including time)in developing and maintaining a suitable M&E system, it is not always the case that these problems can be solved simply by doing more or better monitoring and evaluating. In fact, many such problems are symptoms of deeper issues, such as the overall design of the programme, the relationship between program partners, misunderstandings or disagreements about the purpose of certain M&E activities, etc.

For this reason ,when problems arise that are perceived as M&E problems, it is worth following the three steps to diagnose the reasons for these problems and identify suitable solutions.

- Classify the symptoms
- Analyze underlying problems and deeper causes
- Identify short-term and long term responses.

The following table shows some of the common challenges, underlying reasons and possible solutions of M&E.

Table 2.4: Challenges, underlying reasons and possible solutions of M&E

Problem	Underlying issues/Questions to ask	Possible solutions
Lack of baseline data/study	Why was this data not collected? Because of poor planning? Or because the information is hard to access or collect	-Recreate a base line by collecting data from other sources relating to the time immediately before the program started. -Refer back to the analytical baseline in original project -Consider using participatory monitoring techniques to identify the most important information
Impossible to identify or collect suitable indicators	What are indicators needed for? Why is it not possible to collect them?	-Indicators may not be the most appropriate way of measuring change in this context; other methods can be found. -In fragile and conflict –affected environments, it may not be possible to use standard indicators, but proxy indicators may provide similar information
Partner government information systems do not produce reliable information	Is this due to lack of capacity? Or because statistics are deliberately distorted for political purposes?	-Over the long term, the solution is to invest in building the capacity of national M&E systems. -Over the short term ,it may be possible to find similar information from other sources, such as surveys by non-governmental organizations
Key stakeholders resist evaluation process or cooperate to the minimum degree necessary	Do stakeholders understand what the evaluation is for? Have they been involved in the M&E?	-.Explaining why the evaluation is necessary and how it will help improve programming may make them more co-operative -Enhance the participation of key stakeholders in M&E
Evaluation does not produce useful results	Is this because the evaluation was poorly designed? Or because the evaluators do not have the right skills?	-Organize a meeting with the evaluation team to discuss the problems, the program's intervention logic, the scope and methodology of the evaluation. If possible, revise the evaluation methodology to ensure a more appropriate result.
Evaluation is ignored/rejected by key stakeholders in partner country	Is this because they do not feel any ownership of the evaluation? Is it because the findings are too sensitive, or they find certain conclusions offensive?	-If still possible, give key stakeholders the chance to prepare a response to the evaluation report, identifying any areas that they believe are factually incorrect and suggesting improvements they would like to see to the evaluation.

Source: Adopted from OECD (2011).

2.1.10. Monitoring and Evaluation of NGO Projects

Different books, reports and publications have a wide range of definitions regarding the term NGOs and it is difficult to provide one Precise or standard definition. This is mainly due to the diversity of their purpose, interests and ideologies. Different Scholars have also defined NGOs differently depending on the issues they want to address.

According to Investopedia (2018) a non-governmental organization (NGO) is a non-profit, citizen-based group that functions independently of government. NGOs, sometimes called civil societies, are organized on community, national and international levels to serve specific social or political purposes, and are cooperatives rather than commercial in nature. Two broad groups of NGOs are identified by the World Bank.

- **Operational NGOs**, which focus on development projects.
- **Advocacy NGOs**, which are organized to promote particular causes.

Certain NGOs may fall under both categories simultaneously. Examples of NGOs include those that support human rights, advocate for improved health or encourage political participation. While the term "NGO" has various interpretations, it is generally accepted to include private organizations that operate without government control and that are non-profit and non-criminal. Other definitions further clarify NGOs as associations that are non-religious and non-military. Some NGOs rely primarily on volunteers, while others support a paid staff.

Eric &Faisal(2007) define NGOs as private organizations characterized primarily by humanitarian or cooperative ,rather than commercial ,objectives....that pursue activities to relieve suffering ,promote the interests of the poor ,protect the environment ,provide basic social services ,or undertake community development in developing countries. NGOs then are the subset of the broader nonprofit sector that engages specifically in international development. This definition excludes many of the nonprofit actors in developed countries such as hospitals and universities.

In relation to structure, NGOs may be large or small, formal or informal, bureaucratic or flexible. In terms of funding, many are receiving resources from abroad, while others depend on local fund raising activities. Some NGOs are well- resourced and affluent, while others lead a fragile

“hand to mouth” existence, struggling to survive. When we come to staffing there are some NGOs with highly professionalized staff while others rely heavily on volunteers’ and supporters (Hiwot, 2016).

NGOs are classified in to four groups based on their level of operation:

- **Community Based Organizations (CBOs):** arise out of people’s own initiatives. These can include sport clubs, women’s organizations and religious or educational organizations. There are a large variety of these, some supported by NGOs, national or international NGOs, or bilateral or international agencies, and others independent of outside help.
- **Citywide Organizations: include organizations:** such as the Rotary or Lion’s Club, chambers of commerce and industry, coalitions of business, ethnic or educational groups and associations of community organizations.
- **National NGOs:** include organizations such as the Red Cross, professional organizations etc. some of these have state and city branches and assist local NGOs.
- **International NGOs:** range from secular agencies such as Save the Children Organization, OXFAM, CARE, and foundations to religiously motivated groups. They can be responsible for funding local NGOs, institutions and implementing projects.

The number of NGOs has played a growing role in development since the end of World War II. The number of International NGOs rose from less than 200 in 1909 to nearly 1000 in 1956 and over 20, 000 around 2005(Eric &Faisal ,2007).

In Ethiopia modern Civil Society Organizations were first published as faith-based organizations in the 1930’s. It was during this period that the European missionaries began to participate in the tasks of transforming the economic and social life of the country. Although their primary preoccupation remained spiritual, they took pioneering steps in expanding education and health services (CRDA&DPPC, 2004).

According to Aychegrew (2016), among different NGOs formed in the country, Ethiopian Red Cross Society was formed on July 8th, 1935 by some members of the political elites who were worried by the Italian invasion. It is the oldest National society in Africa recognized by the League of Red Cross/Red Crescent Societies (now International Federation) as the 48th member of the organization. ERCS is also independent auxiliary to the Government of Ethiopia, providing a full complement of humanitarian services including disaster relief, first aid training ,basic health care, blood donation services, health and hygiene promotion, HIV and AIDS support and water sanitation.

ERCS is auxiliary to the government and yet it is an independent humanitarian organization. It was established and recognized by law through a National Charter adopted in 31 October 1947. The charter has undergone various parliamentary revisions, the last being in 1999. The current Charter was endorsed by the parliament in January 2018.

The mission of the ERCS is to prevent and alleviate human suffering and to contribute to the wellbeing of mankind and prevalence of peace, in conformity with the Geneva Conventions and the fundamentals principles of the movement. According to the organization strategic plan (2015-2020), the ERCS vision is to be the leading humanitarian organization in Ethiopia in reaching the vulnerable by 2025(ERCS 2015).

In the second half of the twentieth century, the number of NGOs operating in Ethiopia, as in other African countries, grew exponentially. During the Ethiopian famine of 1973-1974 and throughout the 1970s, about twenty-five NGOs were operative in the country, and this number doubled in response to the outbreak of the Ethiopian famine of the 1980s. By the mid-1990s, the number of registered NGOs in Ethiopia reached 350. Recent statistics show that the Ethiopian Charity and Society Agency, an official coordinating body, registered 2776 humanitarian and Development NGOs currently in operation (Aychegrew, 2016).

Globally ,monitoring and evaluation systems have been in existence since the ancient times ,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 (Briceno,2009).

Monitoring and Evaluation or M&E has been used by nongovernmental organizations (NGOs) for evaluating program for decades. For the European Union, United Nations, the World Bank and other development banks, M&E is embedded in their organizational processes. Many have even published M&E program toolkits to promote understanding and adoption. Country associations, like the Swiss Evaluation Society (SEVAL), have also advanced the adoption of M&E of policies and government funded programs (Gumz, J. & Parth, and F.R.2007).

According to INTRAC (2011), 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 on their effectiveness. In order to respond to this move Monitoring and Evaluation has been given much more prominence in many organizations.

Governments and NGOs are also under increasing pressure to show “value for money”. Constituents and donors are demanding transparency and accountability. The increase in the number of NGOs has caused competition for donations. The organization for Economic cooperation and development found that results based reporting improved the NGOs ability to compete for funds by convincing a special public or legislature that an agency’s programs produce significant results and provide value(Gumz,J.&Parth,F.R.2007).

In Asia, participation in development is generally accepted as a process that is fundamental to addressing issues of ownership and sustainability. Yet when it comes to developing Monitoring and Evaluation (M&E) systems many Civil Society Organizations (CSOs) continue to employ experts to develop their objectives ,indicators and data collection methodologies with very little participation from the very people they engage with(Abalang J.A,2016).

Although M&E is a nascent field in Africa, the international agreements promoting aid effectiveness and accountability together with increased importance for NGOs operating in Africa to demonstrate results and the requirement of host governments in regulating NGOs has led to the appreciation and recognition of the role of M&E in the development agenda(Abalang J.A,2016).

In Ghana, the government recognizes that M&E is an essential ingredient in the planning and management of development and good governance towards improving on M&E management

functions in public and project management functions. Public and project agencies in Ghana were not carried out within a comprehensive framework hence did not benefit from the desired synergies. The civil service law, which aims at establishing a policy focused on civil service, prescribes policy planning, monitoring and evaluation structures across all sectors of the economy (Abalang J.A, 2016).

In Kenya ,the Public Benefit Organization Act ,2013 first schedule ,part II section 13 on monitoring ,evaluation and reporting calls for the organizations to work together through result based management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for monitoring and evaluation for development and impact of their work. They are also required to evaluate progress and success they have achieved annually (Abalang J.A, 2016).

In South Sudan, just like any other developing countries, evaluation has yet to reach acceptable levels of operation, since South Sudan had just gained her independent in recent times; little had been done on the area of monitoring and evaluation though not yet formalized due to its state of political status. Major Evaluations are driven by activities and donor demands (Red Cross 2013).

2.2. Empirical Literature Review

Monitoring and evaluation is a crucial project management function in achieving or ensuring project objectives and to assure the project remains on course. It is also an important project management functions to assess whether the project is assessing its target and in contributing to an improved project outcome.

There are a number of empirical studies regarding the subject at different times and some of this shall be briefly highlighted in this paper.

A study conducted by Basara (2014) under the title “The influence of Monitoring and Evaluation tools on project completion in Kenya”. The objective of the study was to determine the influence of monitoring and evaluation tools in the completion of the project. The study was conducted in Kenya, Kakamega County which has 12 constituencies. The research has focused on main tools of Monitoring and Evaluation namely on strategic plan, logical framework, budget and stakeholders analysis. The purpose was to establish or determine the extent to which the use of

strategic plan influences the level of project completion; to assess extent to which the use of logical frame work influences the level of project completion, to assess extent to which budget adherence influences the project completion and to assess the extent of the stakeholder analysis influences the level of project completion. Four constituencies were randomly sampled. Large projects whose costs exceed one million shillings each were considered for sampling. Other respondents were purposefully sampled from ministry of works and health, community leaders and other stakeholders. Data was collected by questionnaires, document analysis, checklists and scheduled interviews. A total of about 120 respondents were targeted out of which 106 respondents availed the data. Data was analyzed both descriptively and inferentially. The findings showed that monitoring and evaluation tools have influence on project completion. Precisely 88.9% noted that strategic plan has high influence on project completion. 80.7 % observed that logical frame work has high influence on project completion and 80.8% noted budget has high influence over project completion. Regarding stakeholder's analysis 90.4% said it has significant influence on project completion. The result showed that significant correlation between monitoring and evaluation tools and project completion. The study recommended that all concerned should be empowered with skills and knowledge in order to have a grasp of how monitoring and evaluation tools can be utilized.

Muzinda Mark (2007) has worked about Monitoring and Evaluation practices and challenges of Gaborone, Botswana Based local NGOs implementing HIV/AIDS projects .The study sought to determine how effectively HIV/AIDS projects implemented by Gaborone based local NGOs are monitored and evaluated. Data for the study was collected using the descriptive survey method where questionnaire was administered to project managers and monitoring and evaluation officials of the NGOs. The results of the study show that most of the NGOs 66.7% were implementing behavioral change communication projects. The study also determined that the monitoring and evaluation practices of local NGOs fell short of best practices. Most of the best practices were inconsistently done and others were not done at all. Planning for monitoring and evaluations was inconsistently done by respondents. Implementing monitoring and evaluation was not effectively done by the respondents .The study had also a number of challenges including inadequate finance, lack of expertise, stringent and multi donor reporting requirements and lack of base line data. Based on the study and the findings the researcher has made some conclusion and recommendation. Among the recommendations the researches has emphasized

the necessity of generating own income, more funding to the NGOs, training and the requirements for more participatory approach.

An empirical study had been conducted by Juliet Nasambu in 2016 under the title “Factors Influencing the performance of Monitoring and Evaluation Systems in Non-Government Organizations in Lira district, Northern Uganda”. The purpose of the study was to establish the factors influencing performance M&E systems; to determine how M&E structure influenced the performance of M&E systems; to assess how human resource capacity influenced the performance of M&E systems and how data quality influenced the performance of M&E system. The study had targeted seventy nine respondents who included managers, M&E professionals and other organization staff. The data collection instrument used was questionnaires. Among the seventy nine respondents, seventy two respondents have replied. The findings were that, M&E structure, data quality, human resource capacity and use of the M&E methods influenced the performance of M &E. The performance of monitoring and evaluation system was satisfactory. The reason for this good performance was due to the fact that information was accessible to organizational staff; feedback after measurement of project activities was received and the information needs of staff were met. The study recommends that non-governmental organizations should ensure routine data audit, conduct preliminary assessment of impacts by conducting case studies and combine the use of logical framework with outcome mapping.

In 2015 Andove Wilson Mwangi had conducted an empirical study in Kenya in Gatanga Constituency under the title “How Monitoring and Evaluation affects the Outcome of Constituency Development Fund Projects in Kenya: A case study of projects in Gatanga Constituency”. The purpose of the study was to establish whether the Project Monitoring and control efforts of the contractors and project supervisors contribute to an improved project outcome. A field survey was conducted using a sample of 45 respondents who were selected by stratified random sampling. The data were collected using structured questionnaires and analyzed using statistical packages for social sciences. The results of the study reveal that contractors and project supervisors apply monitoring tools to a certain level in their project operations consequently producing satisfactory levels of success. The findings also reveal that most constituency development fund projects in the Gatanga constituency were completed within the

stipulated time frame and budget and that the majority of the respondents considered them as a success.

2.3. Conceptual Framework

In most of an empirical research a Conceptual frame work is an analytical instrument with different variations at different contexts .It can be applied in different categories of work where an overall picture is needed. It is like a blue print and provides an outline of how one plan to conduct a research study.

Conceptual frame work is a diagram that illustrates the relationships among relevant factors that may influence the successful achievement of goals and objectives. It helps determine which factors will influence and how each of these factors might relate to and affect the outcomes (Wachamba E.2009).

This study examines the project monitoring & evaluation of the local NGOs with the case study of ERCS. The frame work for this research indicates key factors or elements which have a direct or indirect impact in project M&E at ERCS sponsored projects .The elements stated in the conceptual framework not only affect the M&E at ERCS sponsored projects but also has an impact at final project outcome.

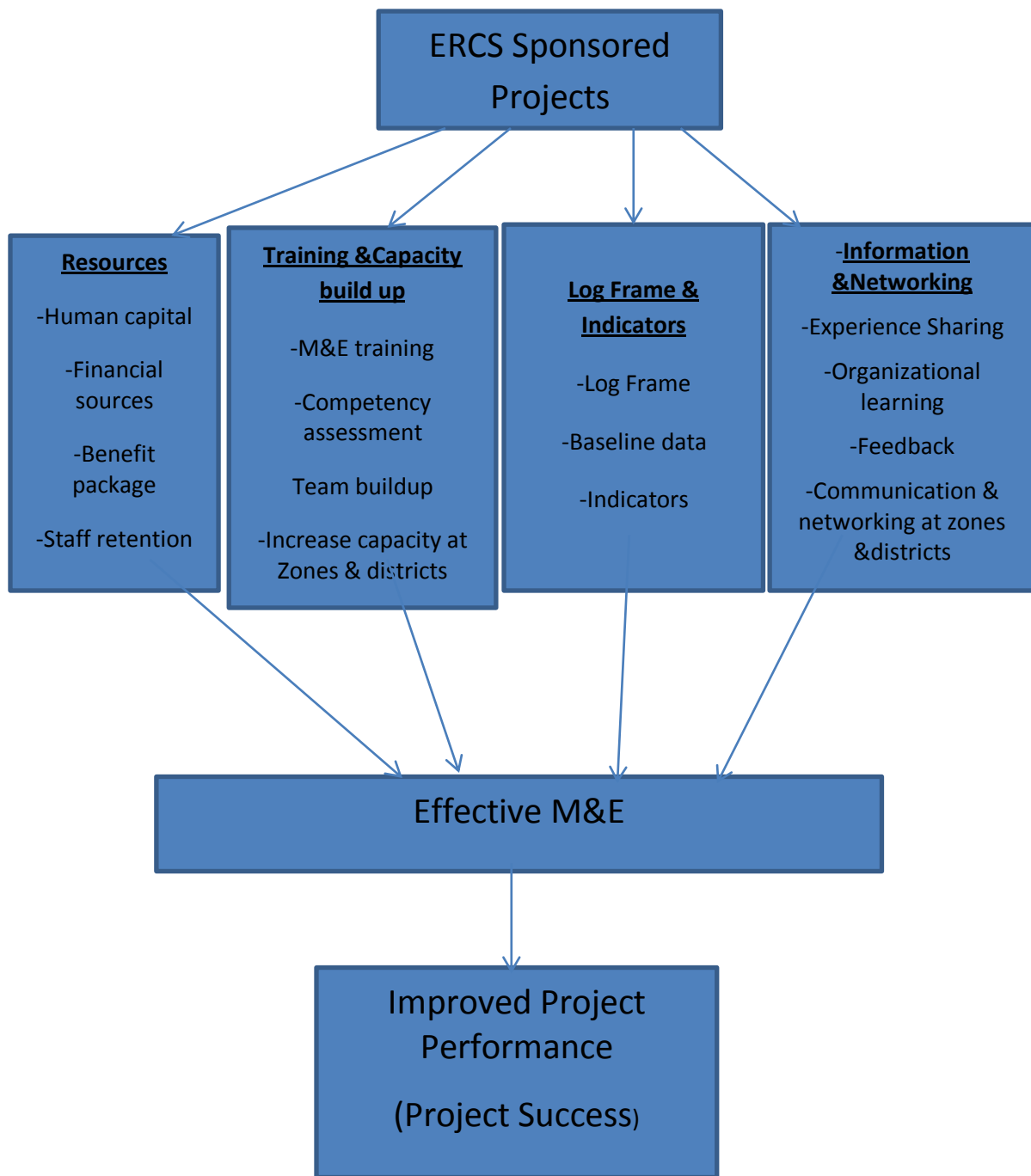


Fig.2.1: Conceptual Framework.
Source: own survey 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design and Approach

Research design is a blue print for undertaking a research process. It is also called a compass that guides the direction to the destination of the research process. The research design provides a framework for the collection and analysis of data. It also reflects the purpose of the enquiry.

According to Churchill & Iacobucci (2005), there are many research designs which can be classified into exploratory descriptive, correlational or causal but their distinctions are not absolute (Yesuf.W.M.,2018). The study adopted for this research topic is a descriptive type.

A descriptive survey design allows for an in depth analysis and understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler,2008).In descriptive survey design ,objectives are predetermined allowing data collection to be relevant and sufficient to the study problem (Abalanga.J.A.2016).

A research paper may employ either quantitative or qualitative technique in collecting and analyzing data. This research paper uses both quantitative and qualitative data.

Quantitative research is a formal, systematic process that describes and tests relationships and examines causes among variables. On the other hand qualitative methods seek to explore phenomena and instruments used in more flexible ways where by semi structured methods such as in-depth interviews and focus group discussions are utilized (Mehret, 2017).

For this study the researcher has used both quantitative and qualitative data. The questionnaires was designed and prepared by the researcher and distributed to Ethiopian Red Cross Society (ERCS) project professionals, experts and staffs who are active and close participants in the organization project activity. In addition the study has employed qualitative data by making an interview with the organization project professionals.

3.2. Data Types and Sources

For project Monitoring and Evaluation of Red Cross Society (ERCS) primary data were used. The primary data used were both quantitative and qualitative. Qualitative data were acquired from interviews and quantitative data was obtained through questionnaire. The data sources were mainly from managers, project coordinators and Project Experts..

3.3. Target Population of the Study

The target population is the entire population or group that a researcher is interested in generalizing the conclusion of the study.

For this research the target population shall be all employees of Ethiopian Red Cross Society at its Head office in Addis Ababa, who are working on project Monitoring & Evaluation section and those staff who are working closely with project activity.

The target populations include Managers, Project coordinators, project officers and other staff who work closely with PMER section. The total number of these groups of employees who are experts and engaged in M&E and related activity are thirty one. These personnel are professionals in Projects particularly in project Monitoring and Evaluation and related activities.

The personnel involved on this research have an experience in ERCS and the project work with a minimum of two years of service in the organization and have great experience in different projects. The target populations also have members who have more than fifteen years of service in the organization and in different projects.

3.4. The Research Sample and Sampling Technique

During Academic research all items in any field of inquiry is collectively called as a population or universe. A complete enumeration of all items in the population is known as a census inquiry. In such an inquiry where all items of the population are covered, there is a high level of accuracy. But in practice this may not be practical. This is mainly because such type of research involves a great deal of time, money and energy. However it has to be noted that when the population or the universe size is small it is no use to resort in to a sample survey.

According to Kothari (2012) Sampling refers to the process of obtaining information about an entire population by examining only a part of it. Samples can either be probability samples or non-probability samples. Probability samples are those based on simple random sampling, systematic sampling, stratified sampling and cluster sampling. Non- probability samples are those based on convenient such as purposive sampling, judgment sampling and quota sampling (Yesuf, W.2018).

For this study the researcher has exercised purposive sampling Technique. Since the entire population do not have the same performance, participants are selected based on the researcher expectation and knowledge that are assumed to have good knowledge about M&E and those who can provide appropriate information in terms of depth and relevance. This method is used mainly when the members of the entire population do not present the same performance, or when the sampling size is very small to represent the entire population efficiently.

Questionnaire is distributed to ERCS headquarters employees who are working on Monitoring and Evaluation of projects and closely related activity. Thirty one questionnaires were distributed and twenty four respondents returned completing the questionnaire. The organization staffs who are working on M&E are twelve in number and hence all are selected as respondents except those two where one is on vacation and the other is on field work.

3.5. Data Collection Procedures and Techniques

The researcher for this study has attempted to find and work on both primary and secondary data. Accordingly a questionnaire was prepared by the researcher which is relevant to the subject monitoring &Evaluation practices of the Ethiopian Red Cross Society Projects.

The respondents had been contacted at ERCS headquarter at Addis Ababa and they were briefed about the subject questionnaire and the purpose of the research and handed over to the respondents to complete.

The questionnaire was focused on the personal &general issues, the Monitoring and Evaluation plans, the assigned resources, the indicators, base lines and the dissemination of information and challenges.

The questionnaires were designed in a clear and simple manner for the respondents to easily understand and complete each item without difficulty. The questionnaire also has both closed and open ended questions to get access to both quantitative and qualitative data.

In addition to questionnaire the researcher has exercised interview techniques with project managers and project coordinators on selected questions regarding the M&E practices of the projects sponsored by the organization.

3.6. Data Analysis

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions, and supporting decision making.

It essentially consists of collecting and organizing of data so that the researcher comes to a conclusion or the application of statistical techniques to a data base in order to make inference about variables or study objects.

The quantitative data obtained in this research study shall be organized, processed and analyzed in the form of percentages, tables, ratios and charts. The qualitative information obtained in the form of interviews shall also be explained in the data presentation.

3.7. Validity & Reliability of Data

The quantification of human behavior or using measurement instruments to observe human behavior is the crucial part of social science research. The measurement of human behavior belongs to the widely accepted positivist view or empirical evidence. Because most behavioral research takes place within this paradigm, measurement instrument must be valid & reliable (Small bone &Quinton, 2004).

Validity is concerned with the meaningfulness of the research components. When making a research on behavior an important factor to be considered is whether the measurement being done is what is actually intended or the degree to which results obtained from the analysis of the data actually represent the phenomenon under study.

The research questionnaire for this study paper was prepared based on the subject topic and concepts of project management and evaluation which is believed to be applicable and relevant

with the subject organization. The questionnaire is also designed by reviewing related study by other researchers in similar areas. Besides this the questionnaires was reviewed and consulted by project experts in the organization.

The researcher has used simple English to ensure that the respondents understand each item quiet easily and great effort has been made to make the contents very clear and avoid ambiguity.

A reliability analysis was also conducted to each variable of the instruments. The reliability of the measures was examined through the calculation of Cronbach's alpha coefficient. For scale acceptability, Hair et al.(1998) suggested that Cronbach's alpha coefficient of construct needs to be 0.7 or greater. If each domain obtains the value of 0.7 or greater, it means that, the items in each domain are understood by most of the respondents and is acceptable. On the other hand, if the findings are less than from the expected value of 0.7, this might be caused by respondents' different perception toward each item of the domain.

The Cronbach's alpha values for all the variables considered are found to be greater than 0.7 with the total average value of 0.755. The value indicates the items in each of the domains are well understood by the respondents and the items have measured what they are designed to measure.

3.8. Ethical Considerations

Researching requires a high consideration of ethical behavior by all parties .Ethics is norms or standards of behavior that guide the moral choices about behavior and one's relationship with others. The goal is to ensure that no one is harmed or suffers adverse consequences from the research activities.

For this study the researcher has started the work after obtaining consent from the responsible section and after providing a formal letter to the organization section from the academic faculty about the purpose of the study. In distributing the questionnaires, respondents were informed by the researcher that the questionnaire has to be filled only on voluntary bases and there is no need of writing the respondents name and any other identity. All the respondents' information and identity is kept confidential and the information gathered is used only for this academic study.

CHAPTER FOUR

DATA PRESENTATION, DISCUSSION, ANALYSIS AND RESULT FINDINGS

4.1. Introduction

This chapter presents the results of questionnaires, interviews and secondary data analysis conducted on Monitoring & Evaluation Practices of Ethiopian Red Cross Society sponsored projects. ERCS has a wide network throughout the country. According to the organization strategic plan report 2015, the organization has 11 regional offices, 33 zonal branches and 88 districts branches as well as more than 4500 committees (ERCS, 2015).

Despite the wide organizational network there is a limited functionality of Red Cross Committee structure at Kebele level; unrevised structures at branch levels; limited linkages/integration between departments, services and regional branches and absence or inadequate/un-updated systems in the organization (ERCS, 2015).

The Headquarter in Addis Ababa is relatively more robust and leads the various organizational functions in addition to project activities. Among the different organizational functions, ERCS has a department called Planning, Monitoring, Evaluation and Reporting (PMER). PMER is the focal section in the organization with respect to Project Monitoring and Evaluation which is also the main subject of this study. The respondents are mainly M&E officers, Project coordinators and management members. Thus almost all members of the ERCS staff who are working closely in M&E and other staff who work related activities with the PMER section at the main Headquarter office in Addis Ababa have participated on questionnaire and interviews.

The presentation starts by presenting the respondents characteristics and general back ground. This section also looks in to the monitoring and evaluation plan, resources Indicators, Log Frame, Baseline data & the dissemination of results. The last section of this chapter discusses about the challenges of M&E at ERCS.

4.2. Response rates and Respondents General Background

The questionnaire was distributed to thirty one respondents who have been working on M&E and related activities and twenty four have completed the questionnaires. Interview was scheduled with six professionals who are working closely on M&E activities and three of them have participated in the final interview process.

4.2.1. Gender Distribution

An observation of the target population in terms of Sex parameters indicates that the majority of the respondents 75% are male and only 25% are females.

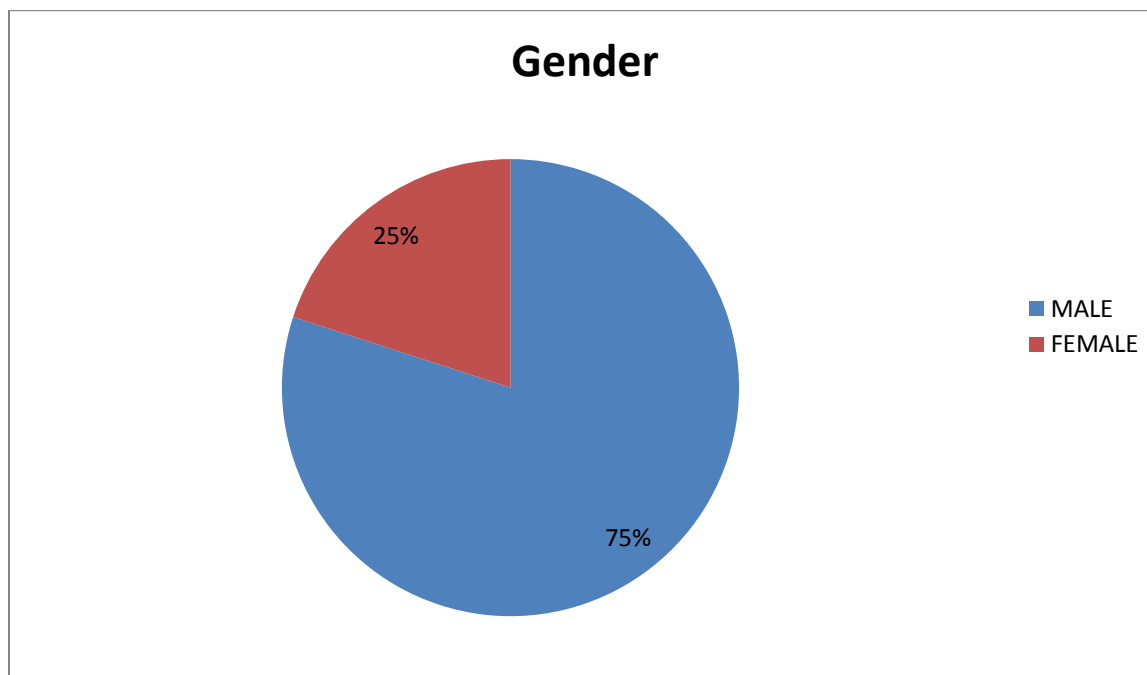


Figure 3.1: Gender Distribution

Source: Own Survey, 2018

4.2.2. Age Distribution

As indicated in the below chart the age distribution of the respondents indicates that the majority of the respondents which is about 66.6% are between the age of 31 to 40. About 16.7% are between the age of 41-50. Those respondents between 21 up to 30 are about 8.3%. The respondents which are above fifty years of age are 8.3%.

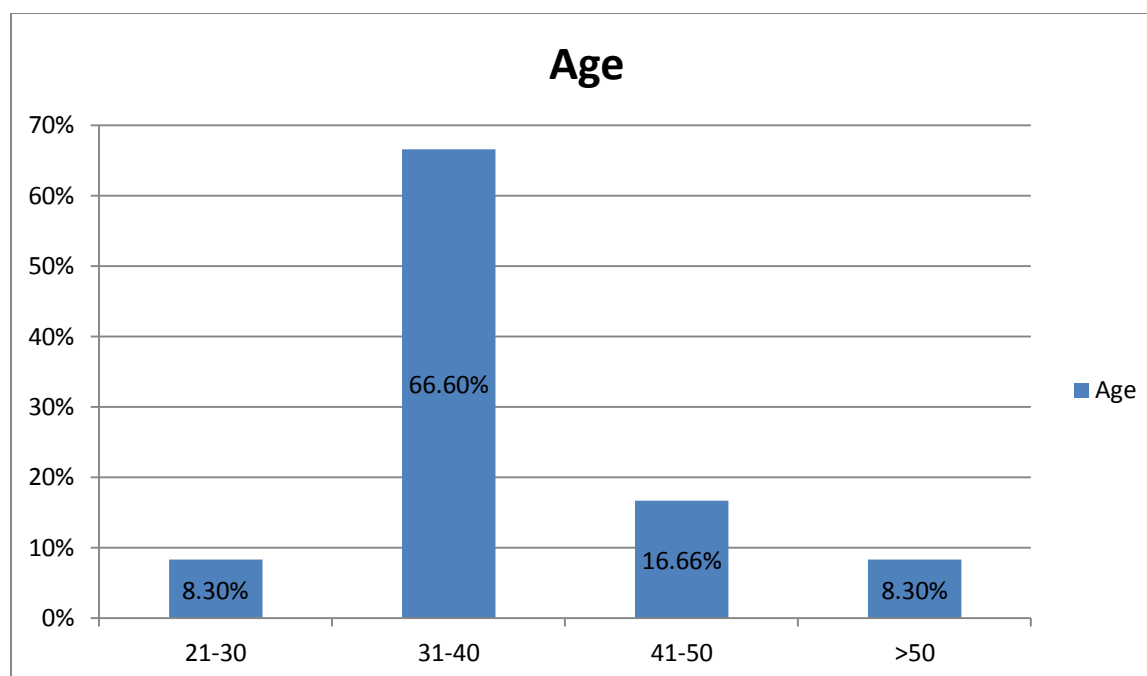


Fig.3.2: Age Distribution
Source: Own Survey, 2018

4.2.3. Academic Qualification of Respondents

From the table indicated below the Academic background of the participants who have participated in this study have a minimum qualification of B.A./BSC. Thus 33.4% of the respondents have M.A and 66.6% have BA/BSC. In general those participated in this study have good academic qualification in understanding and providing the required information.

Tab4.1: Academic qualification of the respondents

	Frequency	Percentage
MA/MSc	8	33.4%
BA/BSC	16	66.6%
Diploma	0	0%
Total	24	100%

Source: Own survey, 2018

4.2.4. Respondents Position in the Organization.

All the responders as indicated in the following tables are managers, M&E professionals from the ERCS department or section called Project Monitoring, Evaluation and Reporting (PMER). Those staff members who have participated in different projects and in other sections are also represented in the questionnaire as others. In my earlier discussion, I have indicated the respondents' academic qualification. When the right professionals and experts are included as indicated in the below table, the data presented can indicate a good insight about the M&E practices within the organization.

Table 4.2: Respondents position in the organization

Position	Frequency	Percent
Management	5	20.83%
Project Coordinator	6	25%
M & E. Experts /Officers	7	29.17%
Other	6	25%
Total	24	100%

Source: Own Survey, 2018.

4.3. Major sources of funding for projects.

NGOs whether they are small or large needs budget to operate or run the various projects. The amount of money that each project requires varies depending up on multiple factors, including the size of the operation and the extent of the service provided.

Similarly ERCS needs budget to operate the different humanitarian functions, relief aids and projects. The sources of funding for different project at ERCS is also different and the major sources of funding based on the response to the questionnaire are depicted in the following table.

Table4.3: Major sources of funding at ERCS.

No.	Sources	Count	Percentage
1	International Donor Agencies	14	58.3%
2	International Donor Agencies &Income Generating Activities	4	16.7%
3	International Donor Agencies,Income Generating Activities and Bilateral agencies	4	16.7%
4	NGOs	2	8.3%
5	Total	24	100%

Source: Own data 2018.

As indicated on table 4.3, the major sources of funding are international donor agencies with 58 % out of the total. About 16.7% replied that both International Donor agencies and Income generating activities by the organization. Another 16.7 % have also replied that the sources of funding are International donor agencies, Income generating activities and other bilateral agencies. Only 8.33% replied that other NGO's are the source of funding.

From the above data one can conclude that the major funding is mainly from International Donor agencies. The next major funding source is income generating activities and other bilateral agencies. The respondents further added on space provided for additional information that the International Donor Agencies include Red Cross partners, UN agencies like International Organization for Migration (IOM) and United Nations Children Fund which is formerly known as United Nations International Children Emergency Fund (UNICEF).

4.4. Project Completion status

One of the most important factor for the project success is that whether projects fulfill the three critical parameters called time, cost and quality. Accordingly the respondents were asked to determine whether projects complete according to the plan. Table 4.4 indicates the project completion status against the plan.

Table 4.4: Project Completion versus plan.

	Response	Count	Percentage	
Project Completion According to plan	Yes	2	8.34%	
	No	22	91.66%	
	Total	24	100%	

Source own: survey 2018.

Table 4.4 clearly indicates that the majority of the respondents or 91.66 % indicated that almost all projects are not completed according to the plan. Only 8.34 % of respondents replied that projects complete according to the plan.

Respondents were also asked an explanation for the answer no. The majority of the respondents have noted that projects are not completed according to the schedule and budget because of a number of factors. The majority of the respondents have answered ineffective M&E during project execution as one of the main factor among many others.

The project completion against the plan had also been discussed during the interview .The interviewee have also mentioned that almost all projects do not complete according to the schedule, budget and the quality. The interviewees have mentioned the following additional factors for the project delay, cost overrun and quality in addition to M&E.

- Weak capacity in terms of skilled man power and resource availability.
- In effective monitoring and evaluation.
- Weak capacity of project contractors in terms of knowledge and resource.
- High turnover of staff.
- No clear baseline indicators.
- Problems related to data collection.

- Late signing of project agreement between the donors and ERCS.
- In security and unrest in some project location.
- Late transfer of budget or cash from the donors to projects.
- Weak capacity of branches in implementing projects.
- Knowledge limitation of M&E experts in relation to project experience.

Among the various factors mentioned earlier this research study mainly focuses about the project monitoring and evaluations.

4.5. Monitoring and Evaluation Plan

The Monitoring and Evaluation plan (M&E plan) is a document used by the project team to help plan and manage all Monitoring and Evaluation activities throughout a particular project cycle. It should also be shared and utilized between all stakeholders and sent to the donors. It keeps track of what you should monitor, when you should monitor, who should monitor and why you should monitor (Yesuf W.2018).

Monitoring and Evaluation is also described as the systematic arrangement of project resources in the best way so as to achieve the project objectives (Yesuf W.2018).

During the interview the researcher has learnt that ERCS has a written monitoring and evaluation plan and exercises SMART criteria to set goals and objectives for the projects. SMART criteria were originally proposed as a management tool for project and program managers to set goals and objectives, but these days the SMART criteria have been well accepted in the field of Monitoring and Evaluation. Thus many development agencies and NGOs are exercising the use of Specific, Measurable, Achievable, Realistic and Time bound (SMART) principles as a way to manage M&E in projects, and have made this explicit within their institutional evaluation policies or guidelines (Dennis B.2014). However this SMART principles for M&E is not being exercised as needed in project M&E of ERCS.

During the interview discussion it has also been noted that the project monitoring and evaluation is part of the project schedule and external facilitators are involved mostly by the donors so as to build capacity and support a practical change.

The Monitoring and Evaluation plan is also explained as a document that helps to track and assess the results of the interventions throughout the life of a program. It is a living document that should be referred to and updated on regular bases. As a result the plan incorporates a number of items in guiding the Monitoring and Evaluation.

Table 4.5.Elements Incorporated in M&E plan.

	Number	Element Percentage
Data to be Collected	12	15.4%
Focal person in M&E	20	25.6%
Plan for distribution of Findings	10	12.8%
Budget &Logistics	10	12.8
M&E staffs roles & responsibilities	12	15.4%
Schedule for M&E	14	18%
Total	78	100%

Source: Own Survey 2018.

Table 4.5 indicates that almost all participants believe more than one aspect is incorporated in the monitoring and evaluation plan. Hence the total number seventy eight is to indicate that the majority of the respondents out of the total twenty four have chosen more than one element. In other words if each respondent would have chosen only one element, the total number would have been twenty four. The percentage in column three is calculated out of the total number of seventy eight elements which have been chosen more than once by the twenty four respondents as indicated in column two.

Based on the table 4.5 data, the majority of respondents close to 26% replied that focal person is incorporated for M&E plan. Schedule for M&E is the second highest figure in the incorporation of M&E plan with 18% reply, followed by data to be collected and M&E staff roles with the percentage amount of 15.4% in each case.

Among the various required elements for M&E, budget &Logistics got only 12.8% of the reply from the respondents. Similarly Plan for Distribution of findings got the least with only 12.8%.

Hence there is no as such a huge disparity in the incorporation of the required elements in the M&E plan; however one can observe the least figure for M&E budget & Logistics which could be attributed to the less emphasis given for these elements; Which however is vital for effective Monitoring and Evaluation and the ultimate success of the project.

Based on the questionnaire the type of plan used by ERCS in monitoring and evaluation is as indicated below.

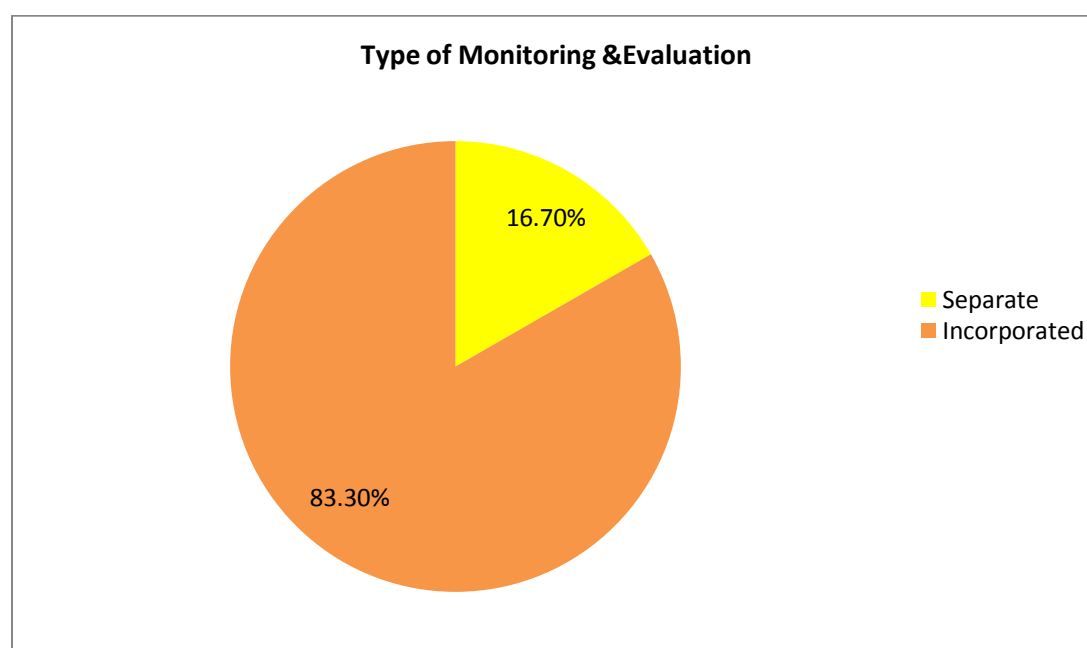


Fig.3.3: Type of Monitoring and Evaluation Plan.

Source: Own Survey 2018.

According to the respondents' data 83.3% of the respondents stated that ERCS uses Monitoring and Evaluation plan that is incorporated with the project proposal document and only 16.7% respondents answered that the organization has separate M&E plan. From the data presented, one can conclude that the ERCS uses M&E plan that is incorporated in the main project plan.

The Monitoring and Evaluation plan should be used as a reference throughout the length of the program cycle, in tracking all programs, updating all monitoring and evaluation data and results. It should be constantly updated to include the correct information of monitoring and Evaluation progress. This includes indicator results after each activity or intervention, data collection

methods and sources, and who will be collecting data. It should also be used to track changes and update monitoring and evaluation activities.

The progress of a project needs to be monitored as each of the tasks and activity need to be on track and project team members have to handle various aspects of a project on schedule and budget. Based on the information during the interview, project activity monitoring is conducted on quarterly bases.

4.6. Resources for Monitoring &Evaluation.

The table below indicates the respondents reply about resource allocation for Monitoring and Evaluation at ERCS.

Table 4.6: Resource utilization for Monitoring & Evaluation.

	Yes	No	Total
Adequate logistics are allocated for M&E	16.7%	83.3%	100%
Roles &Responsibilities clearly defined	25%	75%	100%
ERCS allocate sufficient budget for project M&E	12.5	87.5	100%
ERCS provides required training regularly for M&E staff	25%	75%	100%
ERCS effectively monitors resource utilization for M&E	25%	75% %	100%

Source: Own survey 2018.

Project monitoring and evaluation requires adequate logistics in order to perform the different monitoring and evaluation functions. As indicated in the above table, only 16.7% believe that adequate logistics are allocated for M&E, while 83.3 % of the respondents believe sufficient logistics is not allocated. During the interview the researcher has learnt that there is a limitation at the required logistics including computers, fax machine, printers and other facility for monitoring and evaluation functions particularly at Zonal and Woreda levels.

Among many other factors the allocation of insufficient budget is considered as one of the causes of ineffective M&E.. According to the international benchmark, the NGOs are supposed to

allocate between 10.5 and 12% of the total project cost for Monitoring and Evaluation (Kenya Social Protection sector review, 2012).

During the interview the project professionals were asked about the allocation of financial budget for M&E in relation to the project cost. Based on the information the researcher noted that the financial budget allocated for project M&E is less than 10% which is less than the international bench mark.

Respondents were also asked about the adequacy of budget for project M&E at ERCS .Only 12.5 % believe that there is sufficient budget for M&E while the majority or 87.5% believe that sufficient budget is not being allocated for different projects M&E.

Regarding roles and responsibilities only 25% believe that roles and responsibilities of M&E is clearly defined for project staffs while 75% disagree on the issue.

Monitoring and Evaluation requires training and assessment of staff periodically for effective monitoring and evaluation of projects. In this research 75 % of respondents believe that the required training for M&E is not being conducted in regular bases. Only 25% believe that ERCS provide required M&E training periodically. During the interview the researcher has also learnt that the training given for M&E professionals is not at sufficient level and the budget for staff development is not to the required training demand. In addition the training needs of the PMER staff also is not being assessed periodically.

The effective monitoring of resource utilization for M&E also helps in making projects successful. The following figure indicates the respondents information about this issue.

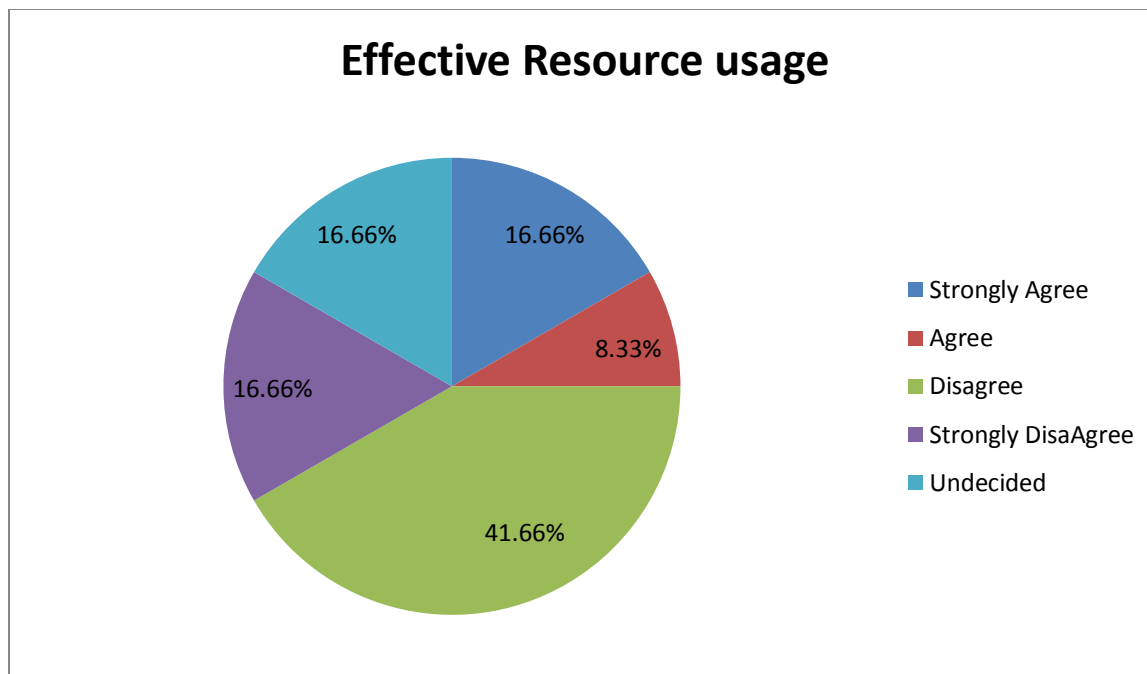


Fig.3.4: Effective Resource usage

Source: Own Survey, 2018

Based on the questionnaire information and data, 41.66% of the respondents believe that there is no strong monitoring about effective usage of resources. 16.6 % of the respondents also strongly believe on this deficiency. On the other hand 8.3 % strongly agree and 16.66% strongly agree that there is strong monitoring for effective resource usage. 16.66% of the respondents are undecided about the case. Overall from the given data one can conclude that the monitoring of effective resource usage is not at satisfactory level.

4.7. Indicators & Log Frame

Indicators

Setting indicators to measure progress in inputs, activities, outputs, outcomes and goals is important in providing necessary feed back to the management system. It will help managers identify those parts of an organization or government that may or may not, be achieving results as planned. By measuring performance indicators on a regular ,determined basis managers and decision makers can find out whether projects, programs, policies are on track, off track, or even doing better than expected against the targets set for performance. This provides an

opportunity to make an adjustment, correct course, and gain valuable institutional and project policy experience and knowledge. Ultimately, of course, it increases the likelihood of achieving the desired outcomes (World Bank, 2004).

The table below displays the use of indicators in ERCS projects.

Table 4.7: M&E Indicators at ERCS sponsored projects.

M&E Indicators	Yes	No	Undeci ded	Total
Indicators are linked to the objectives of the project	75 %	8.33 %	16.7 %	100%
Proxy measurements are exercised	8.33 %	75 %	16.7 %	100%

Source: Own Survey 2018.

Table 4.7 indicates that the exercise of indicators on project M&E. Accordingly 75 % of the respondents believe that indicators are in alignment to the objectives of the project. 8.3% of the respondents disagree on the issue while 16.7 % of the respondents are undecided about the issue.

According to World Bank report (2004), sometimes it is difficult to measure the outcome indicator directly, so proxy indicators are needed. Indirect or proxy indicators should be used only when data for direct indicators are not available, when data collection will be too costly, or if it is not feasible to collect data at regular intervals.

According to the respondents' information on table 4.8, 75% of the respondents believe that proxy measurement is not exercised for M&E at ERCS sponsored projects. Only 8.33 % believe that proxy measurements are used and 16.7 % of the respondents are undecided about the issue. From the data analysis it can be concluded that proxy indicators are not being used in M&E. On the otherhand indicators ought to be adequate, it should not be too indirect, too much of a proxy, or so abstract that assessing performance becomes complicated and problematic.

In relation to indicators the term CREAM or selecting good performance indicators is essentially a set of criteria to aid in developing indicators for a specific project, program or policy Performance. Indicators should thus has to be Clear ,Relevant ,Economic, Adequate, and Memorable. CREAM amounts to an insurance policy, because the more precise and coherent the

indicators, the better focused the measurement strategies will be. If any one of the five criteria of CREAM is not met, formal performance indicators will suffer and be less useful (World Bank 2004).

The criteria of CREAM have also been discussed during the interview process. The researcher has noted that indicators at ERCS projects do not exercise the CREAM criterion for M&E of projects. According to the CREAM criterion of M&E, indicators should not be set just because it is readily available; it should rather be based on its importance (World Bank 2004).

Log Frame

The Log frame is a summary of the project /program operational design, based on the situation and problem analysis conducted during the project/program design stage. It summarizes the logical sequence of objectives to achieve the project intended results (activities, outcomes and goal), the indicators and means of verification to measure these objectives, and any key assumptions (IFRC, 2011).

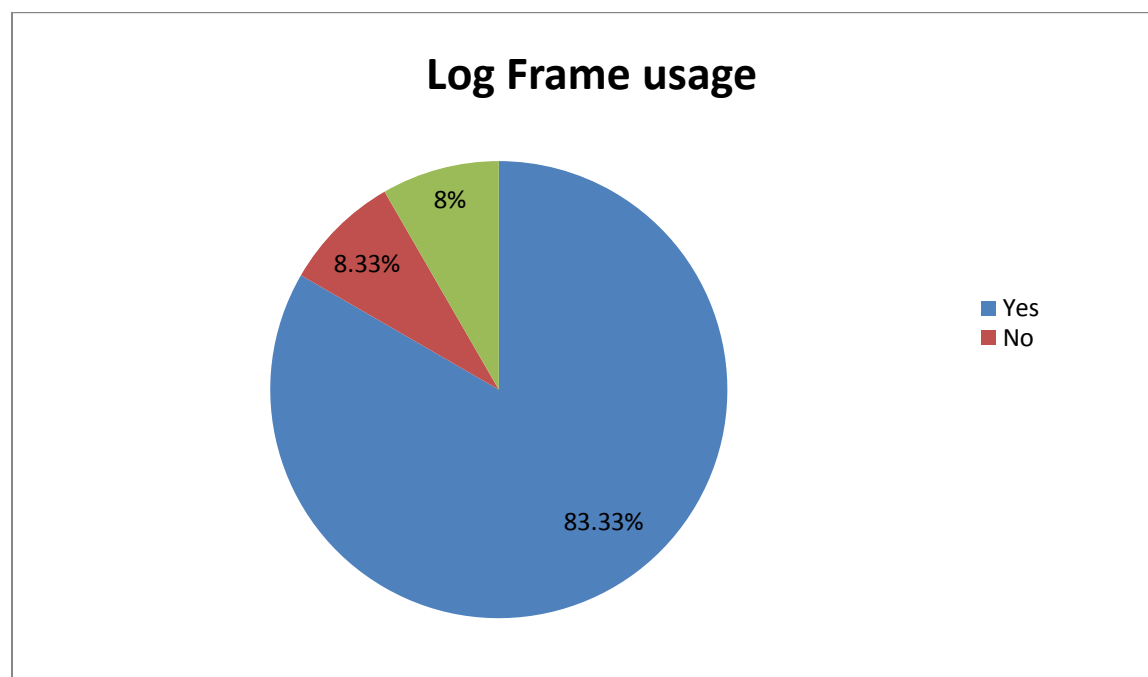


Fig.3.5: Log Frame usage
Source: Own Survey, 2018

The usage of Log frame at ERCS is quite clear. The majority of the respondents or 83.33 % responded yes and has information about the exercise of Log Frame at ERCS. 8.33% responded by answering ‘No’ and 8.33% are undecided or have no good information about the usage of log frame. This information is also verified during the interview process. The log frame is not a static blue print, but should be reassessed and reviewed according to the realities and changing circumstances. During the interview the respondents have explained that the log frame development and change is usually done in consultation with the donor and the beneficiaries.

A baseline study sometimes Just called baseline is an analysis describing the initial conditions (appropriate indicators) before the start of a project /program, against which progress can be assessed or comparisons made (IFRC,2011).

A performance baseline is information –qualitative or quantitative –that provides data at the beginning of, or just prior to, the monitoring period. The baseline is used as a starting point, or guide, by which to monitor future performance. Baselines are the first critical measurement of the Indicators (World Bank, 2004).

Table 4.8: Base Line Data

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Baseline data is collected prior to the start of the operation	16.6%	75%	0%	0%	8.4%%
Baseline data is used as measurement of output & outcome	8.3%	83.3%	8.3%	0%	0%
Baseline data is collected & Analyzed by ERCS	0%	8.3%	83.3%	8.3%	0%

Source: Own Survey 2018

According to the respondents information 75% of respondents agreed and 16.6% strongly agreed that ERCS collects baseline data prior to the start of the operation.8.4% of the respondents are undecided about the issue.

Similarly 83.3% of the respondents agreed and 8.3% of the respondents strongly agreed that baseline data is used as a measurement of outcome and outcome of the operation while 8.3% disagree on the issue.

Despite this fact 83.3% of the respondents' disagreed and 8.3% strongly disagreed for the question which asks whether baseline data is collected and analyzed by ERCS. 8.3% of the respondents agreed and believe that baseline data is collected by ERCS.

During Interview this issue was raised and the information got from the respondents was that ERCS uses secondary information mainly from government sources regarding the baseline data. This may not bring the accurate data or information as there could be a bias in providing the correct information due to some other external interests.

4.8. Dissemination of information findings

Dissemination of results and findings of projects helps project team members to have rich information about the project planning and execution and helps the project to be successful.

Dissemination of information findings in the project execution has been surveyed at ERCS project participants and summarized in the table 4.9 below.

Table 4.9: Dissemination of information Findings.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Availability of Sufficient M&E information	0%	16.7%	58.3%	0%	25%
Documentation of Lessons Learned	0%	25%	41.7%	8.3%	25%
There is an Experience Sharing	0%	33.3%	33.3%	16.7%	16.7%
Good feedback of best practices & Processes for PMER staff	0%	8.3%%	66.6%	16.7%	8.3%

Source: Own Survey 2018.

A survey has been conducted about the availability of Monitoring and Evaluation guidelines and information. 58.3% of the respondents believe that M&E information is not readily available. 16.7% of the respondents believe that M&E information is available, while 25% of the respondents couldn't determine on the issue..

The improvement of future projects depends on the accumulated knowledge and experience of the past actions and practices of project work. In this regard documenting the challenges and best practices of the past projects helps in executing the future projects in the best way.

In this regard 41.7% of participants who participated on the questionnaire disagreed and 8.3% strongly disagree regarding the documentations for the lessons learned. Only 25% agreed about on the case and 25% are undecided on the issue. The result of the questionnaire indicates that there is a weak practice in documenting the lessons learned .This practice is a barrier on knowledge transfer and in building the experience of skilled professionals in the field. This weakness also highlighted during the interview. According to the interviewees not only the lessons learned which has less documentation practice but also the project execution process of the past projects is not well documented.

Experience sharing and adoption of the best practices is a related question which is presented for the participants of the questionnaires and the reply from the majority of the respondents is not encouraging. According to the data only 33.3% agreed that there is experience sharing. The rest 33.3% disagreed and 16.7 % strongly disagree.16.7 % of the participants are undecided on the case.

An Important issue to be considered with regard to project participants is feedback mechanisms of best practices and processes of past projects. Since ERCS has Project Monitoring, Evaluation and Reporting section called PMER the importance of feedback for this section is very crucial. According to the survey 66.7% disagree and another 16.7% strongly disagree about the existence of feedback mechanism about projects. Those participants who have agreed on the case are only 8.3% and another 8.3% are undecided about the subject.

Further to the dissemination of information within in the organization noted earlier the distribution of M&E findings was also examined as shown in the figure below.

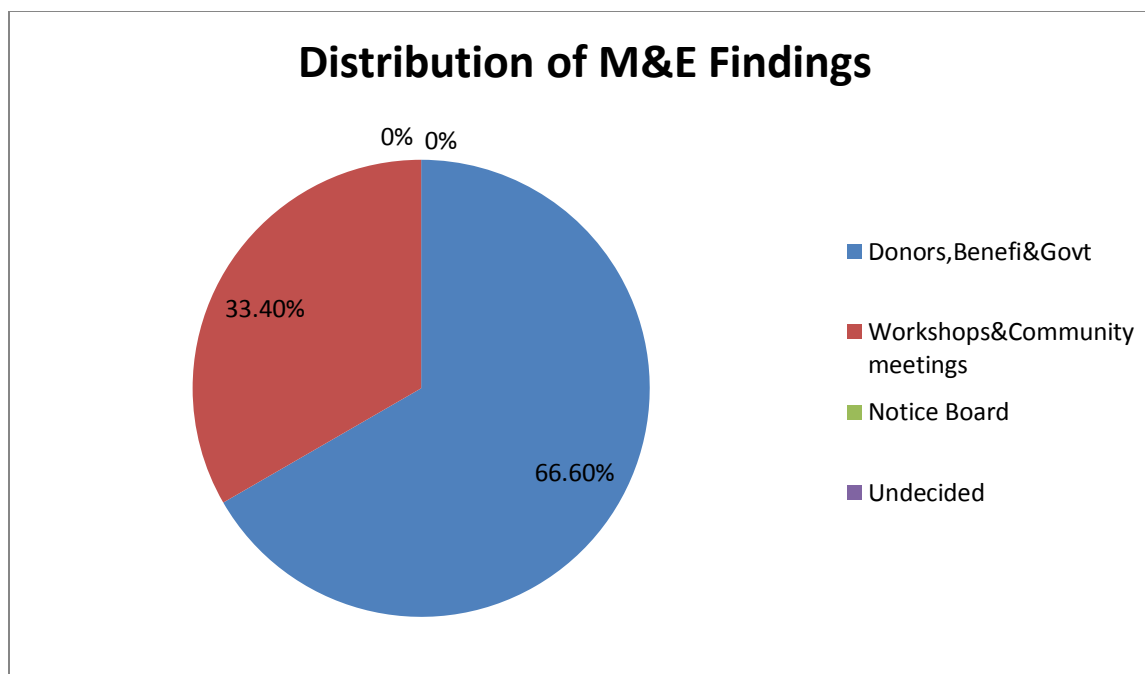


Fig 3.6: Distribution of M&E findings.

Source: Own Survey 2018.

As illustrated in the figure, 66.6% of respondents replied that M&E findings and result is mainly distributed to Donors, Beneficiaries and government and 33.4% believe that the findings and results are distributed during workshops and community meetings. The data information leads to the conclusion that M&E results and findings are mainly reported to donors who are the main funding agents for different ERCS projects implying the inadequate emphasis about the required information given to PMER staff about the subject which is an important input for M&E effectiveness.

4.9 Challenges of Monitoring and Evaluation

Table 4.10: Challenges of M&E.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Benefits & Salary	0%	16.7%	75%	8.3%	0%
Team Spirit	0%	33.3%	33.4%	0%	33.3%
Communication Network	0%	33.3%	41.7%	0%	25%
Zones & Districts Capacity	0%	16.7%	75%	0%	8.3%

Source: Own Survey 2018.

The finding indicates that 75% of the respondents disagree and 8.3% strongly disagree about the existing benefits and salary package in retention of professionals related to M&E of projects while 16.7% agreed that the existing salary and benefit package contributes in the retention of M&E staff.

The issue of benefits and package was also raised during the interview with the managers. Accordingly the researcher has learnt that; the organization has a midterm strategy 2020 and in the implementation process salary scale was reviewed and implemented based on the organization strategic review for the period between 2011 and 2014 but still the demand is not met.

The researcher has also learnt that there is a limited internal carrier path, opportunities and human resource development activities. The deficiency of salary and benefit package has contributed for the high turnover rate of program staff at both regional branches and at the headquarter level.

Teams build up and team spirit is an important ingredient during project implementation process. In this issue 33.3% agreed that the team setup and build up being exercised during project set up and implementation as good .33.3% believe that team formation and build up at projects sponsored by ERCS as unsatisfactory.33.4 % of the respondents are undecided about the case.

Whenever projects are being conducted at different geographical location which is far from the main head office, communication between the project sight and main head office plays decisive role. In this subject 33.3% of the respondents agreed about the presence of good communication between the branch office and main headquarter and about the presence of good communication with in the project team as well. On the other hand 41.7% did not agree about the presence of good communication network and 25% are undecided. During the interview process the researcher learned that internal communication upgrading was implemented through the application of IT technology per the organization strategic plan 2015-2020; but it is not reached to the highest standard and needs a continuous improvement. Besides this the linkages and integration between departments, services and regional branches is not at the satisfactory level to make project M&E more efficient.

Until recently ERCS have a structure of 11 regional offices, 33 zonal branches, 88 district branches and more than 4500 committees. Among total employees of 1114 nationwide, 271 are based at the main head quarter Addis Ababa and 843 are assigned at branch offices (ERCS 2015).

ERCS uses various community resilient initiative projects related to sanitation, drought, disaster preparedness and other projects in different rural parts of the country where this branches are in a relatively better proximity compared to the main head offices. The current survey with regard to the capacity of these branches in terms of skilled professionals and other required resources indicates that 75% disagree about the availability of adequate capacity or assume that there is no adequate capacity at zones and district levels. 16.7% of respondents replied that there is adequate capacity while 8.3% are undecided. During the interview the researcher discovered a significant gap in M&E capacity at Zones and district levels compared to the regional and the main Head Quarter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1. Summary

The main objective of this study is to assess the Monitoring and Evaluation practices of the local NGO'S with the case study of Ethiopian Red Cross Society (ERCS). This chapter presents the summary of the findings as presented in chapter four of this study. Based on the findings the final conclusions and recommendations shall be made.

According to this study ERCS has a written M&E plan and like most NGOs; the organization is exercising SMART criteria in setting goals and objective for the projects. Nowadays SMART criterion is also used by the NGOs not only in setting the project objectives but also in project monitoring and evaluation. Despite this fact ERCS is not exercising SMART criteria in project M&E to the required level.

During the project execution, a number of projects sponsored by NGOs use external facilitators or donor representatives to build capacity and support practical change. Likewise, ERCS uses external facilitators in most of its donor sponsored projects.

Monitoring and Evaluation plan is a living document in tracking and assessing the results of projects. The plan at ERCS incorporates various required elements to guide Monitoring and Evaluation. The Monitoring and Evaluation plan at ERCS is also updated on quarterly bases and is incorporated in the main project plan.

This study has found out that the logistics required for M&E of projects is insufficient to conduct effective monitoring and evaluation. The financial resources allocation for M&E is found to be insufficient and less than the international bench mark of NGOs.

In addition to the challenges faced by inadequate finance, the human resource assigned for M&E also lack regular training. .In addition sufficient budget is not allocated for continuous staff training and development. Besides this the researcher has noted that, there is no competency assessment of M&E staff in regular bases. During the questionnaire and interview it has also been noted that there are cases where the roles and responsibilities of assigned staff particularly

the M&E professionals not clearly defined during assignment of project work hampering effective M&E and sound decision making.

According to this research the M&E indicator at ERCS is in alignment with the objective of the project. On the other hand the study has found out that the criteria of good performance indicator which is indicated as Clear, Economic, Adequate and Memorable called (CREAM) is not well acquainted and exercised in M&E.

Besides this the indicators being used in M&E is not exercising proxy indicator which is an important instrument when it is difficult to measure the outcome indicator directly and data collection becomes too costly.

According to the research finding, ERCS uses Log Frame during project design which is reviewed and updated continuously in consultation with the donors.

The study also found out that baseline data is used as reference in measuring output and income; however it has been found that the data collection and analysis is not always done by the organization and there are a number of cases where the government data is used as base line information due to budget and human resource limitations.

This study has discovered a gap in dissemination of results and findings in relation to M&E guidelines and information to the concerned project team members. There are also limitations in documenting the lessons learned from the past projects and in experience sharing for the future endeavor.

Feedback is a crucial element in building project staff knowledge and enhances future M&E capability. According to the study finding, there is a weakness in providing feedback of best practices and processes for the PMER staff and other project participants. M&E findings and results are mainly distributed to donors and there is a weakness in providing feedback of best practices and processes for the PMER staff

According to proclamation of Charities and Societies (Proclamation No.621/2009) the annual allocation of budget by any Charity or Society shall not be less than 70 percent of the total budget for the implementation of its purpose and not exceeding 30 percent of its total budget for

administrative activities. Unlike most other local NGOs, ERCS is not affected by this proclamation. However despite this positive advantage the organization has its own challenges.

During the interview discussion the researcher has noted that one of the major challenges with regard to M&E is the skill experience and knowledge of project M&E staff particularly at zones and district branches. This is mainly associated with the the high turnover of staff associated with the unsatisfied demands of the organization salary and benefit packages.

In relation to this knowledge and skill limitations of the M&E staff there is a challenge with project contractors. The lack of adequate skill and knowhow by the project staff about project M&E coupled with other factors like inadequate resource for M&E in implementing projects has helped the project contractors to exploit this weaknesses. This subsequently has resulted in project delay, subsequent cost overrun and problems associated with quality.

The team buildup and team spirit of project participants in project execution process is found out to be not satisfactory. This is somehow related to inadequate information about the project work and the M&E plan. Individuals also sometimes lack the team spirit and awareness about the individual and the shared responsibility with respect to the effective utilization of project resources.

The study has also noted that there is weak communication network at wider organizational branches and weak project monitoring and evaluation capability with regard to skill, experience and resource especially at zonal and woreda levels.

5.2. Conclusion

Since its establishment the ERCS is a forerunner in humanitarian functions and in coming to the rescue of the vulnerable group affected by disasters. In order to accomplish its mission based on its founding principles and charters; the organization runs different projects associated with its humanitarian functions along its other temporary relief aid activities. As a result, the organization enjoys a relatively high profile and country wide recognition among the general population. Its good humanitarian activities across the country have attracted the attention of different local and international NGOs, local and international Medias at different times of its history in the country. Due to its neutrality, integrity and impartiality; the Red Cross symbol is widely known and respected by all people irrespective of religion, race, political view and any other differences.

As a leading humanitarian organization in the country, ERCS has branches throughout the country up to the lowest administrative kebele branch more than any other local NGOs with the mission to prevent and alleviate human suffering and contribute to the wellbeing of mankind and prevalence of peace, in conformity with the Geneva Conventions and the fundamentals principles of the movement. According to the organization strategic plan (2015-2020), the ERCS vision is to be the leading humanitarian organization in Ethiopia in reaching the vulnerable by 2025.

Nowadays there is a growing interest and demand on both the government and non-governmental organizations around the world to be more responsive to the demands of the internal and external stakeholders for good governance, accountability and transparency, greater developmental effectiveness and delivery of tangible results. In this respect Monitoring and Evaluation plays a vital role in assessing projects and organizational effectiveness in most governmental and Non-Governmental Organizations (NGOs).

Like many other organizations, Monitoring and Evaluation activities in NGOs are also gradually moving from the traditional implementation based approaches towards new result based approaches. Thus implementing a project is not enough by itself and the current practices in project implementation also needs an answer to the question of whether the intended results are delivered to the beneficiaries and to the expectations of the donors.

The realization of ERCS 2020 strategy and organizational vision is to be a leading humanitarian organization in the nation. In countries like Ethiopia where there are a large number of NGOs working on similar humanitarian activities and depend on donors , organizations needs to take account of the new trend of organizational effectiveness. One of the driving forces for the project effectiveness is project monitoring and evaluations.

As discussed in the beginning of this study most of projects sponsored by ERCS do not meet the project success criteria in terms of time span , cost and quality. Despite other contributing factors in limiting the project success which is not the subject of this research; the study conducted in assessing the Monitoring and Evaluation of projects sponsored by the ERCS also witnesses some of the limitations based on the selected study areas of this research as indicated in the finding summary earlier.

Thus it can be concluded that the Monitoring and Evaluation practices is not effective due to a number of factors. Most projects do not allocate sufficient budget and required logistics for M&E and in most of the cases, the result of the findings of M&E is not disseminated to project professionals. In addition to inadequate finance project professionals also lack the necessary trainings on regular bases and there is no competency assessment to advance plan and close the gap on training.

There are also cases where the project team members lack the required information and guidelines on assigned projects. The study has also observed weaknesses in documenting the lessons learned and experience sharing from the different project activities. The dissemination of feedback and best practices to the PMER and the project staff is also found to be weak.

Unlike many NGOs operating in the country ERCS has been free and is not affected by the government proclamation of civil society which limits the funding amount by the local donors'. Despite this advantage it has also its own challenges. One of the major challenges is the shortage of skilled and experienced project staff and the high turnover of skilled and experienced staff for M&E functions. There is also weak M&E capability both in terms of skilled professionals and logistics at branch areas especially at zones and district levels.

5.3. Recommendations

Based on the finding summary and the conclusions made earlier this study would make the following recommendations.

Among many other factors the absence of adequate financial resource and budget negatively affects the accomplishment of projects and the M&E functions. According to this study the organization is highly dependent on foreign donors for its humanitarian functions and in implementing associated projects. Currently there are a number of other humanitarian organizations engaged with related human activity and the majority depends on donors' aid and hence there is a high competition to get resource and finance. With the current high demand for humanitarian and emergency aid as a result of the different conflicts across the nation and the globe the competition to get the required resources is becoming more challenging.

In the current reality of the country and the high humanitarian aid demand internationally organizations needs to be more efficient and more effective in using the donors' aid. One crucial element in this regard is the successful accomplishment of donors sponsored projects. In other words M&E plays a decisive role in creating and building accountability, credibility and donors' confidence in the usage of the donors' money. Based on the findings in this research, ERCS need to make further improvement in M&E so as to make the projects to be more result oriented, complete with the planned time frame, within budget and to the required quality standard.

The organization uses M&E plan and uses SMART objectives for projects, however SMART criteria for project M&E is not being fully exercised and this has to get more focus to improve the M&E and ultimately the project outcome. In line with this the organization need to improve the budget and logistics requirement per M&E plan to make M&E work more efficient. Thus M&E representatives at the branches specially at zonal and district areas need to get the required resources and logistics for M&E activity like the basic elements including PC, fax machines, scanner, printers and other required facility.

Efficient and effective monitoring and evaluation requires a continuous staff development and training. ERCS should allocate sufficient budget for staff development and should provide training periodically. In addition the HR section should make competency assessment periodically for the project staff and M&E professionals.

Since ERCS has a separate section for M&E, there should be a plan by the organization HR to orient and train other functions middle level management members to appreciate and understand the work of M&E in the organization sponsored projects. This makes the M&E functions to be considered as the collective responsibility of the organization. In addition this approach helps to create a culture of conscious monitoring and evaluation, information sharing and seeking internal assistance in case of problem. The idea also enhances corporate thinking, shared vision and helps for sharing credit for success and responsibility for failure.

Among money other factors, inefficient M&E is attributed to lack of resource and the absence of staff development initiatives. This is mainly because insufficient budget allocation for M&E. In this regard ERCS need to increase the amount of budget allocation out of the total project cost closer to the international bench mark of the NGOs.

ERCS sets indicators to measure progress of input, activities and outputs to be in alignment with the project and organization objectives. Setting indicator by itself doesn't guarantee efficient M&E; rather it should also be tailored to be Clear, Relevant, Economic, Adequate and Memorable called CREAM.

Sometimes whenever it is difficult to measure the outcome directly, when data is not available and when data collection is too costly, proxy indicators should be exercised. This practice found to be more cost effective and needs to be developed at ERCS. In addition to its other advantage, this practice helps the resource to be moved to other M&E related activity which is found to be constrained by low budget.

Baseline data for most of the projects M&E purpose is found to be taken directly from the government sources. The ERCS should try to make sure that the base line data collected is not distorted due to political bias and other interests. Thus ERCS should start to develop its own capacity or should start to make use of other NGO sources which are believed to be more impartial. This would help the results of M&E to be more accurate more credible and reliable.

The best accomplishment of future projects depends on the accumulated knowledge and experience of the past. ERCS needs to develop a strong culture in documenting the past challenges, lessons learned and the best practices in the M&E process. This practice enhances the organizational learning and builds the organization M&E capability.

In addition to documenting the lessons learned, project professionals and project team members' needs to have experience sharing and feedback sessions about M&E findings and results periodically and whenever a project is completed. ERCS should also develop such culture and facilitate similar venue for project leaders, coordinators and PMER staff who are located at different branches and districts. The organization should revisit and review its salary and benefit package regularly in order to address the challenges of high experienced M&E staff turnover. To address this issue ERCS need also to bench mark the salary and benefit package of other NGOs operating in the country.

In relation to budget and resource deficiency the organization also needs to reassess its internal capability. In this respect ERCS needs to enhance its self-income generating activity .An improvement in this area would help to build its internal capacity and to be resilient to increasing demands of salary and benefit packages. Along the salary and benefit review, the organization also must strengthen its internal career path, opportunities and human resource developments to improve the retention of skilled M&E staff.

Since there are different M&E activities which requires up-to-date information across different functions internally and at branches across different geographical locations, communication and networking is a vital instrument for information sharing, effective resource utilization and in making timely decisions. Hence the organization must facilitate and avail free mobile, radio communication and internet network to make the M&E task more efficient and effective. This shall also help to enhance the linkages and integration between departments and regional offices and helps to improve the poor capacity of branches at zones and district levels.

5.4. Recommendations for Future Research

This empirical research has indicated a number of relevant issues in relation to the Monitoring and Evaluation practices of local NGOs focusing on ERCS; however the researcher did not get or have access to similar study related to ERCS. In addition this study has some limitations since it has based its study on the organization Headquarter in Addis Ababa and could not get access to different regions across the country. The researcher has also observed that there are a very limited secondary resources and publications about ERCS both within the organization, outside and also in the web. Thus this study can be used as a spring board to make more holistic research study in the future by addressing the limitations listed in this study.

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Appendices
Appendix I: Letter of Transmittal of Data Collection
Addis Ababa University
College of Business and Economics
School of Commerce
Department of Project Management
Master of Project Management Program

Dear Sir/Madam;

I am undertaking a research on the topic Project Monitoring Practices of Ethiopian Red cross Society (ERCS) ,as part of my MA degree partial fulfillment in Project Management at Addis Ababa University ,School of Commerce.

This information is going to be used as a primary data and has significant impact in making a good conclusion and recommendation for future project endeavors.

Your participation to this research study is voluntarily. The researcher is hoping for honest and genuine responses that will contribute vastly to the quality of the findings of this study. Therefore the researcher would like to kindly ask you to complete this questionnaire as truthfully as possible and inform you that the responses you provide will be kept strictly confidential and used only for academic research purpose. Your transparency and on time delivery of the response makes this study successful.

I thank you for your valuable time and patience to complete all questions and return it back on time.

Tewodros Gashaw email address: tewodroselemo@yahoo.com

Tel.No +251911601136

Appendix II: Research Tool for all project Participants

Direction

- No need of writing your name;
- Put “X” mark in the appropriate space or circle the choice you select whenever necessary;
- If you cannot get any satisfying choice among the given alternatives, you can write your Answer, in the space provided for the option. If other, please specify.
- For the open ended items, give brief answer in the space provided.

PART 1: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS AND GENERAL BACKGROUND

1. Sex:

A. Male B. Female

2. Age:

A. 21-30 B. 31-40 C. 41-50 D. above 50

3. Current academic qualification:

A. Ph.D. B. MA/ MSc C. BA/BSc D. Diploma

E. High School completed

If other, please specify-----

4. Current Position in the organization:

A. Management

B. Project Coordinator

C. M&E Expert or officer

D. Other, PLZ. specify.....

E. Community facilitator

PART II: GENERAL ISSUES

1. Source of your major project fund (You can choose more than one)

- A. Government treasury B. International donor agencies C. Bi-lateral
Organizations
- D. Nongovernmental Organizations E. Income generating activities

2. Do Ethiopian Red Cross Society projects complete according to plan?

- a. Yes b. No

If no, why? -----

Part III: MONITORING AND EVALUATION PLAN

1. Is your plan incorporating the following aspects that help in guiding M&E (*you may Choose more than one*)

- A. data to be collected
- B. frequency of data collected
- C. Individuals in charge of M&E
- D. Plan for distribution of findings
- E. Budgets and logistics
- F. Roles and responsibilities of staff in M&E activity
- G. Schedule for M&E

2. The type of M&E plan your programs/projects employ

- A. Separate
- B. Incorporated with main proposal

Part IV: ASSIGNED RESOURCES FOR M&E

1. Adequate logistics are allocated for planned M&E activities?

- A. Yes
- B. No

2. The roles and responsibilities of staff in monitoring and evaluation is clearly defined and Documented?

- A. Yes
- B. No

3. Does ERCS allocate sufficient budget for project M&E?

A. Yes

B. No

4. ERCS provide M&E training for project staff in regular bases?

A. Yes

B. No

5. Ethiopian Red Cross provides required M&E training regularly for M&E staff

A. Yes

B. No

6. Ethiopian Red Cross strongly monitors how the project resources are effectively employed?

A. Strongly agree

B. Agree

C. Disagree

D. Strongly disagree

E. Undecided

Part V: INDICATORS &Log Frame

1. For your M&E plans there are indicators that are clearly linked to the objectives of the Project.

A. Yes

B. No

2. ERCS uses Proxy indicators when direct measurement is impossible.

A. Yes

B. No

3. Ethiopian Red Cross uses the Log frame in M&E

A. Yes

B. No

C. Undecided

4. Baseline data is collected prior to the start of an operation

- | | | | |
|-------------------|--------------|-------------|-------------|
| A. Strongly agree | B. Agree | C. Disagree | D. strongly |
| disagree | E. Undecided | | |

5. Baseline data are used as measurement of the outcomes and impact of an operation in a follow-up study

- | | | | |
|-------------------|--------------|-------------|-------------|
| A. Strongly agree | B. Agree | C. Disagree | D. strongly |
| disagree | E. Undecided | | |

6. Data sources for Baseline is collected and Analyzed by ERCS

- | | | | |
|-------------------|--------------|-------------|-------------|
| A. Strongly agree | B. Agree | C. Disagree | D. strongly |
| disagree | E. Undecided | | |

Part VII: DISSEMINATION OF INFORMATION FINDINGS

1. Sufficient Monitoring and evaluation information and guidelines is provided to project team and program manager for project execution and to assist in decision making

- | | | | |
|-------------------|--------------|-------------|-------------|
| A. Strongly agree | B. Agree | C. Disagree | D. Strongly |
| disagree | E. Undecided | | |

2. Ethiopian Red Cross documents lessons learned on project execution.

- | | | | |
|-------------------|--------------|-------------|-------------|
| A. Strongly agree | B. Agree | C. Disagree | D. Strongly |
| disagree | E. Undecided | | |

3. How does Ethiopian Red Cross distribute M&E findings?

- A. No distribution B. Report to donor, beneficiaries and government
C. Workshops and community meetings D. Notice board
E. Undecided

4. There is an experience sharing and adaption of best practice process at Ethiopian Red Cross.

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree
E. Undecided

5. There is a very good feedback mechanism of best practices & processes of projects for PMER staff

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree
E. Undecided

Part VIII: CHALLENGES TO MONITORING AND EVALUATION

1 The Benefits and Salary scale for M&E professionals and project staff contributes to the retention of staff and the project success

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree
E. Undecided

2. There is a common team spirit for project purpose during project execution

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree
E. Undecided

3. There is a good communication network within the team and with the main head office branch in project implementation

A. Strongly agree B. Agree C. Disagree D. Strongly disagree
E. Undecided

4. ERCS has adequate capacity in terms of skilled man power and resource for projects at Zonal and Woreda levels.

A. Strongly agree B. Agree C. Disagree D. Strongly disagree
E. Undecided

I thank you

APPENDIX III
Interview Guide Questions Presented to Ethiopian Red Cross Society
Managers
Addis Ababa University

Date of Interview: _____

Purpose: This interview is being conducted as part of my research examining Monitoring and Evaluation practices of local non-governmental organizations: The case study of the Ethiopian Red Cross Society. I am interested in your experience and perspectives.

1. Does ERCS projects have objectives that are Specific, Measurable, Achievable, Realistic & Time bound (SMART)?
2. Does the roles and responsibilities of M&E staff clearly defined?
3. Does ERCS allocate sufficient budget for M&E?
4. What are the challenges of Monitoring and Evaluation Practices in your organization?
5. Does ERCS use good performance indicator which is Clear, Relevant, Economic, and Adequate & Monitorable called CREAM?
6. Are the Indicators clearly linked to the objectives of the project?
7. What percentage of the total budget is allocated for project M&E?
8. Does ERCS uses M&E Capacity Assessment Toolkit during project execution?

APPENDIX IV

Preliminary Interview Guide Questions Presented to Ethiopian Red Cross

Society Project Coordinators

Date of Interview: _____

Purpose: This interview is being conducted to assess the gaps in the Monitoring And Evaluation Practices of Ethiopian Red Cross

1. Does ERCS has a well-established Monitoring and Evaluation system? If yes PLZ explain about M&E system at ERCS?
2. Do the Projects at ERCS Complete as per the planned budget, Cost and quality? If No, Why?
3. Does M&E at ERCS have sufficient human and financial resources?
4. How is the Monitoring and Evaluation activities funded?
5. Do ERCS key stakeholders have a sense of ownership of M&E?
- 6-Does ERCS provides the required training for M&E staff?
7. Do M&E at ERCS helps to uphold compliance with established standard and fundamental principles of code of conduct of IFRC?
8. Does M&E at ERCS provide opportunities for beneficiaries for open criticism about the project outcome?