



Monitoring and Evaluation of Projects in Government Organizations: - Expectations and
Practices: The Case of the Ministry of Mining and Geological Survey of Ethiopia

By

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ABSTRACT

The research project set out to identify the gap between expectations and practices of Monitoring and Evaluation system in Ministry of Mines (MoM) and Geological Survey of Ethiopia (GSE). (MoM and GSE are established to improve development of the mineral resources in order to enhance the contribution of the Foreign Currency earnings of the sector in the national economic growth of the country.) Data for the study is collected using the questionnaire and detail interview. The result of the study shows that the projects implemented by these two organizations was not effectively monitored and evaluated; the study also showed that the organizations have many challenges to implement the system of M&E. The four groups of the research participant's namely management, M&E experts and project team leaders have very good expectations from the M&E system. However, other experts group have poor expectations. The gap between expectations and practices was very high. Recommendations are given. Some other points are discussed in the thesis.

DECLARATION

I, Ermias H/Mariam, declare that this work entitled “Monitoring and Evaluation of Projects in Government Organizations: - Expectations and Practices: the Case of the Ministry of Mines and Geological Survey of Ethiopia”, is outcome of my own effort and study that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor.

This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfilment of the degree of Masters of Art in Measurement and Evaluation (MA).

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Date _____

Contents	Page
ABSTRACT.....	iii
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
LIST OF ACRONYMS.....	x
ACKNOWLEDGMENTS.....	xi
CHAPTER ONE: INTROCUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	4
1.3 Objectives.....	6
1.3.1 Main Objectives.....	6
1.3.2 Specific Objectives.....	7
1.4 Significance of the Study.....	7
1.5 Delimitation.....	8
1.6 Operational Definitions.....	8
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	10
2.1 Historical Point of View of Monitoring and Evaluation System.....	10
2.2 Theory of Framework.....	10
2.2.1 Conceptual Frameworks.....	11
2.2.2 Result Framework.....	12
2.2.3 Logical Frameworks.....	13
2.3 Monitoring and Evaluations Practices.....	14
2.3.1 Monitoring and Evaluation Plan.....	14
2.3.2 Coherent Framework.....	15
2.3.3 Monitoring and Evaluation budget.....	15
2.3.4 Schedule of Monitoring and Evaluation.....	16
2.3.5 Individuals for Monitoring and Evaluation Activities.....	16
2.3.6 Specification of the Frequency of Data Collection.....	16
2.3.7 Stakeholder Involvement.....	17
2.3.8 Inputs.....	17
2.3.10 Midterm and End of Project Evaluations.....	20
2.3.11 Capture and Documentation of Lessons Learned.....	20
2.3.12 Objectivity by an External Facilitator.....	20
2.3.13 Dissemination of Monitoring and Evaluation Findings.....	21
2.4 The Benefits of Monitoring and Evaluation for Public Organizations.....	21
2.5 Purposes of Monitoring and Evaluation for Public Organization.....	22

2.6 Expectations and Practices towards Monitoring and Evaluation.....	23
2.6.1 Expectation	23
2.6.2 Practices	28
2.7 The Challenges of Monitoring and Evaluation System for Government Organizations	29
2.7.1 Lack of Monitoring and Evaluation Expertise.....	30
2.7.2 Inadequate Financial Resources.....	30
2.7.3 Follower Requirements	31
2.7.4 Difficulty in Demonstrating the Long Term Impact of Projects.....	31
2.8 Empirical Result.....	31
CHAPTER THREE: METHODOLOGY	34
3.1 Research Design.....	34
3.2 Target Population.....	34
3.4 Sample Size Determination.....	34
3.5 Sampling and Sampling Techniques.....	35
3.6 Instrument Development.....	35
3.6.1 Questionnaire	35
3.6.2 Interview	36
3.7 Scoring Procedure	36
3.8 Instrument Validation Procedure	37
3.9 Reliability Estimation Procedure	37
3.10 Data Analysis	37
3.11 Limitation.....	38
3.12 Ethical Consideration.....	38
CHAPTER FOUR: RESULT AND DISCUSSION	39
4.1 Results of the Study	39
4.1.1 Characteristics of the Respondents	39
4.1.2 Monitoring and Evaluation System Expectations and Practices.....	40
4.1.2.1 Expectation	40
4.1.2.2 Practice.....	41
4.1.2.3 Relationship between Expectation and Practice	43
4.1.2.4 Group Difference while Answering Monitoring and Evaluation Expectation Issues.....	43
4.1.3 Main challenges of Monitoring and Evaluation System Implementation	44
4.1.4 Using Log Frame for Monitoring and Evaluation System.....	46

4.1.5 Separate Budget Allotment	47
4.2 Discussion	48
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION	51
5.1 Conclusion	51
5.2 Recommendations	55
5.2.1 Recommendations of the Study	55
5.2.2 Recommendations for Future Studies	56
References	58
Annex	63
Annex 1: Expectations of Respondents on Different Monitoring and Evaluation Issues	63
Annex 2: Practices of Respondents on Different Monitoring and Evaluation Issues.....	65
Annex 3: Multiple Comparisons Post Hoc Test	67
Annex 4: Questionnaire	68
Annex 5: Interview Questions	78

LIST OF TABLES

	Page
Table 1: Expectations of Respondents on Different Monitoring and Evaluation Issues in Percent	41
Table 2: Practices of Respondents on Different Monitoring and Evaluation Issues in Percent	42
Table 3: The Correlation between Expectations and Practices of Monitoring and Evaluation System.....	43
Table 4: ANOVA Summary Table.....	44
Table 5: List of Challenges.....	45

LIST OF FIGURES

	Page
Figure 1: Challenges	43
Figure 2: Monitoring and Evaluation Separate Budget Allocation.....	48

LIST OF ACRONYMS

GSE	Geological Survey of Ethiopia
MoM	Ministry of Mines
IFC	International Finance Corporation
IUCN	International Union for Conservation of Nature
ANOVA	Analysis of Variance
UNDP	United Nation Development Program
RBM	Result Based Management System
MfDR	Managing for Development Result
MoFED	Ministry of Finance and Economic Development
LFA	Logical Frame Work
PASSIA	Palestinian Academic Society for the Study of International Affairs
SPSS	Statistical Package for Social Science.
USAID	United Nation Development Program`

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CHAPTER ONE: INTROCUCTION

The overall purpose of this research is to assess the gap between expectations and practices of Monitoring and Evaluation system in Ministry of Mines and Geological Survey of Ethiopia, in order to inform an improved system that will be implemented in the organizations. This first chapter will show an overview of the whole thesis. It will give back ground of the research, significance of the study, scope of the study, operational definition and some other important points.

1.1 Background of the Study

Out of all Federal Ministries in Addis Ababa, Ministry of Mines is one of them. The Ministry of Mines (MoM) is accountable to council of Ministers house and Geological Survey of Ethiopia (GSE) is accountable to MoM. Both government organizations have projects. For those projects government allocate a huge amount of money per annum. The main objective of allocating this huge money is to generate, manage and deliver the basic geosciences (mineral and geo-energy) data of the country for the society and the business sector; To encourage and attract private investors to involve in the development of the mining sector by creating conducive investment conditions; To issue licenses to private investors engaged in mineral and petroleum operations, and administer the contract in accordance with the concession agreements; To develop the mineral and geo - energy resources of Ethiopia in an environmentally friendly manner; In collaboration with different stockholders to regulate the market and products of precious and ornamental minerals produced at the level of traditional (artisanal) mining; and To expand the development of the mineral resources in order to enhance the contribution of the Foreign Currency earnings of the sector in the national economic growth of the country.

The two government organizations have monitoring and evaluation departments as many of government organizations do. Many projects within the organizations are not monitored and evaluated in such a way that, to bring efficiency, effectiveness, to improve impact, to address accountability, responsibility and from the result to improve or to bring organizational learning as well as individual learning (Wagner, 1989; Alkin, Daillak, & White, 1979).

There are strong literatures on how to strengthen M&E system within the organization. A considerable part of this literature, written by evaluation specialists has a strong advocacy flavour: that M&E systems are “good thing” and have intrinsic merit (Mackay, 2006).

There is no exercise so far, like summative or mid-term evaluation of projects, but there is reporting to the respected body for discussion about the positive and negative issues written in the reports, the report is produced periodically, there are monthly, quarterly and yearly reports.

Geological Survey of Ethiopia's (GSE) established in 1975 E.C by proclamation, the main aim is to collect, generate and disseminate geo-science data for customers particularly private investors so as to enhance the contribution of the mining sector to the national economic development endeavor of the country.

Geological Survey of Ethiopia is the only governmental organization which is dealing about the Geology of Ethiopia. There are two branches one is Semera the other is in Addis Ababa at Mechanissa. There are five departments each of them have their own responsibility:

- 1) Dealing or identifying potential Geo-hazard places of the country and suggesting the mitigation action should be taken, it could be for stakeholders like potential investors for those who have interest to solve societal problem of the country and for governmental organization.
- 2) It is aimed to produce basic Geo-science map of the country, which indicates the type of rock, the type of mineral that possibly exist, the contour of the land, and so many basic information.
- 3) Exploring and dealing about the amount of hydro-geology within some specific area that investors or Geological Survey wants to deal, basically this project deals about the amount of water located underground, and also identifying whether the water is drinkable or not is done under this department.
- 4) Exploration of mineral occurrence and preparing information for the investors to invest their money on that identified area, especially Gold, Marble, Tantalum, construction material like Gypsum and some other minerals used to make soil conditioners like potash and so many other minerals are explored within the department.
- 5) Identifying and preparing for developers potential Geo-thermal energy areas.

Geological Survey of Ethiopia aimed to reach 80% of Geo-Science mapping coverage of the country and delineating 60 potential mining deposit areas by 2015 E.C.

The other governmental organization which is considered in this research is Minister of Mines. Its mission is: To generate, manage and deliver the basic geosciences (mineral and geo-energy) data of the country for the society and the business sector; To encourage and attract private investors to involve in the development of the mining sector by creating conducive investment conditions; To issue licenses to private investors engaged

in mineral and petroleum operations, and administer the contract in accordance with the concession agreements; To develop the mineral and geo - energy resources of Ethiopia in an environmentally friendly manner; In collaboration with different stakeholders to regulate the market and products of precious and ornamental minerals produced at the level of traditional (artisanal) mining; and To expand the development of the mineral resources in order to enhance the contribution of the Foreign Currency earnings of the sector in the national economic growth of the country.

Ministry of Mines also have nine regional mining offices, even though they are not accountable for Ministry of Mines, through all branch offices Ministry of Mines able to accomplish its mission so far as well.

The vision of the MoM is to foresee the well-developed mineral sources Contribution to the Foreign Currency Earnings increase by 10 fold, and be the back bone of the industry in 2020-2023.

1.2 Statement of the Problem

Monitoring and Evaluation (M&E) provides government officials, development managers, the public and private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocation of resources and demonstrating results as part of accountability to key stakeholders (International Finance Corporation(IFC), 2008). It brings institutional development, refers to the creation or the capacity of an institution to reflect systematically and rigorously upon its role and function, and better enable them to carry out their responsibilities. It reflects an attempt to introduce change and development in the way the institution is organized so that it is better able to meet its mission (World Bank, 2005). According to International

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

According to Ethiopia Country Program Evaluation [ECPE] (2010), in Ethiopia, most of the government organizations not use monitoring and evaluation system in appropriate manner for their projects. Although, existing assessment of monitoring and evaluation capacity in Ethiopia reveal gaps both institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank (2006). There are many misconceptions and myths surrounding M&E like; it's difficult, expensive, requires high level skills, time and resource intensive, only comes at end of a project and it is someone else's responsibility (IFC,2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets (IFC, 2008).

One strategy to address achievement through project success need is to design and construct M&E system. M&E tracks the results produced (or not produced) by governments and other entities. Monitoring and evaluation improves management of the output and outcomes while encouraging the allocation of effort and resources in the direction where it will have the greatest impact. Therefore, there are two key reasons for undertaking the research on this topic. The first reason to deal with a current monitoring and evaluation system issue of challenges in the organizations and the other reason is to

get the gap between expectations and practices to provide empirical evidence that will inform an improved system.

Since 2003 E.C I have been working within the organizations. There is no documented research evidence about the use of monitoring and evaluation system in the organizations to ensure their project status. Therefore this research will have a great contribution not only for GSE and MoM but also for other public organizations as well as individuals those who need basic data for further research.

First of all, there is problem of understanding about what monitoring and evaluation system means, there is always a question like what are the gaps between expectations and practices of monitoring and evaluation system of projects? What are the reasons of the differences between expectations and practices of monitoring and evaluation of projects? It appears that the outcome of the project depends on how well we are doing our monitoring and evaluation system work, or, there are significant differences on outcome of the projects based on how well we are working of Monitoring and Evaluation system.

Of course, there are many factors that can be considered as reasons of differences in expectations and practices, such as planning capacity problem, small number experts in the area of monitoring and evaluation, managers' lack of motivation and so on. Due to time and money constraint this research paper focuses on two variables: expectations and practices.

1.3 Objectives

1.3.1 Main Objectives

The purpose of this research is to assess the gap between expectations and practices of Monitoring and Evaluation System in the two Government Organizations. In this

context, it investigates the current practices, challenges and expectations of employees about M&E system.

1.3.2 Specific Objectives

- Explore the management's, Project Team Leaders, M&E Experts, and other expert expectation of the two government organizations (GSE and MoM) on monitoring and evaluation system.
- Investigate the current practices of the two government organizations as viewed by management's, project team leaders, M&E experts and other experts with regard to the use of monitoring and evaluation system.
- Find out the challenges that the two government organizations practice with regard to the use of monitoring and evaluation.
- Determine the extent of the gap between expectations and experiences of the two government organizations and its relationship.

1.4 Significance of the Study

The first and the most important point here is that, the proposed research is important for top and middle manager, it can be serve as their reference or guide to improve their monitoring and evaluation system within the organization they are leading. In addition to this, the research will help experts, project managers, top managements to have a deeper understanding about monitoring and evaluation as a whole, it gives a research based finding for their decision making, In general it is use full for community development through project success, it helps to increase the scope of knowledge on this area for those who want to study further in monitoring and evaluation system of projects to bring improvement on M&E system of the organization.

1.5 Delimitation

Monitoring and Evaluation system is applicable almost in all government organizations. MoM and GSE also engaged for several years doing monitoring and evaluation. The scop is limited to explore the expectations and practices of M&E System of the MoM and GSE. MoM and GSE are located in Bole kefle ketema, around Megenagn , along the road of Gurede Shola very close to Yaried Hospital.

1.6 Operational Definitions

This section presents the definition of the key terms used in the study. The terms are defined within the context of the research paper.

Monitoring: Monitoring is the continuous checking of the main elements of project such as: inputs, activities and outputs, through regular reporting. Checking the planned implementation against the actual implementation, in order to be able to report on how the project is progressing and if there is need for corrective action and to facilitate decision making.

Evaluation: Evaluation is the periodic that could be end term or midterm to decide whether the project goal and objectives meet or not.

Projects: A Project in the context of this research is defined as a temporary work to get a unique service and result. Temporary means the project has a definite beginning and a definite end. The end is reached when the project's objectives have been achieved, or it becomes clear that the project objectives will not or cannot be met, or the need for the project no longer exists and the project is terminated. Temporary does not necessarily mean short in duration; many projects last for several years. In every case, however, the duration of a project is finite. Projects are not ongoing efforts. In addition, temporary

does not generally apply to the product, service or result created by the project. Most project undertaken to create a lasting outcome. Uniqueness is an important characteristic of project deliverables.

Expectation: Expectation in the context of this research is a belief about what might happen in the future based on the knowledge individuals have about monitoring and evaluation system of the organizations as well as the knowledge they have in general.

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

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Historical Point of View of Monitoring and Evaluation System

The historical expansion of evaluation is not easy to explain, to describe due to its informal utilization by humans for thousands of years, the main problem is M&E is different for different people, Scriven (1996) noted that evaluation is a very young discipline - although it is a very old practice.

Jody and Ray (2004) explained that some country like Egypt regularly monitored their country's outputs in grain and livestock production more than 5,000 years ago. In this sense, monitoring and evaluation is certainly not a new phenomenon.

Modern governments have engaged in some form of traditional monitoring and evaluation over the past decades. They have sought to track over time their expenditures, revenues, staffing levels, resources, program and project activities, goods and services produced, and so forth (Jody & Ray, 2004).

Jody and Ray (2004) explained over the last several years, there has been an evaluation in the field of monitoring and evaluation involving a movement away from traditional implementation based approaches towards new results based approaches.

According to the United Nation Development Program [UNDP] (2009), now a day an organization like UNDP are already introduce result-based management (RBM) which leads us managing for development results (MfDR), it aims to bring real change in people's lives.

2.2 Theory of Framework

Though there is no as such perfect framework and different frameworks are used for different organizations, three of the most common are: - conceptual frameworks, results

frameworks and logical frameworks/logic models. (Frankel & Gage, 2007). The main use of using one of these frameworks for our monitoring and evaluation system is useful in terms of: developing a clear understanding of the goals and objectives of a project, with focusing on identifying measurable objectives, short-term and long-term, also useful to define the relationships between key factors for the implementation and success of the project. (Frankel & Gage, 2007). The three types of frameworks are discussed briefly in the next session.

Reaching at decision to which framework is best to use is not simple there are different frameworks which is used or requested by organizations and donors. Some donors combine aspects of frameworks in a customized approach. Others do not include explicit guidance for programs around the selection of a framework. Programs should select the type of framework that best suits their strategies and activities and responds to institutional requirements.

2.2.1 Conceptual Frameworks

Conceptual frameworks are diagrams that clarify and illustrate relationships among relevant organizational, individual and other factors that may influence a program and the successful achievement of goals and objectives. (Frankel & Gage, 2007). They assist to determine which factor is highly influence the project or mainly the program, and sketch how each factors interact each other like culture, economy, politics, believes and so many others might relate to and influence on the outcome. They are not be used as a bases for monitoring and evaluation instead they can help to explain program results. (Frankel & Gage, 2007).

According to Frankel and Gage (2007), conceptual framework is discussed and it gives a good basic idea saying that;

The conceptual framework places health problem in a wider context, one that considers the various factors that can affect the program or intervention, clarifies the causal relationships between these factors and identifies those that the intervention may affect. It is used for program design rather than for program M&E. (p.29)

2.2.2 Result Framework

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

Frankel and Gage (2007) stated about result framework gives a good highlight concerning the framework, it states “Results frameworks show the causal relationships between the various intermediate results that are critical to achieving the strategic objective. The effectiveness of these activities can be measured at each step along the way” (p.29).

2.2.3 Logical Frameworks

Logical frameworks or logic models provide a linear, “logical” interpretation of the relationship between inputs, activities, outputs, outcomes and impacts with respect to objectives and goals. They show the causal relationship between inputs, activities, outputs, outcomes and impact in the reverse way the goals and objectives. Logical frameworks outline the specific inputs needed to carry out the activities/processes to produce specific outputs which will result in specific outcomes and impacts. Logical frameworks can be used the basis for monitoring and evaluation activities throughout the program, (Frankel & Gage, 2007). These authors provided a good knowledge about the logic models and gave the basics saying that;

Logic models help to show the logical connections between the inputs, processes and outputs of an activity, and how they link to the program’s objectives (outcomes) and goals (impacts). They also clarify the linear relationships between program decisions, activities and products. (p.29)

According to Gage and Dunn (2010), Logic models are defined and valuable tools for:

- i. **Programme Planning and Development:** The logic model structure helps think through your programme strategy—to help clarify where the program is and where the program should be.
- ii. **Programme Management:** Because it "connects the dots" between resources, activities, and outcomes, a logic model can be the basis for developing a more detailed management plan. Using data collection and an evaluation plan, the logic model helps track and monitor operations to better manage results. It can serve as the foundation for creating budgets and work plans.

- iii. **Communication.** A well-built logic model is a powerful communications tool. It can show stakeholders at a glance what a program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two.

There is no perfect model but we have to use according to the type of organization we are dealing, one can also use by mixing the two methods, each has may be strength on forming program the other used for bases for M&E, to generalize the above we can see the main points one by one, as it is explained by different author and as it also briefly mentioned above, conceptual model shows which factor is highly affect the program/ project goal and how? And factors like Individuals or institutions and their contribution for the success or fail of the goal of the program combines social, cultural and socio-economic and some other situation, for the success and fail to achieve the goal. Whereas, the result framework modelling it shows the causal relationship between program objectives and outline how each of the intermediate results/ outputs and outcomes relates to and facilitate the achievement of each objective, and how objectives relate to each other and the ultimate goal, it is relatively young model, The third model is logic model gives a chance to see the causal interaction between input, activities, output, outcome and impact and it is also a bases for monitoring and evaluation work.

2.3 Monitoring and Evaluations Practices.

The following which is described below are the best practices associated with monitoring and evaluations these are:

2.3.1 Monitoring and Evaluation Plan

The project should have a monitoring and evaluation plan. The plan should be prepared as an integral part of project plan and design (Palestinian Academic Society for

the Study of International Affairs [PASSIA], 2004 & McCoy, Ngari & Krumpke, 2005).

The integration is for clear identification of project objectives for which performance can be measured.

2.3.2 Coherent Framework

Monitoring and evaluation should be aided by a coherent structured conceptual framework. The framework aids in identifying the logic behind project elements and performance measurement, how they are related and the underlying assumptions. One of the best practices that have been adopted because of its structured approach is the use of the logic framework approach (LFA) as a tool to aid both the planning and the monitoring and evaluation functions during implementation (Aune, 2000 & FHI, 2004). Vannoy (1994) as quoted by Aune (2000) argues that the LFA makes the planner's of the project from the start to think in terms of measuring performance by identifying the measures and criteria for success during the planning stage. This gives it great leverage in that from the beginning the project design hence implementation are integrated with performance measurement through identification of indicators that will demonstrate how the project is performing during implementation.

2.3.3 Monitoring and Evaluation budget

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (McCoy et al., 2005). Some authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget (Kelly & Magongo, 2004). The intention with this practice is not to be prescriptive of the

percentage that is adequate, but to come up with sufficient funds to facilitate the monitoring and evaluation activities. Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function.

2.3.4 Schedule of Monitoring and Evaluation

The monitoring and evaluation activities of the project should be included in the project schedule so that they are given the due importance they require, not only done at the whims of the project manager (Handmer & Dovers, 2007; & McCoy et al., 2005).

2.3.5 Individuals for Monitoring and Evaluation Activities

There should also be an individual who is directly in charge of the monitoring and evaluation as a main function (Kelly & Magongo, 2004) and an identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings (AusAID, 2006 & McCoy et al., 2005).

2.3.6 Specification of the Frequency of Data Collection

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

2.3.7 Stakeholder Involvement

Involvement of all stakeholders (beneficiaries, implementation staff, donors, wider communities) in the monitoring and evaluation process of the project is very important. Participatory approach to monitoring and evaluation is viewed as an empowerment tool for the beneficiaries and other stakeholders of project who in most cases are not consulted in this function. It is also demonstration of downward accountability i.e. accountability to the beneficiaries. There is a lot of emphasis on upward accountability (Aune, 2000). This obsession with upward accountability creates a barrier between the project and other stakeholders in terms of monitoring and evaluation, this result in the process being geared towards satisfying the demands of the donor at the expense of the other stakeholders. Involvement of the beneficiaries in monitoring and evaluation gives them a sense of ownership and contributes to long term sustainability long after the project donor has ceased financing the project and also increases the chance of more beneficiaries to take up the services of the project. Other key neglected stakeholders are the field staff involved in implementing the project.

2.3.8 Inputs

The different inputs of the project need to be monitored effectively to ensure that they are used optimally on project the activities in order to produce the desired outputs. The recommended practices for monitoring each of the inputs as identified by the log frame approach include the following:

Financial Resources

Financial resources should be tracked with a project budget with the project activities having cost attached to them, with comparison of what has been spent on project

activities with what should have been spent as per planned expenditure in the budget (Crawford & Bryce, 2003). This information of expenditure is obtained from the individual in charge of project accounts. This comparison of actual expenditure versus planned expenditure should be done regularly to determine if the project is not going over budget.

Human Resources

Human resources on the project should be given clear job allocation and designation is suitable to their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive on site support to the outfield staff (Reijeret,P.,Chalimba,M.& Nakwagala,A.A. 2002).

2.3.9Activities

There are activities which are very important for the practicality of monitoring and evaluation system these are described below.

Project schedule

Processes or activities to be done on the project are tracked with aid of a project schedule or project timeline. At regular intervals actual schedule of activities done is compared with the planned schedule to determine whether the project is within schedule or over schedule (Crawford & Bryce, 2003).

Outputs

For monitoring outputs of the project, it is important to use a mix of both qualitative and quantitative indicators.

Quantitative Indicators

Qualitative indicators look at outputs in terms of numbers, such as number of people reached, number of trainings carried out, number of materials distributed (Hughesd' Aeth, 2002).quantitative information such as attendances, people served, is best captured by a standardized form then information is aggregated at regular intervals (Gyorko, 2002). Materials distributed can be captured by a standard distribution log. The standardized facilitates the implementation staff and allows for comparability across implementation areas and also facilitates the implementation staff and allows for comparability across implementation areas and also facilitates data entry of the information. These actual outputs at specified periods such as monthly are then compared with planned or targeted outputs as illustrated in the project plan.

Qualitative Indicators

Qualitative indicators describe situations and give an in-depth understanding of issues of the outputs. Methods such as focus groups discussions, observation, interviews are used with qualitative methods of monitoring. For evaluation of both the outcomes and goals, both qualitative and quantitative methods are recommended in order to get clear in-depth understanding into the success of the project (Hughes-d' Aeth, 2002)

Outcomes and Goals

Outcomes and goals are best evaluated with both qualitative and quantitative data. Data from project records is very vital and should be kept securely up to the end of the project and even longer (Muzinda, 2007). This helps in getting the whole picture of the project and is cost effective.

2.3.10 Midterm and End of Project Evaluations

For evaluation usually there is midterm and another at end of project implementation, an impact assessment should be scheduled after the project has ended to determine what the impact of the project was and what the contribution of the project was to the attainment of the goal (Gyorkos, 2002). The midterm evaluation and the one at the end of the project implementation process (process evaluation) to determine how project fared in terms of input use, carrying out the scheduled activities and in terms of how the project fared in terms of level of outputs in relation with the targeted output (Gilliam, Barrington, Davis, Lascon, uhl & Phoenix 2003). The short term outcomes can also be evaluated at this point.

2.3.11 Capture and Documentation of Lessons Learned

Lessons learned from the implementation should be captured and documented for incorporation into the subsequent projects and sharing with other stakeholders. The lessons would include what went right in implementation and what went wrong and why so that the mistakes are not repeated in the subsequent projects (Reijeret et al., 2002). These lessons should be shared with the implementing staff. Sustainability of the project should be determined. It is not easy to determine sustainability, but the level of the communities' involvement can give an indication of the continuation of the project activities even at the end of funding period.

2.3.12 Objectivity by an External Facilitator

Objectivity in evaluations is enhanced by an outside facilitator that would come in to aid the evaluation. This is in contrast to the fully participatory advocating authors who argue that objectivity is not that important, but empowering the stakeholders to learn

from the evaluation, so evaluations should be subjective and done by the stakeholders (Aune,2000). A compromise position is recommended, whereby an external facilitator comes in for objectivity and an outward opinion but the stakeholders are actively involved in the process for learning and empowerment.

2.3.13 Dissemination of Monitoring and Evaluation Findings

There should be a monitoring and evaluation findings dissemination plan.

Monitoring and evaluation findings should be disseminated to the stakeholder by way of a report to the other depending on his requirement, communication or report to the community and beneficiaries and to the implementing staff to improve on their implementation practices and strategies (McCoy et. al., 2005).

2.4 The Benefits of Monitoring and Evaluation for Public Organizations

Monitoring involves tracking progress over time during the whole knowledge management process. Evaluation can be a very powerful tool of learning and change, because more than training or development work it puts the needs and experiences of users and potential users and the purpose and values of the project, at the run of change process. But it is also very political. (sarah, 2006).

According to sarah , (2006) Evaluation work can: Improve effectiveness in the way your organization meets local needs; Identify areas for improvement in your service to users; Attract resources; Help share learning and experience across the organization; Improve accountability to users, members and funders; Give greater work satisfaction for all managing body members and staff; Volunteers; Celebrate progress and achievement; Identify changes or new directions; Make the case for new resources.

Monitoring and evaluating program or project performance enables the improved management of the outputs and outcomes while encouraging the allocation of effort and resources in the direction where it will have the greatest impact. M&E can play a crucial role in keeping projects on track, create the basis for institutional learning and create an evidence base for current and future projects through the systematic collection and analysis of information on the implementation of a project (IFC, 2008).

2.5 Purposes of Monitoring and Evaluation for Public Organization

If organizations are to carry out effective M&E around capacity building, a key first question to address is “what is the purpose of that M&E?” The usual answer to this is a combination of accountability and learning in order to improve performance (Nigel S & Rachel S, 2010). Monitoring and evaluating organization practices are necessary to improve and enhance the quality of existing programs; NGOs are facing increasing requirements to provide evidence to support their performance. According to McDonald (2003), monitoring and evaluation helps organizations to:

Assess efficiency and effectiveness of a program;

Refine and improve an existing program;

Decide whether to continue or replicate an initiative;

Contribute to the established evidence base; and

Justify the program or initiative and to help procure further funding. For these reasons, it is important that organizations devote resources towards improving their monitoring and evaluation process, as well as their capacity. (Eccles & Gootman, 2002).

If you don't care about how you are doing or about what impact you are having, why bother to do it at all? Monitoring and evaluation enable you to assess the quality and

impact of your work, against your action plans and your strategic plan. Program managers may wish to monitor or evaluate their activities for different reasons. The following are frequently noted (World Bank Operational Evaluation Department (WBOED), 2000):

- ✓ To set priorities for resource allocation: Does inclusion of advertisement of our company water drilling and lab service increase any kind of quality on our earth science work?
- ✓ To provide information to educate and motivate staff and increase staff satisfaction: does tracking & displaying the number of investors those who invest their money in our county based on the primary data we provide?
- ✓ To assess quality of services: How much of our data set have a good quality compared to the standard that already sat within the organization as well as compared to international standards?
- ✓ To assess coverage: What proportion of our country land is discovered in terms of mineral resource and covered with basic geosciences map?
- ✓ To assess training and supervision needs: Are supervision bring change on workers behaviour? Are the training given to the workers applicable to their job?

2.6 Expectations and Practices towards Monitoring and Evaluation

2.6.1 Expectation

Sherril, Anna & Amy (2005) Agencies conduct evaluation for a number of reasons, including:

- ✓ To get immediate feedback, enabling program or project leader and managers to make small yet immediate changes during the program, in response to the identified needs concerns.
- ✓ To get information over the long term as the basis for program planning and for program or project redesign and improvement.
- ✓ To meet foundation or other funder requirements to provide evidence of the value received for the money invested in a program or project through a grant. Given ever-increasing calls for accountability from the government, from funders, and from the public in general, there are regular demands for clear evaluation findings.

Evaluation, with some basic knowledge and understanding, can be conducted by most organizations within their current organizational capacity and be integrated into routine work activities in a way that complements program or project delivery.

Norman (2005) identified a good M&E system expects and will help in the following:

- ✓ Clarify what impact the project is expected to have
- ✓ Decide how progress and impact will be assessed
- ✓ Gather and analyse the necessary information for tracking progress and impact, and
- ✓ Explain the reason for success and failure, and agree on how to use this information to improve future actions

Generally, Norman (2005) make clear from effective M&E can expect:

- ✓ Provide managers with information needed for day to day decisions
- ✓ Provide key stakeholders with information to guide the project strategy

- ✓ Provide early warnings of problems
- ✓ Help empower primary stakeholders, especially beneficiaries, and involve them more
- ✓ Build understanding and capacity amongst those involved
- ✓ Assess progress and so build accountability

Expect to whom involve: different people may be involved at different points in a program evaluation – designing the evaluation, conducting the evaluation and providing information. Who participates in your evaluation depends on the structure of your organization and on the program you are evaluating (Sherrile et al.,2005).

Some people to consider are: Program manager or director, Agency executive director, Development director, Program staff (all levels), Evaluation consultant, Grant writer/ foundation contact, Clients /Program participants, External stakeholders (such as government officials, funders, “sister” agencies) are main of them.

These individuals may bring different perspectives to the evaluation that will enrich the findings. However, different viewpoints expressed in the process of evaluation may need to be reconciled.

➤ ***Expectations from the benefits of evaluation***

Sherril et al. (2005) describe the benefit and expectations of evaluations are:

- ✓ Designing an evaluation initiates communication among the leaders of your organization, the managers, and the staff.
- ✓ Facilitates analytical thinking and honest discussions about the program.

- ✓ Provides an opportunity to revisit the goals, if it is an existing program, and to bridge any gaps that may exist between the vision of the program and the reality of the program operations.
- ✓ Identifies such elements of a program as:
 - Program strengths, validating existing knowledge and providing data to support continuation of these activities.
 - Program deficiencies, providing evidence and justification for making changes (additions, deletions, reconfigurations);
 - Opportunities for resources reallocation; and
 - Individuals who may be recognized for excellence or assisted to remedy deficiencies.

Evaluation is vital to:

- ✓ Consider broad issues of resource allocation (human, fiscal, physical, information, technological and other resources).
- ✓ Inform public relations and marketing strategies.
- ✓ Document the program model to share with others.
- ✓ Suggest possible changes or realignments in organizational relationships and strategies.

For evaluation to be effective there must be obvious use of results. High visibility of evaluation activities must be accompanied by serious consideration of the results and evidence of use by decision-makers. Too often results are put in boxes or reports that are never used, and collect dust over time (Sherril et al.,2005).

- Expects of evaluation budget (finance)

A typical evaluation budget will consist of a number of categories, depending on the nature and scope of the evaluation. The most common categories include (Sherril et al., 2005):

- ✓ Personnel (computed on a daily or hourly rate for each category of evaluation personnel);
- ✓ Benefits;
- ✓ Operating costs including telephone, copying, supplies;
- ✓ Equipment, including computers and printers;
- ✓ Travel, with daily per diem if relevant to organization; and
- ✓ Indirect cost recovery (computed according to funder's or organization's policies)

Budget amounts will vary with the nature of evaluation to be conducted. A generally accepted rule among many evaluators is that, once a program budget gets to a substantial size, then 10% should be devoted to evaluation.

➤ ***Limited Funds to Pay for Evaluation Staff, Time, Supplies and other Resources***

There may also be concerns about the costs of evaluation in terms of staff, time, supplies, and other resources, and whether these costs will take resources away from those committed to program delivery. Organizations should also consider how evaluation could save time, money, and human resources in the long term. Strategies to minimize costs related to evaluation are discussed throughout this book (Sherril et al.2005).

➤ ***Concerns about Evaluation***

Many programs seeking to conduct evaluation have few, if any, staff who have particular expertise to design, lead and manage program evaluation. Consultants can provide an independent and objective to evaluating your program (Sherril et al.2005).

2.6.2 Practices

When we look at how organization monitor and assess their projects in the government organization we see a wide range of approaches. Monitoring and evaluation programmes have become a big industry within the development sector, but practices seem less developed with regard to government sector interventions. (Joitske, Mark and Sibrenne, 2009).

Joitske et al.(2009) described Terms such as “impact”, “Performance”, “results” and “accountability” have assumed a new prominence in M&E... over the last five years. This urgency to demonstrate the effectiveness of projects and programs does not seem to be felt at the same level of Government office particularly GSE and MoM M&E interventions. I think non-government organizations (NGO’s) have a good practice and experience on M&E system as compared to Government organizations.

How to implement M&E system? Norman (2005) describe the experience of how to implement M&E system, with the framework for the M&E system developed, and if an indicator matrix has been drafted, the first have been taken towards implementing a M&E system for a project. Often in the routine administrative systems, for example the financial system, many of the elements needed for monitoring are in less as well. But each project is specific, and almost certainly, training for staff is necessary if the M&E system is to be successfully implemented. Norman (2005) makes clear the resource experiences are: Resources are needed for implementing M&E activities. These are both human resources and financial resources. And some material resources also be necessary, although many of these things are likely to be available in a project for use in other activities as well as in M&E.

Human Resources: Norman (2005) explains about the human resources experiences are: It is important to identify a person in the project office who serves as the coordinator for all M&E activities.

Financial Resources: Norman (2005) gives details about the finance resources M&E should have a separate budget. Some projects have a specific budget for M&E activities, in others a specified percent of total budget might be set aside, whilst in others nothing is provided and all activities must be funded from “regular” budget. A number of items that should be included in a budget are listed below:

- ✓ Field data collection – fees and per diems for enumerators
- ✓ Incentive payments for informal data collectors/informants
- ✓ Travel expenses for project staff engaged in M&E activities
- ✓ Fees, per diems and expenses for midterm review
- ✓ Materials
- ✓ Fees, per diems and expenses for ex-post evaluation

2.7 The Challenges of Monitoring and Evaluation System for Government

Organizations

There are many misconceptions and myths surrounding M&E namely: it’s difficult, expensive, requires high level skills, time and resource intensive, it is only comes at the end of a project and it is someone else’s responsibility (IFC, 2008). Although, IFC concern that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources skill sets. This might relate to the context within which M&E is designed, who is responsible for designing the processes and who is responsible for the analysis.

What makes the evaluation of Government organization difficult? (IFC, 2008) suggests that certainly, evaluating Government is complex, not least because:

2.7.1 Lack of Monitoring and Evaluation Expertise

Lack of adequate monitoring and evaluation expertise or capacity is one area that has been highlighted by several scholars (Hughes d'ach, 2002). Monitoring and evaluation requires specific skills and expertise such as monitoring and evaluation design skills particularly log frame design, indicator setting: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus group discussion guides. Other necessary skills include data collection skills such as conducting interviews, conducting focus group discussion, data analysis and report writing skills (Hughes d'Aeth, 2002).

2.7.2 Inadequate Financial Resources

Lack of adequate financial resources to carry out monitoring and evaluation is another challenge faced. Most organizations lack adequate funding for their activities: this means that the little resources available are channelled to actual implementation of project activities: monitoring and evaluation are looked at as an expense that they cannot afford. If any is done then it is done superficially, just recording a few activities and irregularly (Hughes d'Aeth, 2002). Lack of funds means that organizations may not be in position to bring in external evaluators: they may not be able to adequately collect all the necessary data. It may also mean that they may not be able to afford computers and any other technology to serve the monitoring and evaluation function. Even in the case I am studying, there is not enough attention or if there is there is little attention to go and visit the project site at least once in a year.

2.7.3 Follower Requirements

Muzinda (2003) explains organizations face a challenge of multiple monitoring and evaluation requirements in the case of those organizations with more than one sponsor or with one that has very strict requirements. This translates into excessive burden to the organizations to conform to these requirements; this accelerates the problem of stretched capacity on the project in terms of manpower. These stringent benefactor funding requirements also perpetuate the practice of emphasis on upward accountability to the donor with minimum or no accountability to other stakeholders are counterproductive because it results in lack of ownership of the project hence lack of sustainability of the project when the donors withdraw the funding.

2.7.4 Difficulty in Demonstrating the Long Term Impact of Projects

It is not easy for the organization to demonstrate attainment of the long term objectives. It may take a long time to reveal that the project archived its objectives and even then it is hard to reveal that the particular project undertaken by the organizations in the area is responsible for the observed impact in the community and not any other activity or concurrent intervention taking place (Muzinda, 2007).

2.8 Empirical Result

Monitoring and Evaluation System is used in a better way in developed country than undeveloped. I attempted to find the written document on M&E for Public Organizations project; however, I found few researches that are in the area of public business organization, capacity building, I didn't found the research on the area I am studying. Monitoring and evaluation in government sector on the Ethiopian situation especially in the case of GSE and MoM are not well developed. Because, in Ethiopia most of the time

the monitoring and evaluation uses for the NGO's task purpose. As a result, no research works are available in the area I am studying now which could tell me about its current status.

In fact there are some investigations done on the area of monitoring and evaluation in Ethiopia at different places, different periods, and different subjects but not in the area of government organizations specially GSE and MoM., Mekonen, S. (2013). Studied public business organizations Monitoring and Evaluation System in Addis Ababa. Out of 24 public business organization in Addis Ababa he studied 8 of them. He found that the correlation between expectation and practices is $r = -0.597$, and 90% of his respondents were answered there is no separate budget for monitoring and evaluation system.

Another study which is (ECPE, 2010), it investigates the main challenges of Ethiopian Country Program Evaluation includes: the program/project evaluation always presents constraints in terms of time and resources given for such evaluation, inconsistencies and limitations with the quality and comparability of data available with reared to coding and disbursements did not gives a clear understanding of resource use and limited evaluative data was available.

I would like also to find out in my research area, how the managers, M&E experts Other experts and Project team leaders are thinking and expecting the result from monitoring and evaluation system of the organization and how they do match this expectation with the real practice of monitoring and evaluation system within the organization? And what are the challenges identified by research participants? These are the main issues of my study.

- ***Resource and objectives***

Resources and Systems have been provided to implement the M&E system with projects and the management, employees and other stakeholders expect transparency proper accountability and good project performance from the implementer.

- ***Public Organizations (GSE & MoM)***

The organizations carrying out projects with the resources provided from the government annually in order to achieve the objective they originally institutionalized, such as giving a good Geo-science primary data for investors, identifying potentially resourceful area, doing cooperative projects to be competent and to maximize the utilization of resources for the use of development for the society.

There is need to know how much the manager, project leaders and experts of GSE and MoM expect from the monitoring and Evaluation system and what is really they are doing now? In the next chapter I would discuss the methods I am going to use to get good result of findings.

CHAPTER THREE: METHODOLOGY

This chapter presents the details of the methods employed in this research. The methodology chapter has different sub sections that describes and justifies the method and processes that were used in order to answer the research questions.

3.1 Research Design

The design used in this research is Sequential Transformative which is mixed method given equal value for qualitative and quantitative data. So, both qualitative and quantitative data have given weight in this research. Quantitative data were collected first then followed by qualitative data.

3.2 Target Population

There are a total of 1305 employees in (GSE=820 and MoM=485) in both organizations. The focus of this study is on those employees, working as managers, project team leaders, M&E experts and other experts. The total number of these groups of employees in both organizations was 177. All of them have above 3 year experience within the organizations. These people are expected to have knowledge about M&E system either through job carrier and training given or due to the responsibility and accountability they assumed.

3.4 Sample Size Determination

There are 1305 employees in the two organizations because of the nature of the research, the whole employees wouldn't be participant, and the sample population of the study comprised purposely selected target groups from each organizations are 177 participants, the target population of the research is taken as a whole to get good result.

3.5 Sampling and Sampling Techniques

The sampling technique employed for the interview was quota sampling. The interviewees which are selected from each group were three, a total of 12 interviewees were selected and interviewed. It is because to give equal chance for each group research participant, and to get adequate information from each group participant. The sampling technique used for the selection of respondents is purposive sampling technique, those who are expected to have M&E knowhow as a whole selected, and it is because their number is not large as well as to get reliable result.

3.6 Instrument Development

After a research problem has been defined, the next was questionnaire development and piloting. The main data gathering instruments employed in this study were questionnaire and interview.

A questionnaire was developed and used in English language. However, the interview was conducted in Amharic for all selected participants so as to allow the free discussion and clear understanding of each other. There were two parts in the questionnaire. Part one contained background questions and part two consisted of two sections with close and open-ended items in a mixed manner.

3.6.1 Questionnaire

A series of questions that are easy and convenient to answer but can uncover the intended practices were formulated into a questionnaire. Questions of monitoring and evaluation are prepared on a scale of 1(Do not know) to 5 (Strongly Agree).

The questionnaire consists of closed- ended and open – ended questions and has three parts. More than 95% of the survey questionnaires are closed ended. The first part

of the questionnaire deals with personal information, the second part contains questions about M&E expectation and practices and the third part contains questions about technical practice and major challenges on M&E.

3.6.2 Interview

Interview as opposed to questionnaire requires more in depth answers and takes longer and more resources to carry out. It requires setting up appointments at the convenience of both the researcher and the respondents and takes a longer period of time to get as much information as you could get from a questionnaire. A semi-structured interview guide was developed. Semi-structured interviews are the most widely used interviewing format for qualitative research and it allows the interviewer to develop deeply into social and personal matters, it gives flexibility to get the needed objective.

This is a useful instrument to understand or identify reasons how and why things happen. Interview was used to obtain necessary information concerning the challenges, expectation and experience of M&E system of the organization.

3.7 Scoring Procedure

Scoring procedure is one thing that can increase our data reliability, the response for closed and open-ended items were analysed first. Then, the data from interview was recorded and it is narrated.

The collected data was coded and organized into themes. Thus, frequency and percentage used to analyse the demographic characteristic of the participants to determine the comparative standing of the respondents. In addition different statistical techniques were used to analyse the data. Descriptive statistics is used to show the general

characteristics of the data. Correlation and ANOVA are used to show the relationship and the expectation differences between groups.

The data entry is done three times it is checked for the sake of data quality, and I asked my colleagues to check it once, so as to insure about the data entry. And there were no unexpected result due to data entry problems.

3.8 Instrument Validation Procedure

To check validity of the items, the questionnaires were given to advisor of the investigator and other two experts those who have research experience in government organization. Then, vague words and ambiguous statements were corrected and necessary rearrangement and refinement of the questionnaire items was made. Some relevant items were added while irrelevant ones were discarded and some lengthy items were shortened. Unclear ideas were paraphrased based on the comments.

3.9 Reliability Estimation Procedure

The items were pilot tested to check internal consistency of the item. Twenty M&E related workers were participated in the pilot study for responding to the questionnaire. The pilot responses obtained through the questionnaire were analysed statistically to see the reliability of items. Cronbach (coefficient) alpha was used to judge the internal consistency of the items and 0.76 alpha values was obtained. This showed that the internal consistency of the item was acceptable.

3.10 Data Analysis

The data analysis and interpretation in this study was conducted by suing statistical tools. The responses gathered from respondents of the M&E system: expectation, practices and challenges entered in to SPSS software. Descriptive analysis using mean,

standard deviation, percentage and correlation, etc was made, and one way ANOVA was also used to see the expectation difference between groups. Finally, the result was interpreted based on theoretical framework of the study, comparing other empirical literature organizational facts.

3.11 Limitation

Major challenges encountered include, the difficulties associated with data collection, for instance respondents failed to return is 24%, difficulty to find those who are in annual leave, work pressure and time constraints were some of the limitations. In addition to this the researcher encountered some financial and logistic problems to do the research on site and different branch office.

3.12 Ethical Consideration

I have tried to establish good relationship with all the respondents and interviewees by making myself clear why the research is conducted, why the interview as well as questionnaire is chosen to collect the data, etc. I have also arranged the interview and questionnaire return back date without affecting or with the consent of each key informant and respondents. The interview is recorded using a mobile device with the permission of all key informants.

CHAPTER FOUR: RESULT AND DISCUSSION

This chapter deals with presentation, analysis and interpretation of the data obtained through questionnaire and interview. The results are depicted in the form of figures, tables and also using descriptive and inferential statistical procedures like correlation and one way ANOVA.

4.1 Results of the Study

4.1.1 Characteristics of the Respondents

The total participants of the study are 177 respondents those who are working within the two organizations directly or M&E related works within organizational projects, these are managers, project team leaders, M&E experts and other experts working within the projects. A questionnaire was distributed to a total of 177 respondents and 134 respondents were completed the questionnaire, the rest are non-respondents, due to: annual leave, taking training at abroad, shortage of time to fill the questionnaire and some other unknown reasons. Interview was conducted with 12 of them. The result is discussed next.

As the data obtained from the respondents, 83.6% of the respondents are male and 16.4% are female. Concerning the age of the respondents, 30.6% of the respondents are in the age range 21-30, while 13.4% of them are in the age range 31-40, the remaining 15.7% and 40.3% are in the age range 41-50 and older, respectively.

Regarding respondents education level, 2.2% of the respondents hold their diploma, 69.4% of them have their first degree, while 26.9% have Master's degree, and the remaining 1.5% have their Doctorate degree. Regarding respondents position 29.9% of the respondents are either top or middle-managers, 20.9% of them are M&E expert and

22.4% and 26.8% of them are project team leaders and other experts respectively. Finally 53% of the respondents have experience up to 10 years, 9% of them are 11-20 years, 28.3% and 9.7% of them have 21-30 and 31 and above respectively.

4.1.2 Monitoring and Evaluation System Expectations and Practices

This section shows findings to the questions that sought to determine the expectation and practises of monitoring and evaluation system by the respondents.

4.1.2.1 Expectation

The responses about expectation of different monitoring and evaluation issues by managements, M&E experts, project team leaders and other experts are presented as follows:

The respondents from the two organizations were asked to rate their expectation about monitoring and evaluation using eight different monitoring and evaluation questions, out of all respondent, the answer about their expectation has maximum value of 40 and minimum value of 23, when we look at each questions, for example as shown all expectation questions (table 1), those who answered agree or strongly agree are minimum value 82.1% for question number eight and maximum value 91.8% for question number five, and those who answered disagree or strongly disagree out of eight questions are minimum of 8.2% for question number five and maximum of 17.9% for question number eight, there is no answer of do not know.

Table 1: Expectations of Respondents on Different Monitoring and Evaluation Issues in Percent

	No.	1	2	3	4	5	6	7	8
Rating Scales									
Strongly Agree		45.5	44.8	41	32.8	54.5	50	42.5	35.8
Agree		39.6	41	45.5	55.2	37.3	41	48.5	46.3
Disagree		13.4	11.9	10.4	11.2	7.5	9	9	17.2
Strongly Disagree		1.5	2.2	3	0.7	0.7	0	0	0.7
Do not Know		0	0	0	0	0	0	0	0

The findings from the interview also show, M&E gives basic information for decision and organizational learning; it needs to insure the most effective and efficient use of resources; it also facilitate transparency and accountability of the resource to the stakeholders, and it gives an information to decide whether the project has to continue or quite based on the information we get from the M&E system of the organization. In general the respondents have a high expectation from M&E system, in terms of optimization of resource utilization, driving force to achieve the ultimate goal of the project, means to have a good quality data are main points they raised.

4.1.2.2 Practice

The responses about practices of different monitoring and evaluation issues by managements, M&E experts, project team leaders and other experts are presented as follows:

The respondents from the two organizations were asked to rate their practices about monitoring and evaluation using eight different monitoring and evaluation questions, out

of all respondent, the answer about their practices has maximum value of 30 and minimum value of 16. For example let us see some practical questions, as all practical questions shown (table 2) below, those who answered agree or strongly agree are minimum value 23.1% for question number one and maximum value 58.2% for question number four, and those who answered disagree or strongly disagree out of eight questions has minimum of 6.72% for question number two and maximum of 58.9% for question number one, there is also do not know answer which has minimum of 0% for question six and maximum of 37.31% for question two.

Table 2: Practices of Respondents on Different Monitoring and Evaluation Issues in Percent

	No	1	2	3	4	5	6	7	8
Rating Scales									
Strongly Agree		2.2	47.76	9.7	19.4	5.2	7.5	2.2	3
Agree		20.9	8.21	29.9	38.8	44	44	38.1	42.5
Disagree		6.7	4.48	28.4	18.7	23.1	26.1	30.6	26.9
Strongly Disagree		52.2	2.24	24.6	17.9	21.6	22.4	24.6	23.1
Do not Know		17.9	37.31	7.5	5.2	6	0	4.5	4.5

The findings from the interview show that there is limited commitment and knowhow of the management; the monitoring and evaluation activities are performing with a limited expertise and allocated money; there is unscheduled filed visit, the organizations M&E based on following and reporting the activity that are planned for the budget year; the organizations gives feedback for the respected body about the project status based on monitoring data, since there is no planned evaluation the status of the

project may not be appropriately known. They still have a doubt in the system exercising commitments in terms of finance, management, involvement of stakeholders, common understanding of project participants, and involvement of stakeholders and scarcity of experts.

4.1.2.3 Relationship between Expectation and Practice

The researcher identified questions from both the expectation and practice that carries the same kind of information. By adding each respondent answers for each questions we can get one value for each respondents by doing this for both expectation and practice questions and by combining the two series of data one can do correlation, which indicate the relationship between the respondent expectation and practice. As shown in table 3 there is a correlation value of $r = 0.109$, which shows there is no association or correlation between the two variables.

Table 3: The Correlation between Expectations and Practices of Monitoring and Evaluation System

		Expectation	Practice
Expectation	Pearson Correlation	1	.109
	Sig. (2-tailed)		.209
	N	134	134

4.1.2.4 Group Difference while Answering Monitoring and Evaluation Expectation Issues

An attempt was made to see if there is group difference in terms of their expectation of the role M&E plays in organizational development, because the expectations they have is very important for the implementation of M&E in the future. So as to know which group has a common understanding and which group is different from others? The researcher used ANOVA and as the result shown in (table 4) below the total F-value is

significant at 0.000, which means the means are different but this doesn't tell anything about how many of them are different, are four of them different or, only one different from others? We don't know so we have to do post hoc test. As the post hoc table shown in (Annex table 3) the only different mean is the mean of "other expert group". The researcher use tukey HSD to know the mean difference of the groups. The other expert group expectation is found to be different from the rest of management, M&E expert and Project team leaders.

The finding from the interview also shows similarity to the result we get from the data collected through questionnaire. The interviewee from other expert were have difficulty of answering for questions related to M&E, Many of them have little idea but the question they answered from the question raised was very little. Even some of them were said "I don't know what it means" they also think as if this job is not having any connection with their job and responsibility.

Table 4: ANOVA Summary Table

Expectations					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1059.026	3	353.009	78.687	.000
Within Groups	583.213	130	4.486		
Total	1642.239	133			

4.1.3 Main challenges of Monitoring and Evaluation System Implementation

This section shows results to the questions that sought to determine the main challenges of M&E System Implementation within the organizations. The respondent answer is presented using pie chart as follows:-

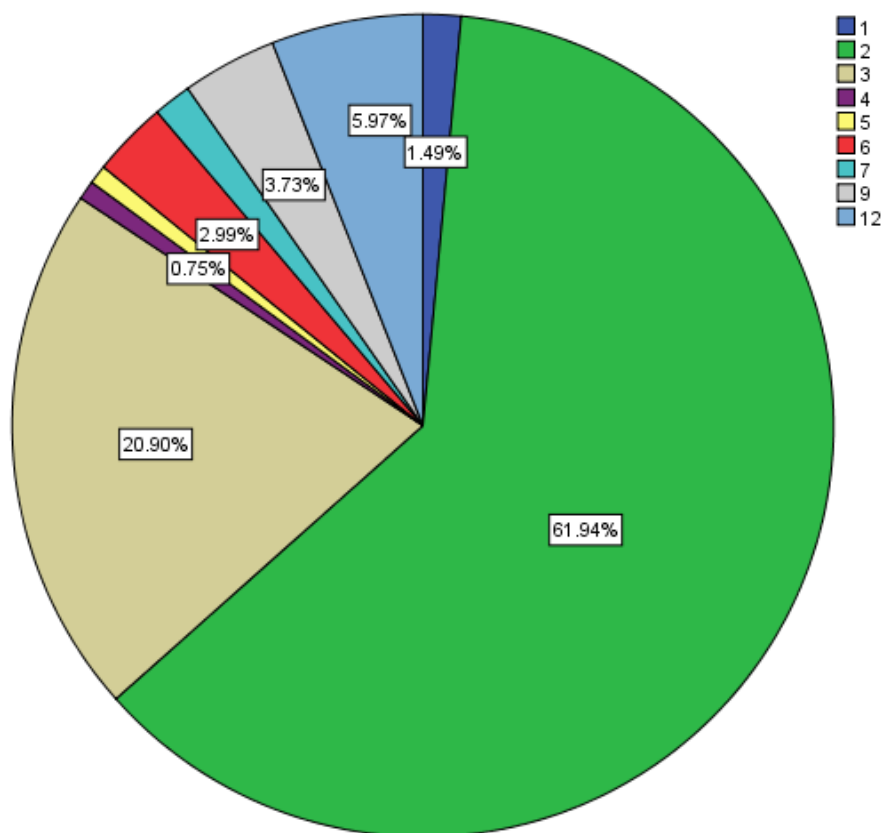


Figure 1: Challenges

Table 5: List of Challenges

S.N	Possible challenges
1	Inadequate financial resources
2	Lack of expertise
3	Uncommitted management
4	Unavailability of funder
5	Less involvement of stakeholder
6	Less involvement of employees
7	Inaccuracy In data collection
8	Failure to process and analyse data
9	Failure in planning
10	Failure in selecting the correct performance indicator
11	Failure in evaluation design
12	Managerially ineffectiveness or insufficient implementation

All research participants were asked to select the most challenging factors from the list above and the result is shown in figure 5 above. From the result we can understand

that the 61.94% think the problem is due to lack of expertise, 20.9% is because of uncommitted management, number 7 and number 1 have the same value 1.49%, number 4 and number 5 also have equal value which is 0.75%, number 6 has 2.99% and number 9 has 3.73% . From the result we can understand that the majority of the respondents which is about 82.84% lack of expertise and uncommitted management, so that solving such a problem means solving 82.84% of the problem, in addition to this, there is also challenges regarding to inadequate financial resource and less involvement of employee and also failure in planning and Managerially in ineffectiveness or insufficient implementation also have their share of the problem.

The interview findings also show, similar to the result obtained there are challenges such as: less awareness on M&E system across the employee; lack of M&E expertise; the turnover of the employee that has contribution to don't implement a permanent schedule of M&E system; the amount of salary paid for a full-fledged expert is much more less than the payment obtained from nongovernmental organizations, there were the challenges that hinder M&E system implementation within the organizations.

4.1.4 Using Log Frame for Monitoring and Evaluation System

All research participants were asked to fill whether the organization use log frame for the organization project monitoring and evaluation or not. Based on the result 91.04% of the respondents were answered there is no use of log frame or any kind of theoretical frame work was not implemented.

The findings also similar to the result we obtained from quantitative data, many of the interviewee were answered there is no any kind of framework implemented in the

organizations, few of them also even, they don't know what theoretical framework for M&E means and they have heard for the first time even.

4.1.5 Separate Budget Allotment

All research participants were asked whether the organization allotted separate budget for the M&E or not. Only 6% of the respondents responded affirmatively. On the other hand 14.18% of the respondents reported that they have no idea and 79.85% of the respondents reported that there is no separate budget allotted to the M&E activities.

The findings from the interview show unlike the result obtained, all of the interviewee were inform the fact that there is no specific budget for the M&E activity, there were discussion on what separate budget for M&E means, almost all the informants discussed about the practical situation the organization working, they inform there is no separate budget for M&E so far within the organizations. There are bilateral and multilateral projects, if there is a need of having separate budget for M&E, the organizations can get either from the government or both from bilateral/multilateral projects and government. The result obtained from the respondents is presented using pie chart in figure 2 below.

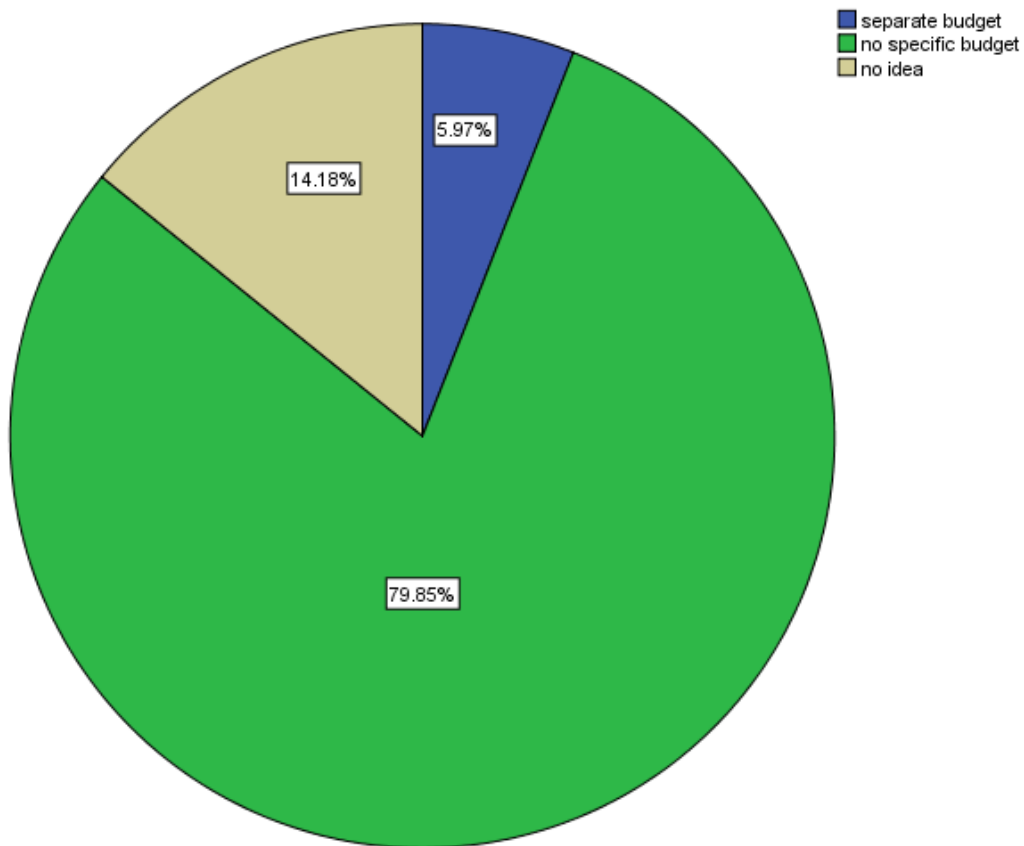


Figure 2: M&E Separate Budget Allocation

4.2 Discussion

As we have seen in the previous session a correlation value of 0.109, which implies there is weak association or correlation between the two variables, this means, what is theoretically accepted is different from the practice we have on the ground, or there is a difficulty of implementing monitoring and evaluation activity as per the theory. This result is somehow different from the research conducted and result found by Mekonnen, the correlation between expectations and practices of M&E system was (-0.597) which means strong negative correlations between the two variables.

So far we have seen the other experts group expectation found to be different from the rest of management, M&E experts and Project team leaders this implies that even though, they are directly working to the project and their job is directly or indirectly have a concept of M&E, they don't have a common understanding as of other three groups, it is because of lack of awareness and exposure to the work of M&E system.

About 91.04% of the respondents were answered "No", when they asked whether the organization use log frame for the organization project monitoring and evaluation or not. This implies monitoring and evaluation is done traditionally or partially, that is not considered every aspect of monitoring and evaluation aspects that must be implemented to bring change throughout the project, giving the appropriate time and resource is mandatory to get the desired result from M&E system of the organization. This result also similar to the Ethiopian country program evaluation, it investigates that the project and program evaluation always presents constraints in terms of time and resources given for such evaluation, inconsistencies and limitations with the quality and comparability of data available.

About 79.85% of the respondents reported that there is no separate budget allotted to the M&E activities. This implies monitoring and evaluation is not considered as a big tool for change and also that tells the system is not implemented as per the theory or as per the best practice observed somewhere else.

Most of the gaps related to the system design rather than application by managers. The largest gaps between expectations and practices were in the area of managerial commitments and weak resources allocate for use, and the inability to understand M&E purposes equally between managers and experts or lack of common understanding

among employees, very positive comments were received and of course managers, M&E experts and project team leaders have a good understanding of M&E; however, they have not commitment to properly implement the system due to some factors like lack of expertise, the turnover of the employee and so on.

Generally, the result and the findings show there is a good expectation of M&E system for projects management and result optimization but the situation participants are working in is not parallel with participant's expectation. The next chapter is discussed about conclusion and recommendation.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

In this chapter conclusions and recommendations of the findings of the study are presented. Section 5.1 provides some conclusions while the final comments or recommendation is highlighted in section 5.2.

5.1 Conclusion

Based on the finding discussed in the previous chapter the following conclusions are made in line with the objective and research questions to be answered.

First effort to assess the expectations of managements on M&E systems which includes the economic and social benefit, internal change, projects start from plan, limitation in finance, limited commitment of the management, unavailability of qualified M&E experts, less involvement of stakeholders and employees, agreed document that enforce and guide the M&E system all are determining factor for the M&E system in the organizations. The data analysis result indicated that one can understand that most respondents hopefully expect positive outputs from M&E systems in any projects. But they still have a doubt in the system exercising commitments in terms of finance, management, involvement of stakeholders and scarcity of experts etc.

Secondly, the researcher is tried to assess the current organizational practices on monitoring and evaluation systems of the organizations which includes the finance limitation, limited commitment of management, qualified staffs, economic and social benefit, M&E system start form planning phase, organization is benefited from M&E activity, involvement of stakeholders and employees all are determining factors for the M&E system practice in the organizations. The data analysis result indicated that one can understand that most respondents have the same opinion on their M&E practices. Almost

all respondents were concur not well practice of their current organizational practice on monitoring and evaluation system. Moreover, the respondents make clear their technical practice on the monitoring and evaluation plan, projects M&E process implementations are not implemented properly the way the literature suggests. For this reason let us see some of them one by one:

1. The design of monitoring and evaluation (M&E) plans for the projects the two organizations never had M&E plans that guide when, who and what will be done at the time of M&E activity. Projects without monitoring and evaluation plans are not effectively monitored and evaluated (McCoy et al., 2005).
2. The stakeholders involvement in the design of monitoring and evaluation plans for the projects such as: parliamentarian, MoFED, mining companies, and Regional mining offices are a good participants but it has to include donors, bilateral project specialists, managers and employees has to be participated. Their consistent involvement in the design of monitoring and evaluation meant that the projects did not fully demonstrate downward accountability to the beneficiaries (Aune, 2000).
3. The monitoring and evaluation activities need a separate budget. But the two organizations didn't have a clear and separate financial provision for monitoring and evaluation activities. The implication of this is that monitoring and evaluation activities were not given the due recognition (McCoy et al., 2005).

4. Midterm and end term evaluation was not done consistently on the projects implemented by the respondents. Failure to carry out midterm and end term evaluation means that the projects were not assessed midway before completion to enable the project managers to determine issues such as continued relevance, probability of achieving project objectives, performance with a view of rectifying any problems that could have arisen. The aim is to improve the performance of the project during implementation (Muzinda, 2007).

Therefore, the current GSE and MoM practices on monitoring and evaluation systems are not strong.

Thirdly, it attempts to assess the challenges of organizational practices on M&E systems based on the data analysis. The data analysis and interview finding result indicated that the two government organizations have many serious challenges. The respondents make clear their major challenges on the monitoring and evaluation system.

Some of the challenges are:

1. The organizations faced a challenge of inadequate finances to carry out monitoring and evaluation activities on the projects they implemented. These findings were consistent with the findings of (Dabelstein,2003).
2. The other challenge was lack of expertise. Lack of adequate monitoring and evaluation expertise or capacity among the organizations is one area that has been highlighted by several scholars (Duignan, 2003).
3. Uncommitted managements also the challenge. The majority of managements did not give serious attentions for their project evaluation. Attention to these different

viewpoints will be important throughout the design and implementation of the evaluation (Dabelstein, 2003).

4. The other challenge also less involvement of stockholders and lack of common understanding about M&E system. World Bank (2004) defined; participatory monitoring and evaluation as the approach that involves stakeholders in the design and implementation of the project will bring trust and common understanding among project all the concerned body.

Fourthly, it attempt to check a relationship between expectation and practices of M&E system in the organizations and the response difference between the four groups of interviewee. The person correlation data analysis result indicated that $r = 0.109$ that implies there is very weak positive correlation between the two variables. Moreover, we can say there is a high gap in implementing monitoring and evaluation activities as per the theories. There is a mean difference between groups, as we identified other expert group have a mean difference form others, these group expectation is very low it is due to the fact that they don't have good acquired knowledge as enough as other group do.

Generally, the study findings showed that the projects implemented by the two public organizations were not effectively monitored and evaluated. The study also showed that the organizations have many challenges. This was mainly as a result of lack of expertise, high turnover, inadequate finance, lack of commitments, less involvement of stakeholders, etc. The majority of managements, M&E experts and project team leaders have high expectations from the M&E system. However, their practice was not good. Even those, those other experts working together with project team leaders do not have

good knowledge because of lack of awareness about M&E system. That is why the gap between expectation and practice was very high.

The largest gaps are identified in the following areas:

- Commitment of managements, allocating adequate finance, and well involvement of stakeholders, expertise and good knowledge about M&E are the major gap between expectations and practices for all organizations.
- The current practice of M&E does not ensure the most effective and efficient use of resources for all organizations projects.
- Does not demonstrate results as part of accountability to key stakeholders, lack of common understanding among project participants about M&E system.

5.2 Recommendations

5.2.1 Recommendations of the Study

The data analysis and conclusion in the preceding section provide some insight about the overall result of the study. Next to this recommendation has been made for each M&E activities to increase the performance of public organizations.

✓ Inadequate financial resources

The findings found inadequate financial resources to monitoring and evaluation of projects implemented by the public organizations means that the little resources available are channelled to actual implementation of project activities, monitoring and evaluation are looked as an expense that they can't afford. Lack of budget means that organizations may not be in a position to bring in external evaluators; they may not be able adequately collect all the necessary data. It may also mean that they may not be able to afford computers and any other technology

to serve the monitoring and evolution function. Therefore, there is need for special budget in this aspect of monitoring and evaluation. The organization must be allocating finance for M&E activities.

✓ **Training**

The finding found a critical lack of expertise and common understanding about monitoring and evaluation of projects implemented by the public organizations. There is need for training in this aspect of monitoring and evaluation.

✓ **Need for a more Participatory Approach**

There is need for the public organizations to involve all the stakeholders in the design of the projects. The stakeholders should not be passive recipients of the services the project is offering. An active involvement of the stakeholders will mitigate the challenges of collecting monitoring and evaluation data from them. It has got an added advantage of demonstrating accountability to them and also ensuring sustainability of the project.

5.2.2 Recommendations for Future Studies

The research study was limited to comparing the monitoring and evaluation expectation of public organizations with the best practices in order to determine how effectively the projects were monitored and evaluated. It also determined, are all project participants have the same knowledge of M&E system? It also answered the challenges the public organizations faced in monitoring and evaluation of the projects they implement.

Further research would be required to determine empirically the actual impact on the performance of the project in the monitoring and evaluation practices of the public

organization, specially the effect of projects done by Ministry of Mines and Geological Survey of Ethiopia on the country economy in terms of foreign currency.

Since monitoring and evaluating them should be an integrated with influence on their projects, further research should try to investigate the influence of M&E on the organizations performance, community respond and the projects result of the public organizations.

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Annex

Annex 1: Expectations of Respondents on Different Monitoring and Evaluation Issues

No.	Items	Ratings	Respondent	
			Frequency	Percent
1	How do you rate that monitoring and evaluation system will bring economic and social benefit for the organization?	Strongly Agree	61	45.5
		Agree	53	39.6
		Disagree	18	13.4
		Strongly Disagree	2	1.5
		Do not know	0	0
		Total	134	100
2	How do you rate that monitoring and evaluation system will bring internal change for the organization?	Strongly Agree	60	44.8
		Agree	55	41
		Disagree	16	11.9
		Strongly Disagree	3	2.2
		Do not know	0	0
		Total	134	100
3	How do you expect and rate that the monitoring and evaluation system of any of project start from plan in the organization?	Strongly Agree	55	41
		Agree	61	45.5
		Disagree	14	10.4
		Strongly Disagree	4	3
		Do not know	0	0
		Total	134	100
4	What is your expectation that limitation in finance may affect the monitoring and evaluation activity of the organization to each project?	Strongly Agree	44	32.8
		Agree	74	55.2
		Disagree	15	11.2
		Strongly Disagree	1	0.7
		Do not know	0	0
		Total	134	100
5	What is your anticipation that the limited commitment of the management will affect the monitoring and evaluation activity in the organization?	Strongly Agree	73	54.5
		Agree	50	37.3
		Disagree	10	7.5
		Strongly Disagree	1	0.7
		Do not know	0	0
		Total	134	100
6	How do you rate that the qualified M&E experts will positively affect the monitoring and evaluation systems in the organization?	Strongly Agree	67	50
		Agree	55	41
		Disagree	12	9
		Strongly Disagree	0	0
		Do not know	0	0
		Total	134	100
7	How do you see that the less involvement of stake holders will affect the monitoring and evaluation systems in the organization?	Strongly Agree	57	42.5
		Agree	65	48.5
		Disagree	12	9
		Strongly Disagree	0	0
		Do not know	0	0
		Total	134	100

No.	Items	Total		
		Ratings	Respondent	
			Frequency	Percent
8	How do you rate that the less involvement of employees will affect the monitoring and evaluation activities in the organization?	Strongly Agree	48	35.8
		Agree	62	46.3
		Disagree	23	17.2
		Strongly Disagree	1	0.7
		Do not know	0	0
		Total	134	100

Annex 2: Practices of Respondents on Different Monitoring and Evaluation Issues

No.	Items	Ratings	Respondent	
			Frequency	Percent
1	Finance limitation was a major factor that influences the organization M&E system practice.	Strongly Agree	3	2.2
		Agree	28	20.9
		Disagree	9	6.7
		Strongly Disagree	70	52.2
		Do not know	24	17.9
		Total	134	100
2	The limited commitment of the management was a major factor that influences the organization M&E system practice.	Strongly Agree	64	47.76
		Agree	11	8.21
		Disagree	6	4.48
		Strongly Disagree	3	2.24
		Do not know	50	37.31
		Total	134	100
3	There are qualified staffs in the organization for carrying out M&E practice.	Strongly Agree	13	9.7
		Agree	40	29.9
		Disagree	38	28.4
		Strongly Disagree	33	24.6
		Do not know	10	7.5
		Total	134	100
4	The organization has got economic and social benefit from practicing M&E.	Strongly Agree	26	19.4
		Agree	52	38.8
		Disagree	25	18.7
		Strongly Disagree	24	17.9
		Do not know	7	5.2
		Total	134	100
5	There is an involvement of employees in M&E activities.	Strongly Agree	7	5.2
		Agree	59	44
		Disagree	31	23.1
		Strongly Disagree	29	21.6
		Do not know	8	6
		Total	134	100
6	The organization M&E system starts from planning phase.	Strongly Agree	10	7.5
		Agree	59	44
		Disagree	35	26.1
		Strongly Disagree	30	22.4
		Do not know	0	0
		Total	134	100
7	There is an involvement of stakeholders in the organization M&E activities.	Strongly Agree	3	2.2
		Agree	51	38.1
		Disagree	41	30.6
		Strongly Disagree	33	24.6
		Do not know	6	4.5
		Total	134	100

Total				
No.	Items	Ratings	Respondent	
			Frequency	Percent
		Strongly Agree	4	3
		Agree	57	42.5
8	There is an involvement of employee in the organization plan activities.	Disagree	36	26.9
		Strongly Disagree	31	23.1
		Do not know	6	4.5
		Total	134	100

Annex 3: Multiple Comparisons Post Hoc Test

Tukey HSD

(I) Group	(J) Group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	2.00	.22143	.52190	.974	-1.1369	1.5797
1.00	3.00	-.83333	.51156	.366	-2.1647	.4981
	4.00	6.09444*	.48659	.000	4.8280	7.3608
2.00	1.00	-.22143	.52190	.974	-1.5797	1.1369
	3.00	-1.05476	.55657	.235	-2.5033	.3937
	4.00	5.87302*	.53371	.000	4.4840	7.2620
3.00	1.00	.83333	.51156	.366	-.4981	2.1647
	2.00	1.05476	.55657	.235	-.3937	2.5033
	4.00	6.92778*	.52360	.000	5.5651	8.2905
4.00	1.00	-6.09444*	.48659	.000	-7.3608	-4.8280
	2.00	-5.87302*	.53371	.000	-7.2620	-4.4840
	3.00	-6.92778*	.52360	.000	-8.2905	-5.5651

*. The mean difference is significant at the 0.05 level.

**Annex 4: Questionnaire
Addis Ababa University**

College of Education and Behavioral Studies

School of Psychology

The questionnaire is designed to collect information on “Monitoring and Evaluation of Projects in Government Organizations: Expectations and Practices: The case of the Ministry of Mining and Geological Survey of Ethiopia”. The information is going to be used as a primary data in my research which I am conducting as a partial fulfilment of my study at Addis Ababa University for completing my MA under the school of Psychology.

Believing that your frank and genuine responses will contribute vastly to the quality of the findings of this study, I would like to ask you kindly to complete this questionnaire, as truthfully as possible. I would like to inform you that the responses you provide will be kept confidential and will not be disclosed to the third party without your consent, I would like to express my heartfelt thanks in advance for taking part in this endeavor.

Direction

- ✓ No need of writing your name;
- ✓ Put “X” mark in the appropriate box and circle the number you select whenever necessary;
- ✓ If you can’t 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 I: Demographic Characteristics of the Respondents

1.1. Name of the organization _____

1.2. Sex: Male Female

1.3. Age 21-30 31-40 41-50 above 50

1.4. Your present academic qualification

1. Ph.D. 2. MA/MSc 3. BA/BSc 4. Diploma
5. High School completed

If other please specify _____

1.5. Your position in the organization

1. Top Management 3. Project Team Leader 4. M&E Expert
2. Middle Management 5. Other Expert

1.6. Is there practical experience of monitoring and evaluation system in your organization

Yes No

1.7. Do you have direct involvement in Monitoring and Evaluation System of the organizations?

Yes No

1.8. Your year of service in the organization _____

Part II: M&E Expectation and Practices

2. Expectation

Instructions: Please read each items carefully and rate according to the knowledge you have about the monitoring and evaluation system.

SA: Strongly Agree **SDA:** Strongly Disagree **DK:** I don't Know

A: Agree **DA:** Disagree

No.	Questions	Response Categories				
		SA	A	DA	SDA	DK
2.1	How do you rate that monitoring and evaluation system will bring economic and social benefit for the organization?					
2.2	How do you rate that monitoring and evaluation system will bring internal change for the organization?					
2.3	How do you expect and rate that the monitoring and evaluation system of any of project start from plan in the organization?					
2.4	What is your expectation that limitation in finance may affect the monitoring and evaluation activity of the organization to each project?					
2.5	What is your anticipation that the limited commitment of the management will affect the monitoring and evaluation activity in the organization?					
2.6	How do you rate that the qualified M&E experts will positively affect the monitoring and evaluation systems in the organization?					

No.	Questions	Response Categories				
		SA	A	DA	SDA	DK
2.7	How do you see that the less involvement of stake holders will affect the monitoring and evaluation systems in the organization?					
2.8	How do you rate that the less involvement of employees will affect the monitoring and evaluation activities in the organization?					

Part III: Practise

Instruction: Please read each items carefully and rate each items according to the practical experience of your organizations.

3.1 Finance limitation was a major factor that influences the organization M&E system practice.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.2 The limited commitment of the management was a major factor that influences the organization M&E system practice.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.3 There are qualified staffs in the organization for carrying out M&E practice.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.4 The organization has got economic and social benefit from practicing M&E.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.5 There is an involvement of employees in M&E activities.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.6 The organization M&E system starts from planning phase.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.7 There is an involvement of stakeholders in the organization M&E activities.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

3.8 There is an involvement of employee in the organization plan activities.

- Strongly agree Agree Do not know
 Disagree Strongly disagree

4 Practices and Major Challenges on M&E

A. Monitoring and Evaluation Plan

4.2 Does your organization have a plan that guides monitoring and evaluation when implementing the program/project?

- Yes No

4.3 If your answer is no for the above question what is the reason behind not to have the plan?

- We don't know how to design Projects are too small
 Not important to us

Please mention any other reason that is not included in the choices but you think still that is the reason

4.4 Which of the following stakeholders do you think were involved in the planning of the monitoring and evaluation of the activities of your organization?

	Yes	No	Partially
Regional mining/Geoscience office heads /experts			
Private sector experts/heads			
Fedral Mining sector heads/ experts			
Organizational midle and top management			
Organizational project team leadrs			
External advisors/ consultants			
Expert from Minister of Finance			
Doners			
House People's Representatives			

We do not involve any stakeholders

4.5 Which of the following aspects were specified in the plan that guided monitoring and evaluation (M&E) activities of your organization?

	Yes	No	Partially
Data to be collected			
Frequency of data collection			
An individual in charge of M&E			
Schedule of M&E activities			
Plan for dissemination of findings			
Individuals for specific M&E activities			

4.6 In your organization the monitoring and evaluation activities have:

A separate budget not special budget I have no idea

4.7 If separate budget is allocated for monitoring and evaluation activities, what percentage of the total project budget allocated for this purpose?

Less than 5% 5-10% More than 10% Not specific

4.8 Does your organization use the logical frame work approach (log frame) so as to plan about M&E activities in your organization?

(log frame: provide a streamlined linear interpretation of a project's planned use of resources and its desired ends)

Yes No

4.9 If you don't use the log frame please mention any other framework you use

4.10 How do you disseminate monitoring and evaluation findings? (*please tick more than one if you have more than one way of dissemination*)

Report for Ministers council stakeholders meetings Report for prime minister Office Report to beneficiaries Report to field staff
 Report to MoFED No dissemination Report to the house People's Representatives

B. Project Monitoring and Evaluation Process Implementation

4.1 The project finances are normally monitored by comparing the planned budgeted expenditure against actual expenditure.

Every month Every 3 months Every 6 months
 Every 12 months Never

4.2 The organization normally monitor and control the activities of staff

Every month Every 3 months Every 6 months
 Every 12 months Never

4.3 How often do you compare planned project activities schedule against actual schedule in order to determine project schedule performance?

For all project For few project Never

4.4 The organizations normally monitor how resources of the organizations' like equipment employed on the project.

Yes No Partially

4.5 The organization normally use the following methods in collecting and evaluation data:

	Yes	No	Partially
Data to be collected			
Frequency of data collection			
An individual in charge of M&E			
Schedule of M&E activities			
Plan for dissemination of findings			
Individuals for specific M&E activities			

Please mention any other data collecting methods you use that is not mentioned here in the above choices _____

_____.

4.6 The organization use computer for monitoring and evaluation activities in the following ways:

We do not use computers in monitoring and evaluation

Report writing

Analysis of data

Storage of monitoring and evaluation data

Communication of findings through email

Collection of data

We use all the above

Please mention any other uses if not included

4.7 Which type of evaluation do you normally carry out on the projects you implement

	Yes	No	Partially
a) Midterm (interim) evaluation			
b) Summation evaluation (end of project)			

4.8 (a) If you carry out evaluations of your projects, how often do involve an external facilitator?

For all projects for few projects Never

(b) If you involve an external facilitator briefly explain why

4.9 (a) How often do you document lessons learned on the project implementation?

For all projects for few projects Never

(b) If you involve an external facilitator briefly explain why

C. Major Challenges to implement M&E on the Projects

- Rate the possible challenges in monitoring and evaluation activities of any projects in your organization which either collapsed or retarded to follow the implementation schedule from the list below

S.N	Possible challenges	Strongly agree	Agree	Disagree	Strongly disagree	Do not know
1	Inadequate financial resources					
2	Lack of expertise					
3	Uncommitted management					
4	Unavailability of funder					
5	Less involvement of stakeholder					
6	Less involvement of employees					
7	Inaccuracy In data collection					
8	Failure to process and analyse data					
9	Failure in planning					
10	Failure in selecting the correct performance indicator					
11	Failure in evaluation design					
12	Managerially ineffectiveness or insufficient implementation					

- Rank the five major challenges in monitoring and evaluation activities of the projects in your organization (Refer 1 to 12 from the table above and select the five major challenges from the highest to the lowest order)

Rank	1	2	3	4	5
Possible challenges of question (select from 1 to 12)					

- Please mention any other challenges in monitoring and evaluation of any project in the organization. _____

_____.

- 4. Please mention any other monitoring and evaluation issues that may not have been covered above.

additional issue

1. _____

2.

_____.

THANK YOU FOR YOUR COOPERATION

Annex 5: Interview Questions

Addis Ababa University

College of Education and Behavioral Studies

School of Psychology

Interview Guide

This following interview questions are designed to collect information about the perception of Monitoring and Evaluation System of Projects in Ministry of Mines and Geological Survey of Ethiopia. The participants who will be assessed through this interview are managers and M&E /planning/project/program experts.

Please be informed that I am a post graduate students in Addis Ababa University under taking a research paper on the Monitoring and Evaluation of Projects in Government Organizations: Expectations and Practices: In Minister of Mining and Geological Survey of Ethiopia . For that purpose you are selected as one of the respondents to provide your real constraints in the Expectations and practices of your organization. The information obtained by this interview will help to improve the organization M&E system.

Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the research. Before we start, do you have any questions?

Interviews/ Questions:

1. Why M&E system is needed for your organization?
2. Is there any kind of rule and regulation that obey your organization to follow the M&E system strictly? Or is there any kind of document that tells how you should do your M&E system in your organization?
3. What do you expect from the organization M&E system in general as employee?
4. Can you tell me your organization practices on Monitoring and Evaluation System?
5. What are the challenges of your organization regarding to practices on M&E systems?

Consent

Please write your name and sign on the space provided to give your consent.

Name

signature
