



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

**ASSESSMENT OF MONITORING AND EVALUATION PRACTICES IN
WORLD VISION ETHIOPIA: IN THE CASE OF KOLF E KERANIYO
AREA PROGRAM**

BY: TSEDEY SEYOUM

GSD/4130/11

JUNE, 2022

ADDIS ABABA, ETHIOPIA

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT
AND REQUIREMENT FOR THE AWARD OF MASTER ARTS DEGREE
IN PROJECT MANAGEMENT**

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DECLARATION

I declare that this research project entitled with” **Assessment of Monitoring and Evaluation Practice in World Vision Ethiopia: In the Case of Kolfe Keraniyo Area Program**” *is* my own original work with assistances and guidance from my Advisor and not submitted before for any institution and any purpose. I further declare that all the sources used in this research report have been properly recognized and acknowledged as in-text- citation and reference list.

Declared by:

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Statement of Certification

This is to certify that Tsedey Seyoum has carried out this research project on the topic entitled **“Assessment of Monitoring and Evaluation Practice in World Vision Ethiopia: In the Case of Kolfe Keraniyo Area Program”** under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

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Date _____

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Acronyms

FGD	Focus group discussions
IFRC	International Federation of Red Cross and Red Crescent Societies
LFA	Logical Frame work analysis
MSC	Most significant change
M&E	Monitoring and Evaluation
PME	Participatory Monitoring and Evaluation
PMTT	Project Management Tools and Techniques
RBM	Result based management
SPSS	Statistical Package for social sciences
TOC	Theory of Change
UN	United Nations
UNDOC	United Nations Office on Drug and crimes
UNICEF	United Nations Children's Fund
WVE	World Vision Ethiopia

Abstract

The general objective of this study was to find out the practice of project monitoring and evaluation at World Vision, Kolfe Keraniyo Area Program. The study employed quantitative research approaches to achieve the intended objectives. Primary source employed to collect data from project officers, program coordinators using questionnaire instruments. The research design was descriptive, since it was planned to elicit with the objective to assess the practice of project monitoring and evaluation, to measure the level of stakeholders' involvement and to identify main challenges in monitoring and evaluation. Purposive non probability sampling methods used to selected target population. Questionnaires were distributed to thirty respondents who participate in the process of monitoring and evaluation directly from the organization. The collected data presented by using tables and analyzed by using SPSS software Version 20, descriptive analysis methods like percentage, mean standard deviation used to analyze the data. The findings of this study revealed that, the staffs were well qualified, experienced and the organization has also good preparation in design document, implementation plan and M&E plan and there was good stakeholder participation in project monitoring and evaluation process under the case study, however, it was no to the extent of expected level and stakeholders have skill gaps in M&E. Monitoring of projects are not conducted regularly and focus is not given in internal evaluation. The suggested recommendations for the challenges are the degree of stakeholders participation in projects M&E has to be increased and monitoring should be conducted on regular basis .capacity building training for the stakeholders ,monitoring of projects should be on regular basis and focus should be given to undertake internal evaluation ,impact evaluation, best practices and significant impact stories to ensure the sustainability of the project and there should be clear baseline data and clear indicators for project outcome and output.

Key words: Monitoring and Evaluation, stakeholders involvement, challenges of Monitoring and Evaluation, World Vision-Ethiopia

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Project Management tools and techniques are strictly defined as a combination of logically related practices, methods and processes that determine how best to plan, develop, control and deliver a project throughout the continuous implementation process until successful completion and termination. It is a scientifically - proven, systematic and disciplined approach to project design, execution and completion (McConnell E., 2010)

In this regard, there are a range of project management tools and techniques are used in projects to plan and control scope of work involved delivering a product up to satisfactory level. Just like other professions, project managers use certain project management tools and techniques for making their project management activities easier (Andongndou et al., 2009). Dildar et al. (2014) also supported the idea which, project management tools and techniques plays the major role for the implementation of each project cycle activities and enhancing skill levels of project managers for accomplishment of plan.

Notwithstanding the above caveats about project management; monitoring and evaluation are separate practices which are used to assess a certain project. However, the two are interrelated. Monitoring is a systematic and continuing process that collects data in order to understand and know the progress of the project during the intervention. Monitoring can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. (UNDP,2009).Monitoring is organization's internal endeavor for systematic tracking of key project component such as inputs, activity ,outputs and processes of activities and their progress and it aids to assess the alignment of the implementation of the project activities with the plan. (Prof.dr.Dzidiksaning &Brackovic Emir, 2017).

Monitoring is basically an on-going activity to track down progress of work in respect of planned activities. It allows frequent access to information through an interaction with communities as well as between functional and managerial staff in an organization. (Khadja Khan, June 2003).

While evaluation is bounded with the time and it is undertaken because of the organization needs to assess whether the project has met the set goals and objectives on the initial plan. Evaluation is conducted with the collaborated efforts of the external parties for instance; consultants, Government bodies. According to Khadja Khan, Evaluation on the other hand is a periodic activity, which gets its input partly from regular monitoring and partly from a planned review at particular intervals. Whereas monitoring gives an overview of progress and direction, evaluation gives an overview of accomplishments and performance up to that point in time. It is to be noted that distinguishing between monitoring and evaluation does not mean to disintegrate them. In fact the two functions, their intended output and use in management decision making is strongly interlinked and complementary. Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. (UNDP, 2009)

Monitoring and evaluation practices are very crucial to assess the progress of the project whether it is achieving the goals and meeting the expected objectives. Monitoring and Evaluation practices ensure that the project/program results at the levels of impact, outcome, output, process along with input can be quantified so as to offer a framework for accountability and in assisting in making informed decision at program and policy levels. ((PENINAH KIHUHA, 2018,) While conducting monitoring a certain project, an organization can track the project progress, identify the change to be made in the implementation strategy and to make include improvements in the next implementation. Moreover, M&E is helping the organization to collect, analyze and report on pertinent data and information which is to be done throughout the lifecycle of the project.

Monitoring progress and evaluating impacts have long been considered important to ensure that money is well spent and that objectives are met. Besides, this conventional focus on being accountable to funding agencies organizations are increasingly using M&E for internal learning and to improve their work. They see that for maximum benefits, learning needs to happen

collectively with diverse groups and people .Many of these organizations already works with participatory appraisal and planning ,making it a logical step for them to also make their monitoring and evaluations process more participatory (Estrella&Gaventa 1997).

To this end, this research project conducted to assess monitoring and evaluation practices at world vision-Ethiopia, Kolfe Keraniyo Area program.

1.2. Statement of the problem

Monitoring and evaluation are very crucial in maintaining the quality of a project are very important to increase the performance of the project and achieve its overall project objectives and goals with respect to time, cost and quality. Continuous data collection has to be made to measure the performance goals and objectives and to improve the quality of the project .A systematic use of monitoring and evaluation enhances the organization credibility as well as promotes a culture of result orientation and transparency within the organization and amongst its partners (UNDP, 2009).

On the other hand, in a study conducted by (Callistus & Clinton, 2018), witnessed that even if M&E have crucial for project success there are several constraints and challenges faced in conducting effective M&E activities among them are weak institutional capacity, limited resources and budgetary allocations for monitoring & evaluation, the weak linkage between planning, budgeting, and monitoring & evaluation, weak demand for and utilization of monitoring and evaluation results, poor data quality, data gaps and inconsistencies . According to (Robert ,2010) projects that have weak or lack of specific monitoring and evaluation practices on average record low rating performance as measured by scope and timeline and resource utilization .

Similarly a research work by (World Bank, 2011), come up its findings that in the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development.

On top that, a study that was conducted to examine the efficiency and effectiveness of monitoring and evaluation investigated by (Charles G. Kamau, Humam Bin Mohamed, 2015), revealed that a significant number of both government and donor funded projects has shown failure in spite of the presence of M& E system and undergoing through the process of M&E. the paradox exists because of various reasons such as the monitoring team has lacking of the necessary capacity regarding the area to carry out their work effectively, or they may be using incorrect methodologies to undertake their work.

Hence, based on the aforementioned study finding, this research conducted to assess monitoring and evaluation practices under the case study into account of the above study's findings whether or not the problems of World Vision- Ethiopia, Kolfe Keraniyo area program.

1.3. Basic research Questions

The following were the basic research questions:

1. What are the methods used to conduct monitoring and evaluation practice at World Vision –Ethiopia, Kolfe Keraniyo area program?
2. What is the level of stakeholder engagement in monitoring and evaluation at World Vision -Ethiopia, Kolfe keraniyo area program?
3. What are the main challenges of monitoring and evaluating at World Vision-Ethiopia, Kolfe keraniyo area program?

1.4. Objectives of the Study

1.4.1 General objective of the study

The general objective of the study was to assess Monitoring and Evaluation practices at World Vision-Ethiopia, Kolfe Keraniyo area program.

1.4.2. Specific Objectives

- To assess the methods used to practice monitoring and evaluation.
- To measure the extent of stakeholders involvement in monitoring and evaluation in the organization.
- To identify the main challenges of monitoring and evaluation implementation. .

1.5. Definition of Terms

- **Planning:** can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves looking at a number of different processes:
- **Monitoring:** can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and Objectives. (UNDP,2009)
- **output:** The tangible results that the project will bring after the intervention has been undertaken
- **Activity,** The interventions which are taken place using appropriate inputs or resources
- **Evaluation:** is a rigorous and independent assessment of either completed or ongoing
- **Activities** to determine the extent to which they are achieving stated objectives and
Contributing to decision making
- **Effectiveness** is a measure of the extent to which the project plan expected results such as outputs and outcomes have been achieved or the degree to which progress towards the results.
- **Efficiency** measures how cost-effectively resources or inputs are used to bring the expected results.
- **Sustainability** measures the extent to which benefits of initiatives continue after external development intervention has come to an end.

1.6. Significance of the Study

The result of this research will be important particularly for the Kolfe area M&E practices to be improved and as a result to increase the quality in the project performance and also for World Vision -Ethiopia in general. Furthermore, the study will contribute for any practitioner in the area and also for other researchers for further study in the area.

1.7. Scope of the Study

This research project is delimited conceptually, timely, methodologically. As discussed earlier the M& E designed to assess the methods, stakeholders' involvement and challenges of M& E implementation, thus the study conceptually delimited to assess monitoring and evaluation practices under the case study. This research project conducted to assess M& E practices during at one time during the research period. Methodologically the research focused more on quantitative approach which depends on questionnaire to collect data.

Regarding geographical representation of the study, the target population of study delimited by taking a purposefully selected representative staffs from head office and Kolfe Keraniyo area program, though World Vision -Ethiopia has extended project program throughout the country.

1.8. Organization of the Research Report

This research project consists of five chapters. Chapter one deals with the introduction parts of the study, which includes: background of the study, problem statement, research questions, and objectives of the study, significance of the study, scope of the study and definition of terms. The second chapter deals with review of related literature concerning the research project. The third chapter deals with the research design and methodology. The fourth chapter deals with data presentation and analysis and interpretation. The fifth chapter present summary of findings, conclusion and Recommendation.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Theoretical review

2.1.1 Project and Project Management

Project refers to an endeavor with specific objectives and varies widely and project is defined as a temporary endeavor undertaken to create a unique product or service or result (PMBOK,2000).Projects varies in their nature ,however, they commonly share the following characteristics ;unique in nature ,they have definite objectives or goals to achieve requires set of resources ,have a specific time frame for completion with a definite start and finish, involves risk and uncertainty and requires cross-functional teams and interdisciplinary approach.

Project has its life cycle and every project, from conception to completion, passes through various phases of life cycle. Typical projects consist of four phases conceptualization, planning, execution and termination.

Project management is a distinct area of management that helps in handling projects. It has three key features to distinguish from other forms of management and they include; a project management system. According to PMBOK (2000) definition of project management is applications of knowledge, skills, tools and techniques to project activities the project requirement.

In relation to monitoring and evaluation, both are important for the success of the project and monitoring is needed in every phases of the project and evaluation is needed at the end of the cycle. PMBOK (2000) explains that Monitoring includes reporting the status of the project, progress measurement, and predicting the Performance of the project and with respect to scope, schedule, costs and inputs used. Monitoring and evaluation gives clear and precise way r to identify the most efficient and effective use of use of resources and avails the information needed to better manage strategic planning, design, and implementation (Khan, 2015).

2.1.2 Logical Frame Work Approach

The logical framework is a tool to help strengthen project design, implementation and evaluation. This means that it is best used throughout the project cycle .A logical framework approach is a project design methodology that provides a systematic structure for identifying, planning and managing projects .Besides the theoretical understanding of the efforts that contribute to clarifying the practice and meaningfulness of M&E in the development discourse, the logical frame work approach is a key management tool. (Vicent K. &Million P., 2019)

LFA is a technical management tool that comprehensively summarizes a significant information associated with given development interventions .in other words it is a matrix or simply a table covering such categories such as inputs ,activities ,outputs outcomes and impacts that is objectives and indicators which are objectively verifiable indicators and means of verification and assumptions and risks.

Log frames are widely used to strengthen the internal logic of activity design ,implementation and evaluation .In other words ,a logical framework matrix serves to translate this broader LFA theoretical understanding in to action ,and a document forms the basis of an actionable work plan to guide implementation through the project or program life cycle. This approach is a set of interlocking concepts which must be used together in a dynamic fashion to develop a well-designed, objectively described project. (PCI, 1979)

LFA is not only logically establishes project objectives and defines their cause and effect relationships, it also fundamentally describes external factors that influences success, namely assumptions and risks that require critical attention to safeguard the smooth implementation of development interventions thus through performance indicators that help determine the status of implementation and progress for a given intervention ,the LFA can effectively be attributed to supporting the enhancement of monitoring and evaluation.

The relationship and linkages between the LFA and the concepts and practice of M&E are clear and sustainable becomes the overall platform under which one may design and fully implement the LFA. In that case, the log frame becomes a technique that is useful in actualizing the results clarified in an M&E framework. M&E focuses on the attainment of results using a clear pathway

informed by evidence. Through that LFA assists making important development aspirations a reality, and practitioners and implementers of interventions for development pursue the LFA seriously. Hence, the log frame matrix summarizes key information that feeds in to M&E processes.

2.1.3 Participatory M&E

Participatory M&E is about engaging different stakeholders; especially targeted beneficiaries in monitoring and evaluation processes. Early on participatory approaches were mainly used during project or program design and planning with less emphasis on participation during other parts of the project or program management cycle. A key distinguishing characteristic of PM&E is the way different actors or stakeholders at various levels interact to assess and reflect on project results. Meaningful and greater participation allows actors to influence decision-making, resource allocation, implementation and control of development initiatives. (Rohin.O,2018)

PME is about strengthening primary stakeholder's involvement as active participants in interventions by them taking the lead in tracking and analysis progress towards jointly agreed results and deciding on corrective action. This approach contributes to demand led planning and decision making and improved accountability, when effective communication and feedback loops are in place with programs and agencies.

Participatory monitoring and evaluation is an approach which involves local people, stakeholder's program managers and policy makers collaboratively deciding how to measure performance and assess results .PME promotes empowerment, strengthens partnerships and improves accountability.

According to World Bank, PME has its own principles and among that;

- **Participation-** the M&E process must include all stakeholders who generate and analyze data together
- **Negotiation-**the inclusiveness of PM&E requires stakeholders to reach agreement about what will be collected and analyzed, evaluated, how and when data will be collected &analyzed. What the data means and how findings will be shared, and action taken.

- **Learning** –cumulative learning becomes the basis for subsequent improvement and corrective action.
- **Flexibility**–to accommodate evolving changes in the number role, and skills of stakeholders, the external environment and other factors.

2.1.4 Stakeholder's Involvement

Stakeholders are people or groups who have direct and indirect benefit to influence on the outcome of a project .these individuals are brought together to interact and relate to execute the project with the aim of achieving set standards and thus have a common interest of project success.(callistus& Clinton,2017).

According to UN, inadequate stakeholder involvement is one of the most common reasons projects or programs fail. Therefore, every effort should be made to encourage broad and active stakeholder engagement in the planning, monitoring and evaluation process. any given program, project or development plan is likely to have a number of important stakeholders .Effective planning is done with the participation of these stakeholders.

A research study by Tesfa Yetum ,2021,on the assessment of factors associated to M&E system on Ethiopian Ministry of Health ,which the study targeted 96 employees working under different directorates that are related to the research .the study used questionnaire to collect primary data and in its finding there was no stakeholders participation in community project identification and selection .This was due to 43.3% of the respondents were strongly disagree followed by 37.8% the total respondents who disagree for the question that there was stakeholders participation in community project identification as well as and selection. Similarly 16.7% of the respondents strongly disagreed and 42.1% disagreed that stakeholders did not participate in identifying and problem solving related activities of M&E. And the researcher recommended that the organization should work with the concerned stakeholders in each aspect of decision making including the development of alternatives and identification of the preferred solutions.

According to Serawit Neberegn, the relevant stakeholders participation actively and sufficiently in the process of M&E of the project 93.2% of the respondents believe that the stakeholders actively and sufficiently participate in the process of M&E from this result almost all agree that the organization applied participatory M&E with relevant stakeholders including the

beneficiaries ,communities and concerned government bodies and funding partners and donors in the process of M&E. So the researcher concluded that participating the community ensure that the sustainability of the project and giving a sight for future project design and creating commitment and responsibility for all the beneficiary.

According to Peter (2019), most of the sample organizations in his study of effectiveness of monitoring and evaluation systems on projects sustainability in Tanzania, a case of NGO's in Shiyanga Municipal revealed that there has been a high level of stakeholders participation in monitoring and evaluating their project activities and it holds that there is high ownership and sharing of responsibilities among stakeholders and this ensures the sustainability of the projects.

2.1.5 Tools and techniques in monitoring and evaluation

Sample surveys: a survey based on a random sample taken from the beneficiaries or targeted audience .It is laborious and costly however, they provide more objective data than qualitative methods.

Qualitative studies: these are widely used in project design and assessment such as rapid appraisal, mapping, key informant interviews, FGD and observations.

Checklists: a systematic review of specific project components can be useful in setting benchmark standards and establishing periodic measures of improvement (IFRC, 2002)

Monitoring and evaluation plan: It is a guide as to what you should monitor and evaluate what information you need and who you are evaluating for .It is a central repository for all project M&E activities throughout the project.

Interviews: Interviews are an effective way to get detailed information from informants that is not restricted by the constraint of a survey, or too personal to discuss in focus groups. Interviews are best suited when you are seeking personal, individual responses on topics that involve their needs, opinions or decision-making processes.

Focus Groups discussions: Focus groups on the other hand, are best suited when you want information to interact, and generate new ideas through brainstorming. Particularly useful in project design, and early stages of intervention, focus groups can help generate ideas about 'what isn't working' and what 'could work better'.

Most Significant Change: Most Significant Change (MSC) is a participatory approach to M&E which is typically used to collect stories of change from final beneficiaries of a project (whom it is often difficult to predict or measure how a particular intervention has changed their circumstances in life), however can be used along the entire impact chain to identify and present stories of change with partners, direct beneficiaries, indirect beneficiaries etc. As an approach, it involves collecting stories from people (oral or written) from across the organization/network at the end of the project and selecting those, which better capture the kind of impacts the project was aiming for. The emphasis of these stories is on the change that has occurred because of the project. The focus is entirely on collecting qualitative information, and thus can be used to complement other indicator driven or quantitative approaches, or as a standalone bottom-up approach to evaluation. There is an emerging approach to code qualitative data gathered (using some of the software applications listed below), in order to identify and analyze trends from the stories collected, to make a more robust, standalone technique from MSC.

Outcome Mapping: Outcome Mapping (OM) is a comprehensive, participatory planning, monitoring and evaluation methodology. Going beyond just results based evaluation, it helps the program to be specific about the actors it targets (boundary partners), the changes it expects to see and the strategies it employs.

OM is an approach that spans planning (called Intentional Design), monitoring and evaluation. The initial intentional design process is (usually) a facilitated workshop to articulate a theory of change, including objectives, strategies, monitoring priorities and evaluation plans. These plans are then turned into 3 types of monitoring journals (on outcomes, strategies and performance), which are used for periodic self reflection (at frequencies decided collaboratively). OM is focused on making the assumptions that the project has about how change happens explicit. Developing progress markers that make the change process clear helps all the stakeholders see their achievements by tracking the connection between what they do and what happens. While Outcome mapping can be a time intensive process to set up and monitor, it does focus on

capturing the incremental changes which allows the evaluators to put together a more complete picture at the close of the evaluation.

2.1.6 Challenges in M&E

Limited number of staff, time and insufficient financial resources are the challenges for the actual implementation of M&E activities .Most of the time M&E given lower attention due the inadequate financial, human resources. Due to competing demands for the limited government budget, M&E is usually left without sufficient budget (Qudratullah Jahid, 2019)

Technical expertise with an organization can be a significant challenge to developing effective M&E processes and activities .Limited staff knowledge, skills and tools are barrier to monitoring evaluation activities.

The organization culture and attitude towards M&E is another challenge in the implementation of M&E. If an organization has no M&E culture, M&E can be taken as a tool to identify mistakes and failures. However, if there is good M&E culture in place it can be taken as a good opportunity to learn from the mistakes.

Stakeholders can be also a challenge for M&E activities this is due that an organization may approach monitoring from very different perspective .the goals of M&E system as well as the desired outcomes or reports may be different depending on who you ask among stakeholders .This can be extremely challenging when trying to design a monitoring system that meets the needs of the organization but also provides meaningful information for all stakeholders .according to(James Gichuru, kariuki,2014), donor agencies have considerable influence on the outcome of the monitoring process and these monitoring systems are based on a set of quantified physical and financial indicators ,many of which are not entirely appropriate for the social development projects since their outputs are not easy to identify or measure

Poor design of the M&E hampers the monitoring process .If the process is poorly designed or based on faulty assumptions it will be difficult to realize (James Gichuru, kariuki,2014) Very often an organization has well developed programming ,without a logical framework to measure the progress. Some organizations may never have considered what indicators to use to measure outputs and outcomes .Depending on the size of the organization, there may be large

number of indicators that could be measured, either broadly or specifically. This presents a challenge when both financial and personnel resources are limited .Prioritizing the project objectives and designing a monitoring process to align with those objectives takes dedication and a lot of communication to ensure that all stakeholders are in agreement with priorities .Often times organizations do not have the research or baseline data to provide a rationale for indicators of quality.

2.2 Empirical Literature Review

This part of literature review discussed prior empirical studies conducted study in the area of monitoring and evolution practices. The empirical literature provides empirical evidence of monitoring and evaluation practice and project success for organization which engaged in planning, designing and monitoring and evaluation of projects.

According to Ika et al. 2011, study showed that how long-term outcomes of the project can be achieved both via internal project performance and the correct adoption of the tools. Finally, since traditional business projects increasingly share some characteristics with international development projects (e.g., increasing complexity, high number of stakeholders) our results can also be useful for scholars and practitioners working outside the international development field. In addition ,(Mekdelawit, 2020), on her research on the assessment of practice and challenges of M&E in local NGO: A case study of Network of Ethiopian Women's association (NEWA).The target population are 38 staffs on NEWA by purposive sampling she has selected 22 employees. The research employs a descriptive research design for the acquisition of quantitative data and the data were analyzed using SPSS .The study revealed that the relevant M&E staffs working in the organization have received an appropriate trainings ,have a written M&E plan that is easily adjustable .However, the research revealed that insufficient baseline data shortage of expertise and lack of sufficient funding are the major challenges faced in regard of practicing M&E.So ,the researcher suggested that developing M&E plan continuously ,increased in management participation and computerizing M&E system as a remedy for the challenges observed .

On the other hand, (Tihut Bayelign, 2022), in her research work titled Assessment of M&E in the case of Aser construction .Her study used a qualitative and quantitative mixed approach .The primary data was collected from interview questionnaire. The researcher has used purposive

sampling techniques to determine the sample and sample size was 33 and the targeted population was project staffs, co-coordinators and managers. The findings of the study shows that 74.5 % of the respondents agreed on the fact that there is an inadequate understanding of M&E system at organizational level, 61.7% agreed for the lack of competent staff to carry out M&E practices .The respondents also strongly agreed on the lack of time and resources to conduct M&E and also strongly disagreed on the availability of data gathering and analysis tools too. And in general the organization has no a separate M&E plan ,there is no communication tool to share the M&E findings to the stakeholders .The research work indicates that there requires clear understanding of the importance of M&E among the organization, stakeholders involvement and feedback from stakeholders and information sharing mechanism.

Moreover, a research by (PENIAN KIHUHA,2018), on M&E practices and performance of Global environment facility projects in Kenya , a case of UNEP .the study was considered core levels of M&E practices such as planning process, technical expertise, stakeholder involvement and management participation. And the study revealed that there was lack of visible support and commitment by management towards project implementation as well as effective communication, lower level of stakeholder's involvement, low level of stakeholder analysis and feedback and communication strategy that reflects the needs of the community.

Numerous studies suggest that success of a project influences by the proper use of project management tools and techniques on the other hand, according to several researchers such as Kerzner, (2000) failure of the project may be caused by the improper use of project management tools and techniques. The available literature sheds light on the use of specific tools and techniques, but unable to empirically substantiate the use of Project management tools and techniques for project performance. To address this issue Patanakul et al. (2010) investigated empirically the use of PMTT across the specific phases of a project life cycle, their impact on the success of a project.

Nevertheless, there are researchers, such as Pinto and Mantel (1990), who tend to include both internal and external aspects of a project organization, as well as, complex criteria in assessing project performance such as, stakeholder satisfaction, stakeholder community Benefits, organization benefits, etc.

Lastly, in a research which was conducted to identify the challenges of M& E implementation by (Bhagavan & Virgin, 2004), revealed that the effectiveness and success of every monitoring plan largely depends on the institution's capacity or person responsible for carrying out the work. Thus, weak institutional capacities challenge the implementation of project monitoring and assessment. Institutions' capacity building is important not only to immediately correct poor performance, but for participation, based on a broad analysis of objectives and results.

2.3 Conceptual Frame Work of the Research

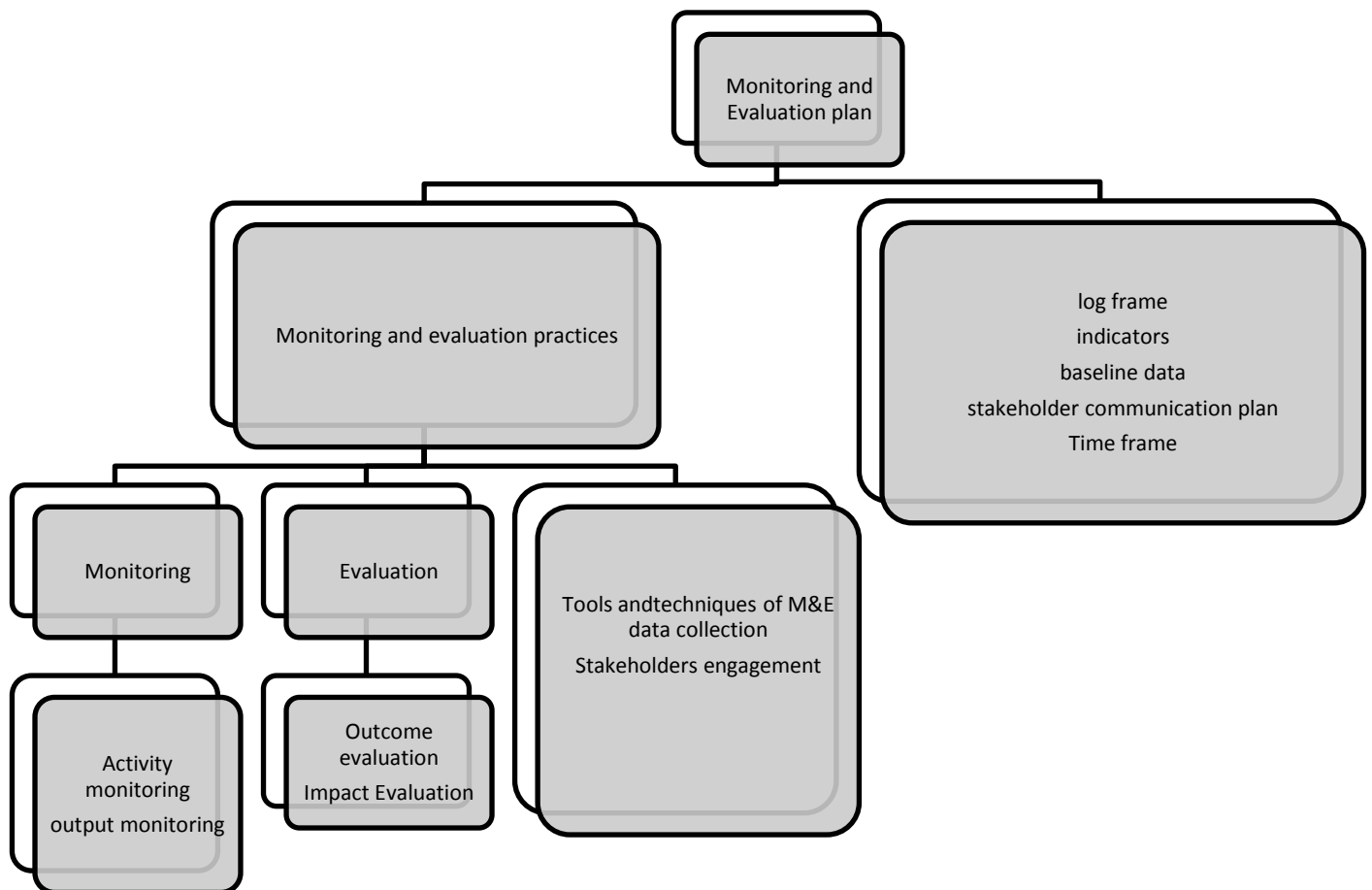


Figure 1 : Conceptual framework

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter of the research projects outlines the methodology that was used in conducting the research. It focuses on the research design, sampling techniques, data collection tools and techniques, data analysis method that was used in this study.

3.1 Research Design

The type of research design which will be employed is descriptive method because the study is intended to find out how the organization plan, monitor and evaluate its projects and the methods and techniques that are used to conduct M&E processes and the challenges. This research used quantitative research approaches. Quantitative research method used to analyzed primary data obtained through dichotomous “Yes” or “No” ,open ended and Likert scale type questionnaire.

3.2 Sample Method

The research project employed non probability sampling method. The entire staffs who are working under World Vision Ethiopia Kolfe Keraniyo area program and respective head office and cluster office staffs that have direct and indirect relationship in the projects which are undertaken in Kolfe area program purposively considered as a target population of the study.

3.3 Target Population

The target populations of this study were 30 staffs who are working in world Vision that have direct and indirect involvement in the project monitoring and evaluation processes.

3.4 Data Collection Method

The researcher used both primary and secondary data sources. Standardized likert scale and dichotomous “Yes” or “No” data collection instruments used to collect primary data, whereas published and unpublished journals and articles used as a secondary data sources that helps to enrich the finding of the research project. The questionnaire has four parts: Part I- Demographic Information about respondents, Part II- methods and practices of M&E Section III-stakeholders involvement and Section IV: challenges in conducting monitoring and evaluation.

3.5 Data Collection Procedure

Regarding data collection procedure, the researcher secured approval for the proposal from advisor and got consent to conduct from Kolfe keraniyo area program and then after proceeded the data collection by distributing the questionnaires to the targeted respondents at Kolfe AP, cluster office and head office staffs.

3.6 Data Analysis Method

The collected data presented by using tables and analyzed by using descriptive statistics like mean, percentage and standard deviation by using SPSS 20 version.

3.7 Validity and Reliability

Sample study has been conducted before the start of the main data collection to test the measurement tools validity and reliability .Cronbach's alpha was used as a measure of internal consistency that is how closely related to a set of variables in the group. Accordingly, eleven 5-point likert scale data collection instruments were tested and the result was 0.8. In general terms a reliability coefficient of 0.70 or higher is considered "acceptable. So, we can wetness that there was similar understanding among the research respondents to answer the questions forwarded to them.

On the other hand, to ensure content validity, the researcher used standardized likert scale questionnaires, whereas dichotomous questions validity insured after reviewing of the relevancy of the instruments by practitioners in the area of monitoring and evaluation.

3.8 Ethical Considerations

In order to maintain research ethics, the research participants were informed the purpose of the research and requested for their consent to give response before getting in to the data collection. In doing so, the researcher maintained the confidentiality of the respondents while collecting and analyzing the research data.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation of the survey data, the analysis of the collected data and interpretation of the data in relative to the objectives of the study.

This chapter then provides the data collected with presenting, analyzing and interpreting the data gathered from questionnaires .The data was coded evaluated and tabulated to explain the results of the assessment of M&E practices in World Vision -Ethiopia in the case of Kolfe Keraniyo Area program.

4.1 Characteristics of Respondents

The general characteristics of the respondents are very crucial to get insight in to the overall study, so the study started with by looking at the nature of the respondents' .It is important to consider the demographic character of the respondents like education level, Job position, and work experience has an impact on project performance.

4.1.1 Demography of Respondents

Totally 30 questionnaires were administered to the employees of WVE and 30 of them were returned to the researcher. So, after the collection of data, the findings of the data collected were carefully analyzed and the responses were presented using statistical tools to present the overall practice of M&E in World Vision-Ethiopia, Kolfe Keraniyo Area Program.

Table4. 1 : Demographic Information of the Respondents

Variables	Variable Classification	Frequency	Percent	Valid Percent
Gender	Female	13	43.3	43.3
	Male	17	56.7	56.7
	Total	30	100	100
Current Position	Program Coordinator	2	6.7	6.7
	Project Officer	28	93.3	93.3
	Total	30	100	100
Education Level	Diploma	1	3.3	3.3
	Degree	8	26.7	26.7
	Master	21	70	70
	Total	30	100	100
Service Year	<5 years	4	13.3	13.3
	6-10 years	9	30	30
	11-15 years	12	40	40
	>16 years	5	16.7	16.7
	Total	30	100	100

Source: Survey, 2022

As shown in the above table 4.1 about biographic information of the respondents, concerning their gender, current position, education level and service year, the finding was presented as follows:

Accordingly, 43.3% of the respondents were female and 56.7% of the respondents were male. This shows that the there was proportionally equal representations of both gender in providing the required data for the research project.

With regard to current position of the respondents, 6.7% of the respondents were from program coordinators and 93.3% of the respondents were from project officers and since the core objectives of the study was to find out the M&E practice in WVE, the targeted respondents were professional who closely participate in program or project implementation.

Concerning the education level of the respondents, ,70% of the respondents were second degree holders and 26.7% of them were degree holder and 3.3% diploma holders , this implies that the respondents are capable of conceptualizing and responding on issues and practices of M&E .

Lastly, service years of the respondents in WVE, 40% of the respondents have 11-15 years work experience, 16.7% of them have more than 16 years work experience and 30% of the have 6-10 years' experience and 13.3% are below 5 years of work experience .So the study indicates that 86.7% of the respondents were very familiar with working projects and they are capable of describing about the practice of M&E in the organization.

4.2 Monitoring and Evaluations Methods and Practices

Table4.2. 1: About staff Involvement in Monitoring and Evaluation

Statements	Yes		No	
	N	%	N	%
Is there separate M&E unit in World Vision Kolfe Area Program	27	90	3	10
Do you participate in M&E in your organization?	23	76.67	7	23.33
Are there staffs in your organizations that are specialized in M&E?	26	86.67	4	13.33

Source: Survey, 2022

As indicated in the table 4.2.1, for the question the respondents asked whether the organization has separate M&E unit, the majority of the respondents 90% of the respondents were confirmed to us as there is a separate work units to oversee M&E, whereas 10 % of them said as they were not know. This indicates that the organization has separate unit that handles monitoring and evaluation and this helps the organization to get good performance in project or program implementation.

The respondents are also asked do they participate in M&E in the organization and 76.6% of them said yes and 23.33% of them said no. This indicates that majority of the staff were participated in monitoring and evaluation of the project or the program and this enhances the performance of the project.

Regarding the question whether there is specialized staffs in M&E, 86.67% of the respondents answered confirmed to us as there are qualified staffs in the area of M& E and 13.3 % respondents were questions the competence of the staffs. So, this indicates that the organization has made efforts in M&E activities to be done by specialized staffs in M&E and it has great contribution on their performance.

Table4.2. 2: About Monitoring & Evaluation Planning and document design

Statements	Yes		No	
	N	%	N	%
Before designing any project, does the organization conduct community needs assessment?	30	100	0	0
Does the organization have design document, Implementation and M&E plan?	30	100	0	0

Source: Survey, 2022

As indicated in the table above table 4.2.2 ,respondents on the question raised whether the organization conduct community needs assessment before project design and 100% of the respondents replied that the organization conducts needs assessment before designing any project .From this one can explain that there is good practice in assessing the community needs and this helps for the success of the project ,develops and maintains good relationships with the community and helps for establishing sense of ownership.

With regards to the organization design document and implementation and M&E plan, 100% of the respondents were agreed for the questions raised and this indicates that the organization has good preparation on designing and documents.

Table4.2. 3 : Based on the time M&E of projects conducted

Question	Percent of responded in period				Total
	Monthly	Quarterly	Bi-annually	Annually	
How often the organization undertake monitoring of projects	3(10%)	10(33.33%)	11(36.66%)	6(20%)	30(100%)

Source: Survey, 2022

The above result implies that the majority of respondents said monitoring undertaken quarterly and bi-annually .However the monitoring of the project should be also be done at least monthly since to it helps to know the progress of the project and to be in the right track .

Table4.2. 4 Evaluation based on the time conducted

Question	Percent of responded in period			Total
How often the organization did evaluation of projects?	Annually	Every two years	Five years	
	9(30%)	5(16.6)	16(53.3%)	30(100%)

Source: Survey, 2022

As we can see in table 4.2.4 , 53.3% of the respondents replied the organization undertaken evaluation every five years and 30% of them responded as it is conducted annually and 16.6% of the respondents replied that evaluation is conducted every two years .From the results found the organization conducts major evaluation every five year that means at the end of the project period.

Table4.2. 5 Based on the time M&E of projects conducted

Question	Percent of responded in period				Total
How often the organization undertake monitoring of projects	Monthly	Quarterly	Bi-annually	Annually	
	3(10%)	10(33.33%)	11(36.66%)	6(20%)	30(100%)

Source: Survey, 2022

As shown on the above table 4.2.5 about time of M&E project conducted, 36.66 % of respondents were replied as it was conducted semi-annually, 33.33 % of the respondents said quarterly and the remaining 20 % and 10 % said annually and monthly.

The above result implies that the majority of respondents witnessed that monitoring undertaken quarterly and bi-annually. However the monitoring of the project should be also be done at least monthly since to know the progress of the project and to be in the right track.

Table4.2. 6 : Based on who conduct Monitoring of projects

Question	Percent of responded				Total
Who conduct monitoring of projects	Project staffs	M&E officer	Program teams	Stakeholders	
	9(30%)	4(13.3%)	12(40%)	5(16.6%)	30(100%)

Source: Survey, 2022

As table 4.2.6 illustrates about who conducts monitoring in projects, 40 % of the respondents replied that monitoring of the project is conducted by program teams, 30% said by project staffs and 16.6% of them said that by stakeholders. As we can see from the finding stakeholders involvement in conducting monitoring of projects represented with less percent than others, in this regard it commendable to devise a mechanism to engage stakeholders to increase their participation in M&E of projects.

Table 4.2. 7 : Based on who conducted evaluation projects

Question	Percent of responded				Total
Who conduct evaluation of the project	Internal evaluation	External Evaluation by consultant	External evaluation by Government	All	
	2(6.6%)	6(20%)	6(20%)	16(53.3%)	30(100%)

Source: Survey, 2022

Table 4.2.7 indicates who conducts evaluation of the projects, 53.3 % of the respondents replied as internal evaluation staffs, consultants and government involved in project evaluation. On the other hand, 20 % of them replied as external stakeholders, government and consultants conducts project evaluation tasks, a few 6.6 % of the respondents replied that project evaluation task was conducted by internal staffs. To this end, it is advisable to increase the engagement of internal staffs in project evaluation under the case study.

Table4.2. 8: Based on log frame is used in the organization

Question	Percent of responded	
Does the organization uses log frame?	Yes	30(100%)
	No	0
	Total	30(100%)

Source: Survey, 2022

All the respondents that is 100% of all answered yes for the question that whether the organization uses log frame or not and this shows that the organization has clear objectives and lower level of activities

Table 4.2. 9: About monitoring and evaluation data accuracy and consistency

Statements	Yes		No	
	N	%	N	%
Are there accurate and consistent data in baseline?	25	83.33	5	16.67
Are the indicators for activities, output and outcome are accurate and consistent in measuring the results?	23	76.67	7	23.33
Does the organization uses computer applications, software's, databases to process and analyze M&E data?	29	96.67	1	3.33

Source: Survey, 2022

Table 4.2.9 shows about whether the organization maintaining accurate data and consistency, when the respondents asked if there are accurate and consistent data baseline, 83.35 % of the respondents assured as the organization maintain accurate and consistence data baseline , while the remaining 16.67 % there was no the practice of maintaining accurate and consistence data in baseline. In fact, the data at the beginning of the project planning needs be accurate and consistent, however, the result also indicates that there needs a work for the accuracy and consistency of the data during baseline.

For the questions asked the respondents whether indicators for outcome, output and activities are consistent in measuring the results and for this inquiry. 76.67% of the respondents agreed that the organizations developed accurate and consistence measures of output and results, whereas 23.3% of the respondent not agreed on the accuracy and consistence of M&E measures to gauge project outputs and outcomes. This implies that majority of the indicators are consistent accurate and in measuring the results, however, some indicators lack for the accuracy and consistency in measuring the result.

Lastly, for the question raised whether the organization uses computer application, software's and data base to process, 96.6% of the respondents were replied that the organization uses computer applications and software to analyze M&E of data such as SPSS, STATA that help to analyze monitoring and evaluation data, few 3.3% of the respondents said that there is no provision of the required applications .

Over all, we can conclude that the organization has accurate and consistence baseline data, indicators of M&E measures and they have applications software to analyze monitoring and evaluation data.

Table 4.2. 10 Tools of data collection

Question	Percent of responded						Total
	Survey	Observation	Checklist	Key Informant Interview	Focus group discussion	Interview	
What are the tools that are used for monitoring and evaluation data collection?	11(36.6%)	3(10%)	2(6.6%)	5(16.6%)	6(20%)	3(10%)	30(100%)

Source: Survey, 2022

Table 4.2.10 shows the data collection tools in monitoring and evaluation, accordingly 36.6% of respondents replied that the organization uses survey method, 16.6% of them said that Key informant interview, 20% of the respondents answered focus group discussions, 10% observation and 10% interview. This shows that the organization uses comprehensive monitoring and evaluation data collection tools.

Table 4.2. 11 How findings and lessons learned shared with stakeholders

Question	Percent of responded			Total
	Report	Monthly bulletin(Newspaper)	Meeting and workshops	
How lessons learnt, M&E findings and best practices of the projects shared for the stakeholders and organization management?	19(63.3%)	2(6.6%)	9(30%)	30(100%)

Source: Survey, 2022

As can be seen in table 4.2.11, 63.3% the respondents replied that M&E information findings were shared through reporting to stakeholders and top management, government offices, 30% of them told that with organization of meetings and 6.6% replied that by monthly bulletin.

In addition to this, minutes, workshops, in the form of presentation through partner dialogue, review meetings and telephone also used. This clearly indicates that the findings of M&E shared through reporting format.

4.3 Stakeholders Involvement

Table 4.3. 1 Stakeholder's participation

Question	Percent of responded	
Do stakeholders are participated in the process of monitoring and evaluation?	Yes	22(73.3%)
	No	8(26.6%)
	Total	30(100%)

Source: Survey, 2022

As it can be observed from table 4.3.1, regarding the stakeholders participation actively the process of M&E of the project, 73.3 % of the respondents were believe that the stakeholders actively participate in the process of M&E .However, 26.6% of the respondents were answered relevant stakeholders did not participate in the process of M&E. In order to meet the predetermined goals of projects donors, it is a advisable to involve all the concerned stakeholders in the process of monitoring and evaluations.

Table 4.3. 2 About top management involvement in monitoring and evaluation

Statements	Yes		No	
	N	%	No	%
Are M&E reports given timely and accurately for the top management?	27	90.00	3	10.00
Has the management taken appropriate and timely corrective measures in response to the feedbacks given based on M&E findings?	23	76.67	7	23.33
Does the organization take feedbacks after conducting M&E as lessons learnt and best practices for the future practices?	28	93.33	2	6.67

Source: Survey, 2022

As shown in the above table 4.3.2, for questions raised concerning top management involvement in monitoring and evaluation, 90% of respondents were replied M&E reports of a project submitted to top or delegated management decision making body of the organization , 10% of respondents said that the reports were not submitted timely to decision making body.

For the questions asked whether or not appropriate corrective action taken timely by top management,76.67% of respondents were replied that there was feedback based on M&E findings ,while 23.3%of respondents answered the management did not give feedback based on

findings of M&E. This implies that was a considerable effort from top management to take timely corrective actions to any deviation in the implementation of monitoring and evaluation, though it requires great efforts from top management part to follow up the progress of projects as per stipulated reporting period.

With regards to the questions raised whether or not knowledge sharing made after monitoring and evaluation intervention, 93.3% respondents were responded that the organization had a culture of lessons drawn from experience of the implemented project to be utilized in the future, while only few of 6.6% of respondents replied as there was no a practice of experience sharing to other stakeholders to improve the interventions of monitoring and evaluation.

Thus, from this analysis we can infer that there was high involvement from top management side in monitoring an evaluation of the projects. This result collaborates with the findings of Karanja (2014), which in most projects M&E done by the project leaders.

Table 4.3. 3: About stakeholder's involvement

Statements	Frequency	Mean	Std. Deviation
At the beginning of the project ,it has been done stakeholders analysis to ensure that the involvement of all partners in M&E process	30	4.1333	1.00801
Stakeholders' feedback has been well captured and analyzed for the implementation of projects	30	4.1000	.92289
Communication plan has been developed to address the flow of information	30	3.4667	.93710
The participation of stakeholders in M&E reflects the actual community needs and stimulate people's interest in the implementation of M&E	30	3.8667	.73030

Source: Survey, 2022

A view of the respondents to determine the levels of stakeholders involvement, 4 statements were sought and each statement being measured on a 5-point Likert scale of 1 meant strongly disagreement with the statement posed,2 meant disagreement with the statement, 3 meant neutral/not being sure of the statement,4 meant an agreement with the statement while 5 meant a strong agreement with the statement.

As shown on the above table 4.3.3, the respondents were asked to rate on a scale of 1 to 5; (1: Strongly disagree 2: Disagree, 3: somewhat agree, 4: Agree, 5: Strongly agree) the extent to which their feeling towards stakeholders' involvement in M&E process.

Accordingly to research article revalued with website,

(<https://www.researchgate.net><https://www.researchgate.net/>), which method to use to determine (Mean of a 5 point-Likert-scale) mean values of the factors were established in order to provide generalized perceptions of all the respondents and described here below:

- From 1 to 1.80 represents (strongly disagree).
- From 1.81 until 2.60 represents (do not agree).
- From 2.61 until 3.40 represents (true to some extent).
- From 3.41 until 4.20 represents (agree).
- From 4.21 until 5.00 represents (strongly agree).

As presented on the above table 4.3.3, concerning stakeholder's involvement in monitoring and evaluation, accordingly:

To the question raise to respondents whether or not stakeholders involve at the beginning of project initiation, the findings shows that a mean score of 4.13 and 1.00 Standard deviation implied that the respondents agreed that stakeholders were involved during project initiation and stakeholder analysis done to ensure the involvement of all stakeholders. Identifying all stakeholders in the initial stage itself helps in better manageable projects as it helps in factoring all stakeholders' interests at the planning stage itself (Freeman, 1984).

In a second question, whether or not stakeholder's feedback captured and analyzed for project implementation, the analysis shows that the mean score was 4.10 and 0.922 standard deviation implied that stakeholder's suggestions and feedback used for future monitoring and evaluation interventions.

For the third statements forwarded to the respondents whether communication plan in place or not, the analysis revealed that the mean score was 3.46 and 0.93 standard deviation, this implied that communication plan has been developed to address the flow of information. The finding congruence with (Bourn and Walker, 2005), good communication ensures that stakeholders

receive information that is relevant to their needs and builds positive attitudes to your company or project.

Lastly, for the statement forwarded whether the participation for the stakeholders in M&E reflects the actual community needs and stimulates people's interest in the implementation of M&E or not, the finding shows that with mean score was 3.86 and the standard deviation was 0.73, this shows that the M&E implementation made based on the participation of stakeholders interest.

The mean average response of the respondents was 3.89; this indicates that stakeholders were involved in monitoring and evaluation implementation.

4.4. Challenges in Conducting Monitoring and Evaluation

Table 4.4. 1: About Challenges in conducting Monitoring and Evaluation

Statements	Frequency	Mean	Std. Deviation
Absence of clear project objectives	30	2.3000	1.34293
Absence of clear indicators	30	2.4667	1.30604
Absence of separate M&E plan	30	2.4667	1.38298
Insufficient budget for conducting M&E	30	2.6667	1.32179
Lower level of stakeholders' involvement in M&E process	30	2.6667	1.44636
Absence of skilled M&E staff	30	2.2000	1.29721
Donors' different format for M&E	30	2.4333	1.22287

Source: Survey, 2022

The above table 4.4.1 shows 11 likert scale statements whether the organization has challenges in conducting monitoring and evaluation. Accordingly, the respondent confirmed to us that absence of clear project objective, absence of clear indicators, absence of separate M& E plan, insufficient budget for conducting M&E, lower level of stakeholders involvement in M&E process, absence of skilled M&E staffs and donors different reporting format for M&E were not the problems to World Vision-Ethiopia, Kolfe Keraniyo area program.

To this end, the mean average for the statements was 2.45; this implies that all the respondents were confirmed that the stated challenges were not the problem in conducting monitoring and evaluation. However ,the respondents have mentioned in the open ended questions the following issues as challenges; regular monitoring was not takes place by project staffs and head office due to work load and multiple assignments, lower level of stakeholder's capacity, indicators for output and outcomes are not clearly communicated and baseline data are not to some extent accurate .

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter portrays the summary of findings; conclusion and recommendation which have been presented as per the findings of the study to project monitoring and evaluation practice World Vision Ethiopia in case Kolfe Keraniyo Area program .

5.1 Summary of Findings

The main objective of this thesis is to examine the practice of M&E in case of World Vision Kolfe area program .So ,the research objectives were used to guide the collection of required data from respondents .So ,the under mentioned were major research findings.

- 40% of the respondents have 11-15 years work experience ,16.7% of them have more than 16 years work experience and 30% of the have 6-10 years experience and 13.3% are below 5 years of work experience
- According to the study finding, 70% of the respondents are second degree holders and 26.7% of them are degree holder and 3.3% diploma holder.
- 90% of the respondents responded that the organization has separate M&E unit
- 76.6% of the respondents responded that they participate in M&E in the organization.
- 86.6% of the respondents answered that there are staffs specialized in M&E.
- 100% of the respondents replied that the organization conducted needs assessment before designing any project
- 100% of respondents were also replied that organization has design document ,implementation plan and M&E plan
- 83.35% of the total respondents responded that there are accurate and consistent data in baseline
- 76.67% of the respondents replied that stakeholders are participated in the process of monitoring and evaluation
- 90% of the respondents were replied that M&E reports of a project are timely and accurately submitted to the top management

- 76.67% of the respondents are also replied that the management had taken appropriate and timely corrective measures in response to the feedbacks given based on M&E findings.
- The average mean for the stakeholders involvement is 3.89 and it is agreed and this implies there are good stakeholders engagement in M&E process
- The average mean for challenges encountered in M&E is 2.45 and this shows the respondents disagree with the challenges mentioned .However they have tried to mention the challenges in open ended questions such as staff overload, multiple assignments, low level of stakeholder's capacity, Inconsistent baseline data and indicators lack clarity to measure outputs and outcomes.

5.2 Conclusion

The intention of this study is to examine the practice of project monitoring and evaluation in the world Vision -Ethiopia Kolfe Keraniyo area program. This study has three specific objectives, to examine the challenges encountered in the process of monitoring and evaluation Kolfe area program to put forward recommendation in order to overcome challenges related with monitoring and evaluation; to measure the stakeholders engagement in the organization, to examine the methods and practices in M&E .To accomplish the objectives of the study, the study employed quantitative research approaches, descriptive research design was employed and primary data were used to collect data from project officers, program coordinators . Hence, census method was employed for 30 target population. The collected data was, then, analyzed using SPSS software version 20.

In the overall M&E practice the organization has separate unit to undertake M&E activities and this has helped the organization to record good achievement in the project performance .The staffs are qualified and experienced and have adequate knowledge in the area .The organization has also good in the preparation of design documents, implementation plan and M&E plan. The organization practices periodical monitoring and evaluation and this helped to track changes in its project performance. There is a good trend in reporting the M&E activities to top management and getting feedback from them and lessons are drawn from project interventions for future project implementation.

The stakeholder engagement is good that government bodies, community members are involved in project monitoring and evaluation .however the degree of their participation is not that much satisfactory this was because both stakeholders and World Vision do conduct monitoring and evaluation on critical times such as during semi-annual review meetings, Annual report preparation and during evaluation of the project .

The major challenges of for monitoring and evaluation in the project are lack of conducting regular monitoring by the area projects and head offices and this was mentioned that work load and multiple assignments both from the area project staffs and head office staffs. Lower level of stakeholder capacity, indicators for measuring outputs and outcomes are not fully clearly communicated and baseline data are to some extent are not accurate. The organization rarely does internal evaluation so that there is a missing part till midterm and terminal evaluation is conducted.

5.3 Recommendation

- The degree of stakeholders participation in projects M&E has to be increased and should be strengthened and moreover it should be formal and on regular basis.
- The organization should facilitate training workshops for stakeholders on M&E to increase their capacity and to bring them on board.
- The organization should fill the gap in knowledge and skills of staffs in the current M&E issues and software applications and data bases
- The organization should conduct impact evaluation, best practices and significant impact stories to ensure the sustainability of the project.
- The monitoring of the project should be done regularly at least monthly to Know the progress of the project s.
- The organization should also undertake internal evaluation to fill the gaps till midterm and terminal evaluation will be conducted
- There should be clear baseline data, clear indicators to measure the results of outputs and outcomes.

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Appendix

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
GRADUATE PROGRAM IN PROJECT MANAGEMENT**

Research Questionnaire

First I would like to thank for giving me your time. I am a prospect candidate in Master degree of Project Management at Addis Ababa University School of Commerce. The purpose of this study will be to conduct research for partial fulfillment and requirement in the award of post graduate in project management; entitled with research title “**ASSESSMENT OF MONITORING AND EVALUATION PRACTICES IN WORLD VISION ETHIOPIA: IN THE CASE OF KOLFE KERANIYO AREA PROGRAM**”

Kindly cooperate in filling the questionnaire, as your genuine, complete, and timely responses are crucial for the success of my study. Besides, I would like to assure that the collected data using this questionnaire utilized purely for academic purpose only, and your responses will be held confidentially and anonymously. Hence, the researcher kindly requests you to respond each item carefully.

Instructions: please give your answer by putting (✓) mark in the parenthesis

SECTION I: Biographic information of the respondents

1. Gender a. Female () b. Male ()
2. what is your age
 - a. below 25 years ()
 - b. 25 to 35 years ()
 - c. 36 to 45years ()
 - d. 46 to 55years ()
 - e. above 55years ()

3. what is your level of education
 - a. Secondary education()
 - b. College diploma()
 - c. BSC degree
 - d. MA/MSc degree()
 - e. PhD()
4. Number of years served in world vision
 - a. Less than 5 years ()
 - b. 6 to 10 years ()
 - c. 11 to 15 years ()
 - d. More than 15 years ()
5. what is your current position in world vision
 - a. Program manager ()
 - b. program coordinator ()
 - c. Monitoring and evaluation officer()
 - d. Project officer()
 - e. if there is other please specify-----

SECTION II: Methods and practices of M&E

1. Is there separate M&E unit in World Vision Kolfe Area Program
 - a. Yes ()
 - b. No()
 - c. Do not Know()
2. Do you participate in M&E in your organization?
 - a. Yes ()
 - b. No()
 - c. Do not Know()
3. Are there staffs in your organization that are specialized in M&E?
 - a. Yes ()
 - b. No()
 - c. Do not Know()

4. Before designing any project, does the organization conduct community needs assessment?
- a. Yes ()
 - b. No()
 - c. Do not Know()
5. Does the organization have design document, Implementation and M&E plan ?
- a. Yes ()
 - b. No()
 - c. Do not Know()
6. How often the organization undertake monitoring of projects ?(Tick all possible answers)
- a. Monthly()
 - b. Quarterly()
 - c. Bi-annually()
 - d. Annually ()
 - e. Specify if there is any_____
7. How often the organization did evaluation of projects?(Tick all possible answers)
- a. Annually
 - b. Every two year
 - c. Five years
 - d. Specify if there is any_____
8. Who conduct monitoring of projects?(circle all possible answers)
- a. Project staffs ()
 - b. M&E officer ()
 - c. Program teams ()
 - d. Stakeholders ()
 - e. Specify if there is any_____
9. Who conducts the evaluation of projects?
- a. Internal evaluation by the organization()
 - b. External evaluation by consultant ()
 - c. External evaluation by government ()
 - d. All ()
 - e. None ()

10. Does the organization uses log frame for planning, Monitoring and evaluation of the project?
- a. Yes()
 - b. No()
11. Are there accurate and consistent data in baseline?
- a. Yes()
 - b. No()
12. Are the indicators for activities, output and outcome are accurate and consistent in measuring the results?
- a. Yes()
 - b. No()
13. Does the organization uses computer applications ,software's, databases to process and analyze M&E data?(if the answer is yes please mention the name of the application or software)_____
- a. Yes()
 - b. No()
14. Do the stakeholders are participated in the process of Monitoring and evaluation of the project?
- a. Yes()
 - b. No()
15. Are M&E Reports given timely and accurately for the top management?
- a. Yes()
 - b. No()
16. Has the management taken appropriate and timely corrective measures in response to the feedbacks given based on M&E findings?
- a. Yes()
 - b. No()
17. Does the organization take feedbacks after conducting M&E as lessons learnt and best practices for the future practices?
- a. Yes()
 - b. No()

18. How lessons learnt, M&E findings and best practices of the projects shared for the stakeholders and organization management?

- a. Report()
- b. Monthly bulletin, Newspaper ()
- c. Meetings and workshops ()
- d. Specify if any()

19. What are the tools that are used for Monitoring and evaluation data collection ?(tick that all apply)

- a. Survey()
- b. Observation()
- c. Checklist ()
- d. Key informant interview()
- e. Focus group discussion ()
- f. Interview()

SECTION III: Stakeholder's involvement

Please tick the below column for the degree of your agreement with the statements

Use 1-strongly disagree, 2- disagree,3- moderate,4-agree and 5- Strongly agree

Description	1	2	3	4	5
At the beginning of the project ,it has been done stakeholders analysis to ensure that the involvement of all partners in M&E process					
Stakeholders' feedback has been well captured and analyzed for the implementation of projects					
Communication plan has been developed to address the flow of information					
The participation of stakeholders in M&E reflects the actual community needs and stimulate people's interest in the implementation of M&E					

SECTION IV: Challenges in conducting M&E

A .Please tick (√) below the degree of challenges in conducting M&E

Use 1-strongly disagree,2- disagree,3- moderate,4-agree and 5- Strongly agree

Description	1	2	3	4	5
Absence of clear project objectives					
Absence of clear indicators					
Absence of separate M&E plan					
Insufficient budget for conducting M&E					
Lower level of stakeholders' involvement in M&E process					
Absence of skilled M&E staff					
Donors' different format for M&E					

B. please mention the possible solutions that you think tackle the challenges mentioned above and other challenges in conducting monitoring and evaluation in WVE ?

Thank you so much for your cooperation!!