



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

The Effect of Monitoring and Evaluation on the success of projects: the case study of Orbis International Ethiopia, Addis Ababa, Ethiopia.

By: Wondwosen Yehualaw

A project work submitted to Addis Ababa University College of Business and Economics School of Commerce in Partial fulfillment of the requirements for the Degree of Master of Arts in Project Management.

February 2021
AAU, Ethiopia

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Approved by Board Examiners

Signature

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Worku Mekonnen (PhD)

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AAU, Ethiopia

Statement of Declaration

I, Wondwosen Yehualaw, have done independently a research project on the topic entitled “The Effect of Monitoring and Evaluation for the success of projects: the case study of Orbis-International Ethiopia, Addis Ababa, Ethiopia.” in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Worku Mekonnen (Ph.D.)

This research paper is my own work that has not been submitted for any Degree or Master’s program in this or any other institution.

Wondwosen Yehualaw**Signature** _____ **Date** _____

February 2021
AAU, Ethiopia

Statement of Certification

This is to assure that Wondwosen Yehualaw has conducted this study on the topic entitled “The Effect of Monitoring and Evaluation for the success of projects: the case study of Orbis-International Ethiopia, Addis Ababa, Ethiopia.” under my supervision. This research project is the original work in nature and it is sufficient to submission for the partial fulfillment for the award of Degree of Masters of Art in Project Management.

Worku Mekonnen (Ph.D.)

Signature _____ **Date** _____

February 2021
AAU, Ethiopia

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Acronyms and Abbreviations

CO: Country Office

CSF: Critical Success Factor

EVA: Earned Value Analysis

HC: Health center

HEW: Health extension Worker

KI: Key Informant

LFM: Logical Framework Matrix

MDA: Mass Drug Administration

M&E: Monitoring and Evaluation

NGO: Non-Governmental Organization

OPD: Outpatient Disease

PHCU: Primary Health Care Unit

PIs: Performance Indicators

PM&E: Participatory Monitoring and Evaluation

RBM: Result-Based Management

RBME: Result Based Monitoring and Evaluation

SHCU: Secondary Health Care Unit

TT Surgery: Trichiasis surgery for trachoma

WrHO: Woreda Health Office

ZnHD: Zonal Health Department

Abstract

Successful accomplishments of projects have a vital role in attaining organizational goals and objectives. However, this has not been the case in most projects. It is perceived that one of the major factors leading to project success is monitoring and evaluation. The problem on the availability and the functionality of M&E unit, not being participatory, and financial and skilled human resources scarcities and mismanagement problems are the main bottlenecks for the M&E system in organizations. This raises significant questions as to whether the monitoring and evaluation are effective enough to achieve project success. Therefore the main aim of this study was to assess the practice and role of Monitoring and Evaluation for the success of projects in Orbis-Ethiopia, Addis Ababa, Ethiopia.

The study used a mix of both quantitative and qualitative research approach (mixed approach). A cross-sectional survey was conducted for the quantitative part and the qualitative study followed descriptive design type. In this study, data were collected from the entire program staff workers of ORBIS-Ethiopia who fulfilled the inclusion criterion: 11 from country office and 19 from the project sites for the qualitative study and the quantitative study respectively. 10 in-depth interview participants participated with a response rate of 91% and 18 participants completed well and that was the response rate of 94.7% respectively. The quantitative data were analyzed using SPSS version 24. Correlation and regression analysis was employed to assess the significance of the association. On the other hand; the collected qualitative data using in-depth interviews were coded, and categorized using open code version 4.02.

From the total of 18 respondents, 6 of them agreed and 12 of them strongly agreed on the successful implementation of projects. The weighted average mean score of 4.43 indicated to us that all of the projects implemented in the Orbis were almost successful. According to the findings from the correlation analysis, there was a strong positive correlation between; project success and Indicata (International online M&E processing tool) with a correlation coefficient of 0.812, strength of M&E staffs ($r=0.722$), availability & proper use of the budget ($r=0.643$), Log frame ($r=0.675$), and with conducting field visits ($r=0.626$). There was also a positive and significant relationship between the project success and a global M&E system tool called Endicata ($\beta = 0.509$, $t= 3.032$, $P\text{-value} <0.05$). There were also a positive but not a significant relationship between; project success and a Log frame tool ($\beta = .086$, $t= 0.812$, $P\text{-value} =0.433$); project success and conducting field visits ($\beta = 0.179$, $t= 1.829$, $P\text{-value} =0.092$); project success and strength of M&E team; ($\beta = 0.204$, $t= 1.293$, $P\text{-value} =0.221$). These depicted that the effectiveness of M&E system played a significant role for the success of projects in Orbis-Ethiopia.

Key Words: M&E, project success, M&E activities, M&E tool, M&E budget and human resource, M&E process, Orbis-Ethiopia.

Chapter one: Introduction

1.1. Background of the Study.

It is very important to have monitoring and evaluation activities to improve performance and achieve results. According to United Nations Development Program (UNDP), the overall purpose of monitoring and evaluation is performance measurement in order to have more effective outputs and outcomes. Besides, among the objectives of today's result-oriented monitoring and evaluation, the major ones are: Ensure informed decision-making; Enhance organizational and development learning; build a capacity in each of the areas; and support accountability and responsibility (Evaluation Office, 2002). A study in Kenya also stated that monitoring and evaluation is the main tool used to assess the progress as well as the success and impact of the project in relation to its objectives (Ruth and Waiganjo, 2015).

Monitoring is defined by UNDP as a continuing function that aims primarily to provide the management and key stakeholders of an ongoing intervention of a project or a program with early indications of progress, in the attainment of results and success (Evaluation Office, 2002). According to Paul Crawford and Bryce (Crawford and Bryce, 2007), monitoring is an ongoing process of data capture and analysis for the purpose of control. It has an internally focused, management-driven emphasis on the efficiency of the projects.

Evaluation on the other hand is defined as a selective exercise that attempts to systematically and objectively assess progress towards and the success of a result. It is not a one-time event, but it is an exercise encompassing assessments of differing scope and depth that took place at several points in time in response to knowledge and learning during the effort to achievement (Evaluation Office, 2002). A good evaluation process supports the project managers to draw conclusions about the relevance, value, competence, impact and sustainability of a project and can be carried out at various stages of project implementation (Charles Guandaru Kamau and Mohamed, 2015). An effective evaluation should provide information that is credible and helpful, enabling the integration of lessons learned into the decision-making process of both project management and financiers (Evaluation Office, 2002). Similarly, according to (Crawford and Bryce, 2007), evaluation is a periodic process of assessment for the purpose of learning and evaluation primarily has an externally focused, stakeholder-driven emphasis on the effectiveness

of the project. All project evaluations which assess relevance and performance need to be linked to outcomes and impact (Evaluation Office, 2002). Generally, evaluations tell us how well a project worked; monitoring provides real-time feedback, allowing the project to learn by doing and to adjust the design to ground-level realities (Michael Bamberger, Vijayendra Rao, 2010).

The Project management field of studies seems to agree in the statement that monitoring and evaluation is a key way to project success. Monitoring and feedback were some of the factors leading to project success (Prabhakar, 2008). Another study by Ika et' al also ranks M&E to the top as one of the major project success factors (Ika, Diallo, and Thuillier, 2012). Similarly according to Chin, one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (May, 2012).

There is a monitoring and evaluation unit in Orbis under the program directorate for the improvement of the implementation of projects by enabling continuous feedback of performance; allowing for the identification of problems in advance. Under the unit of M&E in Orbis Ethiopia, there are one M&E manager and one M&E officer for 13 projects in it. From the 13 projects, three of them were partner aid projects.

Orbis is an international non-profit organization that brings people together to fight avoidable blindness. Orbis International prevents and treats blindness by providing quality eye care to transform lives. Orbis has worked in 87 countries, enhanced the skills of over 262,000 health care personnel, and helped establish services that have provided quality eye care treatment to more than 12.5 million people with their partners. They mentor, train, and inspire local teams to fight blindness in their communities. Orbis programs have expanded both in scale and scope over the past decade. Its portfolio now includes more than 100 multi-year projects running simultaneously and managed in six countries/regional program locations; an average of eight Flying Eye Hospital programs annually; an ophthalmic telemedicine-based initiative; utilization of more than 500 volunteer medical professionals in the education and training efforts; and large-scale public awareness and advocacy campaigns.

Orbis Ethiopia accomplishments in trachoma control: Along with various organizations, Orbis has played an important role in introducing mass distribution of Zithromax® into Ethiopia. Currently, Orbis Ethiopia has been working in four regions of Ethiopia (south peoples and

nationalities, Oromia, Amhara, and Tigray). It developed a more focused project for the Gamo Gofa, Konso, and Derashe sector intending to eliminate blinding trachoma in a specified period. Currently, Orbis Ethiopia has been conducting 13 projects (10 on its own and 3 partner aid projects) on trachoma and trachoma-related topics in Ethiopia (International Coalition for Trachoma Control, 2020).

1.2. Statement of the problem

Successful accomplishments of projects have a vital role in attaining organizational goals and objectives. However, this has not been the case in most projects where there has been continuous budget overrun, time overrun, unmet end product specifications, unmet customer needs, and unmet management objectives (Minyiri and Yusuf, 2018).

Project success is achieved as a result of various contributing factors. One of the major factors leading to project success is monitoring and evaluation. According to a study in Kenya, monitoring and evaluation are one of the contributing factors to project success (Charles Guandaru Kamau and Mohamed, 2015). Most researches also indicate that effective M&E is a key reason to project success; and also as monitoring and evaluation have a crucial role for the project objectives to be successful and to be achieved (Charles Guandaru Kamau and Mohamed, 2015), (Ika, Diallo and Thuillier, 2012). However, there are also several reports which indicate that a number of projects have failed with the presence of the M&E function. There are still project failures with the existence of a monitoring and evaluation function in some projects (Charles Guandaru Kamau and Mohamed, 2015). This raises significant questions as to whether the monitoring and evaluation is effective enough to achieve project success. Therefore it is important to see the availability of the M&E unit, the practicality, the processes, the activities of M&E, and the resources for M&E in detail.

Most researches indicate as there is no monitoring and evaluation department or unit in most of the projects and organizations in Ethiopia. On the other hand, in some health organizations in Ethiopia that have M&E system, a trend of using monitoring and evaluation for the successful implementation and control of projects is not satisfactory. The practicality issue here is the major problem even though there is M&E program/ unit in the organizations.

M&E processes, tools, and activities have not been practically exercised and implemented well most of the time. There is no either a skilled M&E professional or there is a misunderstanding on the benefit and contribution of M&E. On the other hand in some organizations, M&E processes and activities are implemented conditionally and arbitrarily. M&E processes and activities are not implemented on a regular basis and there is a trend of looking them as one-time tasks. As a

result, there is usually a situation of disorganized and missed data. For that matter, most of the time, M&E processes and activities' role for the success of projects either not well known or not assessed at all in many organizations.

When we talk about practicality, the other issue of the M&E system is the matter of being participatory. Exercising participatory monitoring & evaluation is not common in most organizations. According to the compiled paper by Dillon, PM&E focuses on the active engagement of primary stakeholders. The primary stakeholders are the stakeholder groups who are typically expected to participate in a participatory M&E activity include the end-users of project services, mainly the communities under the intervention and government staff at all levels (Dillon, 2008). However, it has not been common to undertake Participatory Monitoring & Evaluation (PM&E) in most organizations including Orbis Ethiopia.

Financial and skilled human resources scarcities and mismanagement problems are also the main bottlenecks for the M&E system in organizations. Most of the time, a separate adequate budget is not assigned for M&E. This might be because of not looking M&E as a separate significant unit that has its own activities and processes. Similarly, there is no sufficient skilled human power for the M&E system units in most organizations. This will have its own negative effect on the proper implementation of M&E activities and processes. Currently Orbis International has been conducting 13 projects (10 on its own and 3 with partners) in four regions of Ethiopia (south peoples and nationalities, Oromia, Amhara, and Tigray); however, there are only two M&E professionals (one M&E manager and one M&E officer) assigned for those projects (ICTC (International Coalition for Trachoma Control, 2020). Therefore, it is a burden for those only two M&E professionals and this can have also a negative effect on the proper and timely implementation of M&E activities in the organization.

The other major bottleneck is related with the source of data. Orbis international in Ethiopia has been working with the Ethiopian health care system. It has been implementing its activities with health centers, and woreda health offices. From the woreda health offices, the activities reports go to zonal health offices. Then Orbis is to collect the reports from zonal health offices. Most of the time, Orbis has faced report dalliance from zonal health offices due to the fact that reports would not available on time. Sometimes there are also quality, accuracy, and completeness

problems in the reports. On the other hand, most of the previous studies in Ethiopia focused only on the general practice of M&E, and the effect of M&E for the success of projects were not assessed in detail in many studies. Therefore, this paper aims to assess the effect of M&E on the success of Orbis projects in Ethiopia.

1.3. Research objective

1.3.1. General Objective

- To assess the effect of Monitoring and Evaluation on the success of projects in Orbis-Ethiopia.

1.3.2. Specific Objectives

- To identify the major M&E processes which have been carried out in Orbis-Ethiopia.
- To identify the major M&E tools' influence on the success of projects in Orbis-Ethiopia.
- To assess the major M&E activities' effect on the success of projects in Orbis-Ethiopia.
- To assess the effect of resource inputs in M&E on the success of projects in Orbis-Ethiopia.

1.4. Research Questions

- What are the main processes/ steps of M&E taken place in Orbis-Ethiopia?
- Which M&E tools are commonly used and have an influence on the success of projects in Orbis-Ethiopia?
- What are the major activities of M&E system in Orbis-Ethiopia?
- Which M&E activities have a significant effect on the success of projects in Orbis-Ethiopia?
- What is the effect of resource inputs on the success of projects in Orbis-Ethiopia?

1.5. Significance of the study

This research is for the general understanding of M&E effect in the successful implementation of projects. Hence, the findings from this research will indicate the actual significance of M&E in health projects. This study makes brief M&E activities, M&E tools, and resource inputs effect on the total success of projects. Besides, it tries to show the M&E process gaps in the M&E system implementation of health projects. Based on the findings, it also tries to indicate the different areas of M&E that require improvement.

This study will increase the awareness of M&E process, tools, activities, and resources. Besides, it also helps to have a new look on M&E activities' and tools' worth and contribution for the success of health projects. This study will also be a benchmark for NGOs, Government organizations, and civil societies who want to have the M&E system in their organization.

This study also can serve those who want to study further in the M&E system of projects aiming at M&E system improvement for the organizations use. It can also be used as a reference point and a useful source of literature for students and researchers who have an interest in this field of study area.

1.6. Scope of the study

The study incorporated all projects which are under Orbis-Ethiopia but it didn't include any organization other than Orbis. ORBIS is an international non-profit organization that works to fight avoidable blindness. Therefore to have a common ground on this study, the study is concerned with those projects in Orbis-Ethiopia that works only for eye care. Principally, the study focuses only on the M&E system of Orbis-Ethiopia. The study used the data of currently running projects of Orbis-Ethiopia.

1.7. Operational Definition of terms

Activities: they are actions that are necessary and sufficient through which inputs and resources are mobilized to produce specific outputs and contribute to the outcome and impact (Evaluation Office, 2002).

Effectiveness: Effectiveness is the extent to which an outcome is achieved through interventions. It is the extent of a program or a project in achieving its planned goals, objectives, and outputs (Evaluation Office, 2002).

Efficiency: It is the optimal change of inputs into outputs (Evaluation Office, 2002).

Evaluation: is to systematically and objectively assess progress towards and the achievement of the result. Evaluation is not a one-time event, but it is an assessment of different scope and depth carried out at several points in time. It attempts to assess the relevance, performance, and success of ongoing and completed programs and projects. Evaluation is undertaken for the specific questions answers selectively to guide decision-makers and project managers and to assess what worked and what did not work and why. Mostly evaluation targets to determine effectiveness, efficiency, relevance, sustainability, and impact. Project evaluations that assess relevance, performance, and other criteria need to be linked to outcomes (Evaluation Office, 2002).

Monitoring: is a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or in the achievement of results. Monitoring focuses on results and follow-up. It looks for “what is going well” and “what is not progressing” in terms of progress towards intended results. It then records this in reports, makes recommendations and follows-up with decisions and action (Evaluation Office, 2002).

Program: A group of related projects or services directed towards the achievement of specific (usually similar or related) objectives to which a coordinated approach is adopted (Planning Monitoring Evaluation and Reporting Department, 2007).

Project: A project is unique and temporary that has a definite beginning and a definite end work undertaken to create a unique product or service. Projects are planned, executed, and controlled and mostly, projects are intended to address the requests of the organization’s which are above the normal operational limits (PMI, 2000).

Stakeholders: organizations, agencies, groups, or individuals who have a direct or indirect interest in the development intervention or in its monitoring and evaluation (Planning Monitoring Evaluation and Reporting Department, 2007).

1.8. Organization of the research

The research as a whole has five chapters. The first chapter is about the introduction. Under the introduction part, it includes; background of the study, statement of the problem, significance of the study, research objectives, research questions, significance of the study, scope of the study, and definition of key terms. The second chapter is a literature review part and it addresses the idea of different works of literature on the topic of the study. The third chapter deals with the research methodology that includes: research design, research population and sampling, data collection sources and tools, data analysis, validity, and ethical considerations. The study findings are presented in the results and discussion part in chapter four. The last chapter is chapter five; which is all about the summary, conclusion, and recommendations. The research also contains references. In addition to all these, structured survey questionnaire, and key informant interview Points are attached as Annex.

Chapter Two: Literature review

This section is a literature review that incorporated both the theoretical Literature review and empirical literature review parts. It gives detail explanations mainly on the concept of M&E, the processes of M&E, and the role of conducting M&E for the better performance of projects. Besides these, it thoroughly discusses the major activities and tools of M&E, the concept of Participatory M&E, the basic principles of PM&E, and limitations of conventional M&E.

2.1. Theoretical Literature

2.1.1. Monitoring

Regarding the study held in World Bank Projects, good monitoring is continuous, involves partners, and is focused on progress towards outcomes and to be good monitoring it is important to balance the analysis of reports, reviews and validation, and participation. According to this study, the followings are the basic principles of ‘good monitoring’. The first is; good monitoring emphasizes on results and follow-up. Mainly it addresses “what is going well” and what is not progressing “towards the intended results”. Good monitoring should assess progress and performance based on clear criteria and indicators. Then decisions and actions are followed.

The second principle of good monitoring is; it depends on good design. If a project is not designed well, even the best monitoring is practiced, it is doubtful to ensure its success. Here, what is an important thing is the design of a “realistic results chain of outcome, outputs and activities”.

The third one is the regular work progress visit by CO staff and the Program Manager that focus on results and follow-up to confirm and validate progress. Regular analysis of reports such as the quarterly, half-year, and annual project report (APR) is the next basic standard for good monitoring.

The last one is participatory monitoring mechanisms. Participatory monitoring mechanisms ensure “commitment, ownership, follow-up, and feedback on performance”. Mostly participatory monitoring embraces stakeholder meetings, outcome groups, focus group interviews, and steering committees. Finally, the last one is lessons learned, and; it is seen as part of the basic

principle of good monitoring. It ensures avoid repeating mistakes from the past; learning through all monitoring tools, adapt strategies accordingly. Relatedly the use of electronic media for sharing lessons is also under consideration (Evaluation Office, 2002).

2.1.2. Evaluation

Based on the handbook of UNDP (Evaluation Office, 2002) the followings are major evaluation processes and standards for quality result-oriented evaluations.

1) Preparing for an evaluation.

Preparing for any evaluation needs an investment of time and thought. It mainly focuses on the following processes:

- Purpose and timing. Why and when to do an outcome evaluation is a process that begins early in the program cycle. According to UNDP, generally, it is essential to identify the aim and timing of evaluations in a comprehensive and coherent manner and do so as early as possible.
- Partners' and stakeholders' involvement. A focus should be given to partners' and stakeholders' participation in the evaluation of all kinds. Especially main partners should be involved in every stage of an outcome evaluation. Besides, those stakeholders who are affected should also be involved in an evaluation, even if they are not directly included in the program or outcome.
- Revisiting the outcome. This is principally to check and verify that the outcome is still significant and to isolate visibly the key outputs, activities, and partners' interventions that might have a role to the outcome.
- Defining the scope. The scope of a project evaluation is subjective and most of the time within the project. Based on UNDP, the national human development report staff, senior country office management, the program personnel, key partners and, the evaluation team leader should all take part in defining the scope of the outcome evaluation.
- Drafting the terms of reference. UNDP stated that "Terms of reference for evaluations most of the time contains, introduction, objectives, scope, products expected from the evaluation, methodology or evaluation approach, evaluation team, and implementation arrangements".
- Budgeting. UNDP also confirmed that "Budgeting for an evaluation depends upon the project complexity, scope, time, number of evaluators and the purpose of the evaluation." According to

the evaluation office, for projects of UNDP, resources of evaluations are allocated from the monitoring and evaluation lines of the project budget.

- Organizing the relevant documentation. After evaluation scope definition, the managers or directors collect the basic documents and delivers it to the evaluation team. Collecting of information may be on activities, outputs of partners, and the current statuses of the project.

- Evaluation team Selecting. For the success of evaluations, selecting evaluators is an important thing. Evaluators can be internal, or external. Selecting individual evaluators or External evaluation firms may be from national, or international, or both. UNDP indicated that all members of the evaluation team should be independent with totally no connections to the design, formulation, and implementation of the project activities, outcomes, or programs. Government civil servants who are directly or indirectly related to the activities and their results also must not be included. Generally, failure to do this requirement could abuse the credibility and independence of the evaluation.

2) Managing an evaluation.

This involves data collection and analysis, feedback, reporting, and follow-up. Based on UNDP experience, such responsibilities belong to the country office staff usually the Program Manager, outcome group, or evaluation focal team.

- Collecting and analyzing data. Qualitative, or quantitative, or both qualitative and quantitative methods are used. The methods respond to different objectives and use different tools and methodologies.

- Feedback. The head office staff is responsible for liaising with partners and providing technical feedback to the evaluation team. According to the handbook of UNDP, These well-informed staff members push the evaluation team to justify its conclusions and back them up with evidence and help deepen and clarify the evaluation team's discussions. It also gives feedback on the draft report and organizes a stakeholder and partner meeting to discuss the evaluation team's findings.

- Reporting. The conclusions and recommendations of the evaluation report are found in the evaluation's terms of reference (TOR). The outcome evaluation report would be expected to include, for example, the outcome to be studied and why it was selected, the scope of the mission, and the strategy for collecting and analyzing data.

-Following up. The final target of the evaluation process is not the submission and acceptance of the evaluation report. More importantly, the findings, conclusions, recommendations, and lessons learned need to be internalized and acted upon. Therefore, implementation of the change following the evaluation report is the final step in managing and conducting any evaluation. Then this process is going to be closely linked to the knowledge and learning processes.

3) Joint evaluations

Joint evaluations may be carried out within the context of any kind of evaluation and in partnership between different donors, partners, and or other government organizations (Evaluation Office, 2002).

2.1.3. Project monitoring and evaluation

Monitoring is a process that gathers and gives information and ensures the usage of that information by the concerned stakeholders to assess project contributions and the possible impact sometimes. Most of the time, its purpose is to determine and confirm whether or not the project objectives have been met. Evaluation takes the data and information from the monitoring system and analyzes the project's effects, trends, and impact (Engineering Programme Group, 2017).

2.1.4. Major processes of result based Monitoring and Evaluation (PM&E)

Most of the time it is common to propose four- or seven-step models for monitoring and Evaluation systems. More importantly, there are vital actions that have a significant role in building an M&E system. These are to:

- Identify outcomes and goals
- Formulate outcome indicators to monitor
- Gather baseline data on the current condition
- create and arrange specific targets and dates to reach.
- Collect data on a consistent basis for the successful progress to the targets.
- The final one is to analyze and report the results (Kusek and Rist, 2004).

The following processes of M&E are presented based on the 10-step model. This is because of the extensive details of the 10-step model that makes it different from others. Besides, this model also contains a unique readiness assessment, unlike other approaches. The readiness assessment is the base of the M&E system and it should be held before the actual system establishment. Therefore the readiness assessment is the Step 1 process. Here in this step, key internal and external stakeholders are expected to engage in setting outcomes, indicators, and targets.

Choosing outcomes to monitor and evaluate is the second step of the model. Outcomes help us to have a clear way of the road ahead. Step 3 is the progress monitoring using key performance indicators. Continuous feedback is expected here using standard indicators regarding the overall performance. Using good indicators will be a necessary issue here. Step 4 is about the establishment of performance baselines. The performance baselines are the starting points that help later for monitoring and evaluation results. Step 5 focuses on the selection of results targets and it is based on the previous steps. Targets can be selected by identifying desired levels of improvement and based on examining baseline indicator levels. Step 6 involves both implementation and result monitoring. Monitoring for results requires collecting quality performance data. Step 7 deals with reporting findings and the timing of evaluation and its uses. Step 8 is all about for decision-makers to make the necessary improvements in projects, and programs by analyzing the data. Step 9 is for generating and sharing knowledge and learning within the organizations and between the organizations. The final step is step 10 which deals with the challenges and methods to overcome those challenges in sustaining M&E systems (Kusek and Rist, 2004).

2.1.5. Monitoring tools and mechanisms.

According to the handbook of UNDP on monitoring and evaluating for results, there are different formal and informal monitoring tools and mechanisms. These include: annual project reports, field visits, annual reviews, outcome groups, and the approaches and formats should be adaptable to local needs.

Annual project reports are prepared annually for projects and they are essential. The annual project report is the basis for assessing the performance of projects in terms of their contributions

to intended outcomes through outputs. It can also be readily used to create a point of dialogue with partners. When we see Field visits, it is ordinary to conduct regular field visits and they are mostly used as a monitoring mechanism. The main focus areas here are the purpose related to monitoring, the timing of the visit, and things to measure progress. The other one is annual review and it connects reporting, feedback, evaluation and learning to assess performance. According to UNDP, The annual review is held towards the end of the year. Another important way of monitoring is the use of “outcome groups”. The use of outcome groups is very necessary for coordination mechanisms that bring together partners for discussion and analysis. Partners are involved for periodic discussion and analysis around outcomes. Therefore, such groups focus on the monitoring of outcomes and the contribution of outputs to outcomes (Evaluation Office, 2002).

2.1.6. Participatory Monitoring and Evaluation (PM&E)

Based on the study held in Washington-USA, (Rietbergen-mccracken and Narayan, 1998), the followings are the basic differences between Participatory and Conventional Monitoring and Evaluation approaches.

Table 1: Differences between Participatory and Conventional Monitoring and Evaluation approaches (Rietbergen-mccracken and Narayan, 1998)

	Conventional M&E	Participatory M&E
01	There are Predetermined indicators to measure inputs and outputs	Stakeholders are responsible to identify indicators to measure process, outputs or outcomes
02	By External experts	By Stakeholders, involving communities, project staff, and outside facilitator.
03	The purpose is to make project and staff accountable and responsible	The purpose is to empower stakeholders to take corrective action
04	The tools are mostly questionnaire surveys, by outside “neutral” evaluators, distanced from project	Done by stakeholders themselves and it is Simple qualitative or quantitative methods,

Generally, the followings are the basic principles of Participatory Monitoring and Evaluation:

- Outsiders only facilitate, Stakeholders are actively engaged to evaluate.

- Process builds commitment to executing any corrective actions.
- Local people are not just sources of information, but active participants.
- Its focus area is mainly on building stakeholder capacity for analysis and problem-solving. (Rietbergen-mccracken and Narayan, 1998).

2.1.7. Limitation of conventional M&E

According to a literature review by Aubel (Aubel, 2004), the main drawbacks of traditional expert-led M&E are:

- M&E is primarily used to “control” and “manage” programs for accountability purposes, while much less attention is given to its potential to promote learning among program stakeholders.
- M&E has become an increasingly specialized and complex field, which suggests to program implementers that they are not capable of carrying out M&E activities on their own and that outside experts are always required.
- While “rigorous” methods are used in expert-led M&E, the data generated are often of low validity and reliability due to the “distance” maintained between researchers and program stakeholders.
- Outsider or expert-led M&E is not cost-effective insofar as it does not necessarily contribute to improved program management and field implementation by local staff and communities.
- The failure to substantively involve program staff in M&E often leads to their alienation from the M&E process and their lack of commitment to implementing decisions/recommendations based on M&E results.
- The focus on quantitative data collection does not provide in-depth insights into program outcomes, processes, and constraints. Likewise, conventional M&E often fails to capture the “subjective” or insiders’ impressions of local staff and community members. This can lead to a superficial understanding of the implementation process and outcomes.
- In M&E activities experts judge the value of what has been accomplished rather than empowering community members, local staff, and program managers to make their own judgments about what has been done and what should be done next.
- M&E methods are usually not sufficiently gender and poverty-sensitive to ensure that the experiences and opinions of women and poorer households are systematically captured.

2.2. Empirical Literature

2.2.1. Processes and activities in monitoring and evaluation.

According to the study in Kenya, the organizations' projects had an adequate number of supervising staff and that project teams used work schedules and plans to monitor project implementation. As a result, it confirmed that those activities strengthen the supervision capacity and played a significant role in the successful completion of projects (Ogutu and Muturi, 2017). On another study held in Kenya, in measuring the strength of monitoring and Evaluation, the weighted average mean indicated that stakeholders' representation got more weight. M&E team skills and teamwork were the next highly weighted activities. According to the study, strength of M&E team showed a significant association with project success. This means, the higher the strength of the M&E team, the higher the project success and vice versa. While fewer weights were given to regular meetings, facilitation of M&E teams, and size of the team (Charles Guandaru Kamau and Mohamed, 2015). M&E activities related with leadership and management have a significant effect on the projects' success (Charles Guandaru Kamau and Mohamed, 2015). But, according to the World Bank study, most organizations missed the feedback component with respect to outcomes which is a very typical problem (Kusek and Rist, 2004).

In the study held by Yang et al (2009), managing stakeholders who are part of M&E is the critical success factor of a project. Compromising conflicts among stakeholders effectively, Assessing stakeholders' behavior, formulating a clear statement of project missions, and assessing attributes (power, urgency, and proximity) of stakeholders are those stakeholders' management M&E activities that have a role in the successes of the projects. On the other hand, besides of managing stakeholders, best project management practices like; knowledge transfer, Motivating, Planning, testing, monitoring the progress of the project work, and managing communications are some of the key M&E processes used in the project work (Yang *et al.*, 2010).

Community participation is the other issue in M&E which has a role for the project success. Besides, similar M&E activities which related with a team activities such as; proving the team learning and development, and the team working spirit are among the critical success factors of a project (Charles Guandaru Kamau and Mohamed, 2015).

2.2.2. M&E role for the success of projects.

Based on the finding of the study in Kenya, monitoring and evaluation are among the critical success factors and a crucial component in projects. Majority of the respondents witnessed that most of projects were successful with the presence of monitoring and evaluation function. According to the study, the success of projects was because of the factors such as good time management, scope management, quality management, cost management, and human relations management. The study also stated that in order to reduce instances of unsuccessful projects especially in developing countries, Monitoring and Evaluation can be employed during all the stages of the project lifecycle (Charles Guandaru Kamau and Mohamed, 2015). On the other study held in World Bank Projects, the five “clean” components of Critical Success Factors are; monitoring, coordination, design, training, and institutional environment. Design CSFs and Monitoring CSF significantly contributed to project success (Ika, Diallo, and Thuillier, 2012).

According to Tuckermann, when M&E is used for learning purposes, it can support team members and project managers to improve project performance. The systematic collection and joint analysis of positive and negative experiences can increase the learning necessary to bring project steering organizational change. Moreover, M&E is an important tool for the management of development projects and uses both quantitative and qualitative measurement approaches. As such, M&E has a significant contribution to the improvement of projects by allowing the identification of problems as they arise and giving continuous feedback for their performance. M&E also can help to identify beneficiaries who use project inputs and outputs and assess their satisfaction with progress and identify and plan strategies by which project interventions can become sustainable (Tuckermann, 2007). Furthermore, according to the Development Assistance Committee (DAC) Evaluation Quality Standards, M&E provides information on how results (output, outcome, impact) are achieved and it assesses the effectiveness, efficiency, and relevance of a specific development intervention for the quality of project management (DAC 2006).

International Federation of Red Cross and Red Crescent Societies (IFRRS) outlined the following key importances of carrying out monitoring and evaluation:

- Future program planning and development are improved when guided by lessons learned from experience.

- Managers, stakeholders including donors want to know the extent to which their projects are meeting their objectives and leading to their desired success.
- The information generated through monitoring and evaluation helps the management to make clear decision making.
- Monitoring and evaluation build greater accountability and transparency (Planning Monitoring Evaluation and Reporting Department, 2007). With respect to the accountability concern, the World Bank study also stated that M&E is mainly important for the sector managers and concerned stakeholders to have information on project progress and achievement status of targets and goals. M&E can give evidence and can be the base for the necessary corrections of projects and programs. So, according to World Bank, Building an M&E system is fundamentally considered as the fourth leg to the governance and administrative chair (Kusek and Rist, 2004).

2.2.3. Participatory Monitoring and Evaluation (PM&E)

Participatory monitoring & evaluation (PM&E) is a process through which stakeholders at various levels engage in monitoring or evaluating a particular project process, the results and involve in identifying and taking corrective actions (Dillon, 2008). Currently, there is substantial interest in incorporating “Participatory Monitoring and Evaluation (PM&E)” into community health and development programs at the global level. Though, according to Environmental Health Project strategic report, the adoption of such an approach characterizes a complex challenge as it requires significant change at both the individual and organizational levels. PM&E is not only a matter of using participatory methods within a conventional monitoring and evaluation setting, but it is about completely rethinking the learns and beneficiaries from the findings and how and who initiates and undertakes the process. For the effectiveness of PM&E, health/development workers’ power has to be shared with communities and Power-sharing lets the development workers have a strong commitment of stimulating and respecting the communities’ opinions and insights (Aubel, 2004).

Based on the study held in Kenya (Minyiri and Yusuf, 2018), A project that follows participatory processes of identification, planning, and implementation should necessarily be implemented with the key stakeholders exercising a key role throughout the process. Environmental Health Project strategic report work recommends the need for M&E strategies in community programs

to focus not only on assessing successes, changes and concerns at the individual level, but also at the community, organization, and household levels (Aubel, 2004). Similarly, According to a Study held in Washington, USA, Participatory Monitoring and Evaluation (M&E) is a process that includes stakeholders at different levels working together in a collaborative way to assess a project or policy, and take any corrective action required. Conventional M&E uses outside experts and standardized procedures and tools to measure performance against pre-set indicators, whereas; the focus of participatory M&E is primary stakeholders' involvement and active participation (Rietbergen-mccracken and Narayan, 1998).

2.3. Conceptual framework

On the basis of the information got from the above literature review, the conceptual framework is done. It is adapted and drafted from the various findings of literature works and then arranged and grouped into a framework that will guide this study on identifying and providing the possible solutions for the research questions. The conceptual framework clearly indicates explicit connections of relevant processes and activities of Monitoring and evaluation with the successful completion of projects.

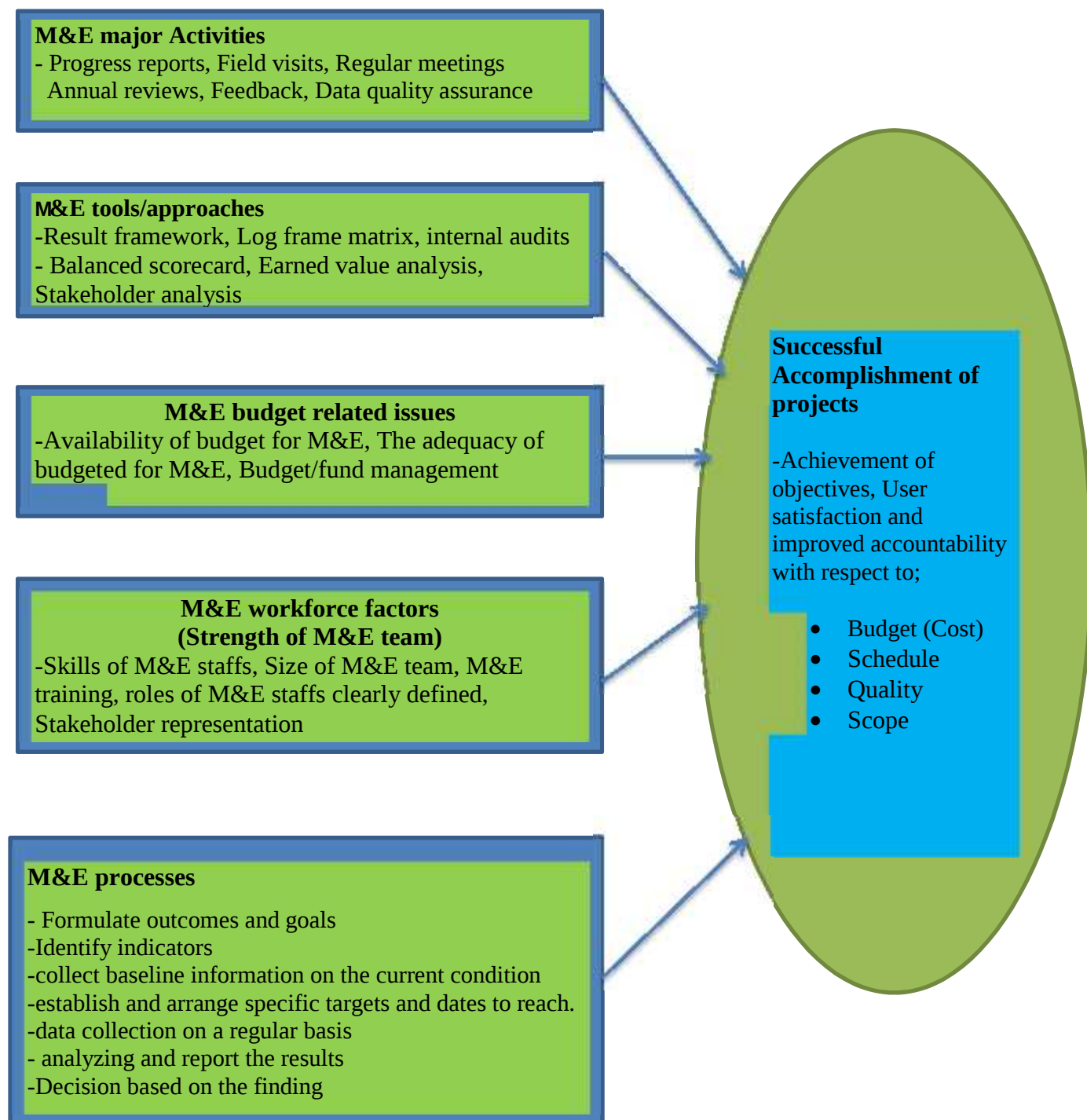


Figure 1: conceptual framework

Chapter Three: Methods

3.1. Research Approach

The study used a mix of both quantitative and qualitative research approach (mixed approach) for the aim of the strength of the study. A cross-sectional survey was conducted to assess the effect of M&E processes, M&E activities, M&E tools, resources, and M&E role for the success of projects. Besides, after the results of the quantitative study, in-depth interview was employed for a better understanding of the M&E system in the ORBIS-Ethiopia.

3.2. Research Design

This study followed explanatory design type where findings from the qualitative study component were used to substantiate, explain and contextualize the results from the quantitative study component. This design is selected to show the possible association of the different determinant variables with the outcome variable (project success) and to answer ‘why’ and ‘how’ questions. This design does initially a quantitative phase, which is then followed by a qualitative part. Finally, the two study methods come into integration (triangulation) during the interpretation or discussion phase. A cross-sectional survey was conducted for the quantitative part and the qualitative study followed descriptive design type.

3.3. Population of the Study and Sampling

The total numbers of workers/ employees in the central country office of Orbis-Ethiopia were twenty-four (24) including non-program staffs. These were; one (1) country director of Orbis - Ethiopia, one (1) senior program Director, three (3) senior program managers, one (1) research project director, two (2) project managers, one (1) communication and program officer, one (1) program officer, one (1) M&E managers, one (1) M&E Officer, Seven (7) finance staffs, and five (5) workers were from operation department (Human Resource, logistic and procurement). From the total 24 staff employees, 11 were program staff workers and one (1) country director.

Orbis-Ethiopia has been currently implementing ten (10) projects lead by itself. It was without including other partner projects. Each project has a project manager, field coordinator, an accountant, a driver, or some of these. Totally there were nearly 36 staff workers in the projects

and among them, nineteen (19) were program staffs and the rest seventeen (17) were non-program staffs. The following table clearly shows the total workers located in the different projects of Orbis-Ethiopia.

Table 2. The projects, and the total number of staffs located in each project of ORBIS-Ethiopia.

Name and locations	implemented woredas and zones	Available staffs in the project	Scope of the projects
GAB	Gedeo zone, Amaro and Burji special woredas	-1 Project manager, 3Field coordinators, 1Accountant -2 field assistant and drivers	Comprehensive (Trachoma, Cataract & Refractive error)
GGDKAD	Gamo zone, Gofa zone, Derashe special woreda, Konso zone, Alle special woreda and Dawuro zone	-1 Project manager -2 Field coordinators - 1Accountant, 3 field assistant and drivers	Comprehensive (Trachoma, Cataract & Refractive error)
ABC-TT project + MDA expansion project	Bench sheko zone, Mirab Omo zone, Sheka zone, Kaffa zone, Siltie zone, Dawuro zone, Two woredas of South Omo zone (Nyngatom & Salamago), Basketo special woreda and Konta special woreda	-4 Field coordinators - 4 field assistant and driver	- Provide only TT surgery service - Provide only MDA (MDA expansion project)
South Omo expansion+ South Omo extension	Three woredas of South Omo (Hammer, Malie & Dasenech woredas). + three woredas of South Omo (Benatsemay, South Aari & North Aari woredas)and Jinka hospital	-1 Project manager - 1 Accountant - 1 field assistant and driver	Comprehensive (Trachoma, Cataract & Refractive error)
Wolayita	Wolayita	1 Field coordinator 1 field assistant and driver	Comprehensive (Trachoma, Cataract & Refractive error)
Gurage	Gurage	1 Field coordinator 1 field assistant and driver	Comprehensive (Trachoma, Cataract & Refractive error)
National Institutional Support (NIS) project	Debretabor hospital, Assela hospital, Maichew lemlen Karl hospital	3 project coordinators	Secondary Eye Care Units; mainly providing Cataract surgical service and RE management
Maximizing Trichiasis Surgery Success (MTSS) Trial	A research project throughout all the project areas of ORBIS-Ethiopia.	-1 research project director -1 research team coordinator and eye examiner - 2 field assistant and driver	-Conducting randomized trial
Total		36	

The entire populations were taken as a sample in small populations. When we take a census, it has also the advantage of eliminating sampling error and has a tendency of including all individuals in the population (Israel, 2013). Therefore, due to the small number of target populations, all eligible participants were included in this study. The country office program staff workers including M&E officers were considered as key informants, and they were involved in the qualitative study approach purposely.

3.3.1. Sampling design.

A census, which means using the entire population as the sample is attractive and preferable for the small number of populations (≤ 200) (Israel, 2013). Therefore in this study, data were collected from the entire program staff workers of ORBIS-Ethiopia who fulfilled the inclusion criteria; which means the study followed the census approach sampling design.

3.3.2. Sample size determination

The study participants selected were workers who fulfill the following eligibility criterion;

- Workers who have more than 6 months contract to work in ORBIS-Ethiopia
- Workers who were in the country and available during the data collection.
- Those workers who have a direct relationship with the implementation of the projects' activities; that means, program staffs were the selected study participants. Non-program staffs such as drivers, accountants, cleaners, and clerks were excluded from the population of the study.

Therefore in the quantitative part; total population sampling technique was used. All program staff workers in the projects of Orbis-Ethiopia that meet the eligibility criterion were included in the study. As a result, all nineteen (19) program staff workers from the projects were the study participants. For the Qualitative part; an in-depth interview was conducted among the country office program staffs. There were eleven (11) program staffs in the country office and one (1) country director. The country director was excluded from the study because of the tight schedule he had. The program staff workers were considered to have more information and knowledge about M&E, and; they were also directly connected to M&E activities of the organization including M&E officers. Therefore, they all were selected purposely for the in-depth interview in

the qualitative part. Therefore, those selected program staffs for the in-depth interview were 11. Hence, the total sample size for the qualitative part was 11.

3.4. Source of data

For this study, primary data sources were used. In-depth interview and self-administered questionnaires were the primary sources which were conducted for both qualitative and quantitative data respectively among all eligible workers.

3.5. Data collection instrument

Self-administered structured questionnaires and in-depth interviews were held for the quantitative and qualitative data collections respectively. Both self-administered structured questionnaires and in-depth interview questions were adapted from the standard questionnaires.

3.6. Data Analysis

Quantitative data from a structured questionnaire was analyzed using SPSS version 24. Descriptive analysis was used for most variables using the measurement of frequency, mean and standard deviation. For some key variables, correlation and regression analysis were employed to assess the presence and significance of association. The data entry was done using Epi-Info version 7 and then exported to SPSS for analysis.

The collected qualitative data using in-depth interviews were coded, and categorized using open code version 4.02 and then analyzed by the system of thematic analysis. The analysis was done by summarizing or condensing of meanings, and; finally structuring of meanings. Then, descriptive results were presented and were used as supplementation for quantitative data to validate events. The result was described and presented using tables, figures, and graphs. Finally, the findings were interpreted by comparing with other literature works, M&E standards, procedures, and facts.

3.7. Reliability and validity

The questionnaires were adapted from the standard questionnaire and those questionnaires were reviewed by the advisor of the investigator and other experts for validation. Based on the comments of the advisor and those experts, all the necessary improvements were done. Besides, a pretest was carried out on 15% of respondents from the total sample size of 19. A pretest was used to validate the questionnaire, to see and check the relevance, feasibility, and cost of the study. It was conducted on the 4 volunteer respondents: 1 M&E professional and other 3 program staff workers who have been working on other health projects. Then, Amendments was made to the questionnaire after the result of a pilot test. During the data collection, since it was self-administered questionnaire, each questionnaire form was checked for data completeness before leaving each study participant. Data accuracy, completeness, and clarity were checked daily by the investigator.

For the reliability test of this study, a Cronbach's Alpha test was used. Cronbach's Alpha was mainly used here to test the internal consistency of scales by incorporating the four main sections of the study. All the Cronbach's Alpha value of the sections was between 0.7-0.8 which was good. So, the scales used were reliable (table 3).

Table 3: Reliability Test

No	N	Section of the Questionnaires	No of items In the section	Cronbach's Alpha value
01	18	Project success	6	0.804
02	18	M&E activities	6	0.784
03	18	M&E tool	6	0.804

*rule of thumb for results: >0.9 =excellent; 0.8-0.9=v.good; 0.7-0.8=good; 0.6-0.7=questionable
0.5-0.6=poor; <0.5=unacceptable

Source: own survey 2021

3.8. Ethical consideration

Consent was taken from the organization and from each respondent. The information got from each participant was kept confidential and was not disclosed to any third party without the organization's and study participant's consent. The participants were treated with respect and they were informed and clear with the objective of the study and why the research was conducted. There were no personal identifier questions on the questionnaire. Due to the concern of plagiarism, all statements and findings which were taken and referred from other studies were properly acknowledged and cited in the listing of references.

3.9. Limitation of the study

The study was limited on assessing the M&E system of projects run by Orbis-Ethiopia. Other related non-governmental or governmental organizations were not included in this study. Few participants both from the quantitative and qualitative group couldn't be found during the data collection time because of the workload they faced and they were out of the study. Besides, document review couldn't be conducted because the higher officials were not comfortable with it related to the confidentiality issue.

Chapter Four: Result and Discussion

4.1. Introduction

This chapter depicts how the data analysis was carried out and the findings of the research study. The discussion part is also clearly presented based on the study findings. The result/ the study findings are presented under the following sections: response rate, demographic characteristics of participants, general background information of the organization, success status of the projects, M&E major Activities, M&E tools, M & E process, M&E budget/fund, and M&E human resource (strength of M&E team).

4.2. Result

4.2.1. Response rate

The questionnaires were distributed to the nineteen (19) eligible participants of the study and eighteen (18) participants completed well and returned back questionnaires. That was the response rate of 94.7%. Besides, out of the eleven (11) in-depth interview participants, 10 (ten) respondents participated in the qualitative study part.

4.2.2. Demographic characteristics of participants

This section showed the demographic information of the study participants. Most of the participants were male (88.9%) and only the rest 11.1% were females. The minimum and the maximum age of respondents were 31 and 52 respectively with the mean age of 41(± 6.6). Regarding the academic qualification, majority of the participants (94.4%) had post-graduate qualifications. When we see the workers' positions they had, twelve 12 (66.7%) of them were field coordinators. The program staff workers of projects' work experience were ranged from 2.6 years up to 13.5 years in Orbis-Ethiopia. The demographic characteristics of participants were summarized as follows in table 4.

Table 4: Demographic characteristics of participants

No	Demography profile		Frequency	Percent (%)
01	Sex	F	2	11.1
		M	16	88.9
		Total	18	100
02	Age	30-39	8	44.4
		40-49	8	44.4
		50 and above	2	11.1
		Total	18	100.0
03	Academic qualification	BA/BSc	1	5.6
		MA/ MPH/ MSc	17	94.4
		Total	18	100.0
04	Position in the organization	Project Manager	3	16.7
		Project coordinator	2	11.1
		Field coordinator	12	66.7
		Research project director	1	5.6
		Total	18	100
05	work experience in the organization	6 month-5years	11	61.1
		5-10 years	5	27.8
		>10years	2	11.1
		Total	18	100.0

4.2.3. General Background Information of the organization

According to most of the participants, majority of projects' areas of intervention (94.4%) were primarily on treatment and training. Basic research (88.9%), capacity building (83.3%), and prevention (83.3%) were the next major thematic areas respectively that were focused by the projects for their intervention purpose. Above one-third of the projects (38.9%) were within the range of 5-10 years since the projects have begun to be implemented. All respondents (100%) verified that the key focuses of M&E on all projects were primarily performance management and project improvement. Whereas, according to the majority of the participants, budgetary concerns were not that much the intention of the M&E system. All respondents (100%) confirmed the presence of a clearly written and well-designed M&E plan and majority of them 17(94.4%) also witnessed the presence of M&E policy and guideline/manual (table 5).

Table 5: General Background Information of the organization and projects

No	Background Information of the organization		Frequency	Percent (%)
01	major thematic areas of your project intervention	Awareness	12	66.7
		Prevention	15	83.3
		Control	11	61.1
		Capacity building	15	83.3
		Training	17	94.4
		Treatment	17	94.4
		Research	16	88.9
02	How many years the project have been carrying-out	<5years	5	27.8
		5-10 years	7	38.9
		>10years	6	33.3
		Total	18	100.0
03	key focus of M&E in your project	Performance management and project improvement	18	100
		Accountability	11	61.1
		impact measurement	17	94.4
		budgetary concerns	4	22.2
04	a clearly written and well-designed M&E plan	Yes	18	100
		Total	18	100
05	have M&E policy and guideline/manual	Yes	17	94.4
		No	1	5.6
		Total	18	100

Source: Own Survey 2021

4.2.4. Success status of the projects

4.2.4.1. Project Success

Project success was measured by the implementation time (the schedule status), the budgeted resource, the quality standard of the organization, accountability of workers in the projects, and by the achievement status within the planned scope. The participants were requested to respond to each indicator based on their agreement level. Descriptive statistics measurements like frequency, mean, and standard deviation were used to summarize the findings.

The weighted average mean was calculated. “Workers in the projects are accountable for their overall activities” has got more weight. Most of the respondents strongly agreed on the presence of workers’ accountability for the implemented projects’ activities. Relatively less weight was

given to “the projects’ progress within the schedule” element. Relatively, respondents had less confidence on the projects’ progress according to the schedule (Table 6).

Table 6: The participants’ response on the level of agreement, and the projects’ success status in each performance measurement of indicators

No	Project success criteria	Mean	Std. Deviation	Frequency				
				Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
01	The project progress has been going according to the schedule	4.11	.83			5(27.8%)	6(33.3%)	7(38.9%)
02	The project has been implemented within the budget/ there is no cost overrun	4.22	.73			3(16.7%)	8(44.4%)	7(38.9%)
03	The project activities have been implemented within the quality standard of the organization	4.55	.51				8(44.4%)	10(55.6%)
04	Workers in the projects are accountable for their overall activities	4.72	.46				5(27.8%)	13(72.2%)
05	The project has been implemented within the planned scope	4.55	.61			1(5.6%)	6(33.3%)	11(61.1%)

* Mean score=strongly disagree-(1.0-1.8), disagree-(1.81-2.60), Neutral-(2.61-3.40), Agree-(3.41-4.20), Strongly Agree-(4.21-5.0)

Source: Own Survey 2021

4.2.4.2. The total Projects’ Success

Concerning projects’ success, based on each participant responses, the minimum mean was 3.6; the maximum mean was 5.00; which showed us that all the responses of respondents were between ‘agreed’ and ‘strongly agreed’ on the issue of the projects’ success. From the total of 18 respondents, 6 of them agreed and 12 of them strongly agreed on the successful implementation

of projects. As a result, the weighted average mean was 4.43 and this generally means that all of the projects implemented in the Orbis were perceived to be successful (Table 7).

Table 7: the overall projects' success status

	N	Minimum	Maximum	Average weighted Mean	Std. Deviation
Project success status	18	3.60	5.00	4.4333	.49587

* Mean score=strongly disagree-(1.0-1.8), disagree-(1.81-2.60), Neutral-(2.61-3.40), Agree-(3.41-4.20), Strongly Agree-(4.21-5.0).

Source: Own Survey 2021

4.2.5. M&E major Activities

Majority of the respondents confirmed that data quality assurance has been implemented in a very high extent (mean of 3.67). It was the most commonly implemented M&E activity in the Projects. Tracking the progress (mean of 3.61), undertaking annual reviews (mean of 3.22), and conducting field visits (mean of 3.22) were also the next three majorly implemented M&E activities respectively in the projects (Table 8).

Table 8: The major M&E Activities carried out in the projects of Orbis-Ethiopia.

No	major Activities conducted in projects	Mean	Std. Deviation	Frequency				
				Never (0)	Low (1)	Moderate (2)	High (3)	Very High (4)
01	Tracking the progress	3.61	0.50				7(36.8%)	11(57.9)
02	Conducting field visits	3.22	0.801			4 (21.1%)	6(31.6%)	8(42.1)
03	Conducting regular meetings	2.56	0.71			10(52.6%)	6(31.6%)	2(10.5%)
04	Undertaking annual reviews	3.22	0.55			1(5.3%)	12(63.2%)	5(26.3%)
05	data quality assurance	3.67	0.49				6(31.6%)	12(63.2%)
06	giving feedback regularly	2.83	0.79			7(36.8%)	7(36.8%)	4(21.1%)

* Mean score=Never-(0-0.8), Low-(0.81-1.6), moderate-(1.61-2.40), High-(2.41-3.20), V-High-(3.21-4.0).

Source: Own Survey 2021

Respondents confirmed that the common time interval of receiving reports from the project implementation sites such as health centers, woreda, and zonal health offices were monthly and annually. On the other hand, the regular ways of disseminating M&E findings were through reporting for the government bodies, stakeholders meetings, and giving feedback to the field staffs. Generally, most of the participants of the study strongly believed as there were very high contributions of M&E activities for the projects' success in Orbis-Ethiopia (table 9).

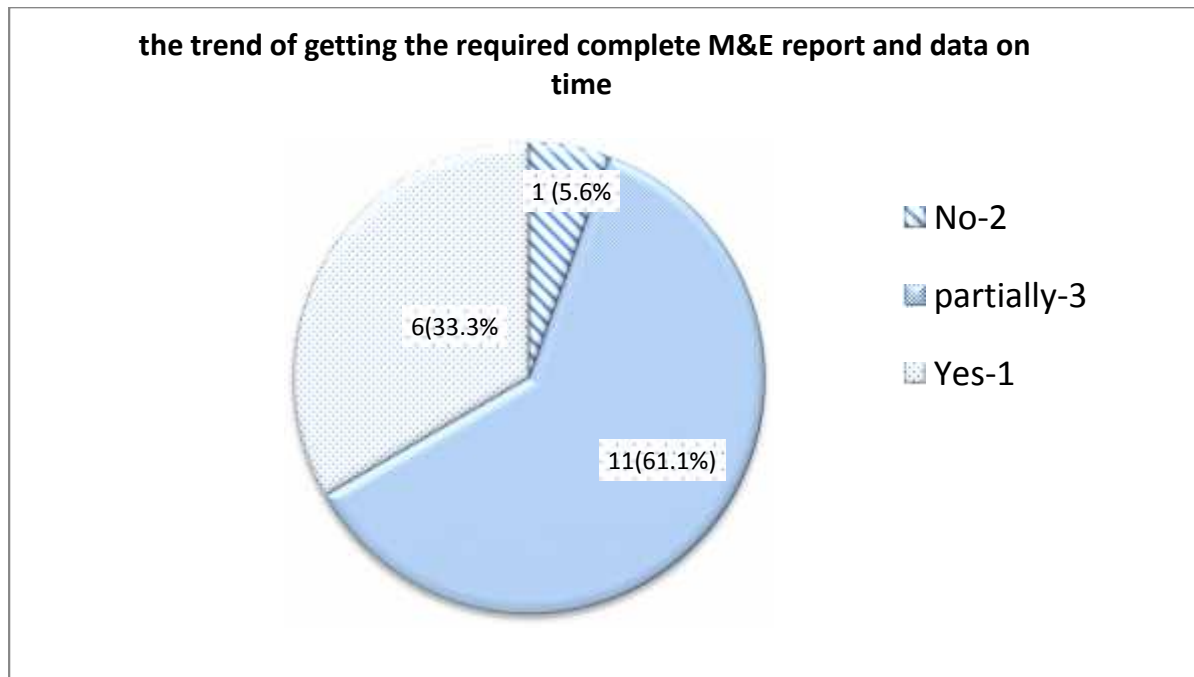
Table 9: Report receiving interval and way of M&E findings dissemination

		Frequency	Percent (%)
The interval of receiving reports from the project implementation sites	monthly	18	100
	Quarterly	14	77.8
	Annually	18	100
Way of M&E findings dissemination	stakeholders meetings	17	94.4
	report to beneficiaries	2	11.1
	report to government body	18	100
	feedback to field staff	15	83.3
	through website/ Internet/ email	8	44.4
The contribution of M&E to the projects' success	High	7	38.9
	Very High	11	61.1
	Mean	4.61	

Source: own survey 2021

The probability of getting complete M&E data on time was not satisfactory. Majority of the respondents argued that most of the reports (>60%) that were received from the health centers, woreda health offices and zonal health offices were partially good and sometimes not, concerning to its timeliness (see fig 2).

Figure 2: The trend of getting the required complete M&E report and data on time.



Source: Own Survey 2021

According to most of the in-depth interview respondents, the major activities carried out during project design were preparing concept notes, developing logical frameworks, and designing M&E plan. During project implementation; ensuing the compliance of implementation progress with the plan, problem-solving, compiling and reviewing reports especially quarterly reports, making quality and consistent reports after reviewing, conducting supervision during Mass Drug Administration (MDA), giving feedback to the project implementation sites, updating the data especially the internal trachoma data set and documents, uploading reports, verifying reports and documents (conducting verification assessment), conducting data quality assessment, and surgical auditing and external auditing activities were conducted. Moreover, among the activities that were carried out during the project termination phase; end-line surveys were among the major ones. One interviewee (Code 01) was also stated the following: “during MDA (Mass Drug Administration) sample survey is going to be done. It is to check whether the peoples were taking the drug surely. So, we do that survey and give feedback. Moreover, there are some donor sensitive projects. This means there are projects that donors want to let be implemented based on

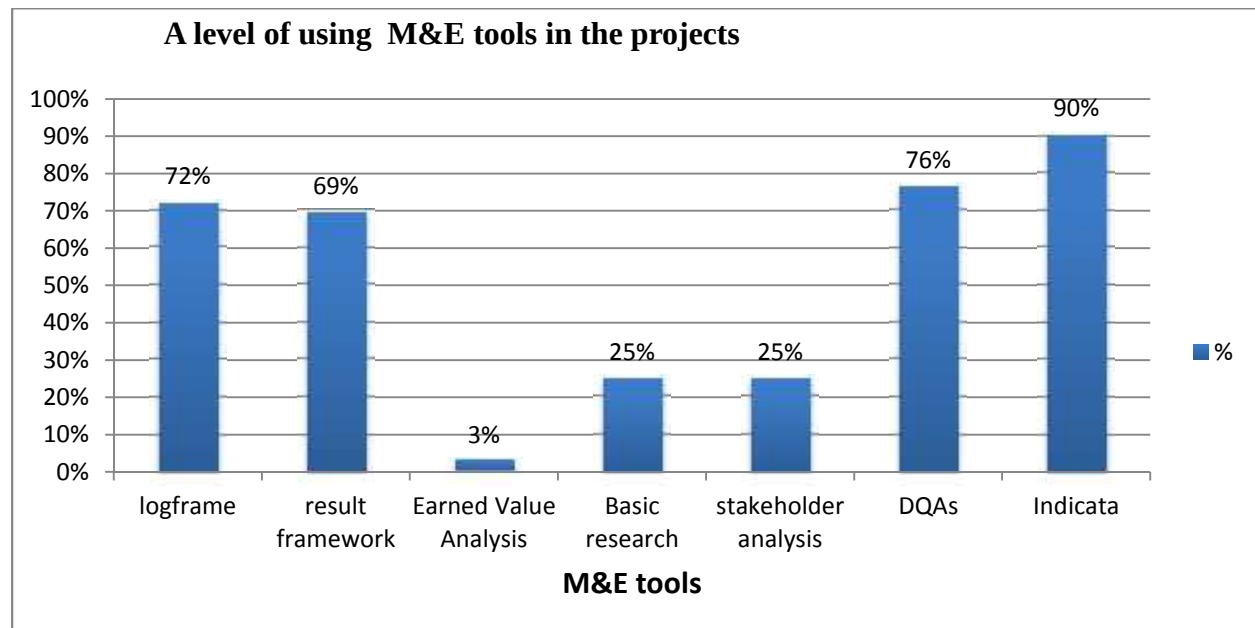
their requirements. During this time, we closely follow those projects above all. If there are problems, we are going to solve the problem by communicating with the project managers”.

According to country office program staffs, there were basic major activities that were significantly contributed to the success of projects. Those activities were: gives training and capacitate project and partner staffs, reviewing reports and giving feedback, follow-up and checking compliance, compliance verification with the requirements, updating the project status, Data Quality Assessment (DQA), and conducting a surgical audit. These M&E activities were believed by the country office program staffs for their substantial role to the successful implementation of projects.

4.2.6. M&E tools

Indicata was identified as the most commonly used M&E tool (90%). It is a global M&E system tool that helps to capture all the quarterly data online. As it is shown in figure 3 below, the other M&E tools that were used regularly in a very high extent were DQA tool (76%), Log frame (72%), and a related tool called result framework (69%). Earned Value Analysis (EVA) was not that much used in the projects of Orbis-Ethiopia.

Figure 3: A trend of using M&E tools in the projects



Source: Own Survey 2021

There are different M&E tools that help for the easy, smooth, and timely implementation of M&E activities. Based on the interview findings, Orbis-Ethiopia also has been using different M&E tools both by adapting from other sources and also by creating its own M&E tools. The responses from the interviewees showed us the followings were the major M&E tools employed for the successful implementation of projects.

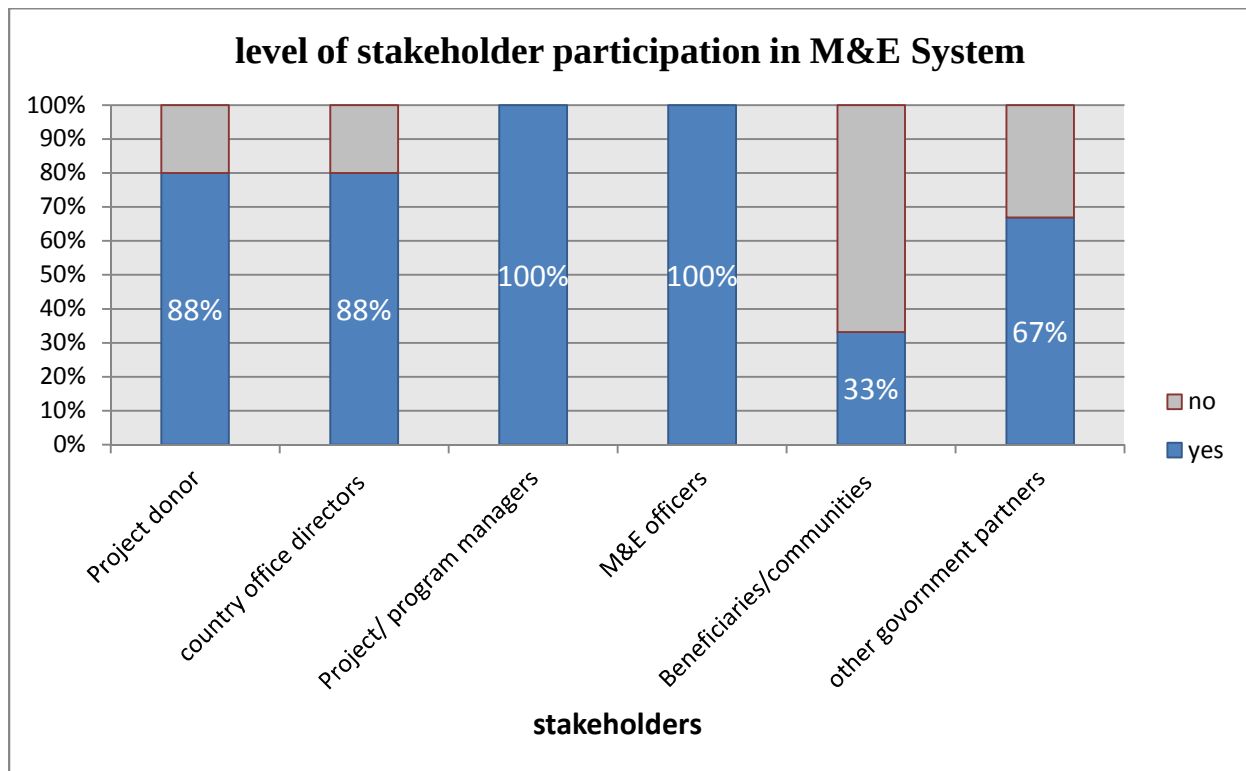
1. **Indicata:** It is the global M&E system which is used for monitoring and reporting. The participants clarified that Indicata is the tool which is used to capture the data online and whenever someone from the global office wants to use the data, he/ she can use it by exporting directly from the system.
2. **Log frame:** According to majority of the participants, it deals with the total budget, objective of the project, crucial activities in each objective, output, and outcome of the projects.
3. **Different reporting templates:** Different reporting templates have been used as an M&E tool in Orbis. Narrative reporting templates, quarterly progress numeric reporting templates, and monthly TT surgery reporting templates were the major ones.
4. **Surgical data verification checklist:** It is the one used to check the performance status of the surgeons and the status of peoples whether they got the service correctly or not.
5. **Detail Indicator reference sheet:** Based on the information from the one participant (code 04) it is like an indicator bank. He explained it as follows. *“It is an indicator bank. All indicators are included with their definitions. It shows in detail how to record, who is responsible for recording and reporting, where is the appropriate place to record, etc. when we want to design a project we use this indicator bank. Most of the indicators are standard. Therefore across all the project staffs we have no any problem with the indicator definition.”*
6. **Data Quality Assessment tool:** It is to conduct data quality assessments periodically. It also helps to verify whether the reported numbers were necessarily from the source document.

4.2.7. Stakeholder participation

Project/ program managers and M&E officers were fully involved (100%) in the M&E system. According to majority of the respondents, Project donors (88%) and country office directors (88%) were also among the active participants in the M&E general activities. Other

government partners like woreda up to regional health offices and other related sector offices also participated well (67%) in the M&E system. On the other hand, it was identified that Beneficiaries' or communities' level of participation in the M&E system was 33% which was below 50% (see Figure 4).

Figure 4: Level of stakeholder participation in M&E System



Source: Own Survey 2021

Based on the interviews conducted, most of the participants believed; as there was a high level of stakeholders' participation. Almost all of them strongly argued the importance of stakeholders' active participation for the progress of projects to the intended target. So, the followings were the major stakeholders which were actively participated in the M&E system. From the government body; health, education, finance, and water offices were the major ones. These offices could be regional, zonal, and also at the woreda level based on the conditions. Representatives from those offices would be present when a meeting is held in the woreda, zone, and etc. stakeholders from health center heads, and trained eye examiners were also active participants.

Majority of the respondents clarified that most of the time the overall progress of the project was monitored quarterly (88.9%), and annually (88.9%) (See table 10).

Table 10: The interval time of monitoring the overall progress of the projects.

No.		Yes	No	
		Frequency	%	%
01	Annually	16	88.9%	11.1%
02	Bi-annually (After 6 months)	4	22.2%	77.8%
03	Quarterly	19	88.9%	11.1%
04	Monthly	3	16.7%	83.3%

4.2.8. M & E process/ steps

As it is shown in table 11, the mean scores of all activities of the process in the table were above 3.21 which indicated as those activities in the M&E process were implemented within a very high extent. Moreover, the detailed workflow of M&E system is explicitly presented in the qualitative part below.

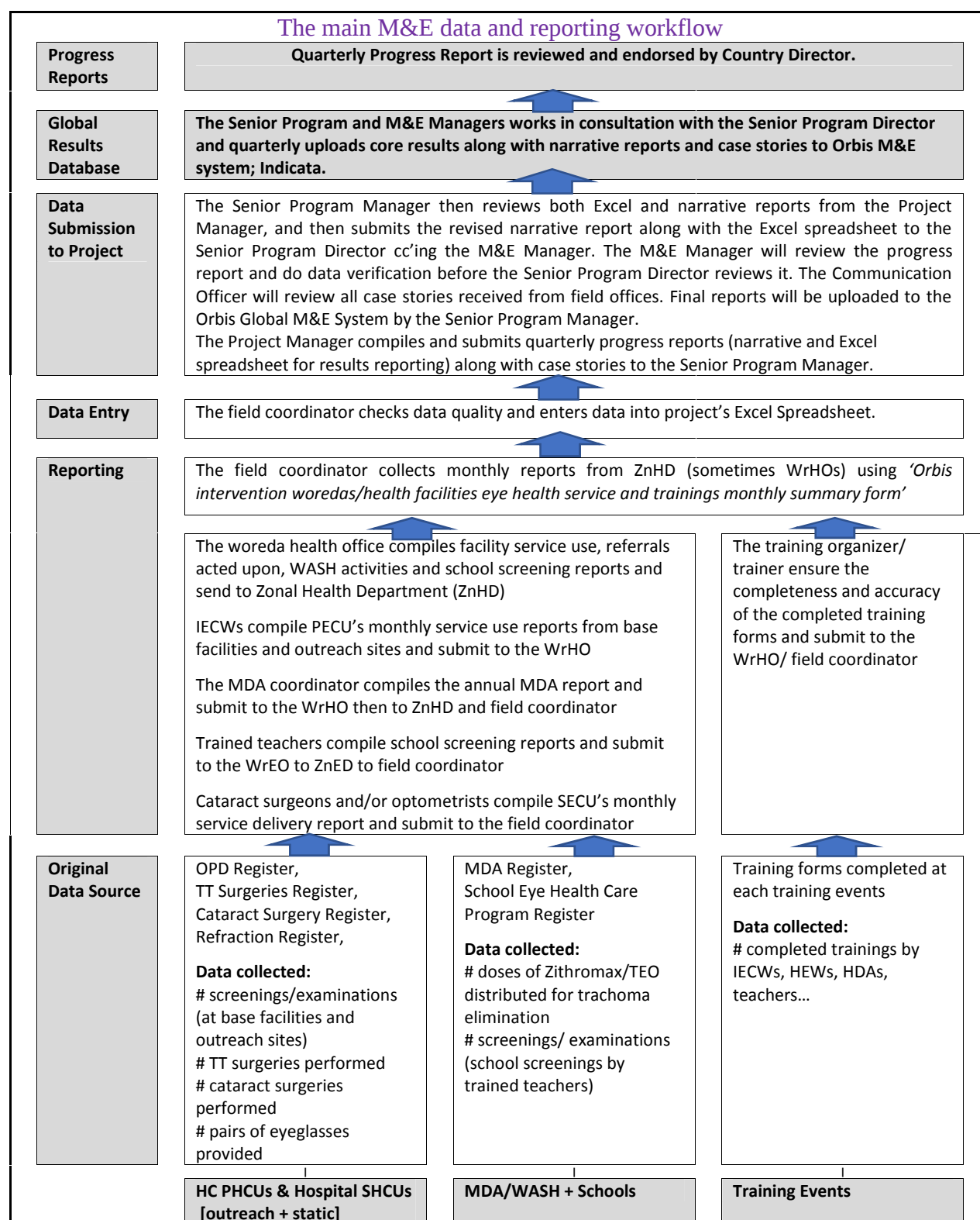
Table 11: The M&E system Process

No	M & E process/ work flow	Mean	Std. Deviation
6.1.	outcomes and goals are explicitly identified	3.78	0.43
6.2.	There are SMART indicators used to measure project results	3.72	0.46
6.3.	baseline information are set for each indicator	3.50	0.51
6.4.	Different level of indicators (input-output outcome- impact) are explicitly linked	3.56	0.51
6.5.	Specific targets and dates to reach are established and arranged.	3.33	0.77
6.6.	Standard data collection tools are developed	3.50	0.51
6.7.	There is a regular formal data collection trend at field level	3.56	0.62
6.8.	The data is going to be analyzed and there is a trend of reporting the results	3.78	0.43
6.9.	Reporting is made in a clear and consistent way	3.89	0.32
6.10	Decision-based on the M&E finding	3.56	0.51
6.11	Data is going to be properly documented, up to date, and readily available for the future better performance of the organization/lessons learned	3.39	0.50

* Mean score=Never-(0-0.8), Low-(0.81-1.6), moderate-(1.61-2.40), High-(2.41-3.20), V-High-(3.21-4.0)
Source: Own Survey 2021

Based on the interview findings, majority of the participants agreed on the following major M&E processes. M&E have been carried-out from this initial phase up to the final termination phase. Initiation phase (identifying the community problem, a project agreement, situational analysis, and then a baseline survey) → planning phase (designing M&E plan) → implementation phase (Monitoring, Evaluation: both mid-term evaluations and the final evaluation) → at the end of the project there is an impact assessment by doing an impact survey. The M&E data and reporting workflow also presented as follows in Table 12.

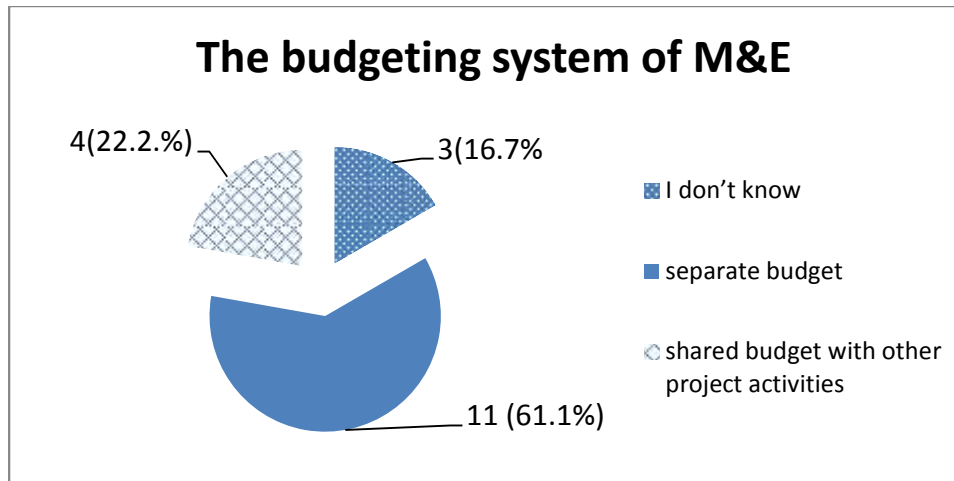
Table 12: The main M&E data and reporting workflow in Orbis-Ethiopia



5.2.9. M&E budget/fund

Fig 5 shows below how M&E have been budgeted; and as it is shown, most of the respondents confirmed that most of the time (61.1%) the budgeting system was separately budgeted.

Figure 5: The budgeting system of M&E



Source: Own Survey 2021

Based on most of the participants' responses, an adequate budget (mean of 3.94) has been allocated to the organization as well as to the project sites' M&E activities (Table 12). Besides of that, it was very strongly believed by most of the respondents that the budget was distributed on time (mean of 4.22) to each project M&E activities and the budget has been also used precisely within the plan (90%, and with the mean of 4.44) for the intended purpose only (see table 13 below).

Table 13: The availability and use of budget for M&E

	There is sufficient budget assigned for M&E system for the organization	There is sufficient budget for M&E for Your project site activities	The budget is distributed on time to each project M&E activities	The budget for M&E properly used for the intended purpose only and no cost over run
Mean	3.94	3.94	4.22	4.44
Std. Deviation	1.16	1.16	0.65	0.62

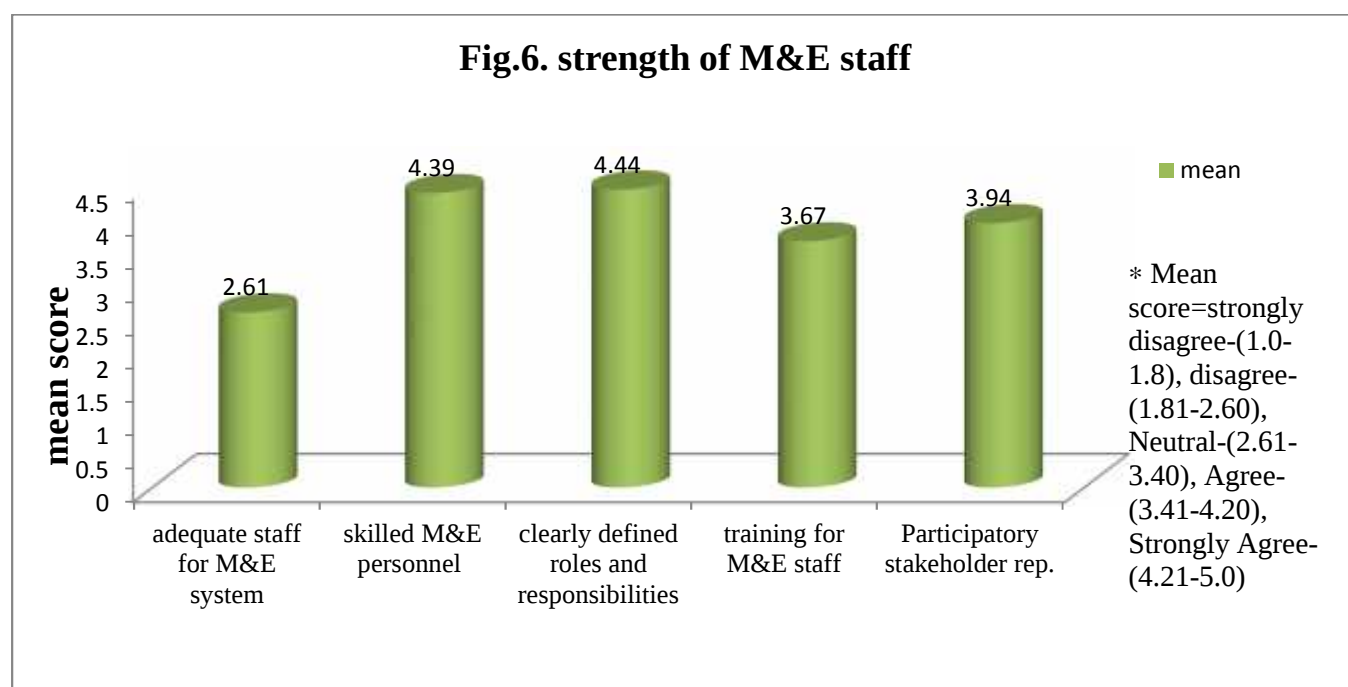
*Mean score=Never-(0-0.8), Low-(0.81-1.6), moderate-(1.61-2.40), High-(2.41-3.20), V-High-(3.21-4.0)

From the qualitative interview finding, it was verified that most of the study participants agreed with the presence of a separate budget for the M&E system; and they added that the presence of a separate budget could also contribute to the better and on-time implementation of M&E activities. Overall, as Orbis, 10%-15% of the organization budget has been allocated to M&E activities. Almost all of the interviewees had not a question on the adequacy of the budget for M&E. They believed as it was adequate enough to execute the planned M&E activities across the whole projects. Particularly one participant (Code 02) said that *“There are enough budgets for M&E. During project design since the M&E activities are also clearly presented, exhaustively listed, and budgeted, there is no problem here. We are going to verify also whether each M&E activity is budgeted or not”*.

5.2.10. M&E human resource (strength of M&E staff)

Most of the respondents strongly agreed with the presence of clearly defined roles and responsibilities (4.44), skilled M&E personnel (4.39), and participatory stakeholder representation (3.94). But, they did like to stay neutral which means they did not like either to agree or disagree concerning the presence of adequate staff for the M&E system (mean of 2.61) (see fig 6). The general strength of M&E staff's weighted mean score was to be 3.81 and it was perceived to be a high strength (Table 14).

Figure 6: Strength of M&E staff



Source: Own Survey 2021

Table 14: The average weighted mean score of M&E staff's strength

	N	Minimum mean	Maximum mean	Average weighted mean	Std. Deviation
M&E staff's strength	18	2.6	4.44	3.81	.49587

Source: Own Survey 2021

Based on the qualitative approach, the responses from the most of country office staffs indicated that the M&E personnel in the organization were not adequate. There were only two M&E staff workers; one M&E manager and 1 M&E officer who were worked in the central country office but who were responsible also for the whole projects run by Orbis-Ethiopia. Most of the participants argued that the two M&E staff workers might be enough for the central country office. However; it would be hard to assign only 2 M&E personnel for the whole projects too. According to them, there was no M&E professional in the project sites at all and they were not comfortable with that. According to them, currently, the M&E activities have been doing by the project manager and the field coordinators in the project sites. Concerning to the skill of the

currently available M&E staffs, almost all study participants confirmed as they were skilled and committed to the work.

All the interview participants of country office staffs confidently talked about the general M&E role for the better accomplishment of works and further for the success of projects. According to them among the major contributions of M&E were: for the proper misallocation of resources; for tracking and following the proper implementation of projects; to find-out the final impact of the projects on the beneficiaries and communities; for quality data, reports, and findings; for assessing the inputs, activities, outputs and the process; and generally for the projects' success. One participant (code 01) described M&E as it was a respiratory system for the projects. The other one (code 2) also considered M&E as a motor or engine of a car. According to him, M&E is like eyeglass or as a mirror for the projects. He also generalized that *“the project that has no M&E unit finally can't harvest and collect what was supposed to get”*.

According to some of the participants, nowadays M&E has been getting credit and acknowledgement; but in the previous time, M&E was not considered as a useful unit and was not included also either in the organizations' or in the government's projects. Even there was a case of neglecting M&E officers from participation in the projects' activities while they are there.

4.3. Inferential Statistics

4.3.1. Correlational Analysis

This section applied a correlational analysis to determine the bivariate relationship between project success and majorly applied M&E activities (tracking the progress, conducting field visits, undertaking annual reviews, measuring data quality assurance), commonly used M&E tools (Indicata, Log frame, Result framework), M&E staff strength, and also with availability and proper use of the budget)

According to the findings from the correlation analysis, there was a strong positive correlation between project success and Indicata (International online M&E processing tool) with a correlation coefficient of 0.812. According to this finding, the effectively use of Indicata highly contributed to the success of projects. A strong positive coefficient correlation of 0.722 was identified between project success and the strength of M&E staffs. This denotes that the strength of M&E staffs was very crucial for the success of projects. More importantly, the strong correlation between project success and availability & proper use of the budget with a correlation coefficient of 0.643 clarified that for the successful implementation of the projects, the adequacy and proper use of the budget had a significant role. According to this finding, the sufficient availability & proper use of the budget for the intended purpose increased the performance of projects. Furthermore, there were also a strong positive correlations between; project success and Log frame with a correlation coefficient of 0.675, and project success and conducting field visits with a correlation coefficient of 0.626 respectively. This result also showed us the significant contribution of Log frame, and conducting field visits for the success of projects (table 15).

Table 15: Correlation Analysis

	project success	tracking the progress	conducting field visits	undertaking annual reviews	measuring data quality assurance	Log frame	Result framework	Indicators	M&E staff strength	availability & proper use of the budget
project success	1 Sig.	0.528* 0.024	0.626** 0.005	0.577* 0.012	0.587* 0.010	0.675** 0.002	0.570* 0.013	0.812** 0.000	0.722** 0.001	0.643** 0.004
tracking the progress	0.528*	1								
conducting field visits	0.626**		1							
undertaking annual reviews	0.577*			1						
measuring data quality assurance	0.587*				1					
Log frame	0.675**					1				
Result framework	0.570*						1			
Indicators	0.812**							1		
M&E staff strength	0.722**								1	
availability and proper use of the budget	0.643**									1

1.0 (-1.0) = Perfect Correlation***; 0.60 to 0.99 (-0.60 to -0.99) = Strong**; 0.30 to 0.59 (-0.30 to 0.59) = Moderate*; 0.01 to 0.29 (-0.01 to -0.29) = Weak

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

4.3.2. Regression Analysis

A regression analysis was then conducted to measure the highest possible multivariate association between; project success, and the independent variables that showed a strong correlation with the project success: Endicata, strength of M&E staffs, availability & proper use of the budget, Log frame, and conducting field visits. An equation of $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ was used for the regression analysis.

4.3.2.1. Model testing

From the analysis below, the coefficient of determination (R square) shows the model power of explaining (how much the independent variables explain the outcome variable). Therefore R square equals 0.829 told us that 82.9% of the project success could be explained by the global M&E system tool called Endicata, Log frame matrix, conducting field visits, strength of M&E team, and availability and proper use of budget jointly (see table 16).

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.829	.758	.24406

The value of (F=11.635, p-value =0.000) indicates that the regression model predicts the outcome variable statistically significantly. There was a statistically significant relationship between predictors: availability and proper use of budget, N51Logframematrix, N412Conducting field visits, a global M&E system tool referred Endicata, strength of M&E team, and Dependent Variable: projects' success status (table 17).

Table 17: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.465	5	.693	11.635	.000 ^b
	Residual	.715	12	.060		
	Total	4.180	17			

a. Dependent Variable: projects' success status

b. Predictors: (Constant), availability and proper use of budget, N51Logframematrix, N412Conducting field visits, A global ME system tool Endicata, strength of M&E team

4.3.2.2. Regression Coefficient

Based on the finding in Table 18, there was a positive and significant association between the project success and a global M&E system tool called Endicata ($\beta = 0.509$, $t = 3.032$, $CI = 0.143-0.875$), P -value < 0.05). This showed that Indicata was a significant tool for the successful implementation of projects. The higher the level of use and implementation of Indicata, the higher would be the projects' success. Taking all other independent variables constant at zero, a unit improvement on the use of Indicata would lead to a 0.509 total improvement on the successful implementation of projects. This told us that Indicata had the highest influence on the project success by a coefficient of 0.509. There were a positive but not a significant relationship between; project success and a Log frame tool ($\beta = .086$, $t = 0.812$, $CI = -0.144-(0.315)$, p -value $= 0.433$); project success and conducting field visits ($\beta = 0.179$, $t = 1.829$, $CI = 0.092-(-0.034)$, P -value $= 0.092$); project success and strength of M&E team; ($\beta = 0.204$, $t = 1.293$, $CI = -.140- (.548)$, P -value $= 0.221$). This showed that even though it was negligible and not that much significant; a unit increase on Log frame tool, conducting field visits, and strength of M&E team would increase the projects' success by 0.086, 0.179, and 0.204 units respectively (see table 18).

Table 18: Coefficients

		Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B
		B	Std. Error	Beta			Lower Bound Upper Bound
1	(Constant)	1.137	.464		2.451	.031	.126 2.147
	A global M&E system tool Endicata	.509	.168	.515	3.032	.010	.143 .875
	N51Log frame matrix	.086	.105	.138	.812	.433	-.144 .315
	N412Conducting field visits	.179	.098	.292	1.829	.092	-.034 .393
	Strength of M&E team	.204	.158	.240	1.293	.221	-.140 .548
	Availability and proper use of budget	-.038	.115	-.061	-.332	.745	-.290 .213
a. Dependent Variable: projects' success status							

4.4. Discussion.

Successful implementation of projects is nowadays a becoming a sensitive issue worldwide. Project success was most of the time tends to be measured by cost expenditure or budget, completion time, project quality, satisfaction by the users, and achievement of goals and objectives (Charles Guandaru Kamau and Mohamed, 2015). Based on another study, the success of projects is a matter of perception and a project is perceived to be successful when the project achieves the performance standard specifications, when there is a well-mentioned level of satisfaction, when projects are going according to the schedule and budget, meeting the quality standard specifications, and the attainment of objectives. These were the more acceptable indicators by multiple project stakeholders as a measure of project success (Prabhakar, 2008). This study also used; the completion time or the progress of the project according to the schedule, the status of implementation of projects within the planned budget, the accomplishment of activities within the quality standard of the organization, the accountability of workers for their overall activities, and the implementation of projects within the planned scope to measure the projects' success. Therefore, in Orbis-Ethiopia, the weighted mean score of the projects' success was assessed to be 4.43. This value clarified that majority of the projects have been successfully implemented. It was also an indication of the greater achievement of the organization for its successful leading of projects. This mean-score was much greater than the study held in government projects in Kenya (weighted mean score of 3.6) (Charles Guandaru Kamau and Mohamed, 2015). This might be because of the study held in Kenya was done at the projects run by a governmental organization.

Majority of the respondents in this study confirmed that data quality assurance was the most commonly implemented activity in the projects and organization followed by tracking the progress, undertaking annual reviews, conducting field visits, giving feedback regularly, and conducting regular meetings respectively. These were almost supported by the qualitative findings also. According to most of the country staff participants in the qualitative one, reviewing annual and quarterly reports, follow-up and checking the progress and Data Quality Assessment (DQA) were the major three activities that were carried out and mainly believed for contributing to the success of projects. From the qualitative findings, there were also other major activities that were implemented. Designing M&E plan, and compliance checks were among the

major ones. In another study held in Kenya the respondents were asked to mention the major M&E activities that took place in the projects. The findings had some similarities with this study. The author grouped the activities based on stages of the project lifecycle. Designing M&E plan from the planning stage, quality assessments from the execution stage, and compliance checks from the closing stage were the major activities carried out in the Kenyan study (Charles Guandaru Kamau and Mohamed, 2015).

The global M&E system tool referred Indicata was identified as the most commonly used M&E tool in Orbis. There were also other many M&E tools that were used regularly. DQA tool, Log frame matrix, result framework, basic research, and stakeholder analysis tools were the majorly employed M&E tools respectively. These findings were aligned with the interview responses from the country office participants. Moreover, according to the interview participants, Different reporting templates, surgical data verification checklist, Data Quality Assessment tool, and Detail Indicator reference sheet were also among the mainly used M&E tools in the organization additional to the previous ones. Here, there were both similarities and also major differences when these findings were compared to the study held in Kenya. Accounting and certification (36%), status assessment (33.7%), basic research (14.6%), and objective evaluations (12.4%) were the majorly used M&E tools respectively from the study held in Kenya. Contrarily from this study, Log frame was not practiced in the Kenyan study. What makes similar between the two studies on this aspect were the implementation of basic research as a major tool and the non-applicability of Earned value analysis from both sides.

Project/ program managers and M&E officers were found to be the key stakeholders of the M&E system in this study. Project donors, country office directors, other government partners like woreda up to regional health offices and other related sector offices like offices of education, water development, and finance also participated well in the M&E system. There was some difference between the qualitative and quantitative responses. Country office program staffs were not mentioned as active stakeholders by the interview respondents. This might be because of the central country office staffs were considered as the owner of the work already. More importantly, it was verified that the beneficiaries' or communities' level of participation in the M&E system was not satisfactory and that was 33%. Based on the qualitative interview finding, the active

involvements of beneficiaries or communities in the M&E system were during different midterm surveys and final impact surveys. Another study advised that beneficiaries or communities' active participation after the primary stakeholders in the M&E system greatly improved the whole process of impact evaluation and also the analysis and interpretation of findings. Because it is for their own development and they are the best judges of their own situation. The level of community participation in this study was 57% (SAMMY *et al.*, 2015).

From the quantitative finding, the M&E workflow steps or processes were not presented explicitly in each project's stages. However, the M&E workflow (both the M&E process in each project stage and the data/report flow) were clearly presented in the qualitative part. Based on the interview conducted, the major M&E process based on the projects cycle were as follows generally;

Initiation: M&E had a great role on identifying the community problem, in a project agreement, situational analysis, and then during a baseline survey

Planning stage: mainly preparing M&E plan

Implementation phase: Progress monitoring, Conducting Evaluation (both mid-term evaluations and End line evaluation)

Closure: There is an impact assessment by doing an impact survey.

It was also revealed in another study that the M&E process was based on the project life cycle phases (initiation, planning, execution, and Closing the project) and on their relationship to each other and includes also the workflow of the project. M&E activities would be different in each stage of the project life cycle and each project phase requires a different level of effort in terms of M&E. According to the study, the M&E staffs and other concerned stakeholders should be involved in all the steps and processes of the M&E based on their level to attain better success (Charles G Kamau and Mohamed, 2015).

It was verified both in the survey and in the interview as there was most of the time a separate budget as well as an adequate budget for M&E system. Besides, it was confirmed from both study approaches that the budget was distributed on time to each project's M&E activities. Besides, more than 90% of the projects' activities were implemented according to the budget, and the budgets were used precisely for the intended purpose only. It was much better when it was compared with a study held on the constituency development fund projects. In the study on

those constituency development fund projects, only 38.1% of projects were completed within the budget. According to that study, this might be because of no monitoring and evaluation was done in that area and due to unintended costs and fluctuation of materials costs (SAMMY *et al.*, 2015).

What was identified clearly from the conducted survey was that there were clearly defined roles and responsibilities for each M&E staffs. Majority of the respondents also gave a high grade for the skill of M&E personnel (mean of 4.39). But, most of the respondents had a question on the adequacy of M&E staff for the M&E system. Generally, the weighted mean score of the M&E staff strength was 3.81 which indicated the good strength of M&E staff. These findings were also strongly supported by the interview responses from the country office staff workers. According to the qualitative findings, there were only two M&E personnel; one M&E manager and 1 M&E officer. They were perceived to be skillful and committed, but they were responsible for the whole projects run by Orbis-Ethiopia besides of their role in the central country office. Therefore, most of the country office staff workers indicated that only two M&E personnel in the organization were not adequate for the whole projects and they were not comfortable with the non-existence of M&E professional in the project sites. There were similar findings in another study held in Kenya. According to the study the M&E staff strength was measured by calculating the weighted mean. The number of monitoring staffs, staff skills, frequency of monitoring, stakeholder representation, information system, and power of the M&E team were used to measure the strength of M&E team. Therefore the weighted mean score was 3.2 with a standard deviation of 1.18. The mean score value of 3.2 for the study in Kenya was lower than this study which was 3.81. This might be because there was a well-organized M&E unit in Orbis Ethiopia.

According to the findings from the correlation analysis, there was a strong significant and positive correlation between; project success and Indicata (International online M&E processing tool) with a correlation coefficient of 0.812, strength of M&E staffs ($r=0.722$), availability & proper use of the budget ($r=0.643$), Log frame ($r=0.675$), and conducting field visits ($r=0.626$). Human resource capacity showed a strong correlation with the projects' success on the study of non-governmental based maternal health projects which was a similar finding with this study. Based on the study on non-governmental-based maternal health projects; M&E plans, information systems, and stakeholder participation also showed a strong correlation with the

projects' success (Micah and Luketero, 2017). There was also a related finding with the study conducted on the critical success factors for World Bank projects. According to the study on World Bank projects, there were the strongest correlations (over 60%) between project success and the most important CSFs which were designing CSF followed by the Monitoring CSF (Ika, Diallo and Thuillier, 2012). However, there is a difference of variables between the two studies.

A regression analysis was then used to measure the highest possible multivariate association between project success and the variables that showed a significant and strong positive correlation with project success. These variables were analyzed at a time simultaneously. Genuinely, only one variable the so-called Indicata (The global M&E system tool) had a significant association with the project success. There was a positive and significant relationship between the project success and Endicata ($\beta = 0.509$, $t = 3.032$, $CI = 0.143-0.875$). A unit improvement on the use of Indicata would lead to a 0.509 total improvement on the successful implementation of projects. This indicated that Indicata had the highest influence on the success of projects by a coefficient of 0.509. It was hard to find a study that has a similar finding here; because the online M&E tool called Indicata which has been implemented commonly in Orbis-International was rarely seen in M&E system of other organizations. In the study conducted on World Bank projects also, only one variable; mentioned as "Design CSF" significantly contributed to the projects' success (Ika, Diallo and Thuillier, 2012).

When we see the other variables in this study, they showed a positive relation, but the relations were not significant. Based on the finding when we see in detail, there were a positive but not a significant relationship between; project success and a Log frame tool ($\beta = .086$, $t = 0.812$, $P\text{-value} = 0.433$); project success and conducting field visits ($\beta = 0.179$, $t = 1.829$, $P\text{-value} = 0.092$); project success and strength of M&E team; ($\beta = 0.204$, $t = 1.293$, $P\text{-value} = 0.221$). This finding was a bit different when it was compared to the study on Non-Governmental Based Maternal Health Projects. According to the study on the Non-Governmental Based Maternal Health Projects, most of the variables that showed a significant association in the correlation analysis, also significantly associated with the outcome variable in the regression analysis (Micah and Luketero, 2017). Strength of Monitoring Team also showed significant association on the study held at government projects in Kenya (Ika, Diallo and Thuillier, 2012). These some differences might be because of the difference in the study setting.

Chapter Five: Summary, Conclusion, and Recommendations.

5.1. Introduction

The objective of this study paper is to assess the practice and role of Monitoring and Evaluation for the success of projects in Orbis-Ethiopia. So, this chapter presents the results' summary presented in chapter five, followed by conclusions and recommendations

5.2. Summary

General Background Information of the organization

The projects' areas of intervention were primarily on treatment and training. Basic research, Capacity building, and prevention were also among major thematic areas respectively that were focused on by the projects. The key focus of M&E on all projects was primarily Performance management and project improvement. Respondents confirmed the presence of a clearly written and well-designed M&E plan and M&E policy and guideline/manual.

Project success

Project success was measured by; the implementation time according to the schedule, the budget, the quality standard of the organization, accountability of workers in the projects, and by the achievement status within the planned scope. Then, the weighted average mean was calculated. The measure of "Workers accountability for their overall activities" has got more weight. Some projects' progress was medium and relatively less weight was given to "the project progress according to the schedule" than other measurement indicators. The weighted mean of project success was 4.43 generally. This means that all of the projects implemented in the Orbis were perceived to be successful.

M&E major activities

Based on the survey, among the major M&E activities, that data quality assurance has been implemented within a very high extent. Tracking the progress, undertaking annual reviews, and conducting field visits were also the next three majorly implemented M&E activities respectively. But, based on the in-depth interview respondents, there were other major additional activities mentioned such as: **during project design:-** preparing concept notes, developing logical frameworks, and designing M&E plan; **During project implementation:-** ensuing the

compliance of implementation progress with the plan, problem-solving, compiling and reviewing reports, making quality and consistent reports after reviewing, conducting supervision during Mass Drug Administration (MDA), giving feedback to the project implementation sites, updating the data especially the internal trachoma data set and documents, uploading reports, verifying reports and documents (conducting verification assessment), conducting data quality assessment, and conducting surgical auditing and external auditing activities; **during the project termination phase:-** end-line surveys were among the major ones.

The probability of getting complete M&E data on time from the government health system was not satisfactory. Most of the respondents argued that the reports that were received from the health centers, woreda health offices, and zonal health offices were partially good and sometimes not, concerning to its timeliness.

M&E Tools

The global M&E system tool referred Indicata was identified as the most commonly used M&E tool in Orbis. Based on the survey, the other major M&E tools that were used regularly within a very high extent were DQA, Log frame, and a result framework. Earned value analysis was not that much used in the projects of Orbis-Ethiopia. Additionally, according to the responses from the interviewees; different reporting templates, surgical data verification checklist, Detail Indicator Reference sheet, and Data Quality Assessment tools were the major M&E tools employed for the successful implementation of projects.

M&E process and workflow

The M&E workflow (both the M&E activities in each project stage and the data/report workflow) were clearly presented. Here, the summary of M&E process in each project stage is presented, and the data/report workflow can be referred from the result part for a clear understanding. The major M&E process based on the projects cycle were as follows;

Initiation (M&E had a great role in identifying the community problem, in a project agreement, situational analysis, and then during a baseline survey) → **Planning** (mainly preparing M&E plan) → **Implementation phase** (Progress monitoring, Conducting Evaluation (both mid-term evaluations and End line evaluation)) → **Closure** (There is an impact assessment by doing an impact survey).

M&E resource/ Budget

There was most of the time a separate budget as well as an adequate budget for the M&E system. Besides, it was confirmed from both study approaches that the budget was distributed on time to each projects' M&E activities. Besides, more than 90% of the projects' activities were implemented according to the budget, and the budgets were used precisely for the intended purpose only.

M&E human resource/ strength of M&E staff

There were clearly defined roles and responsibilities for each M&E staffs. Most of the respondents had a question on the adequacy of M&E staff workers for the M&E system. There were only two M&E personnel; one M&E manager and 1 M&E officer and they were responsible for the total projects run by Orbis-Ethiopia besides their role in the central country office. But concerning the skill, the two M&E workers were perceived to be skillful and committed. Generally, the weighted mean score of the M&E staff strength was 3.81 which indicated the good strength of M&E staff.

Correlation and regression analysis

Correlation and regression analyses were conducted to identify the possible significant associations between the project success and the different major variables of M&E major activities, M&E tools, M&E budget, and M&E human resource.

The correlation analysis showed a strong significant and positive correlation between; project success and Indicata, strength of M&E staff, availability & proper use of the budget, Log frame, and conducting field visits. A regression analysis was then used to measure the highest possible multivariate association between project success and the variables that showed a significant and strong positive correlation with project success. Based on the regression analysis, there was a positive and significant relationship between project success and Indicata; whereas, there was a positive but not significant relationship between project success and a Log frame tool, conducting field visits, and strength of M&E team. These all indicated that the effectiveness of M&E system played a significant role for the success of projects in Orbis-Ethiopia.

5.3. Conclusion

Almost all of the projects implemented in the Orbis have been perceived to be successfully implemented. This might be because of the strong M&E system in the organization. But still, there is some problem with the projects' progress according to the schedule. Most of the major activities' implementation statuses were good. M&E tools that were employed for the M&E system were also used properly and precisely except some M&E tools like Earned Value Analysis (EVA). Concerning the M&E process (The M&E workflow), both the M&E processes in each project stage and the data/report workflow were clearly presented and there was a good implementation of M&E activities in each process and data/report workflow. Most of the time, a separate budget, as well as an adequate budget, have been allocated for the M&E system. Besides, the budget was distributed on time to each project M&E activities and more than 90% of the projects' activities were implemented according to the budget, and the budgets were used precisely for the intended purpose only. The roles and responsibilities were clearly defined for each M&E staff, and the two M&E staff workers were also perceived to be skillful and committed. There was a strong M&E staff generally.

Sometimes the reports from the government health system such as from health centers, woreda health offices, and zonal health offices were not delivered to the project offices on time. The community/beneficiaries' participation in the M&E system was less and wasn't as expected. There were also inadequacies of M&E personnel in the M&E system. There were only two M&E workers for the total projects and there was no M&E officer in the project sites at all.

Finally, it was found that there was a strong positive correlation between project success and the major M&E activity (conducting field visits), tools (Indicata, and Log frame), strength of M&E staff, and budget (availability & proper use of the budget). Besides, based on the regression multivariate analysis findings, there was a positive and significant relationship between project success and Indicata; whereas, there was a positive but not significant relationship between project success and a Log frame tool, conducting field visits, and strength of M&E team. These all indicated that the effectiveness of M&E system played a significant role for the success of projects in Orbis-Ethiopia.

5.4. Recommendations.

For the organization (Orbis-Ethiopia)

- Although there are skilled M&E staff workers in the country office, they are not adequate enough for all projects run by Orbis-Ethiopia and it is better to recruit M&E professionals for the project offices.
- The reporting system between Orbis and project implementation sites (government health system) should be improved and better to be advanced.
- The participation level of beneficiaries or communities in the M&E system should be improved. Orbis-Ethiopia need to create a system that gives an opportunity to the beneficiaries or communities for the active engagement in the M&E activities.
- ‘Projects’ progress relative to the schedule’ should be under a special attention and need to be well focused. Corrective measures should be taken for the delayed project activities during projects’ implementation.
- It is better to implement well Earned Value Analysis (EVA) tool for the better budget and schedule management of projects.

For researchers/ for future studies

- The study focuses on the projects run by only Orbis-Ethiopia. Future studies need to incorporate a number of project-driven health organizations to have a more understanding of the effect of M&E for the successful implementation of the projects.
- Comparative studies should be encouraged to be done between health organizations which have M&E unit/ department and other health organizations which have not M&E unit to measure better the effect of M&E for the project success.

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Annexes

Annex i: Questionnaire

Questionnaire
Addis Ababa University
College of Business and Economics
School of Commerce
Department of Project Management

My name is Wondwosen Yehualaw. I'm a graduate student on postgraduate study program at Addis Ababa University College of Business and Economics, School of Commerce. I am conducting a study on "The Role of Monitoring and Evaluation for the success of projects: the case study of Orbis International Ethiopia, Addis Ababa, Ethiopia."

This questionnaire is designed to collect information on the role of Monitoring and Evaluation for the success of projects in ORBIS Ethiopia. This collected information is going to be used as a primary data in this research. This research is purposely for academic endeavor for Partial fulfillment of the requirements for the Degree of Master of Arts in Project Management.

The information that I get from you will be kept confidential, and will not be disclosed to any third party. There is no right or wrong answers to the questions and the researcher would like to kindly ask you to give answer for all questions freely and honestly. I am sure that you will give correct and honest responses that will contribute to the quality and success of this study. I do like to express a heart full gratitude in advance for your kind response to be part of this study and for the truthful answers you give.

Contact information

If you have any questions you can contact me through my phone no. +251945931099 at any time or Gmail; wondiyeyehualaw@gmail.com.

Direction

- No need of writing your name
- Circle the choice that you select for questions with choices and Put “√” mark in the appropriate space based on the formats of questions in the table.
- If you cannot get a choice from the listed alternatives, you can write your own correct answer on the blank space of “please specify _____” area.
- In a situation where there are questions that are not appropriate and feasible to answer, consider the "***skip to***" pattern.

1. Demographic characteristics of participants

- 1.1. Sex: ☐ Male ☐ Female
- 1.2. Age: _____ years.
- 1.3. Academic qualification: ☐ Diploma ☐ BA/BSc
☐ MA/ MPH/ MSc ☐ PhD ☐ Other (specify) _____
- 1.4. Position in the organization: ☐ Project manager ☐ Project coordinator
☐ Field coordinator ☐ Research project director ☐ Research team coordinator
☐ Research assistant ☐ Field assistant ☐ other (specify) _____
- 1.5. How many years of work experience you have in the organization? _____ Years.

2. General Background Information of the projects and the organization

- 2.1. The project's name and location: _____
- 2.2. What are the major thematic areas of your project intervention? (Multiple responses is possible if your area of operation is more than one) ☐ Awareness ☐ Prevention
☐ Control ☐ Care and Support ☐ Capacity building ☐ Training
☐ Other (specify) _____
- 2.3. For how many years your organization has been carrying out the project you are currently working in? _____
- 2.4. Does your project have M&E policy and guideline/manual? ☐ Yes ☐ No
- 2.5. Does your project have a clearly written and well-designed M&E plan?
☐ Yes ☐ No
- 2.6. What is the key focus of M&E in your project? (Multiple responses is possible)
☐ Performance management and project improvement
☐ Accountability ☐ Impact measurement ☐ Budgetary concerns
☐ Others/please specify _____

3. Success status of the projects

3.1. Has the project that you are working now been implemented successfully?

Please tick your appropriate response in the box for the following concerns in the table

No		Strongly Disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly Agree(5)
3.1.1.	The project progress has been going according to the schedule					
3.1.2.	The project has been implemented within the budgeted cost/ there is no cost overrun					
3.1.3.	The project activities has been implemented within the quality standard of the organization					
3.1.4.	Workers in the projects are accountable for their overall activities					
3.1.5.	The project has been implemented within the planned scope					

4. M&E major Activities

	Activities	Never (0)	Low (1)	Moderate (2)	High (3)	Very High (4)
4.1.	Which major M&E activities have been carried out commonly in the projects of your organization?					
4.1.1	Tracking the progress					
4.1.2	Conducting field visits					
4.1.3	Conducting regular meetings					
4.1.4	Undertaking annual reviews					
4.1.5	Measuring data quality assurance					
4.1.6	Giving feedback regularly					
4.2.	In what interval the project receives reports from the project implementation sites (health facilities) for M&E system? (Multiple responses is possible)	A, Daily B, Weekly C, Monthly D, Quarterly E, Annually				
4.3.	Have you got the required complete M&E data on time from government health system (health center, woreda/ or zonal health offices?	A, Yes B, No C, partially				
4.4.	How M&E findings are disseminated in your organization? (Multiple responses is possible)	A, stakeholders meetings B, report to beneficiaries C, report for government body D, feedback to field staff E, through website/ Internet/ email F, Others /please specify_____				
4.5.	How do you rate the contributions of M&E to the project's success in your organization generally?	A. Very low B. Low C. Not sure D. High E. Very high				

5. M&E tools/ Approaches

M&E tools/ approaches practiced in the project of your organization

	Tools	Never (0)	Low (1)	Moderate (2)	High (3)	Very High (4)
5.1.	Log frame matrix					
5.2.	Result framework					
5.3.	Earned value analysis					
5.4.	Basic research					
5.5.	Stakeholder analysis					
5.6.	Indicata					
5.6.1	Others/specify_____					
5.6.2						
5.7.	Is there significant and organized stakeholders' participation in M&E system?	A. Strongly Disagree B. Disagree C. Not sure D. Agree E, Strongly Agree				
5.8.	What are the key stakeholders during the project M&E implementation? (Multiple responses is possible)	A, Project donor B, country office directors C, Project/ program managers D, M&E officers E, Beneficiaries/communities 5, others_____				
5.9.	How often does your organization monitor the overall progress of the project? (Multiple responses is possible)	A. Annually (After 12 months) B. Bi annually (After 6 months) C. Quarterly D. Monthly E. other/ specify_____				

6. M & E process/ steps

Status of Project M&E Process implementation

S.N	M&E Processes in the project	Never (0)	Low (1)	Moderate (2)	High (3)	Very High (4)
6.1.	Outcomes and goals are explicitly identified					
6.2.	There are SMART indicators used to measure project results					
6.3.	Baseline information are set for each indicators					
6.4.	Different level of indicators (input-output outcome- impact) are explicitly linked					
6.5.	Specific targets and dates to reach are established and arranged.					
6.6.	Standard data collection tools are developed					
6.7.	There is a regular formal data collection trend at field level					
6.8.	The data is going to be analyzed and there is a trend of reporting the results					
6.9.	Reporting is made in an clear and consistent way					
6.10	Decision based on the M&E finding					
6.11	Data is going to be properly documented, up to date and readily available for the future better performance of the organization/lessons learned					

7. M&E budget/fund

7.1. In your project of organization how M&E system is budgeted?

A. A separate budget B. A shared budget with other project activities

C. no budget at all D, I don't know (if your answer is C and D, skip to section 8)

7.2. The budgetary allocation of M&E system in the project office/ organization.

	Assessment statement/ questions	Strongly Disagree(1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
7.2.1	There is sufficient budget assigned for M&E system for the organization					
7.2.2	There is sufficient budget allocated for Your project site M&E activities					
7.2.3	The budget is distributed on time to each project M&E activities					
7.2.4	The budget for M&E is used properly for the intended purpose only					

8. M&E human resource (strength of M&E team)

The M&E human resource status of the organization and its project offices

	Assessment statement/ questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
8.1.	There is a devoted adequate staff for M&E in the projects/ organization					
8.2.	There are skilled M&E personnel in your project/ organization you are currently working in					
8.3.	The roles and responsibilities of M&E staffs are clearly defined					
8.4.	M&E staffs have received training on M&E system implementation					
8.5.	Participatory stakeholder representation					

Annex ii: Key informant interview Points.

1. Discuss the main processes of M&E/ M&E workflow in the organization/ project office?
2. What are the major activities of M&E in the organization/ project office?
3. According to you, what are those M&E activities that have a significant effect on the successful implementation of the projects?
4. What are the M&E tools/approaches commonly practiced in the organization/ project office?
5. How do you see the availability of skilled human resources for M&E system in your organization?
6. Describe the budgeting system of M&E activities in your organization? [Probe: is it a separate sufficient budget? What portion of the total project/ budget allocated to Monitoring and Evaluation?]
7. How do you see the report taking system of your organization/ project offices from woreda health offices/ zonal health bureaus? [Probe: Have you got the complete and on time data from the woreda health offices/ zonal health bureaus? How? If no Why?]
8. How do you describe stakeholders' participation in your M&E activities? Which stakeholders have been participating in the M&E activities?
9. What are the contributions of M&E to the projects' success generally in your organization?

Thank you for taking the time and effort to be a part of this study and for being willing to do the interview!!!