SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

ADDIS ABABA UNIVERSITY

IMPACT OF MONITORING AND EVALUATION PRACTICES OF INTERNATIONAL NGOS ON PROJECT PERFORMANCE: THE CASE OF JRS- ETHIOPIA

Zemene Matewos Shewarega

Advisor: Dr. Seifu Mamo

A Project Submitted to Addis Ababa University, School of Commerce in Partial Fulfillment for the Degree of Master of Arts Degree in Project Management

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Declaration

I, the undersigned, declare that this research project entitled “Impact of Monitoring and Evaluation Practices of International NGOs: the case of JRS-Ethiopia” is my original work, has not been presented for a degree in this or any other university, and all sources of materials used for the research have been fully acknowledged.

Zemene Matewos Shewarega _____

Name Signature

Place: Addis Ababa, Ethiopia

Date of Submission: _____

Statement of Certification

This is to certify that Zemene Matewos Shewarega has carried out this research project on the topic entitled “Impact of Monitoring and Evaluation Practices of International NGOs: the case of JRS-Ethiopia” under my supervision. This work is original and it is sufficient for submission for the partial fulfillment of the award of Degree of Masters of Art in Project and Management.

Dr. Seifu Mamo _____

Advisor Signature

Place: Addis Ababa, Ethiopia

SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

ADDIS ABABA UNIVERSITY

Research Project for MA in Project Management

Zemene Matewos Shewarega

Approval by Board of Examiners

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_____	_____	_____
Examiner	Signature	Date
_____	_____	_____
Examiner	Signature	Date

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Acronyms/Abbreviations

JRS - Jesuit Refugee Service

INGO - International Non-Governmental Organization

ME - Monitoring and Evaluation

LFA - the Logical Framework

USAID - United States Agency for International Development

CIDA - Canadian International Development Agency

SPSS - Statistical Package for the Social Sciences, application software for statistical operations

ANOVA - Analysis of Variance, a statistical method in which the variation in a set of observations is divided into distinct components.

SD - Standard Deviation

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Abstract

Monitoring and Evaluation practices are among the key issues in assessing a project in the course of implementation and post. They allow measuring project activities and analyzing the overall implementation of the project. This helps to fix the project ahead of time when it gets off track and examine the relevance, effectiveness, efficiency, and impact of its implementation given the planned goals.

Monitoring and Evaluation include delivery on time, delivery on budget, quality assurance, and achievement of program objectives. However, a review of the literature reveals deficiencies such as the design and implementation of program objectives. Studies have shown that programs that have weak or lack specific monitoring and evaluation practices on average record low rating performance as measured by scope, timeline, and resource utilization. The main objective of this study was to determine the monitoring and evaluation practices on the performance of projects by taking the case of one of the INGOs working in Ethiopia called, JRS. The study adopted a descriptive research design method with a target population of 70 staff. Data collected was analyzed using both qualitative and quantitative analysis. The study findings revealed that all independent variables (ME Planning, ME budgeting, Capacity Building, and level of participation of stakeholders) in the study influence the Performance of the projects (dependent variable). The Analysis of variance (ANOVA) revealed that the calculated value was greater than the critical value (61.000>8.3997) an indication that ME Planning, ME budgeting, Capacity Building, and the level of participation of stakeholders have a significant role in the performance of the projects conducted by JRS-Ethiopia. The significance value (0.000) was less than 0.05 indicating that the model was significant. The correlation analysis also confirmed the relationship between ME budgeting and the performance of projects is the most significant, $r = 0.709$, $P < 0.01$, which was a strong positive relationship. The correlation between ME

capacity building and the performance of projects is also significant, $r = 0.439$, $P < 0.01$, which is a moderate positive relationship. The correlation between ME Planning and performance of projects is the least significant, $r = 0.196$, $P < 0.01$, which is a positive weak relationship.

The results of the study are meant to contribute greatly to various project ME constraints that organizations undertake.

Keywords: Monitoring and Evaluation planning, Performance, practices, INGOs.

Chapter 1: Introduction

1.1 Introduction

International Non-Governmental Organizations (INGOs) have been working all over the world for many years with various humanitarian endeavors in the regions where they operate.

The focus of this study is the impact of monitoring and evaluation practices of an international NGO named JRS on the success of its projects in its humanitarian response in Ethiopia.

1.2 Background of the study

An INGO is an organization that is independent of government intervention with an international scope of operations.

The concept and operations of INGO have become prominent since the end of the WWII and fall of the Berlin wall where global citizens aim to promote values that could boost the quality of life over concern for power and political conflict (Guedes-Neto, 2016).

There are quite a significant number of such organizations that have been intervening in different humanitarian crises since the Dergue regime when Ethiopia was experiencing civil war and famine caused by natural and manmade causes. Jesuit Refugee Service (JRS), now working in over 50 countries in the world, had its presence in Ethiopia for the first time in the early 1980s, providing food, shelter, and medical aid to thousands of people displaced within the country due to war and famine (Cantos, 2019).

Ethiopia is the second-largest refugee-hosting country in Africa next to Uganda. Ethiopia hosts close to 900,000 refugees. And, the number of internally displaced people is well over 1.5 million (Jenssen, 2018).

The reputation of the country in welcoming refugees and the dire situation of internally displaced people are the driving factors for INGOs operations to respond to the humanitarian crisis.

Generally, for all projects and particularly for those run by NGOs, Monitoring and Evaluation practices improve the overall implementation of a project and consequently enhance a positive change in the social and economical status of the target population (Kananura & Ekirapa-Kiracho, 2017).

Monitoring is a process that takes part during the entire course of the project's implementation to ascertain if the project conforms with the original plan, discern any deviations caused, and take corrective measures before it gets worse. Whereas, Evaluation of a project refers to an assessment of an ongoing or a completed project to provide a view of the intervention's relevance, efficiency, effectiveness, impact, and sustainability.

The study of ME practices of the international NGOs is triggered by a soaring competition for funding and incessant pressure from governments and donors to demonstrate credible results in the works the organizations carry out (Japheth & Wanyonyi, 2017).

Monitoring and Evaluation of projects have long been adopted by international humanitarian agencies to enhance their capacities, become more effective; and maximize the impact of their operations through a thorough review and learning, with partners and the communities they work with. However, it's very common that the reputation of such organizations gets marred due to an allegation concerning their accountability and performance in addressing the most critical issues of the people in need with relief and development programs (Yasmin & Ghafran, 2019).

Thus, Monitoring and Evaluation help program implementers in an NGO setting to make informed decisions on the appropriateness of the type of services provided for target beneficiaries and learn from objective evidence about a need to modify or maintain a given intervention (Japheth & Wanyonyi, 2017).

Therefore, ME has become a critical issue for humanitarian organizations to direct the limited resource to what's exactly needed and ensure accountability in their work.

The INGOs have different ways of assessing their operations and direct their effort of commitment based on the demands of the beneficiaries.

Like all other international organizations, JRS has a progressive Monitoring and Evaluation practice used to assess the performance of its projects and improve current and future management of outputs, outcomes, and impact of the programs it runs. This practice also helps the organization learn the process for the wider JRS organization and make a decision to start a new intervention or close operations or a project in the country.

Therefore, the purpose of this study is to provide an overview of the current Monitoring and Evaluation endeavors of the organization and determine if they impact the projects' success in realizing the intended goals. In doing so, the overall approach of the project cycle management as seen by the organization in regards to the ME of a project is examined.

1.3 Statement of the Problem

The perception held by many people about weak ME practices of projects carried out by INGOs dictates the need to understand their system and how they see the very concept of ME in project implementation.

The main purpose of conducting this research is inspired by the unclear picture of the Monitoring and Evaluation practices of INGOs to assess their projects. It also seeks to know how the ME practices are related to their project performances.

The practice of controlled ME generally improves project performance. The reason for poor project performance is majorly attributed to the lack of a system to carry out ME activities as one part of the project life cycle (Omondi & Kinoti, 2020).

Many INGOs engage in humanitarian interventions with projects having social value indicators that are difficult to measure unlike projects of other types. This causes a situation that fails to properly portray the relation that ME practices have with the project's success.

A regular assessment of project performance helps project managers to take corrective measures and suggest better strategies for future projects' initiation, design, and plan. Many studies, in this regard, emphasizing that ME practices have a strong link to project performance.

Many international NGOs have accountability from their donors, international offices/headquarters where part of their fund comes from, and the local government (Assi & Trent, 2015).

This makes the process of ME practices difficult as they strive to meet the demands of the various actors for which they are accountable. Some of the actors only seek to get a report on how the fund is expended and while others might be interested in the efficiency and effectiveness of the programs that a budget was allocated for. And, still, others demand a thorough examination of the process and recommend future ways of implementing a project, and suggest new interventions.

Such disarray of focus contributes to inadequate information on how the key activities of ME practices are being carried out in an INGO setting. Hence, in many organizations, the ME practice is deemed as a donor requirement rather than a management tool (Jahid, 2019).

As a result of this, there is a common tendency among some humanitarian organizations to view an ME as an extra burden with little or no benefit to the programs they commit their resources to.

The research recognizes the need for a better understanding of the ME practices of international humanitarian agencies, particularly that of JRS in its operations in Ethiopia, and their mode of project cycle management that helps them reach the target population

This study, therefore, seeks to establish a systematic analysis of the impact of ME practices on project performance by taking into account its different dimensions like ME plans, budget allocation for ME, stakeholders involvement, ME training to program implementers, and baseline surveys as part of the planning process. How these dimensions relate to the various elements that measure project success is also studied.

1.4 Research Questions

This study is inspired by the following research questions:

I. What is the impact of the ME planning process on the performance of JRS-Ethiopia projects?
II. How do the different components of ME influence the performance of projects by JRS-Ethiopia?
III. What does the general conceptual framework that outlines the relationship between ME practices and project performance look like?

1.5 Research Hypothesis

The research has tested the following hypothesis at a 95% level of significance.

I. **H_0**: There is no association between ME planning and project performance in JRS-Ethiopia projects.
II. **H_0**: There is no association between ME budgeting and project performance in JRS-Ethiopia projects.
III. **H_0**: There is no association between stakeholders' participation and project performance in JRS-Ethiopia projects.
IV. **H_0**: There is no association between ME training to program implementers and project performance in JRS-Ethiopia projects.
V. **H_0**: There is no association between the variables described as mediating factors and project performance in JRS-Ethiopia projects.

Note that the moderating factors are Culture, Global Economy, Project Funding, Skills of Project Staff, Communication Technology, and the Political Environment.

1.6 Objectives of the Study

1.6.1 General Objectives

The objective of this study is to show the correlation that Monitoring and Evaluation practices have with project success by considering several mediating variables between the two through a comprehensive review of the literature, operational documents, administration of survey questions, and subsequently formulate a conceptual framework of the employed ME practices to effectively meet their philanthropic endeavors.

1.6.2 Specific Objectives

The study has the following specific objectives:

1. To determine the influence of Monitoring and Evaluation practices on the project success of the operations conducted by JRS – Ethiopia.
2. To determine the influence of the different dimensions of the ME practices as moderating variables on the project success of the JRS – Ethiopia.
3. To outline a conceptual framework for ME practices in a protracted and emergency crisis.

1.7 Significance of the Study

The result of this study will be invaluable to the INGOs working in a humanitarian crisis, particularly to JRS-Ethiopia, to help them establish an ME practice scheme and tools to better serve the target population. The study will help their staff to understand how the ME activities they undertake impact the project performances. It will also have a far-reaching benefit of visualizing their ME practices from the perspective of the formal project

management's recommendations and undertaking evaluations of their planned and implemented activities.

1.8 Scope of the Study

The study is limited to the ME practices of JRS-Ethiopia whose outcome might well work for other INGOs engaged in similar endeavors. However, it's generally difficult to make a logical conclusion that the ME situation and a recommendation for the particular organization under study mean the same for others. As the study's focus is on the impact of ME practices on project performance, it limits the scope to this area and other aspects of the project life cycle are not examined.

1.9 Operational Definition

Project Performance - is a measure by which a project is considered to be successful in terms of completing the project within schedule, without cost overrun or underrun with a certain defined quality, and satisfying the demand of the client. It is also about bringing a sustainable positive change to a situation.

ME Practices – it is an accepted monitoring and evaluation practice undertaken during project implementation and after its completion.

Stakeholder Participation – is a situation whereby stakeholders actively participate in all the key aspects of the project cycle.

Capacity Building – refers to the process of establishing the ME needs, determining the need for expertise to carry out ME, and improving the skills of the project implementers in the principles and activities of ME.

Budgetary Allocation – It's generally the amount of budget allocated for project implementation and in this case for ME activities.

1.10 Organization of the Paper

The study is organized and presented in five chapters. Chapters 1, 2, and 3 refer to Introduction, Review of Literature, and Research Methodology, respectively. The Analysis of the data is presented in Chapter 4 and the last chapter, chapter 5 contains the Summary, Conclusions, and Recommendations.

Chapter 2: Literature Review

This chapter aims to present a critical overview of ME activities and their impact on project performance. In this chapter, the overall aspect of ME in project management, the concept of project performance, and the different types of ME are discussed. It also discusses how ME planning, stakeholder participation, capacity building, budgeting for ME, baseline surveys, and politics impact the project performance. In light of this, a theoretical framework that illustrates the relationship between the dependent and independent variables with the mediating factors is presented.

2.1 Monitoring and Evaluation

Monitoring and Evaluation are interrelated and mutually supportive as they both are needed to assess project performances and the result from monitoring data can be applied for a successful evaluation (Chandurkar, Singh, & Dutt, 2017).

Monitoring is a continuous process that's conducted regularly during project progress to ensure the implementation is directed towards realizing the intended goals and objectives.

According to (Fontein, 2021), Monitoring a project has the following main purposes:-

- It ensures quality control by controlling tasks to meet project requirements.
- Helps projects meet deadlines.
- Examines employee workloads and capacities.
- Allows project changes and corrections in case of deviations from original plans.
- Facilitates clear budget tracking.
- Encourages accountability.

Whereas, Evaluation is a measure of how well the activities of a project have met objectives and determines which outcomes attribute to which project objectives and examines the impact of the project on the communities served (Kissi, Agyekum, Baiden, & Tannor, 2019).

The values of Monitoring and Evaluation and where the basic difference between them lies are illustrated in the following table.

Monitoring	Evaluation
Monitoring is the systematic and routine collection of information about the programs/project activities	Evaluation is the periodic assessment of the programs/projects activities
It is an ongoing process that is done to see if things/activities are going on track or not i.e. it regularly tracks the program	It is done periodically to measure the success against the objective i.e. it is an in-depth assessment of the program
Monitoring is to be done starting from the initial stage of the projects	Evaluation is to be done after a certain point of time of the project, usually at the mid of the project, completion of the project or while moving from one stage to another stage of the project/programs
Monitoring is done usually by the internal members of the team	Evaluation is done mainly by external members. However, sometimes it may be also done by internal members of the team or by both internal and external members in a combined way
Monitoring provides information about the current status and thus helps to take immediate remedial actions, if necessary	Evaluation provides recommendations, information for long term planning, and lessons for organizational growth and success
It focuses on input, activities, and output	It focuses on outcomes, impacts, and overall goal
The monitoring process includes regular meetings, interviews, monthly and quarterly reviews, etc. Usually quantitative data.	The evaluation process includes intense data collection, both qualitative and quantitative
It has multiple points of data collection	Data collection is done at intervals only

It answers the present scenario of the project towards achieving planned results considering the human resources, budget, materials, activities, and outputs	It assesses the relevance, impact, sustainability, effectiveness, and efficiency of the projects
Monitoring studies the present information and experiences of the project	Evaluation studies the experience of the project performance
Monitoring checks whether the project did what it said it would do	Evaluation checks whether what the project did had the impact that it intended
Helps to improve project design and functioning of the current project	Helps to improve project design of future projects
Monitoring looks at the detail of activities	Evaluation does not look at the detail of activities but rather looks at a bigger picture
It compares the current progress with the planned progress	It looks at the achievement of the programs along with both positive/negative, intended/unintended effects
Information obtained from monitoring is more useful to the implementation/management team	Information obtained from the evaluation is useful to all the stakeholders
Monitoring result is used for informed actions and decisions	The evaluation result is used for planning new programs and interventions
Answers the question "Are we doing things right?"	Answers the question "Are we doing the right thing?"
Regular reports and updates about the project/program act as deliverables here	Reports with recommendations and lessons act as a deliverable here
Good or effective monitoring does not rely on evaluation results	Good or effective evaluation relies to some extent on good monitoring
There are few quality checks in monitoring	There are many quality checks in the evaluation
It provides information for evaluation	It provides information for proper planning

Table 2. 1. Values of Monitoring and Evaluation

2.2 Project Performance

Studies indicate that project performance has various dimensions. Project practitioners and researchers have looked at it from different dimensions depending on the aspect they want to emphasize. Some studies consider project performance to be similar to project success; that is, completing the project within schedule, cost, and quality and satisfying the client (Kabonga I. , 2019).

Others consider performance as a well-instituted variable comprising over 33 factors that increase the likelihood of project success (Molaei, Bosch-Rekveldt, & Bakker, 2019).

2.3 Importance of Monitoring and Evaluation to International NGOs

A well-developed ME system is a critical part of good project management and ensures accountability for INGOs in their project implementation and service provision to their beneficiaries. Timely and reliable ME activities provide information to Support project implementation with accurate, evidence-based reporting that informs the management and helps the decision-making to direct and enhance project performance. It also contributes to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it. This ensures accountability and compliance by demonstrating whether or not the work has been carried out as planned and in compliance with established standards and with donor requirements and beneficiaries' demands.

Monitoring and evaluation of projects can be of great importance to various players including project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolve around a few areas. Effective monitoring and evaluation is a major contributor to project success and hence the use of technology to complement the efforts of the ME team will strengthen it; which will, in turn, lead to value addition by the team. Managing Stakeholders, teamwork

among members, and monitoring the progress of the project work are some of the key processes used to manage the project work. A good monitoring team has good stakeholders representation and embraces teamwork as a sign of strength and an ingredient for better project performance (Oduor & Murei, 2020).

Monitoring and Evaluation allows development actors to learn from each other's experiences, building on expertise and knowledge and reveals mistakes, and offers paths for organizations to learn and improve while incorporating the lessons in their policies and practices. This brings about the concept of Knowledge management which refers to capturing findings, institutionalizing learning, and organizing the wealth of information produced continually by the ME system. Monitoring and evaluations are important to promote accountability to both the donors and the beneficiaries, demonstrate to donors and the organization's board of management that project implementation has been carried out in conformity with the set policies, standards, principles, and regulations, and provide an opportunity for INGOs to receive stakeholder feedback, especially the project beneficiaries. It also provides information to project managers on how and when to hand over projects to the local community contributing to community ownership and sustainability of the projects. Moreover, an effective monitoring and evaluation system provides a more robust basis for raising funds and policy influencing. ME results can help organizations demonstrate to potential donors that they are viable partners for funding. ME systems provide the means to compile and integrate valuable information into policy-making hence delivering the basis for sound governance and accountable policies in organizations (PorterIan & Goldman, 2015).

As the researchers highlighted above, the purpose of monitoring and evaluations is to ensure planned results are achieved or not, improve and support management, generate shared understanding, and new knowledge and support organizational learning, build the

capacity of those involved, motivate stakeholders, ensure accountability and also foster public and political support.

2.4 Monitoring and Evaluation Planning Process and Project Performance

In a study conducted by, (Kihuha & Wangwe, 2017) it was found that planning for monitoring and evaluation is critical in attaining better project performance on government projects. The focus of this project study is on INGO-funded projects. The study will be seeking to determine how the better performance of NGO projects can be arrived at through monitoring and evaluation of projects. Further, a study by (Njeru & Luketero, 2018) on project performance, with the variables, Project Planning, Implementation, and Controlling Processes noted that project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation, and monitoring processes. Variable models are used to identify how each stage is helpful in the process of managing project performance. The objective of this study was to determine the effect of monitoring and evaluation on development projects. To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance was explored; the findings showed that project-planning processes contribute to project performance. Additionally, (SinghDharmendra, ChandurkarDharmendra, & Dutt, 2017) highlighted that monitoring and evaluation was the major driving factor in development projects.

2.5 Stakeholder Participation and Project Performance

Some authors concur that there are different meanings of participation and that the benefits of participation in a project are numerous (Carlos & Stefan, 2015).

Participation is a democratic way of working that leads to improvements in decision-making and re-establishes the credibility of the entire process. Participation is, therefore, a key factor in project performance. The two authors (Carlos & Stefan, 2015) reviewed the literature on two case studies of a property development project. They concluded that sustainable property development was possible among other factors, through the participation of the stakeholders which was found necessary as it provided for dialogue and interactions. The findings were, however, based on just two cases making it difficult to generalize. Additionally, though the study was based on participation, it does not focus on ME as a key variable.

2.6 Capacity Building and Project Performance

In addition to stakeholder participation, capacity building is deemed necessary for any project activity to successfully take place. Capacity building essentially involves improving the available skills of all stakeholders. Such a process may be informal whereby it is done through on-the-job experience or formal whereby an organized training program is carried out.

The authors, (Kiboi, Kilonzo, & Iravo, 2018), made contributions to the field of ME by exposing the main determinants of success in projects. They focussed on the determinants of ME of donor-funded and government community projects. They engaged in extensive desk research and among other results, training in ME aspects was found to be fundamentally contributing to improving both the quality and quantity of the ME personnel. They refereed journals and other relevant papers on monitoring and evaluation to extract the determinants of ME. More specifically the study centered on donor-funded

public projects. The study then concluded that empowering the ME team, allocating adequate finances, conducting field visits to validate results, and communicating results aided in project success. The main weakness of this study is that it relied on secondary data and had no validation in the field whatsoever. The study further failed to explain its methodology clearly in terms of the number of materials that were analyzed.

(Acharo & Migosi, 2020) carried out a study on what impacts monitoring and evaluation of projects. Capacity building on the personnel on ME was considered as one of the independent variables and was measured in terms of the duration taken to train the participants. The training was about improving the skills of the participants. ME implementation status was taken as the dependent variable. They used a model known as Binary Probit for data analysis where the dependent variable was assigned a value of 1 if the ME was implemented and 0 if it was not. The findings of the study were that there is a significantly positive relationship between the capacity building of participants and ME implementation. The chances of successfully implementing the program increased with an increase in the duration of training. An extra duration of capacity building increased ME success by 1.4 percent all other factors being constant. However, the measure of the dependent variable only considered two states of ME implementation; presence or absence, therefore, did not account for the levels of participation in the continuum.

2.7 Budgetary Allocation and Project Performance

Most organizations are likely to have the less budgetary allocation for monitoring and evaluation of projects. According to (Larson & Gray, 2021) a project is a complex non-routine, one-lifetime effort limited by time, budget, and resources to meet customers' needs. The authors state that due to their limited funds, organizations face notably greater challenges to obtain and run monitoring and evaluation activities effectively. It is important therefore that organizations need to be aware of the full range of finance options available to help to identify key financial needs; understand the range of finance products

available and how to access them; and identify suppliers of finance to meet the identified needs for monitoring and evaluation (Carlson, et al., 2022).

Effective funds management in projects is determined by parameters that govern funds control such as auditing. Various financial acts across the countries around the globe stipulate that funds for any project should be adequate and be disbursed in time for the successful implementation of development projects. Budgets are monetized expressions of the target to be accomplished in a given year by an individual, organization, or nation. It is a deliberate attempt to achieve superior targets over time with available and expected resources. Such targets are influenced by the experiences of the past and expectations of the future (Douglas & Overmans, 2020).

With a well-formulated budget, project managers can effectively plan, coordinate, control, and evaluates its activities. A budget is a device intended to provide greater effectiveness in achieving organizational efficiency and hence project success. To be effective, however, the functional aspects must outweigh the dysfunctional aspects. Because a budget plan exists, decisions are not merely spontaneous reactions to stimuli in an environment of unclassified goals. It is pertinent to note that management activities are the driving force behind every organization and of course necessarily unavoidable. These activities planning, organizing, directing, and controlling economic resources, are schematized to reflect the nature and objectives of the organization and must be tailored towards the attainment of the overall organization's predetermined objectives. This must be achieved effectively to ensure successful budget implementation. Budgetary control and allocation involve the preparation of a budget, recording of actual achievements, ascertaining and investigating the differences between actual and budgeted performance, and taking suitable remedial action so that budgeted performance may be achieved effectively (Jamali & Carroll, 2017).

Budgetary control is the system of controlling costs through budgets. It involves a comparison of actual performance with the budgeted with the view of ascertaining whether what was planned agrees with actual performance. If deviations occur reasons for the difference are ascertained and a recommendation of remedial action to match actual performance with plans is done.

From the literature reviewed it is clear that the requirement of a project to be successful is clear and absolute that is a project must deliver to cost, to quality, and on time; and it must deliver the benefits presented in the business case. However, at times if key stakeholders agreed that a project had to exceed its initial budget, the project may still be considered a success. Likewise, if a project delivered everything that was in the detailed project designs, it may still be considered a failure if it did not include vital elements that the key stakeholders needed. Therefore, the project budget should provide a clear and adequate provision for monitoring and evaluating events. To build a realistic budget the following are suggested to be taken into consideration: List all ME tasks and overall responsibilities, analyze the necessary items associated with each task, and determine their cost; Budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses; ensure that the budget includes all capital expenses, including facility costs, office equipment, and supplies, travel and lodging, computer hardware and software, and other expenses; determine whether all tasks are included in the overall project budget, such as support for an information management system, field transportation and vehicle maintenance, translation, and printing and publishing of ME documents/tools and lastly allow for unexpected contingencies such as inflation, currency devaluation, equipment theft, or the need for additional data collection/analysis to verify findings.

The monitoring and evaluation budget can be delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project

success, (Bertule, et al., 2018) argue that monitoring and evaluation budgets should be about five to ten percent of the total project budget.

2.8 Baseline Surveys as part of ME planning

Baseline surveys involve the assessment of project conditions before project execution majorly to confirm the viability of the project (Okello, Monitoring and Evaluation Data Management and Project Performance: A Review on Infrastructure Projects, 2021).

It provides feedback actual state of affairs before the project is implemented to act as a reference point and facilitate future ME. (Kamau & Mohamed, Efficacy of Monitoring and Evaluation Function in Achieving Project Success in Kenya: A Conceptual Framework, 2015) identified three areas of baseline ME. These are economic, social, and environmental baseline surveys. A baseline surveys report facilitates the formulation of measures to proactively manage project outcomes that may hurt economic, social, and environmental expectations of the project. Baseline surveys can guide in design and re-design of a project to facilitate compliance with project requirements. Baseline ME guides on how to initiate the project. Baseline data is collected through a baseline survey. The findings of the survey information on the important project factors. The initial evaluation of the project is done based on the survey findings. Baseline ME can help in the definition of performance expectations. Effective baseline M&E facilitates proactive project decisions and consequently enhances the quality of project implementation and project performance in general (Okello, Monitoring and Evaluation Data Management and Project Performance: A Review on Infrastructure Projects, 2021).

To have an adequate and informative baseline ME report, baseline data must be collected and analyzed. The process of collecting, analyzing, and reporting baseline ME data to have a baseline ME report is called baseline ME data management. Baseline ME data management involves decisions on data sources, data collection, data analysis models, and

methods that can be used to arrive at a baseline position against which future ME reports can be compared (Kabonga & Itai, 2019).

Baseline data should be collected for each outcome and impact indicator. Data can be collected through quantitative baseline surveys. These studies have also identified questionnaires as effective tools for baseline surveys. They further argue that baseline ME should be done early enough to allow for timely analysis and reporting. Baseline ME data can also be collected through structured observation or stakeholders' dialogues (DeannaWang & Sengupta, 2016). Therefore, baseline survey information is crucial in project implementation.

2.9 Politics and Project Performance

Building a monitoring and evaluation system is likely to have a contingent effect on the independent variable – dependent variable relationship. This is because projects are political and therefore the role of politics in the effectiveness of monitoring and evaluation in projects cannot be gainsaid. (Magembe, et al., 2019) did a study on the effectiveness of monitoring and evaluation of INGO projects. Among the factors under study was political strength. Data were analyzed descriptively and inferentially using tools of mean and multiple regressions. The study findings were that politics do influence the monitoring and evaluation of projects. However, in a study to establish the effect of monitoring and evaluation on projects, (Acharo & Migosi, 2020) found contrasting results. The study established that politics had an insignificant influence on monitoring and evaluation implementation in projects. There is therefore the need to establish the effect of politics as a moderating variable.

2.10 Theory of Change

The theory popularized by Carol Weiss, (Reinholz & Andrew, 2020) conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. The Theory of Change clarifies the procedure of progress by sketching out causal linkages in an activity, i.e., it is shorter-term, middle-of-the-road, and longer-term results. The distinguished changes are mapped as the "outcomes pathway" demonstrating every result in an intelligent relationship to all the others, and additionally sequential stream. Monitoring is concerned with assessing how change occurs within the components of the project and the surrounding environment, which was considered because of the interventions from the project. A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility. Often referred to as the program theory, results chain, program logic model, or attribution logic, the theory of change illustrates the series of assumptions and links identifying the presumed relationships and has great relevance to planning and coordination as well as research and surveillance. Using the theory of change the ME practices can be regarded as inputs whose outcome is meant to be visible in a more effective ME system. The theory of change can indicate which aspects of implementation need to be checked for quality, to help distinguish between implementation failure and theory failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings. Further, if a participatory approach is taken, the development of the theory of change can help all participants think in outcome terms facilitating surveillance. The process can help develop ownership and a common understanding of the program's planning and coordination and what is needed for it to be effective. Theory of Change is integrated into

the cycle of project planning, monitoring, and monitoring or applied at different points. These include the pre-planning stages of scoping and strategic analysis, design, planning, and implementation. It can be used to support different project cycle activities, such as implementation decision-making and adaptation; to clarify the drivers, internal and external, around an existing initiative; to monitor progress and assess the impact project. A theory of social change is one small contribution to a larger body of theorizing, it can be regarded as an observational map to help practitioners, whether field practitioners or donors or even beneficiaries to read and thus navigate processes of social change. There is a need to recognize how change processes shape the situation and adjust practice appropriately (Serrat, 2017).

Due diligence in a project setup must be adhered to regarding carrying out ME practices, whether in planning and coordination, capacity building, data demand, and use, or even in research and surveillance, and this should be done ethically to mitigate likely adversity that may accrue if is omitted. Further ME reports should meet the requisite ethical standards to be accommodated. The theory of social change advocated for combining theory and action to create social change through the requisite capacity-building initiatives as well as engagement inappropriate planning and coordination. It aims at addressing the issue of how development projects did not lead to sustainable changes, and this is particularly relevant to the agriculture sector because failure to meet targets is a likely pointer to capacity inadequacy, poor planning and accountability, and low incomes derived from the production units (Thornton, et al., 2017).

Why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises ethical questions since the implementation of the project is supposed to be an empowering process and the ME application should be able to identify loopholes in existence. The involvement of communities in a community project is not an arbitrary occurrence but is anchored on anticipated gains for the target communities. In

Kenya currently, there has been a propensity to involve target groups in project work right from initiation, formulation, implementation, and ME up to project closure. This approach is in stark contrast to what was hitherto practiced before the 1980s when the government was solely responsible for initiating and implementing development for the people unlike the position taken by leading social change theorists such as Paulo Freire who advocated that it was necessary to empower people to participate in their development (Kakamad, 2015).

2.11 Theory of Constraints

The theory of constraints can be used to demonstrate how managers can effectively manage organizations based on the assumption of system thinking and constraint management (R., Nuñez, Abdallah, Escalona, & Macarena, 2018).

The theory of Constraints-based management philosophy focuses on change at three levels; the mindset of the organization, measures that drive the organization, and methods employed within the organization (R., Nuñez, Abdallah, Escalona, & Macarena, 2018).

Needs and constraints in a multi-party working situation which is necessary for construction projects bring complications in project management, and therefore for effective project management, constraints must be managed. Most projects are difficult to manage because they involve uncertainty and involve three different and opposing commitments i.e., due date, budget, and content. Triple constraints criteria (time, scope, and cost) in project management have been accepted as a measure of project success. Venture supervisors see triple limitations as key to a venture's prerequisites and achievement. Streamlining these three elements learn to extend the quality and auspicious finish. Every one of the three limitations of tasks scope (a measure of value), cost, and time has their impacts on ventures' execution yet since these components have some relationship, one imperative bear an impact on the other two, in the long run influencing ventures expectations to a more prominent degree. This study is based on the triple

constraint theory where most adopted Monitoring and Evaluation practices from organizational perspectives may work well or fail hence leading to delays if this theory is not well embraced.

2.12 Theory of the Logical Framework

The logical Framework has its origin in the US military planning approach which was later adaptably used by NASA, a US Space Agency, before being subject to use for development projects by USAID followed by CIDA over forty years ago (Golini, Landoni, & Kalchschmidt, 2017).

In the 1980s, it was chosen by European development organizations and since the 90s, many donors agency has shaped the LFA as the standard approach for the grant application (Golini, Landoni, & Kalchschmidt, 2017).

One argues that its origin and the theory basis could be traced back to ancient Greek Aristotle, by describing the 'four causes' or four fundamental questions consisting of the material; physical process and activities, the formal; producing output, the efficient; what the produced thing will be, and the final; contribution to wider needs and purposes (Couillard, Garon, & Riznic, 2017).

In the practice of the Log Frame, there have been many challenges in delivering development projects generally and ME in particular. LFA is sometimes described as a 'good servant bad master' theme as having produced widespread logical confusion with issues in both vertical and horizontal logic (Uwizeyimana, 2020).

In addition, The Log Frame ME has been viewed as a 'necessary evil'; burdensome; fixed; rigid; sometimes considered merely as targets; indicators and impact measurement; numerical gain to obtain the fund; a tickbox exercise; and a mechanism for uniformity NGOs as a weak self-portrayal institution, with little power in hierarchical reporting structures (Hamdy, 2019).

These views are due to the increased donors' emphasis on ME which is related to financial and budgeting accountabilities, project management skills, and organizational learning (Botha, Alexander, & Turner, 2015).

Log frame, as a monitoring tool, has a strong tendency in favor of product output in terms of reports requirement which is sometimes too narrow in focus; putting the expected effects at the centrum (Tortajada & Biswas, 2016).

Data, like a product, is produced based on physical and financial particulars which focus on simply tangible and measurable indicators and quantitative analysis, while the data process emphasizes the qualitative dimensions of the context-specific and interpretative nature of NGOs. The fact is that although the presence of enormous critiques on the LFA is still commonly utilized by NGOs and donors, thus, LFA has strongly stood its position since it serves as a function a system of logical summary on crucial aspects rather than details inclusion. High-level decision-makers strengthen LFA as a favorite tool, (Practical Concepts Incorporated (PCI), 2018) that has become a common basis. The perfect example is based on an analysis of the research by (Tortajada & Biswas, 2016) that the Log Frame emphasized the needs of the high-ranking managers, workability, and its usefulness in practice. However, a transformative commodification has been performed due to a competitive market of NGO enterprises and organizations. Certainly, this may have affected how to develop and implement projects by NGOs if commercialization has been seemingly stimulated by funding agencies. Issues in The Log Frame (The Logical Framework Approach) Based on Hamdy, M. Kholis's (Hamdy, 2019) research, LFA has been likely considered beneficial because of several reasons, but despite the positive aspects, there are issues as well. First, for several NGOs, LFA is particularly useful when there is a large number of partner agreements as it offers a supportive means to value grant applications and work management. Although the grant consists of a small portion of the project, LFA has already been used by NGOs for any projects and programs. Therefore, it

likely appears that the attitude towards LFA has been to the extent of how beneficial in terms of dealing with work rather than the organizational nature. At a certain time, M. Kholis Hamdy Theory of Change and Logical Framework: A Comparative Measure for Monitoring and Evaluation require their partner, for the sake of 'making life easier but meanwhile bearing a grudge against the LFA imposition by their donors. Secondly, in theory, The Log Frame is utilized as a means of planning, monitoring, and evaluating progress but mostly, it is used in the planning stage with a wide variation in terms of integrating participation aspects. However, the participatory aspect seems to face challenges when it is put into practice, especially when building a sense of ownership in the NGOs internal planning process since the Log Frame is viewed as an imposition gesture. The other argument is that the success of any framework tool is strongly based on how to use it rather than the content but there is a need for recognition of a legitimate thinking process instead of an easy way out to gain money. Thirdly, The Log Frame has been seen as an internal requirement of funding for both NGOs and their partners because the formers face great difficulties in conversing The Log Frame to their local partners with different levels of acceptance in various regions, for example, there is one NGO spending two years for putting a logical framework for a water project with their partner. Thus, a participatory approach adopted in the LFA does involve a great number of time resources and investment. In terms of ME, the shortcoming of LFA highly focuses on LFA itself which is the expected achievement rather than the work (Tortajada & Biswas, 2016).

This is true since ME LFA-based has a strong nature of upward accountability that is whether the achievement of the proposed outputs and impacts have been reached or not. Another issue is that LFA requires to perform program logic such as identification of outset indicators that, in practice, tend to refer to already fixed matrix although it is highly possible for revision in theory at least to the output level. In addition, as a project document, the LFA seems to serve as an important element when donors require to view it and the higher interest of the donors is a specified paper on what partners should

perform rather than what they should deliver. Furthermore, Donors who consider LFA as a participatory approach are very likely to face a lack of understanding in terms of the planning process and comprehending the thinking processes beneath the plan since the involvement is extremely scarce. Thus, the LFA resultant is used to evaluate and request external evaluators to make the indicators the benchmark of work assessment (Uwizeyimana, 2020).

Having examined all the above theories, the researcher understands that the theory of change and The Theory of the Logical Framework have guided this research.

2.13 Empirical Literature

The literature review has established the need for conducting ME for project successes in various program interventions. It has shown that ME has been recognized as an essential tool for the management of projects. A complete feedback loop is important in designing new project initiatives. In addition, ME also offers a provision for accountability in the course of the use of resources allocated for humanitarian actions. Scrutiny of the review shows that despite the importance associated with the adoption and implementation of effective ME practices in the projects, very little attention has gone into questioning and investigating whether the practices result in project performance (Andriof & Waddock, 2017).

Several valuable studies agree that, monitoring and evaluation influence project performance.

Examination of the empirical review indicates that all the necessary components of the ME practices inform project decisions towards the achievement of planned project outcomes (Save the children, 2020) and enhance of quality of ME hence leading to realistic and objective post-ME action plans. Similarly, baseline ME practices facilitate proactive and timely capacity assessment leading to timely corrective measures and consequently,

enhanced project performance. From the cross-examination of existing literature, the study makes a proposition that ME is a significant determinant of project performance. There is a positive association between the different aspects of ME and Project performance.

2.14 Conceptual Framework

A Conceptual framework is a model of presentation where the researcher represents the relationships graphically or diagrammatically. It is a hypothesized model identifying the concepts under study and their relationships The independent variable(s) attempts to indicate the total influence in the study.

This study was conducted based on the following conceptual framework. This study is guided by the conceptual framework as shown in Figure 2.1 relating the dependent and independent variables. The independent variables include; ME design and planning, capacity building, and ME budgeting while the dependent variable is project implementation.

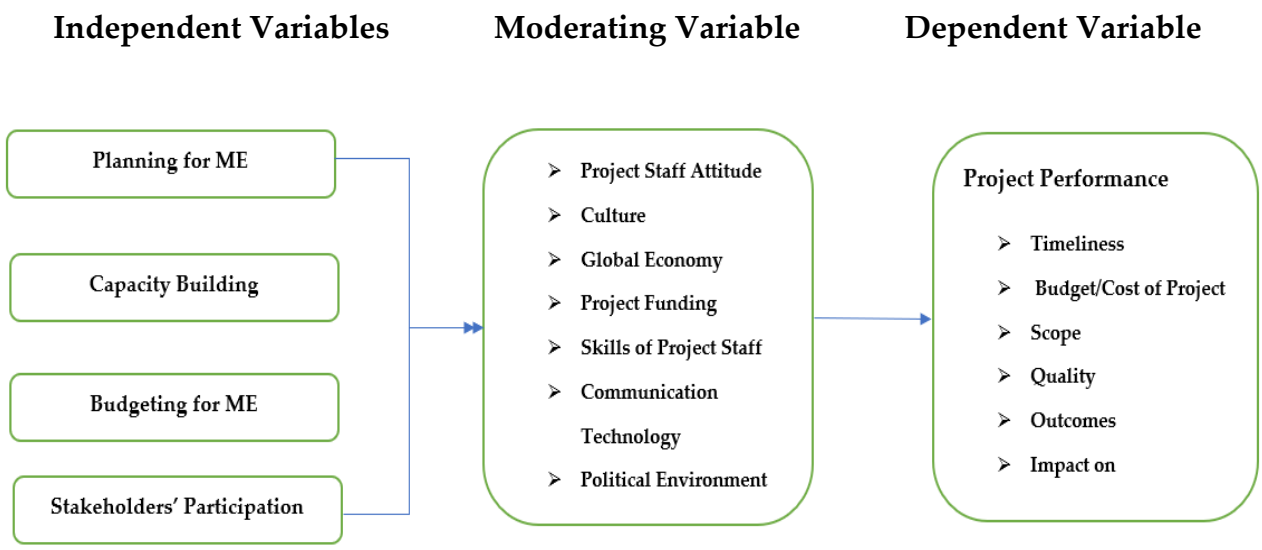

Fig. 2.1 conceptual framework of the relationship between monitoring and evaluation and project performance**.**

In this conceptual framework of the study, the independent variable, ME, consisting of five constructs regarded as subcomponents, is considered to have a directly proportional influence on project performance. By implication, if something goes wrong with ME, or is indeed absent, project performance is negatively affected and the converse is true. This implies that all activities of ME should be as credible as possible so that necessary information on how the project is progressing is provided. Project performance, which in this study, means the degree to which results have been achieved consists of Timeliness s, cost of project, scope, quality, and impact on the beneficiaries. Information on all these sub-components of project performance is interestingly considered in project planning design. During project implementation, all that is done is to monitor whether an activity has been done on schedule and if not evaluation provides a reason why project management on the other hand can adjust the project plan accordingly. On the other hand, the proportional

relationship between ME and Project Performance could be affected by other factors outside the control of project management which are called moderating factors. Factors such as the attitude of people towards work have far-reaching consequences especially if they are people who do not take initiative. The culture of the native people is another; it may not allow them to work at a certain time of the day and this may affect the implementation of the project, monitoring and evaluation, and eventually the performance of the project. Other factors include the prevailing political environment at the time of project implementation, which is not guaranteed to be stable, just like the global economy, and could affect the funding of the project or indeed the institutions supporting the project at the time. Skills of the project staff and application of communication technology could have a role as moderating variables in the framework.

Chapter 3: Research Methodology

In this chapter, the methodology that was used in carrying out the study and the research strategy and empirical techniques that were applied are presented. The chapter also details data collection instruments including methods that were implemented to maintain their validity and reliability It consists of the research design, target population, sample size, sampling procedures, research instruments, methods of data collection, data collection procedures, and data analysis, and lastly the ethical considerations of the study variables.

3.1 Research Philosophy

This study was derived from positivist philosophy and was anchored on theory from which hypotheses are derived, followed deductive reasoning, and employed quantitative methods to ensure precision, logic, and evidence testing.

3.2 Research Design

The study takes the form of a quantitiave design survey. The study makes use of primary data from the respondents of the questionnaire. The questionnaire had a series of both open and closed-ended questions.

A quantitative research design in this study was key in describing the nature of the ME systems and the factors influencing their performance. This research attempts to understand and therefore explain the ME practices that determine the success of monitoring and evaluation in projects. The design also assisted in testing the level of significance between ME factors and the performance of projects in JRS-Ethiopia. Moreover, the study has incorporated a correlational research design to determine the relationship between ME factors-ME planning, capacity building for ME, stakeholder participation, and budgeting for ME practices (independent variables)- and the performance of projects in JRS-Ethiopia(dependent variable).

A set of variables was expected to moderate the relationship between the independent variables and the dependent variables because a one-on-one relationship rarely exists for such variables with the dependent variables.

A quantitative survey involves a collection of data to test a set of hypotheses or to be used to answer questions regarding the subject under study. Survey design involves data collection for testing hypotheses or answering questions concerning the status of the subjects in the study. (Kabir, 2016). Such a survey design is good where facts are being sought and it gives accurate results. This method also enables a researcher to gather information for a specific duration and interpret the results with consideration of the existing conditions (Muhayimana & Kamuhanda, 2020).

3.3 Study Setting

The study was conducted in urban centers of JRS-Ethiopia, Refugee community Center, and Child Protection Centers, located in two distinct places in Addis Ababa, and the Melkadida area of the Dollo Ado project, refugee camps located within the common border triangle of Somalia-Kenya-Ethiopia.

3.4 Target Population

The target population is what the outcome of the study seeks to generalize. In other words, the population is considered as the total sum of all that conforms, in their sense of value, to a given specification.

The population can be defined as all the members of a real or hypothetical set of people, events, or objects to which a researcher wishes to generalize the results of the study.

The questionnaires for this study have been administered to program and project managers, ME officers, project field officers, volunteers, and interns involved in ME activities in four organizational settings, the Country Office located in Addis, and the two refugee service areas, namely the Urban Refugee Community Center and the Child

Protection Center located in two distinct places in Addis, and its Melkadida Refugee center in Somali region where JRS-Ethiopia serves the beneficiaries. A total of 70 respondents from the participating offices were targeted.

3.5 Data Collection Instruments

A questionnaire was administered to respondents as a primary means of collecting data. The questionnaires were prepared in such a way that they fully address areas of study objectives and the conceptual framework. The respondents were informed to fill out the questionnaire freely to provide the required data useful for addressing the problem of the study and the objective of the study.

The questionnaires employed were semi-structured with the main questions structured and other questions unstructured. The major focus was to establish the influence of ME practices on the opinion of the respondents. A Likert Scale whose range is between "strongly agree (SA) to strongly disagree (SD)" was employed. A Likert scale is suitable for attitudinal measures (Eduardo, Serra, & Kunc, 2015).

A middle scale of neither agree nor disagree is included for respondents who are unsure and also in cases where the aspect was not considered. The use of a semi-structured questionnaire is advantageous since it allows the respondent to give extra details and is fairly easy to analyze (Haradhan, 2017).

3.6 Validity of Instruments

To check the validity of the instruments used, the questionnaires were given to the advisor of the investigator and other experts: Two project managers, and one ME officer from the JRS-Ethiopia to review if the questionnaire is appropriate and relevant to the research area. Then, the researcher incorporated the views of those experts and made all the necessary improvements.

3.7 Sample size determination

There is a need to use a sampling technique to fairly represent the entire population under study. On the other hand, the sample is defined as a portion, piece, or segment that is representative of a whole population.

(Bringolf-Isler, et al., 2018) state that sampling is beneficial in research since an optimum sample is appropriate for the fact that it lowers the cost of doing the research, leads to greater preciseness of results, and facilitates speedy data collection and analysis.

The JRS-Ethiopia usually operates its functions with a limited number of employees. Currently, it has 84 staff following the closure of its operations in Adiharush camps in Tigray due to the conflict between the federal and the regional governments.

Out of the 84 staff, only 70 of them engage in professional tasks and the rest support the program operations as guards, janitors, and cooks.

(Taherdoost, 2016) recommends that if the target population is small, then taking the whole population in such cases is advisable. In this case, all staff with ME roles, that is, program/project managers, ME officers, field staff, volunteers, and interns, were included in the final study sample. Communication with each staff in their respective offices was made and questionnaires were then administered in hand or online. Data was collected through questionnaires which were made suitable for analysis using SPSS software.

3.8 Sample Size

Category of Respondent	**Population (N)**	**Sample (S)**
Project Staff	36	36
Project Managers	7	7
Field workers	27	27
TOTAL	**70**	**70**

Table 3.1. Population and Sample

3.9 Data Analysis Techniques

The IBM statistical software SPSS version 22 was employed for the analysis. This program is reliable and easy to use. The analysis is used to generate a regression analysis. A correlation analysis is then produced.

For this study, the questionnaire was the most appropriate, reliable, and cheaper means of collecting primary data. Also, the reason why this tool was applied was that it was more objective and convenient to both the researcher and the respondents and was administered through the drop and pick method. Data collection was conducted by a self-completion questionnaire administered by the researcher. Each subject was given verbal instructions and asked to anonymously complete the questionnaire for immediate collection. The respondents were also informed that the purpose of the study was to minimize any biases in data collection procedures.

Data analysis is a means to validate whether the hypothesis set is statistically and logically correct or not. The respondents of the questionnaires have been supported with calls to avoid any errors. Their responses have been coded and entered into an SPSS after making them suitable for its variable datasheets.

This analysis generated frequencies, percentages, means, and standard deviations which were presented in tables and interpreted appropriately. Quantitative data were presented in tables and explanation was presented in prose. To test the level of significance of each independent variable against the dependent variable the study used the model summary ANOVA and Coefficient Regression. Besides, the researcher used multiple regression analysis to establish the strength of the relationship between the dependent and independent variables. And the correlation among variables was computed. Techniques such as mean and standard deviation were also used to support the analysis of the results.

To model the relationship between the dependent and independent variables, a multiple linear regression model was used.

The regression model is as shown below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y –Project performance of JRS-Ethiopia

α – Constant; β_1, β_2, β_3, and β_4, - Coefficients that indicate the rate of change of successful implementation of the projects as the tenure of the project variables measured by its four dimensions of performance indicators.

X_1 – Planning for ME, X_2 – Capacity building, X3 – Budgeting for ME, X4 – Stakeholders' participation, and ε - Error term.

All tests are two-tailed. Significant levels are measured at a 95% confidence level with significant differences recorded at $p < 0.05$.

The purpose of employing a correlation analysis is to describe the strength of an association between two variables by testing the degree of scattering of the data values attributed to the variables. When the data values are less scattered, the stronger the correlation between the variables to where the data values belong (Patrick, Christa, & A., 2018).

The commonly used and more reliable Karl Pearson's coefficient of correlation approach was used as it indicates the strength of the relationship between the independent variable and the dependent variable.

A correlation coefficient of positive one (1) implies a perfect relationship between the two variables while a negative correlation (-1) correlation coefficient means that the two variables are perfectly unrelated. The correlation coefficient values, therefore, lie between the negative one and the positive one. The appropriate descriptive statistical measure for ordinal data is the median as the other measures of central tendency would not make sense on ordinal data.

3.10 Operational Definition of Variables

The following table summarizes how the variables are being operationalized.

Objective of Study	Variable	Indicator	Measure	Scale	Tool of Analysis
To determine the influence of Monitoring and Evaluation practices on the project success of the operations conducted by JRS – Ethiopia.	➢ ME practices ➢ Project performance ➢ Project Success	➢ Timely output ➢ Cost-effective delivery	➢ Likert ➢ Mean	Ordinal	Karl Pearson correlation Coefficient
To determine the influence of the different dimensions of the ME practices as moderating variables on the project success of the JRS – Ethiopia.	➢ ME planning ➢ ME budgeting ➢ The level of participation of stakeholders ➢ Capacity Building	➢ Informal training ➢ Adequacy budget ➢ Budget Timeliness s ➢ Full participation ➢ Partial participation ➢ Formal training	Mean	Interval	Karl Pearson Correlation Coefficient
To outline a conceptual framework for ME practices in a protracted and emergency crisis.	➢ Political Influence ➢ Culture ➢ Global economy	➢ Support ➢ Opposition ➢ Favoring ➢ Discouraging	Mean	Ordinal	Karl-Pearson Correlation Coefficient

Table 3.2. Operational Definition of Variables

Source : (Abdi, 2017)

3.11 Ethical Considerations

Ethics are concerned with the moral principles that govern an individual's behavior when conducting an activity. In research therefore ethics are concerned with a moral way of conducting oneself while undertaking research (Moflih, 2016). The sole aim of having ethics in research is to protect respondents against any harm from the research activities and ensure data is collected and processed fairly to come up with genuine results. Ethics in this research was observed through the ethical treatment of the respondents and all concerned parties. Data collection started by explaining to the respondents about their rights and their benefits and then getting consent from them. The questionnaire method was in such a manner as to reduce any inconvenience. The respondent's right to privacy was observed by giving the subjects free will to choose whether to take part in the study or not.

Ethics are acceptable standards governing research conduct and influencing the welfare of human beings. It is about making a decision and choosing the right or wrong behavior by an individual (Bell, Bryman, & Harley, 2017). The study assured confidentiality, honesty, and informed consent in study methods, procedures, and presentation of results ensuring that there was no falsified or misrepresentation of data. The research eliminates bias in data analysis, data interpretation, and other aspects of the research. The study embraced the highest level of integrity, keeping promises and agreements, sincerity, and consistency of thought and action. There was extreme due diligence with the avoidance of careless errors and negligence, especially during data collection.

Chapter 4: Data Analysis and Discussion of Findings

4.1 Introduction

In this chapter, the response rate is highlighted and the reliability and validity of the measuring instrument are discussed. The research findings are presented and analyzed through descriptive tests and then the findings are discussed and interpreted.

The objectives were; to determine the influence of the planning process on the performance of JRS-Ethiopia projects, assess the effect of monitoring and evaluating budget allocation on the performance of JRS-Ethiopia projects, and establish the effects of stakeholders' participation on the performance of JRS-Ethiopia projects. This chapter, therefore, presents the results of statistical analysis, presentation, and interpretation.

4.2 Rate of Response

From the target population of 70 respondents, 61 complete responses were received. In terms of the distribution of the responses, the project manager's response was the highest with a 100 percent response rate, followed by the project staff's responses at 94.4 percent and field workers' responses at 74.1 percent. This gives an average response rate of 87.1 percent. This is illustrated in table 4.1.

Category of Respondent	Sample	Response	Response Rate (%)
Project Staff	36	34	94.4
Project Managers	7	7	100
Field workers	27	20	74.1
TOTAL	70	61	87.1

Table 4.1. Questionnaire Return Rate

Such a response is rated very good and therefore suitable for further analysis, according to (Sudirman & Yusof, 2017) assertion. In addition, this response rate was within the range of responses rate for similar research. For instance, (Visman, Vincent, Steynor, Karani, & Mwangi, 2022) used a response rate of 61 percent, and (Kamau & Bin, Efficacy of Monitoring and Evaluation Function in Achieving Project Success in Kenya: A Conceptual Framework, 2015) had a 67 percent response rate in their studies on ME.

4.3 Profile of the Respondents

The respondents' profiles are illustrated in Table 4.2.

		Gender	M	F
Experience in Years	0 - 5	18 (29.5%)	16	2
	6 - 10	28 (45.9%)	12	16
	11 - 14	12 (19.6%)	8	4
	15 +	3 (4.9%)	1	2
Total		61 100%	**37**	**24**

Table 4.2. Experience in Years

Table 4.2 indicates that about 45.9 percent of the respondents had an experience of at least six years in managing projects or participating. This demonstrates that a majority of respondents were valid due to their experience. This is deemed so because experience in project work is seen to have a significant influence on projects (Mwangi & Kariuki, 2015)

4.4 Project Performance

Project performance was indicated in terms of six dimensions: Timeliness s, scope, budget, quality, achievement of goals, and impact. Timeliness is about bringing forth the project deliverables within the agreed time while budget implies finishing the project as per the

cost estimates. Quality, on the other hand, is that the services or products delivered must maintain quality, project performance is also measured against its impact and achievement of goals.

Table 4.3 below shows the descriptive statistics on the six dimensions of project performance for JRS-Ethiopia projects as indicated by the questions in the Likert scale.

Perception of JRS projects' performance in various target performance attributes	Minimum	Maximum	Mean	Std. Deviation	Skewness	
					Statistics	Std Error
1. Projects are complete as per the set timeline.	2.00	5.00	3.7594	.94519	-.234	.178
2. Project implementation runs within budget/ no cost overrun or underrun.	2.00	5.00	4.0535	.84709	-.371	.178
3. Projects are complete according to the desired scope.	3.00	5.00	4.3583	.62645	-.443	.178
4. Projects meet quality parameters.	2.00	5.00	4.0535	.84709	-.371	.178
5. Projects achieve the planned goals.	2.00	5.00	4.0535	.84709	-.371	.178
6. Projects demonstrate a positive impact on beneficiaries.	3.00	5.00	4.3583	.62645	-.443	.178

Table 4.3. Descriptive Statistics

From table 4.3 a mean of 3.7594 for the timeliness, 4.0535 for cost, 4.3583 for scope, 4.0535 for quality and goals, and 4.3583 for impact implies that on average the respondents were in agreement and strong agreement that the project deliverables were provided in time,

were within acceptable limits and cost, and achieve goals and positively impact the beneficiaries. The data is negatively skewed meaning that the mode is greater than the mean (Alem, 2020) and that majority of the respondents either agreed or strongly agreed that the projects were successful.

4.5 Results and Findings

One of the things the study seeks to investigate is the role of Monitoring and Evaluation planning on the performance of the JRS-Ethiopia programs.

From the primary data collected from the respondents to know the relationship, the following analysis can be done.

Based on the findings, the respondents believe that employees are well trained on effective ME planning practices in organization projects (mean=4.05, SD=1.095), planning for ME is conducted (mean=3.95, SD=1.082), adequate funding is allocated for ME activities (mean = 3.89, SD= 1.073), stakeholders participate in the ME activities(mean = 3.92, SD = 1.054). The findings are in agreement with the literature review (Onyango, Gathii, Gitahi, & Koima, 2019) which state that planning, funding, and stakeholders' participation are important in monitoring and evaluation thus affecting the performance of the JRS-Ethiopia projects.

The study reveals that the respondents were not sure if Management Participation in ME activities is in place as indicated by a mean of 2.51 and an SD of 1.054. Moreover, it was not clear if the staff uses software tools for ME plans(mean=2.81, SD=1.012). Finally, the respondents revealed that the organization does not conduct stakeholder analysis surveys on its resources before it plans as is shown by a mean of 2.43 and an SD of 1.356.

The importance of providing training to the employees on ME practices makes them acquire practical skills needed to carry out their duties. With this, they can understand their roles and responsibilities; and understand what data accuracy is meant to properly organize the reports. Training employees in ME techniques also have an extended benefit

in motivating them. The training aims at building the capacity by equipping them with skills in areas of ME. The respondents from the Dollo Ado refugee camps revealed constant communication between field staff and headquarters staff situated in Addis Ababa, and carry out routine data quality checks to remove any errors and mismatches through emails. They also consistently build the capacity in areas of ME needed to perform their duties through training provided to them by professionals who go to their camps for this purpose once in three months.

The findings revealed that JRS-Ethiopia provides sufficient funds for monitoring and evaluation activities (about 5%-10% of the project's budget) as shown by a mean = 3.89, SD= 1.073. However, it is not clear if there is a separate budget allocation for ME (mean=3.40, SD=1.262). In addition, it is unsure if the organization ensures there is a timely provision of funds for ME (mean=2.13, SD=1.128). Moreover, respondents don't believe that the funds initially allocated for ME are used for ME activities only. It was also indicated that the budgetary decisions are independent of the monitoring and evaluation unit (mean=3.04, SD=0.963). The organization has a progress report to determine its performance (mean=2.30, SD=.954). Logframe is used by the organization to improve the planning, implementation, management, monitoring, and evaluation of the program (mean=3.93, SD=0.868).

4.6 Correlation Analysis

In this research, the Pearson correlation coefficient was used to determine the magnitude and the direction of the relationships between the dependent variable and independent variables. The values of the Pearson correlation coefficient are between -1 and +1. A value of 0 implies no relationship between the variables under study, +1 correlation coefficient indicates that the two variables are perfectly correlated in a positive linear sense, that is, both variables increase together whereas a value of -1 correlation coefficient indicates that

two variables are perfectly correlated in a negative linear sense, that is, one variable increases as the other decreases (XiaoYan, Desheng, Show, & Yang, 2020)

		Performance of projects	ME planning	ME budgeting for ME	Capacity building	Participation of stakeholders
Performance of projects	Pearson	1				
	Sig(2-tailed)	1				
ME planning	Pearson	0.196**	1			
	Sig(2-tailed)	0.000	1			
ME budgeting for ME	Pearson	0.709	0.324**	1		
	Sig(2-tailed)	0.000	0.000	1		
Capacity building	Pearson	0.439**	0.545**	0.445**	1	
	Sig(2-tailed)	0.000	0.000	0.000	1	
Participation of stakeholders	Pearson	0.349**	0.435**	0.405**	0.415**	1
	Sig(2-tailed)	0.000	0.000	0.000	0.000	1

**Correlation is significant at the 0.01 level (2-tailed)

Table 4.4. Correlation Analysis; Source: Primary data

Correlation coefficients are the statistical method utilized to explore the five variables: performance of the JRS-Ethiopia projects, ME planning, ME budgeting, capacity building, and level of participation of ME stakeholders. The results of the correlation analysis are presented in Table 4.7. The correlation between the ME budgeting and the performance of projects is the most significant, $r = 0.709$, $P < 0.01$. The correlation between ME capacity building and the performance of projects is also significant, $r = 0.439$, $P < 0.01$. The

correlation between ME Planning and performance of projects is the least significant, r = 0.196, P < 0.01.

Correlation analysis of Moderating variables with Project Performance

		Performance of projects	Politics	Global Economy	Culture	Participation of stakeholders
Performance of projects	Pearson	1				
	Sig(2-tailed)	1				
Politics	Pearson	0.506**	1			
	Sig(2-tailed)	0.000	1			
Global Economy	Pearson	0.613**	0.231	1		
	Sig(2-tailed)	0.000	0.000	1		
Culture	Pearson	0.239	0.345	0.105	1	
	Sig(2-tailed)	0.000	0.000	0.000	1	
Attitude	Pearson	0.501**	0.404**	0.105	0.304	1
	Sig(2-tailed)	0.000	0.000	0.000	0.000	1

**Correlation is significant at the 0.01 level (2-tailed)

Table 4.5. Correlation Analysis for moderating factors; Source: Primary data

The table above indicates that the global economy has the most significant impact on project performance with r = 0.613, P < 0.01. This implies that the projects run by the organization depend on funds from the international office which depends on the global economy. Politics affects project performance next to the global economy with r = 0.506,

$P < 0.010$ indicates the projects should be acknowledged by the local administrators of the region where the programs run and the stability of the region.

Moreover, the Attitude of the project staff significantly affects the project performance as indicated by $r = 0.501$, $p < 0.01$ However, the culture of the staff affects least the project performance.

4.7 Assumptions of Regression Analysis

When fitting a linear model, it is assumed that the relationship is linear and that the errors, or residuals, are simply random fluctuations around the true line. It is assumed that the variability in the response doesn't increase as the value of the predictor increases. This is known as the assumption of equal variance (Uyanık & Güler, 2017).

It is also assumed that the observations are independent of one another. Correlation between sequential observations, or auto-correlation, can be an issue with time-series data -- that is, with data with a natural time ordering.

Examining the variability left over after fitting the regression line helps to check regression assumptions.

If a linear model makes sense, the residuals will

- have a constant variance
- be approximately normally distributed (with a mean of zero), and
- be independent of one another.

The most useful graph for analyzing residuals is a residual by the predicted plot. This is a graph of each residual value plotted against the corresponding predicted value.

If the assumptions are met, the residuals will be randomly scattered around the center line of zero, with no obvious pattern. The residuals will look like an unstructured cloud of points, centered at zero.

If there is a non-random pattern, the nature of the pattern can pinpoint potential issues with the model.

For example, if the curvature is present in the residuals, then it is likely that there is a curvature in the relationship between the response and the predictor that is not explained

by our model. A linear model does not adequately describe the relationship between the predictor and the response.

In this example, the linear model systematically over-predicts some values (the residuals are negative), and under-predict others (the residuals are positive).

If the residuals fan out as the predicted values increase, then we have what is known as heteroscedasticity. This means that the variability in the response is changing as the predicted value increases.

This is a problem, in part, because the observations with larger errors will have more pull or influence on the fitted model.

An unusual pattern might also be caused by an outlier. Outliers can have a big influence on the fit of the regression line.

In this example, we have one obvious outlier. Many of the residuals with lower predicted values are positive (these are above the center line of zero), whereas many of the residuals for higher predicted values are negative.

The one extreme outlier is essentially tilting the regression line. As a result, the model will not predict well for many of the observations (Statistics Knowledge Portal, 2022).

4.8 Regression Analysis

In this study, a multiple regression analysis was conducted to test the impact of ME planning, capacity building for ME, budgeting for ME, and the level of participation of the stakeholders in the Performance of the projects conducted by JRS-Ethiopia.

The research used a statistical package for social sciences (SPSS) Version 26 to code, enter, and compute the measurements of the multiple regressions. The analysis of the model summary is presented in Table 4.4 Model summary Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in

the independent variables or the percentage of variation in the dependent variable (Performance of JRS-Ethiopia projects) that is determined by the magnitude of the four independent variables (ME Planning, ME budgeting, capacity building for ME and level of participation of stakeholders)

R	R Square	Adjusted R Square	Std Error of est.
.889	0.608	0.604	0.433

Table 4.5. Model Summary
Source: Primary Data

For the analysis in the table, the predictors are ME Planning, ME budgeting, capacity building for ME, and the level of participation of stakeholders.

As shown in Table 4.4, the value of adjusted r squared was 0.706 an indication that there was a variation of 70.6 percent in the performance of the JRS-Ethiopia projects due to changes in ME Planning, ME budgeting, capacity building for ME, and level of participation of stakeholders at 95 percent confidence interval. R is the correlation coefficient that shows the relationship between the study variables. Therefore, the correlation is quite significant meaning there exists a strong positive relationship between the study variables as shown by 0.889.

The result implies that factors that haven't been considered in this research contribute to 29.40 percent of the performance of the projects conducted by JRS-Ethiopia and additional research may be conducted to investigate the other factors (29.40%) that affect the performance of the projects.

4.9 Analysis of Variance

The Analysis of Variances (ANOVA) tests have also been generated by SPSS to test the significance of the relationship between the variables under the study and establish the extent to which the predictor variables explain the variation in the dependent variable.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	105.653	4	26.41325	61.000	0.003
Residual	24.86	48	0.5179		
Total	27.835	52			

Table 4.5. Analysis of Variance; Source: Primary data

Where the Dependent Variable is Performance of JRS-Projects

And, Predictors are ME Planning, ME budgeting, capacity building for ME, and the level of participation of stakeholders

Critical value = 8.3997

From the ANOVA statistics in Table 4. 5, the study established the regression model with a significance level of 0.3% which is an indication that the data was ideal for concluding the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (61.000 > 8.3997) an indication that ME Planning, ME budgeting, capacity building for ME, and the level of participation of stakeholders all affect the performance of JRS-Ethiopia projects. The significance value was less than 0.05 indicating that the model was significant.

Coefficients	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	14.654	0.353		2.865	0.005
ME Planning	0.747	0.060	0.571	2.950	0.004
ME budgeting	0.831	.068	0.423	3.397	.000
Capacity building for ME	0.789	0.075	0.503	3.187	.001
Participation of stakeholders	0.821	.078	0.412	3.327	.0003

Table 4.6. Regression Coefficients; Source: Primary data

The findings revealed that by holding independent variables constant(ME Planning, ME budgeting, capacity building for ME, and level of participation of stakeholders) to a constant zero, the Performance of JRS-Ethiopia projects would be at 14.654, a unit increase in ME Planning would lead to an increase in performance the projects by a factor of 0.747, a unit increase in ME budgeting would lead to increase the performance of the projects by a factor of 0.831, a unit increase in the Capacity building for ME team would increase the performance of the projects by 0.789, and a unit increase in the level of participation of stakeholders would lead to increase in the performance of projects by a factor of 0.821.

The study established that regression equation would be:

$$Y = 14.654 + 0.747X_1 + 0.831\ X_2 + 0.789\ X_3 + 0.821X_4$$

Where X_1 is ME Planning, X_2 is ME budgeting, X_3 is Capacity building for ME, and X_4 is Participation of stakeholders.

From the results of this study as indicated in Table 4.6, ME budgeting contributed more to the Performance of the projects. At a 5% level of significance, ME Planning had a p-value of 0.004; ME budgeting had a p-value of 0.000; the level of stakeholders' participation had a p-value of 0.001. Therefore, the most significant factor was ME budgeting.

Chapter Five: Summary, and Recommendations

5.1 Introduction

The primary objective of this thesis is to assess the impact of ME practices on project performance This chapter pursues to situate the findings from chapter four into the context of the aim and objectives, which represent the original motivation of the study. The next sub-section presents a summary of findings, concluding statements, and then recommendations.

5.2 Summary of Key Findings

The study established that a unit increase in ME Planning would lead to an increase in the Performance of the JRS-Ethiopia projects by a factor of 0.747. It was clear that Employees are well trained on effective Monitoring and Evaluation planning practices in organizational projects, all Monitoring and Evaluation activities are planned, and Rapid assessment is conducted in Monitoring and Evaluation plans used in the project.

And, the study showed that a unit increase in the level of participation of stakeholders would lead to an increase in the JRS-Ethiopia projects by a factor of 0.821. It was revealed that Programme staff are trained to equip them with the level of participation of stakeholders to carry out Monitoring and Evaluation. Also, the respondents agreed that the project identifies skilled personnel to carry out the monitoring and evaluation functions.

Moreover, the study established that a unit increase in ME budgeting would lead to an increase in the performance of the JRS-Ethiopia projects by a factor of 0.831. It was revealed that the organization provides sufficient funds for monitoring and evaluation activities (about 5%-10% of the project's budget), also, the respondents revealed that the budgetary decisions are independent of the monitoring and evaluation unit.

The impact of capacity building for the ME team is also a key player in increasing the performance of JRS-Ethiopia projects by a factor of 0.789. The respondents have revealed that capacity-building training is given to them by the organization on various occasions.

The major findings are summarized below:-

- There is a positive and significant correlation between ME planning with the project performance of the projects run by JRS-Ethiopia indicating that planning for ME plays a significant role.
- The correlation between stakeholders' participation in ME practices and project performance is also significant. However, there is a lesser indication that the organization involves the beneficiaries of the project in the ME practices of the organization.
- The budgeting allocated for ME practices has a positive correlation with the project performance with a limitation that there is no proof for taking away this budget to other businesses and its timely release for the intended purpose.
- The capacity building for the staff in ME practices has also shown a positive and significant correlation with the project performance.
- Variables such as the Global Economy, Politics, Attitude, and Culture have significance in affecting the project performance as moderating factors. The Global Economy is due to the nature of the organization in securing its funds from international donors. The politics, on the other hand, reflects the need for the endorsement of the projects by the local governors where the projects operate and the regional stability for the success of the projects. The attitude and Culture of project implementers also have a stake in the successful implementation of projects.

5.3 Conclusion

This study was inspired by the perception of INGOs for taking ME practices as a donor requirement than a management tool. The study has sought to establish the relationship between the ME practices of INGOs taking the case of JRS-Ethiopia with its project performance. In the process, the researcher has learned that JRS-Ethiopia has several documents and employs the logical framework for implementing its projects and ensuring ME practices are in place.

It was found that there is a positive relationship between the ME aspects and the project performance where the ME planning, Capacity building, ME budgeting, and stakeholders' participation have various levels of impact on project performance.

In regards to the moderating variables, it was found that the Global Economy, Politics, Culture, and Attitude of the Staff have significant roles in the project performance in strengthening the relationship between the independent and dependent variables.

5.4 Recommendations

Based on the findings of this study the following recommendations were proposed concerning each objective of the study. In the role of Monitoring and Evaluation planning, the JRS-Ethiopia project team should conduct rigorous stakeholder analysis involving the beneficiaries' surveys on its resources before it plans. ME experts should be involved to examine its impact on the projects. They should also ensure that there is a separate budget allocation for ME, also projects should ensure that there is a timely provision of funds for ME and that funds allocated are used solely for ME activities only. Future research is meant to be carried out in other organizations to show if the link between Monitoring and Evaluation practices and INGOs can be generalized from what has been done in this research. Available literature indicates that as a future avenue of research there is a need to carry out similar research on Monitoring and Evaluation adoption, implementation,

challenges, barriers, aligning project management practice, project strategies, and project processes, in other industries and countries to establish whether the link between Monitoring and Evaluation practices and performance of projects can be generalized based on the indicators discussed in this research. This study expands knowledge on the role of Monitoring and Evaluation practices on the performance of projects by an INGO called JRS in its Ethiopia operations. Though the study has fulfilled its aim and objectives, there are several areas for additional studies and empirical research, given the limitations of the research. On a geographical dimension, this study was primarily limited to JRS staff who form the sample size situated in Addis Ababa and Dollo Ado camps in the Somali region. The methodology that has been chosen to achieve the research objectives was limited to questionnaires. As such, future research could build on this study by examining Monitoring and Evaluation practices in different sectors and agencies in both qualitative and quantitative ways by using other various methodologies that have not been used in this study.

The recommendations are summarized as follows:-

- JRS-Ethiopia needs to consider involving its beneficiaries as a big stakeholder in their ME practices to draw the full picture of their program implementation.
- External ME experts need to take part in the ME practices to get an independent look at the ME practices.
- There has to be strong scrutiny to ensure funds initially allocated for ME are employed for the intended purposes.
- It's important to ensure the timely provision of the funds for ME activities

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Annexes

Questionnaire to JRS-Ethiopia staff

The purpose of this questionnaire is to gather information on the Monitoring and Evaluation(ME) practices of International Non-Governmental Organizations (INGOs) and investigate their impact on project performance. Hence, you are kindly requested to provide only thoughtful and honest responses that will give the most valuable information for the research. The data collected here will be combined to provide an analysis of the correlation between ME practices and project performances.

The researcher wants to assure you that this research is intended fully for academic purposes only and all information that you provide will be used only for research purposes and kept confidential.

INSTRUCTION

This questionnaire has two parts.

The first part deals with background information and a structured and semi-structured questionnaire that lets a respondent can respond openly.

The second part is entirely a Likert-scale questionnaire where the respondent gives their opinion on the different questions.

PART I

Monitoring & Evaluation Questionnaire for JRS staff

Date:	
Gender	
Age	< 30 31-40 41-50 > 50
Level of Experience	< 5 years 5-10 years > 10 years
Level of Education	
Position	

2. For what types of initiatives do you use Monitoring and Evaluation?

3. Does your organization currently have permanent Monitoring and Evaluation staff?

☐ No

☐ Yes

☐ If yes, how many?

_____

4. Which Monitoring, and Evaluation methodologies do your organization currently use when planning capacity development interventions?

	Always	Often	Seldom	Never	I don't know this methodology
The Logical Framework	○	○	○	○	○
Theory of Change	○	○	○	○	○
Results Based Framework	○	○	○	○	○
Outcome Mapping	○	○	○	○	○
Most Significant Change	○	○	○	○	○
Organisational Capacity Assessments	○	○	○	○	○
Organisational Change Checklist	○	○	○	○	○

Other: please specify

5. Which Monitoring, and Evaluation methodologies do your organization currently use when monitoring capacity development interventions?

	Always	Often	Seldom	Never	I don't know this methodology
The indicators of the Logical Framework	○	○	○	○	○
Theory of Change	○	○	○	○	○
Outcome Mapping	○	○	○	○	○
Most Significant Change	○	○	○	○	○
Organisational Change Checklist	○	○	○	○	○
Case studies	○	○	○	○	○
Tracer Studies	○	○	○	○	○
Client Satisfaction	○	○	○	○	○

Other: please specify

6. Do you use some of the above Monitoring, and Evaluation approaches in combination?

☐ No

☐ Yes

☐ If yes, what methodologies do you usually combine (please explain)?

_____

7. What Monitoring, and Evaluation methodologies is your organization required to use by your donors? Please specify the donors if possible.

The Logical Framework	
Theory of Change	
Results based frameworks	
Outcome Mapping	
Most Significant Change	
Organisational Change Checklist	
Case studies	
Tracer Studies	
Client Satisfaction	
Other: please specify	

8. Do you differentiate between the Monitoring, and Evaluation methodology used for donor reporting and that for internal monitoring and organizational learning?

☐ No

☐ Yes

☐ If so, please clarify:

_____

9. Do you observe changes in donors' requirements for Monitoring and Evaluation?

☐ No

☐ Yes

☐ If so, please elaborate:

_____

10. Do you conduct external independent evaluations of your capacity development interventions?

☐ No

☐ Yes

☐ If so, do you have an example of a sound evaluation that you would like to share?

_____

11. Could you provide a short narrative on how your organization engages in M&E and what opportunities and difficulties you encounter in this field?

PART II

Questions Influence on Project Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Planning for Monitoring and Evaluation.					
Stakeholders' engagement in Monitoring and Evaluation practices.					
The capacity building provided for the staff on Monitoring and Evaluation.					
Data management system for Monitoring and Evaluation.					

Questions Perception of Various Monitoring and Evaluation Practices at JRS projects	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Projects of JRS allocate funds for monitoring and evaluation at the initial stage of planning.					
A separate budget is allocated for ME activities.					
Project plans contain Monitoring and Evaluation planning processes.					
Baseline surveys are conducted before planning the Monitoring and Evaluation activities.					
The planning process helps to estimate the cost of required resources for Monitoring and Evaluation.					
The organization ensures the timely provision of ME budgets to the projects					
The planning process supports decision-making during project implementation.					
Project Staff uses software for monitoring plans.					
Budgetary decisions are made independent of the ME team					

Questions Technical Expertise for Monitoring and Evaluation practices	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Project staff is trained to equip them with the technical expertise necessary to carry out Monitoring and Evaluation.					
Technical skills are a huge determinant of how best monitoring and evaluation are done.					
The projects identify skilled personnel to carry out the monitoring and evaluation functions.					
The projects are designed flexibly to achieve better project results.					
Need analysis for project training is done to ensure the right skills are acquired to manage the Monitoring and Evaluation activities.					

Questions Stakeholder Involvement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Stakeholders have a significant level of influence on the project's Monitoring and Evaluation activities.					
It is important to identify all project stakeholders for positive influence.					
Participation of stakeholders reflects the community's needs and stimulates people's interest in the implementation of Monitoring and Evaluation.					
Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring.					
Project beneficiaries, staff, and donors are involved in the design and implementation of the Monitoring and Evaluation of a project.					
Stakeholders can advocate changes to the project depending on project Monitoring and Evaluation recommendations.					
Stakeholders' feedback is well captured and analyzed for the implementation of the projects.					
Stakeholders can fund the continuation of the project based on the information provided by the project Monitoring and Evaluation.					
A communication strategy is developed to address the flow of information.					
The overall system enables the stakeholders to influence the service based on their needs.					

Questions Management Participation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is visible support and commitment by management towards the project performance.					
Management participation helps produce effective communication to meet the project objectives.					
Management participation ensures effective use of lessons learned in different projects for future decision-making and improved project delivery.					
Management participation ensures ownership, learning, and sustainability of results.					
Management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings.					

Questions Perception of JRS projects' performance in various target performance attributes	Not at all	Small Extent	Moderate	Great	Very Great
Projects are complete as per the set timeline.					
Project implementation runs within budget/ no cost overrun or underrun.					
Projects are complete according to the desired scope.					
Projects meet quality parameters.					
Projects achieve the planned goals.					
Projects demonstrate a positive impact on beneficiaries.					

Questions Number of projects that have baseline data before intervention	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
All projects					
Some projects					
Few projects					
No projects					

Questions Training and Performance of Monitoring and Evaluation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Human capital on the project should be given clear job allocation and designation befitting their skill.					
Training for the necessary Monitoring and Evaluation skills should be set.					
Monitoring and Evaluation should be done by firms and persons free of the control of those responsible for the design and implementation of the program's intervention.					

Questions Rating from 1(least) to 5(most) Rating for project performance in the following aspects	1	2	3	4	5
Timeliness of project delivery					
Number of project deliverables					
Number of activities implemented					
Cost of project					
The general level of satisfaction with project performance					

Questions Rating from 1(least) to 5(most) How much do the following variables affect the project?	1	2	3	4	5
Project staff attitude					
Culture					
Global Economy					
Project funding					
Skills of project staff					
Communication technology					
Political environment					