



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

*An Assessment of Monitoring and Evaluation practices of Local  
NGO's: Case study of Nutrition Plus Holistic Home Care*

By: Mehret Getachew

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

June, 2017

AAU, Ethiopia

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**Approved By:**

Advisor

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Date

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## DECLARATION

I, Mehret Getachew, declare that this Research project entitled “*An Assessment of Monitoring and Evaluation Practices of Local NGO’s: Case study of NPHHC*” Is the outcome of my own effort and study and that all sources of materials used for this study have been acknowledged. I have produced it independently with the guidance and suggestion of my research advisor.

This research study has not been submitted for any degree in this University or any other University. It is submitted for the partial fulfillment of the degree of Masters of Art in Project Management.

By: Mehret Getachew

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## LETTER OF CERTIFICATION

This is to certify that Mehret Getachew has carried out this research work on the topic entitled “*An Assessment of Monitoring and Evaluation Practices of Local NGO’s: the Case Study of NPHHC*” under my supervision. This work is original in nature and suitable for submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management and the student has my permission to present it for assessment.

Advisor: Wubshet Bekalu (PhD)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## **Acronyms/Abbreviations**

<b>AAU</b>	Addis Ababa University
<b>CSA</b>	Charities and Societies Agency
<b>EMI</b>	Ethiopian Management Institute
<b>FHI</b>	Family Health International
<b>IFRC</b>	International Federation of Red Cross
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NGO</b>	Non Governmental Organization
<b>RBM</b>	Result Based Management
<b>UNDP</b>	United Nations Development Program
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UNFPA</b>	United Nations Population Fund
<b>USAID</b>	United States Agency for International Development
<b>WB</b>	The World Bank
<b>SPSS</b>	Social Science Statistical package
<b>FMOH</b>	Federal Ministry of Health

## **Abstract**

*This research had the general objective of assessing the monitoring and evaluation practice of projects conducted by local NGO's by taking one Local NGO as a case study (NPHHC). To achieve this objective the research used a descriptive research design which used both primary and secondary data collection method. For the primary data the research used questionnaire and interview and for the secondary the research employed document reviews. The research employed purposive or judgmental sampling technique and selected 22 sample respondents out of the 54 employees at NPHHC, the primary data gathered through the questionnaire was analyzed using the statistical package for social science (SPSS) and the results were presented using tables, frequencies and percentages and charts. The research found that the monitoring and evaluation practices of the organization has many ineffectiveness, while it has a good monitoring and evaluation plan which incorporates specific and measurable objectives, data collection methods, frequencies of data collection and personnel assigned for M&E, it lack to plan for dissemination of result and it also lacks usage of lessons learned for decision making. In addition while Indicators are set for objectives, activities and inputs there are no indicators that measure the result of the interventions. The study also found that baseline data collected are moderately utilized through the project lifecycle and frameworks are only employed if the donor requests for it, similarly evaluations are only conducted by donor or government and not the organization. The study recommends that the organization conducts income generating activities to reduce the dependency on donor, provide trainings for the staff and build capacity and expertise and mainly establish its own standardized monitoring and evaluation frameworks and system*

**Key Words:** Monitoring, Evaluation, Local NGO, Practice and Challenges

## **Chapter I INTRODUCTION**

This chapter presents the introductory part of the study. It attempts to highlight the background of the study, statement of the problem, research questions and objectives, significance of the study, delimitation of the study, limitation of the study and operational definitions of terms used.

### **1.1 Background Of The Study**

Monitoring is the systematic collection of necessary information to make steering decision at the right time. It has the aim of making sure programs are doing the right thing and are doing it right and also the aim of improving the project design and functioning while implementing the project(Patrick Gudda, 2011) while evaluation is an assessment of an ongoing or completed project or program to determine the relevance, the fulfillment of development objectives, efficiency, effectiveness, impact and sustainability of a project in order to make a relevant recommendation or suggestion to improve project implementations and for better usage of resources

Monitoring and Evaluation is an important management instrument for NGO's as it contributes to the improvement of the implementation of projects by enabling continuous feedback of performance; allowing for the identification of problems in advance. Furthermore monitoring and evaluation contributes to the quality of project management by providing information on how results are achieved (outputs, outcomes, impact) by assessing the effectiveness, efficiency and relevance of specific development interventions. (Huluka, 2014)

There has been an evolution in the field of monitoring and evaluation involving a movement away from traditional implementation based approaches toward new results-based approaches. Result based monitoring and evaluation differs from traditional monitoring and evaluation in that it moves beyond inputs and outputs to a greater focus on outcomes and impacts. It helps to answer the “so what” question. In other words, governments and organizations may successfully

implement programs or policies, but have they produced the actual, intended results. Have governments and organizations truly delivered on promises made to their stakeholders. (USAID, 2012)

Monitoring and evaluation of development interventions conducted by NGO's provides government officials, funders, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Monitoring and evaluation is a critical and often a required means of determining whether or not development assistance programs are achieving their planned targets (USAID, 2012)

Rehema C. Batti(2014) stated that for local NGO's to acknowledge the contribution of donors, monitoring and reporting on the use of resources as the agreed mechanisms that are stated in the agreement are crucial in order to maintain good relations with the donors and form a foundation for potential ongoing resources therefore, must not be overlooked.

Hulukka (2014) states that there is critical need to enhance the capacity of local NGO's in Ethiopia and stakeholders in areas of M&E by creating a clear understanding of M&E and commitment of M&E for learning to ensure beneficiaries involvement

## **1.2 Background of the Organization**

Nutrition Plus Holistic Home Care (NPHHC) is a local NGO established in September 2003 that works in Addis Ababa city administration, Amhara, Oromia, Tigray and SNNP regional states.

NPHHC has major intervention components like the promotion of reproductive health and adolescent reproductive health, promotion of maternal and neonatal health, providing care and support for orphans and vulnerable children and providing community capacity building training services as well as promoting environmental protection and preservation through school, home and urban community gardening initiatives

NPHHC's vision is to see healthy families, communities and a nation by mitigating the devastating impacts of poverty, HIV, preventable diseases and maternal neonatal mortality by implementing community based, integrated, sustainable prevention care and support services to people living with HIV, Orphans, vulnerable children and to poor rural and pastoralist women and girls.

### **1.3 Statement of the Problem**

Information is very necessary about the performance of a certain project or program. If proper information is not delivered in time, deviations from plan cannot be adjusted and corrected which might result in Cost, Time and Scope overrun. The need to develop and apply practical Monitoring and Evaluation system is increasingly recognized as an indispensable tool for program/project management, both to support the implementation and to get feedback for the design of new initiatives. (Zogo Ndomo, 2015) For NGO's development projects to serve their purpose and make a significant impact in the society the organization needs to have effective monitoring and evaluation system for sustainable improvement and quality of performance

According to the study by Nanda Muyuka(2015) most NGO projects fail in Africa because of failing to monitor and evaluate the project progress. The personnel are mostly not skilled in monitoring and evaluations therefore lack the awareness of what to be done and they have an interest on the output rather than the project process. M&E is also viewed as a donor and not a management requirement (Shapiro, 2011) and this has been found to undermine the overall success of projects implemented in Africa.

(Wanjiru 2009) further stated that Local Ngo's in Africa are facing challenges in Monitoring and Evaluation, which are contributing to their insufficiency and which calls for intervention

In addition a study conducted on NGO's in Addis Ababa conducting Educational projects (Huluka, 2014) found that the monitoring and evaluation practices of the local NGO's studied were found inadequate in comparison with the expected standard of excellence in monitoring and evaluation

As per the preliminary interview conducted with the operations manager at NPHHC, some symptoms of ineffective Monitoring and Evaluation were noticed. Almost all of their projects have asked for extension of time due to schedule delays, some with cost additions and some without cost additions. It was also stated that the data collected as a baseline assessment for some projects is still sited in their head office and has not been fed in to the SPSS, therefore is not being used to aid the monitoring and evaluation practices

NPHHC also has not conducted impact assessment for some of its community based projects, therefore it was necessary for this research to assess the project monitoring and evaluation practices and the challenges of NPHHC which conducts development projects for the society.

#### **1.4 Research Questions**

1. What are the current Monitoring and Evaluation practices of NPHHC?
2. How effectively is Monitoring and Evaluation carried out at NPHHC?
3. What challenges does NPHHC face while conducting monitoring and evaluation?

#### **1.5 Research Objectives**

##### **1.5.1 General Objective**

The general objective of this research was to assess the Project Monitoring and Evaluation practice of local NGO's by taking NPHHC as a case study.

##### **1.5.2 Specific Objectives**

- To investigate the current project monitoring and evaluation practice of NPHHC

- To explore the effectiveness of the current monitoring and evaluation system at NPHHC
- To identify the challenges and gaps of conducting proper monitoring and evaluation and give recommendations

### **1.6 Significance of the study**

Since there are considerable changes in the way monitoring and evaluation is practiced as international NGO's are utilizing result based monitoring and evaluations for effective results of development interventions. This paper will intern assist local NGO's who undertake development projects to implement components of an effective monitoring and evaluation and undertake successful M&E

The research finding will help NPHHC to witness the gaps in the monitoring and evaluation practices and take measures by using the analysis and recommendations of the research to enhance the success of future development projects

The research will also serve as reference point and a useful source of literature for students and researchers who want to conduct further studies on Monitoring and evaluation of projects

The research will also be useful for donors, Government organizations and civil societies who want an insight in to the Monitoring and evaluation system in local NGO's of developing countries

### **1.7 Delimitation of the Study**

From the different phases of the project management life cycle, this research focuses on the Monitoring and Evaluation phase of projects. The aim of this research is to assess the monitoring and evaluation practices of local NGO's which undertake development projects in Ethiopia, However it is designed as a case study and it will only focus on one Local NGO (NPHHC). Therefore the scope of this study is the Monitoring and Evaluation practice of NPHHC

## 1.8 Limitation of the Study

The main challenges of this research study were as follows

- There was a challenge in distributing the questioner to the respondents since they were located in different areas around Addis Ababa, Therefore this took time and increased transportation cost
- Several interview respondents cancelled because of the work load they encountered
- Proper documentation of Monitoring and Evaluation were not available for reviewing

## 1.9 Operational Definition of Terms

Below are essential terms mentioned in this study, they are defined in order to give better understanding to the subject matter. The main terms are:

**Monitoring:** Monitoring is the systematic process of collecting, analyzing and using information to track a program's progress towards reaching its objectives and to guide management decisions

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

**Local NGO's:** Are organizations formed under the laws of Ethiopia. This study considers only Ethiopian charities/Ethiopian societies and Ethiopian resident charities/ Ethiopian resident societies as local nongovernmental organizations.

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

## **Chapter II**

### **Review of Related Literature**

#### **2.1 Theoretical Literature**

##### **2.1.1 Definition of Monitoring and Evaluation**

The OECD (2002) has defined Monitoring and evaluation as follows

Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors

##### **2.1.2 Importance of Monitoring and Evaluation**

Many third world countries have numerous projects in an attempt to improve their infrastructure and thus improve the standard of living of citizens. Huge sums of money are put into this activity and it is important to get value for money. Two aspects that would contribute towards ensuring these are monitoring and evaluation. (F.A. Otieno)

Stem, Margoluis, Salafsky & brown (2003) State that Monitoring and evaluation can help demonstrate accountability and project impact, it answers questions related to how well a project or strategy is working independently of or in relation to other possible projects or strategies. It can also help identify the conditions under which a project is likely to succeed or falter.

Moreover, it can serve as an early warning system for potential problems, and it can lead to ideas for potential remedial actions. As such, effectively delivered M&E results often provide the basis for improved decision making.

According to the IFRC (2011) A good monitoring and evaluation system contributes to organizational learning and knowledge sharing by enabling NGOs to reflect upon and share experiences and lessons from their implementation to get the full benefit of what the organization is doing, what they do and how they do it.

### **2.1.3 Difference and Similarity with Monitoring and Evaluation**

Monitoring and evaluation are both management tools that demonstrate accountability and inform decision making (Patric Gudda, 2011) they are mutually supportive and equally important, using the same steps but producing different results.

Monitoring is ongoing and tends to focus on what is happening. On the other hand, evaluations are conducted at specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project/program implementation, tracking outputs, budgets, compliance with procedures, while Evaluations are less frequent and examine larger changes (outcomes) that require more methodological rigor in analysis, such as the impact and relevance of an intervention (IFRC,2011)

Monitoring and evaluation is essential to maintain or improve the quality of interventions and to understand whether these interventions have achieved the planned goals. Monitoring allows managers to track progress of projects, programs or policies vis-a-vis the planned goals. Especially when new approaches are used, such as innovative early detection programs, it is vital to closely monitor both intended and unintended results and to test and revise the assumptions on which the intervention is based. Evaluations involve an assessment of the strengths and weaknesses of projects, programs or policy to improve their effectiveness. It is an important source of evidence of the performance of the project, program or policy, of the persons and institutions in charge of implementation. (UNFPA, 2014)

	<b>Monitoring</b>	<b>Evaluation</b>
Objective	To determine the efficiency; to facilitate an early adjustment	To determine whether objectives set were realistic and to assess the impact of project activities
Frequency	Continuous	Periodical
Focus	Input, Process, Output& work plan	Relevance, impact & cost effectiveness
Primary Users	Mainly project implementers	Externals(Donors, Government)
Type of Data	Primarily quantitative	Primarily qualitative
Actors	Internal	Internal &External
Analysis	Simple	In-depth

Adapted from USAID Ethiopia

## 2.1.4 Types of Monitoring and Evaluation

### I. Types of Monitoring

**Process Monitoring:** considers the use of resources, the progress of activities, and the way these are carried out. It is a means for reviewing and planning work on a regular basis.

**Compliance monitoring:** ensures compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards.

**Financial monitoring:** accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring (IFRC, 2011)

**Impact Monitoring:** Considers economic, social, organizational, technological, etc. or other intended or unintended results or changes while the project is in the process of implementation.

## **II. Types of Evaluation**

**1. Formative evaluation:** This type of evaluation, also referred to as a baseline survey, is carried out before an actual project is implemented. The formative evaluation is conducted mainly to review the existing status in the targeted population, which in turn informs project focus. The formative evaluation is an important type of evaluation as it is not only the starting point of a project, but also forms the basis for evaluation. Additionally, the tools and methodologies that are used at the formative evaluation are usually the ones that are carried on to other stages of evaluation such as the mid-term and summative evaluation. (EMI, 2015)

**2. Mid-term evaluation:** This is also commonly referred to as the mid-term reviews. Just like the name suggests, the mid-term reviews are conducted mid-project. The mid-term reviews are important for the purposes of establishing whether a project is heading towards the set goals and objectives, thereafter informing management and control decisions by the project management. It is important in building organizational confidence in the project implementation strategies, or in the case where indicators are not pointing towards success, acting as a call to the change of implementation strategies. It is however important to note that in the case where a project has a long life cycle, it might be important to conduct periodic evaluations before the actual mid-term evaluation, although this might depend on management goodwill and availability of funds.(EMI, 2015)

**3. Summative evaluation:** This evaluation type is also known as the end-term evaluation or the project completion evaluation. It is intended to be carried out immediately at project conclusion. Summative evaluation is carried out to establish project outputs and immediate outcomes, with results of the evaluation compared to the results at baseline. This evaluation generally informs stakeholders on the project success and is important for documenting success stories and lessons learnt. This evaluation is also usually carried out by the project team. (EMI, 2015)

**4. Ex-post evaluation:** This type of evaluation is most often confused to be synonymous with the summative evaluation, while in actual sense it is not. This type of evaluation is also called the post- implementation evaluation. While an ex-post evaluation is also carried out after project closure, the difference between the ex-post and summative evaluation is that it is more intense, is conducted by external evaluators for the purposes of independent assessment and takes much longer time duration before being conducted after project completion. This is not only because external evaluators need to be outsourced, but also because it is intended to capture the impacts of the project. It is usually the final evaluation associated with a project. (EMI, 2015)

**5. Impact Evaluation:** Impact evaluations are a particular type of evaluation that seeks to answer cause-and-effect questions. Unlike general evaluations, which can answer many types of questions, impact evaluations are structured around one particular type of question: What is the impact (or causal effect) of a program on an outcome of interest? That is, the effect on outcomes that the program directly causes. An impact evaluation looks for the changes in outcome that are directly attributable to the program. (Stem et al, 2003)

According to the IFRC (2011) Evaluation can be classified in to two according to who will conduct the evaluation

- 1. Internal or self-evaluations:** are conducted by those responsible for implementing a project/program. They can be less expensive than external evaluations and help build staff capacity and ownership. However, they may lack credibility with certain stakeholders, such as donors, as they are perceived as more subjective (biased or one-sided). These tend to be focused on learning lessons rather than demonstrating accountability.
- 2. External or independent evaluations:** are conducted by evaluator(s) outside of the implementing team, lending it a degree of objectivity and often technical expertise. These tend to focus on accountability.

## **2.1.5 Traditional and Result Based Monitoring and Evaluation**

### **Results-based management (RBM)**

RBM is an approach to project/program management based on clearly defined results, and the methodologies and tools to measure and achieve them. RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results you want to achieve. By identifying in advance the intended results of a project/program and how we can measure their progress, we can better manage a project/program and determine whether a difference has genuinely been made for the people concerned. (AAU, 2016)

IFRC (2011) states that Monitoring and evaluation is a critical part of RBM, It forms the basis for clear and accurate reporting on the results achieved by an intervention (project or program). In this way, information reporting is no longer a headache, but becomes an opportunity for critical analysis and organizational learning, informing decision-making and impact assessment.

Traditional implementation focused Monitoring and evaluation systems are designed to address compliance, the “did they do it” question. Did they mobilize the needed inputs? Did they undertake and complete the agreed activities? Did they deliver the intended outputs (the products or services to be produced)? The implementation approach focuses on monitoring and assessing how well a project, program, or policy is being executed, and it often links the implementation to a particular unit of responsibility. However, this approach does not provide policymakers, Managers, and stakeholders with an understanding of the success or failure of that project, program, or policy. (Stem et al, 2003)

However, Results-based Monitoring & Evaluation systems are designed to address the “so what” question. So what about the fact that outputs have been generated? So what if activities have taken place? So what if the outputs from these activities have been counted? A results-based system provides feedback on the actual outcomes and goals of organizations actions.

According to the UNFPA (2014) the way planning, monitoring and evaluation are performed has considerably changed in the last decade. Many institutions and organizations moved from activity planning (what are we going to do?) to planning for the overall results (what do we want to achieve?). Therefore the focus is on the results and consequences of actions and implementation, rather than on the inputs (money, time, human resources) provided.

### **2.1.6 Steps to Conducting Project Monitoring and Evaluation**

According to the World Bank (2004) the essential steps to building a Monitoring and Evaluation system is to initially formulate outcomes and goals; select outcome indicators and to monitor them; gather baseline information on the current conditions, then set specific targets to reach and specific dates for reaching them; regularly collect data to assess whether the targets are being met and analyze and report on the results.

Similarly according to the FHI (2010) monitoring and evaluation system must first Identify Program Goals and Objectives; Determine Monitoring and Evaluation Questions, Indicators, and Their Feasibility; Determine Monitoring and Evaluation Methodology and Monitoring the Process and Evaluating the Effects; Resolve Implementation Issues such as, Who Will Conduct Monitoring and Evaluation? How will the Existing Monitoring and Evaluation Results and Past Findings Be Used. Then Identify Internal and External Monitoring and Evaluation Resources and Capacity; Develop the Monitoring and Evaluation Work Plan Matrix and Timeline and finally Develop Plan to Disseminate and Use Evaluation Findings

### **2.1.7 An Effective Monitoring and Evaluation**

According to a study on the determinants of Effective monitoring and evaluation in NGO system (Wanjiru, 2009), some of the factors below are necessary for an effective monitoring and evaluation such as: Monitoring and evaluating plan; gathering baseline assessment; setting relevant indicators; using a framework to guide the M&E activity and setting a plan to disseminate the results of M&E

## **1. Monitoring and Evaluation plan**

The project should have a monitoring and evaluation plan and developing an M&E plan requires a proper understanding of the program, inputs, processes, output and outcomes. The inputs required would include human resources with M&E technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure (IJIRD, 2013)

There should be a clear specification of how often monitoring and evaluation data is to be collected and from whom. There should also be a specification of a schedule for monitoring and evaluation reports to be written (Walter, 2014). The monitoring should be done regularly in order to be able to track the project and identify problems early enough before they go out of hand.

According to the FHI (2004) A comprehensive M&E plans should describe the overall goals and objectives of the program/project specifically; the specific M&E questions, methods, and designs to be used; what data will be collected and how; the required resources; who will implement the various components of the M&E work plan; and the timeline of the M&E plan.

## **2. Assigning Resources for Monitoring and Evaluation**

### **2.1 Human Resource**

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

Human capital, with proper training and experience is vital for the production of M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011)

UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation, by stating that staff working should possess the required technical expertise in the area in order to ensure high-quality monitoring and evaluation. Implementing of an effective M&E demands for the staff to undergo training as well as possess skills in research and project management, hence capacity building is critical

## **2.2 Financial Resources**

### **Monitoring and Evaluation Budget**

Data collection, processing, analysis and reporting, as well as capacity building and field support must be budgeted for in terms of time and monetary resources. These costs will be incurred by the organization and must be included in the operation budget.

According to Zogo Ndomo(2015) There is need to allocate adequate resources for monitoring and evaluation (preferably 10% of project/organizational budget). This will ensure that organizations have adequate funds to acquire qualified technical staff responsible for M&E or build the capacity of existing staff in M&E, design and use effective M&E tools and have sufficient resources to conduct monitoring and evaluation.

## **3. Indicators**

An indicator is a quantitative or qualitative factor that provides a simple and reliable means to measure achievement or to reflect the changes connected to a project/program. They measure changes over time by pointing the direction of change in either the positive, negative, or whether the situation is improving or worsening.

They are markers, which help us to measure change or results brought about by an activity or an output from an activity. (EMI, 2015)

Where possible and relevant indicators should also allow for the collection of disaggregated data (by sex, age and other relevant variables) for each selected indicator, a source of information should be specified that details when, how and by whom the necessary information will be collected. (IFRC, 2010)

Indicators can have different uses depending on the type of information that needs to be collected. It is therefore important to distinguish between the different types of indicators according to their function and the type of information they refer to:

- The target: provides the actual number and the timescale;
- The baseline: provides the reference point in terms of quantity, quality and time, against which the target can be measured.
- Input indicators: measure the means by which the project is implemented.
- Process indicators: measure delivery activities of the resources devoted to a program or project; monitor achievement during implementation in order to track progress towards the intended results.
- Output indicators: measure the extent to which the project delivers the intended outputs and identify intermediate results.
- Impact indicators: measure the extent to which the project has the intended effects and related directly to the long-term results of the project. (CPD, 2012)

According to the UNAIDS (2008) the following are considered Criteria for a good indicator:

- Is needed and meaningful
- Has substantial merit – tracks significant change
- Has been tested and works
- Is feasible, there are resources and capabilities required to collect data and analyse
- If quantitative - is defined in metrics that are consistent with the overall system of which it is a part
- Is fully specified, has a clear purpose and rationale
- Qualitative aspects as well as quantitative aspects are well defined

- Is identified with clear methods to collect data that allow it to be measured
- Specifies how frequently data should be collected
- Is disaggregated so that changes for particular groups of interest can be tracked
- Includes guidelines on how to interpret what changes mean to local people and communicate contextual notions of change in terms or units that can be understood by ‘outsiders’

#### **4. Baselines**

A set of factors or indicators used to describe the situation prior to an intervention and act as a reference point against which progress can be assessed or comparisons made. These are sometimes referred to as benchmarks. (WB, 2007)

Monitoring and evaluation to a large extent use the same indicators and data sets, with evaluation being rendered difficult if the relevant baseline and monitoring data are not available.

More substantive information about how the operation has changed people’s lives is required for evaluation, and so evaluation considerations must be explicitly addressed during system design. The main mechanisms for this are :( IFRC, 2002)

- Arrangements for baseline data collection – what was the situation before the operation commenced; and in the case where comparison groups are included in a baseline study, how did the situation within the scope of the operation compare with that outside?
- Arrangements for a follow-up study, what difference has the operation made:

I) since start-up

II) In comparison with groups outside the scope of the operation?

The techniques used to collect baseline data are no different from those used in other exercises such as reviews, assessments and evaluations. The difference lies in the purpose of the exercise. Baseline studies provide the necessary information to complete the planning of the operation, through benchmarking of indicators and analysis of context. They are also the basis of sound

monitoring and evaluation, providing a snapshot of the conditions prior to start-up. In particular, baseline data facilitates a later measurement of the outcomes and impact of an operation through a follow-up study. Some key points to keep in mind when planning the collection of baseline information are:

- The collection of baseline data should be timed to be undertaken prior to the start of an operation or next phase;
- Baseline and follow-up studies should be included in the M&E plan as key components, and therefore appropriately budgeted and resourced
- The results of a baseline study should be analyzed and presented in a format that is succinct and clear, and most importantly, that can be easily understood by programming staff, project managers or reporting delegates and evaluators. (IFRC, 2002)

When baseline data are not available it is difficult to set future targets of the project. If it is not know where you are, how can you know where you are going; how can one estimate changes as the project proceeds in monitoring and how can one compare the initial conditions and changes of a project and control groups in an impact evaluation (WB, 2004)

## **5. Framework**

Monitoring and evaluation should be aided by a coherent structured conceptual framework. The framework aids in identifying the logic behind project elements and performance measurement, how they are related and the underlying assumptions. One of the best practices that have been adopted because of its structured approach is the use of the logic framework approach (LFA) as a tool to aid both the planning and the monitoring and evaluation functions during implementation

The logical framework is a commonly used tool for setting out the logical theory of change underlying a project, the indicators that will be used to monitor progress, and the means by which information about those indicators will be verified. It is the most commonly used results and indicator based monitoring and evaluation framework.(WB,2004)

The logical framework (Log Frame) helps to clarify objectives of any project, program, or policy. It aids in the identification of the expected causal links the “program logic” in the following results chain: inputs, processes, outputs (including coverage or “reach” across beneficiary groups), outcomes, and impact. It leads to the identification of performance indicators at each stage in this chain, as well as risks which might impede the attainment of the objectives.

The Log Frame is also a vehicle for engaging partners in clarifying objectives and designing activities. During implementation it serves as a useful tool to review progress and take corrective action.

### **Log Frame uses**

- Improving quality of project and program designs (by requiring the specification of clear objectives, the use of performance indicators, and assessment of risks)
- Summarizing design of complex activities.
- Assisting the preparation of detailed operational plans.
- Providing objective basis for activity review, monitoring, and evaluation.(WB, 2004)

### **Advantages of Log frame**

- Ensures that decision-makers ask fundamental questions and analyze assumptions and risks
- Engages stakeholders in the planning and monitoring process.
- When used dynamically, it is an effective management tool to guide implementation, monitoring and evaluation.

### **Disadvantages of Log frame**

- If managed rigidly, stifles creativity and innovation.

- If not updated during implementation, it can be a static tool that does not reflect changing conditions.
- Training and follow-up are often required.(WB, 2004)

## **6. Dissemination of results**

Dissemination of monitoring results means communicating your findings and insights to stakeholders and deciding how to use the results to strengthen your organization's efforts.

Monitoring and evaluation not only help organizations reflect and understand past performance, but serve as a guide for constructive changes during the period of implementation.

A good monitoring and evaluation system contributes to organizational learning and knowledge sharing by enabling NGOs to reflect upon and share experiences and lessons from their implementation to get the full benefit of what the organization is doing, what they do and how they do it (IFRC 2011)

An M&E system supplements and supports project and organizational performance, by means of relevant information and learning. It 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. (Zogo Ndomo, 2015)

Monitoring and evaluation are valuable tools to support the learning process within organizations and beyond as they help us to understand what works and why. Therefore, it is of vital importance that lessons learned derived from monitoring and evaluations are being shared both, within the organization and externally: with practitioners, policy and decision makers, and, if applicable, to donors (UNFPA, 2014)

### **2.1.8 Challenges of Monitoring and Evaluation**

Some of the inherent challenges and limitations of monitoring and evaluation practices are discussed below (Zogo Ndomo, 2015)

**Absence of learning culture:** Many NGO's face difficulty in conducting evaluations as well as in utilizing the lessons learned from the evaluation reports to change their practices. Meaningful evaluation requires a significant educational investment that some NGOs cannot make due to financial difficulties, a lack of staff, or pressure from donors. Moreover, those NGOs that can perform accurate and meaningful evaluations still struggle to incorporate the lessons learned from the evaluations into their actual practices.

**Monitoring and Evaluation is Donor Driven:** Most NGO's carry out monitoring and evaluation because it is a requirement from the donor. As such most M&E activities are tied to the donor funding and projects are not institutionalized.

Monitoring and Evaluation often addresses donors concerns of accountability; project inputs and outputs rather than local concerns related to broader development issues

**Lack of adequate and skilled personnel in M&E:** There are simply too few people in most Sub-Saharan African countries with the necessary skills and capacity of designing and implementing M&E activities. Many experts in M&E have left part of the "brain drain" afflicting much of Sub-Saharan Africa. Training programs to raise the skills of those who remain have produced disappointing results. Additionally, the few M&E specialists are expensive beyond the means of many NGOs who don't have adequate resource to engage such experts. As such many NGOs lack the technical expertise, knowledge and understanding of M&E.

## **2.2 Empirical Literature**

A study conducted by Kariuki (2014) on the Community Development Projects in Kenya, analyzed the importance and the challenges of monitoring and evolutions and concluded that monitoring and evaluation were very important to ensure project accountability and necessary for ensuring that projects meet the intended rationale. It was found that a poor design of the monitoring and evaluation hindered the monitoring process which then resulted in difficulty of achieving project success

According to the study by Dereje G. Michael(2016) on the Monitoring And Evaluation of the Gilgel Gibe 1 and 2 integrated watershed management project, which used a qualitative approach and made use of focus group discussions and interviews, it has identified that majority of the project teams were youth who did not get any Monitoring and evaluation trainings and had less experience in the monitoring of watershed projects, therefore the projects suffered lack of expertise knowledge which made the planning very challenging and delayed the project

It was also found that there were poor planning tools such as logical framework, indicator setting, and baseline data and benchmarking, In addition there was found to be poor communicating of M&E results and poor reporting system.

An assessment of Monitoring and Evaluation practices of the public sector in the Oromia region conducted by Geremew Dida(2016) on the Oromia Bureau of Finance and Economic Development has stated that while the organization has strength such as, the presence of designed monitoring and evaluation tools like checklists, reviews of administrative records, files, questionnaires and interview; the presence of indicators criteria which include efficiency, effectiveness, sustainability, feasibility and socio economic impacts it also has many shortcomings discussed below.

The study identified major weaknesses of monitoring and evaluation in the public sector, such as the lack of conducting outcome evaluation; monitoring and evaluation practices were unplanned and conducted in irregular bases; lack of project evaluation principles and standards; limitation

of professional manpower, specially absence of engineers to deliver knowledge based monitoring and evaluation for construction sup components and a lack of separate budget and plan for project monitoring and evaluation practices

Another study conducted on the monitoring and evaluation practices of local NGO's who are conducting Educational projects in Addis Ababa (Huluka, 2014) has the following findings listed below

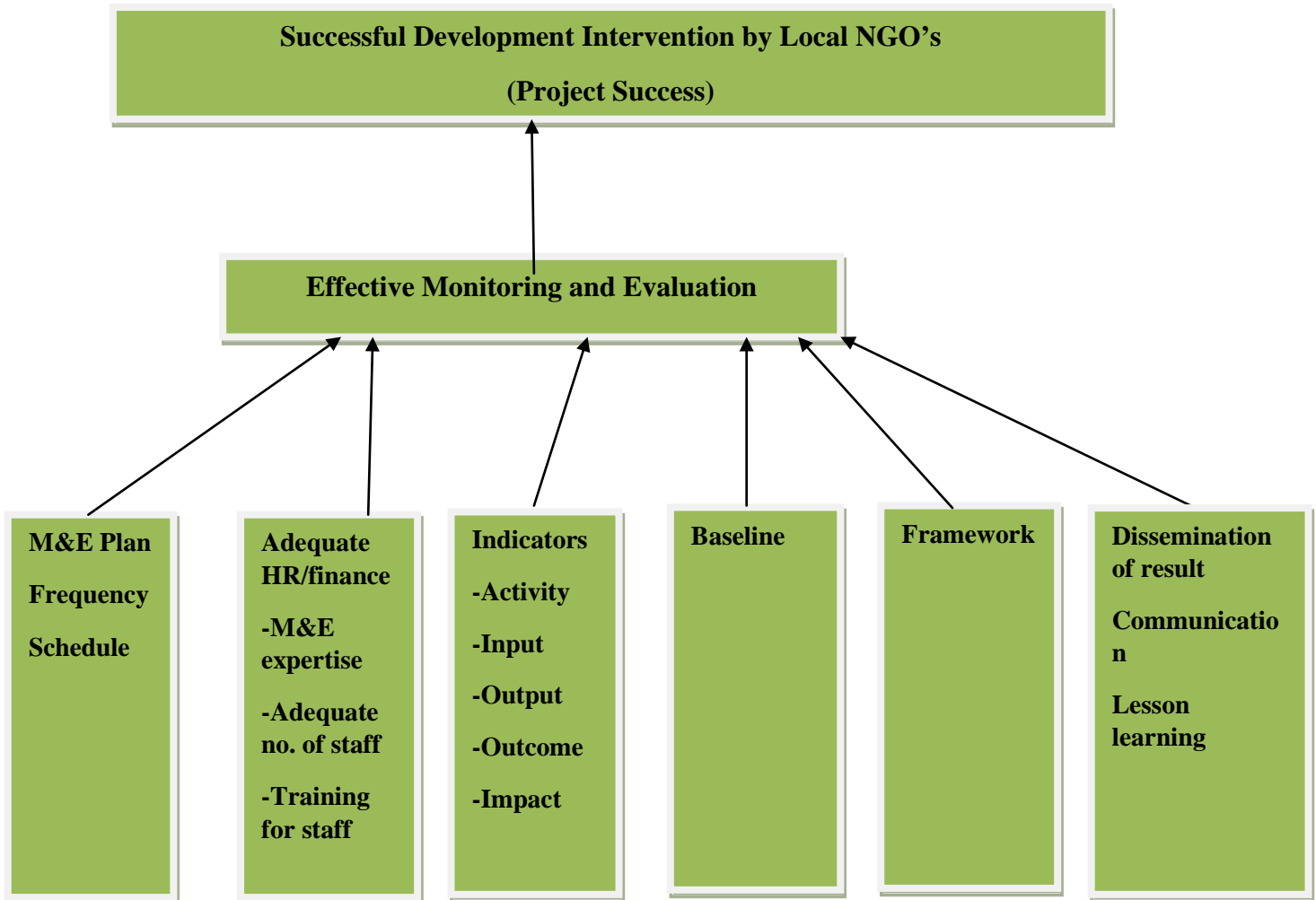
- Most local NGO's do not conduct adequate need assessment prior to project implementation and the aspects that are important for monitoring and evaluation are not incorporated in the plans and non adequately designed plans as well
- Most NGO's face lack of sufficient funding, lack of expertise, absence of plan for disseminating M&E findings and failure to assign necessary equipment needed for M&E
- The study also stated that the monitoring and evaluation practices of the local NGO's studies were found inadequate in comparison with the expected standard of excellence in monitoring and evaluation

## 2.3 Conceptual Framework

Conceptual framework is a diagram that illustrates the relationships among relevant factors that may influence the successful achievement of goals and objectives. It helps determine which factors will influence and how each of these factors might relate and affect the outcomes

This research looks at the monitoring and evaluation practices of Local NGO by taking NPHHC as a case study. The variables that determine the effectiveness of a certain local NGO's monitoring and evaluation practice that are seen below on the diagram are adopted from (Wanjiru, 2009)

This research strives to assess the state of these variables at the organization under study (NPHHC) and their contribute to an effective monitoring and evaluation practice which in turn results successful intervention by local NGO's



## **Chapter III Research Methodology**

### **3.1 Research Design**

This Research is a descriptive type of research. It assessed the monitoring and evaluation practice of Local NGO's by taking NPHHC as a case study. Descriptive research design is used to describe an event or phenomena as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2003)

Case studies are considered useful in research as they enable researchers to examine data at the micro level. Case studies can be a practical solution when a big sample population is difficult to obtain. Case studies have an advantage, in that they present data of real-life situations and they provide better insights into the detailed behaviors of the subjects of interest (Zainal, 2007)

The research used mixed method of analyzing; both qualitative and quantitative data. Quantitative research is a formal, systematic process that describes and tests relationships and examines causes among variables. However, qualitative methods seek to explore phenomena and instruments used in more flexible ways whereby semi-structured methods such as in-depth interviews and focus groups are utilized (Price, 2009)

Quantitative data was collected through questionnaires that were distributed to the employees of NPHHC. Qualitative data was gathered from Monitoring and Evaluation Reports and interview conducted to support the Quantitative findings.

### **3.2 Target Population and Sampling Technique**

Target Population means, the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population in this study is all employees of NPHHC, who are currently working as project managers, coordinator, facilitators and monitoring and evaluation officers.

The sampling technique used in this study was judgmental or purposive sampling in which the decision to include a sample in the study was made based on the criteria of the person's knowledge of M&E, experience and background of project management.

The total numbers of these targeted groups of people in the organization are 22 which are selected out of the 54 employees at the organization (NPHHC Company profile, 2017). These people are expected to have knowledge about the M&E system through their responsibility, career progression and position at this organization. The target population was taken entirely in order to get good result

### **3.3 Measurement Instruments**

The main data gathering instrument in this research was a Questionnaire, which was distributed to the target population

Interview questions were also presented to two top management personnel and the executive director of NPHHC. In addition review of documents and M&E reports were undertaken.

### **3.4 Reliability and Validity**

Questionnaire and interview questions were developed based on the conceptual framework of the study designed to address the intended assessment questions and objectives, Additional questions were also taken from other researchers whose validity and reliability were tested and proved to have conducted successful researches.

A pilot test of the questioner was conducted to see if it would generate the proper and desired information and to check the relevance or consistency. Then Adjustments were made to the questionnaire after the pilot test and discussions with Advisor.

Further a reliability test of Cronbach's Alpha was made for the likert scale type questions on SPSS

Cronbach’s alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach’s alpha is one way of measuring the strength of that consistency (Goforth, 2015). A reliability coefficient of .70 or higher is considered “acceptable” in most social science research situations (Bruin, J.2011). This study’s Cronbach’s Alpha result was .741

**Reliability Statistics**

Cronbach's Alpha	N of Items
.741	26

**3.5 Data Processing and Analysis**

A questionnaire using the composition of close ended and likert type scale questions was distributed to the selected target population and collected back. Then the data collected from the questionnaires was logged to the software, SPSS and analyzed.

After Analysis using descriptive statistics the findings were presented in frequency, percentages and charts and further explained in details along with data gathered from interviews and reviewing document of monitoring and evaluation. Afterwards conclusions and recommendations were made.

**3.6 Ethical Consideration**

With regards to ethical consideration data was collected with consent and kept confidential, respondents were also treated with respect and the purpose of the study was clearly communicated to the organization and to each respondent

## Chapter IV Data Presentation, Analysis and Interpretation

### 4 Introductions

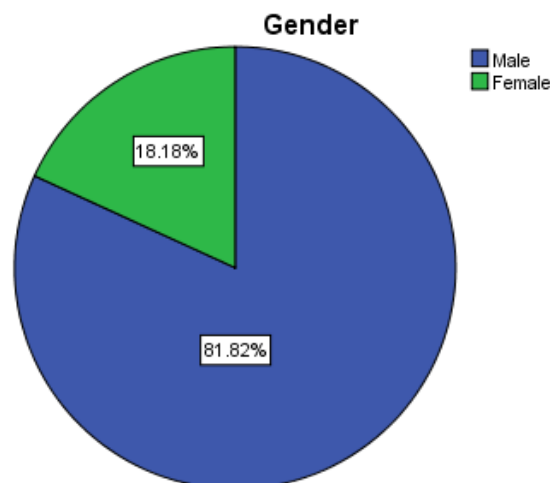
This chapter deals with presentation, analysis and interpretation of the data obtained through questionnaire and interview, as well as document reviews. The results are depicted in the form of frequencies, tables and percentages and charts. Monitoring and Evaluation plan, assigned resources for M&E, Indicators, Baselines, framework, dissemination of results and Challenges of M&E were discussed in detail

With regards to response rate, the questionnaires were distributed to the selected 22 target group and interview was also conducted with two top management personnel and the executive director of NPHHC. Accordingly from the 22 questionnaires distributed to the respondents, 100% was collected without any droppings, but out of the planned (5) interviews only (3) respondents were interviewed. This was due to the busy schedules of the respondents and absence of time.

#### 4.1 Respondents Characteristics and General Background

This section seeks to show the gender and age distribution of the respondents, In addition the source of funding of NPHHC and project completion status

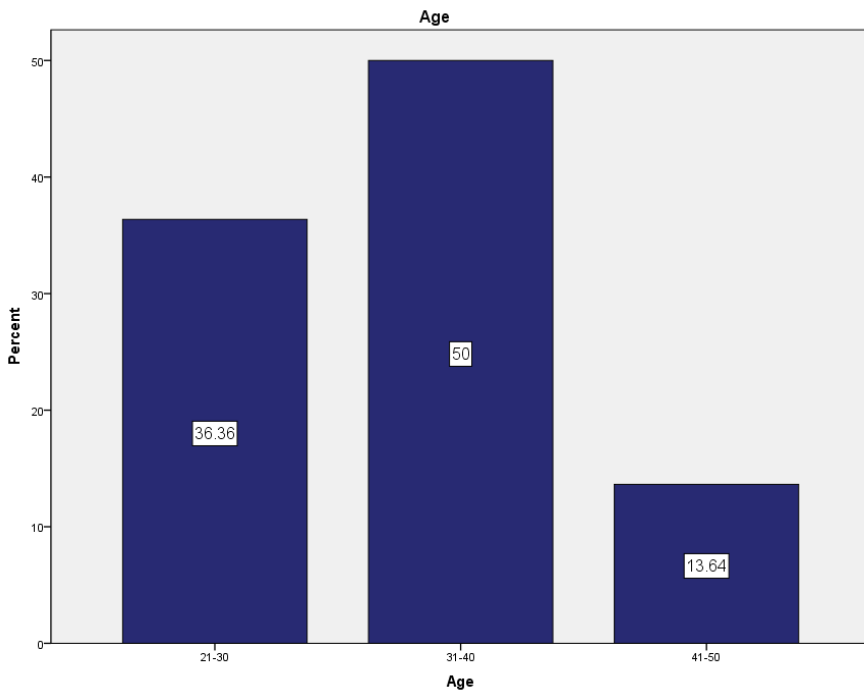
##### 4.1.1 Gender distribution



**Figure 4. Gender distribution**

### 4.1.2 Age Distribution

The study sought to determine the demography of Target population who participated in this study. In the above chart, the gender of the respondents is shown to be a majority of 81.82% for male while only 18.18% are females



**Figure 4.1 Age Distribution**

The above chart depicts the age distribution of the respondents. A majority of the respondents range in the age group of 31-40 and the second majority are in the age group of 21-30 while the rest of the respondents belong to the age group of 41-50. It can be inferred that majority of staff in the organization are middle aged and therefore experienced

**Table 4 Respondents position in the Organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Top management	1	4.5	4.5	4.5
Middle management	1	4.5	4.5	9.1
Project Coordinator, Manager, Facilitator	15	68.2	68.2	77.3
M&E Expert	4	18.2	18.2	95.5
Community Facilitator	1	4.5	4.5	100.0
<b>Total</b>	<b>22</b>	<b>100.0</b>	<b>100.0</b>	

Source: Own survey, 2017

According to the above table, out of the 22 target group, 15 of them are working as project managers, project coordinators and project facilitators, while there are only 4 Monitoring and Evaluation Expert and 1 top management, middle management and community facilitator each

It can be observed that all the respondents have the required knowhow and knowledge of project management as well as monitoring and evaluation to have relevant insight in the study conducted

It also confirms that there are not enough monitoring and evaluation experts at the organization

**Table 4.1 Academic Qualification of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
MA/MSc	7	31.8	31.8	31.8
BA/BSc	14	63.6	63.6	95.5
Diploma	1	4.5	4.5	100.0
<b>Total</b>	<b>22</b>	<b>100.0</b>	<b>100.0</b>	

Source: Own survey, 2017

As per the above frequency distribution, the 31.8% of the respondents have their Masters Degree, while majority and 63.6% of them have their first degree and only 1 respondent has a diploma, it can be said that almost all employees have good level of academic qualifications to deliver coherent information that's necessary for this study

#### 4.1.3 Major Source of Project Funding at NPHHC

The study sought to determine what the major source of funding for the organization, majority (27.8%) of the frequency suggests funding comes from the international Donor agencies and NGO's. Second most frequent source of funding (22%) is from Government treasury and individual donation

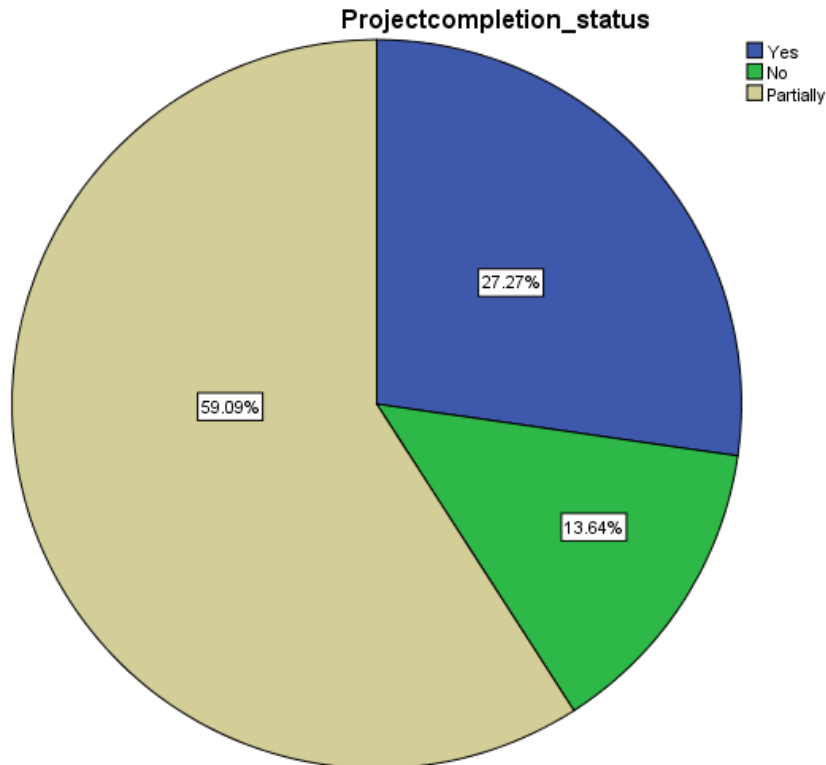
This can indicate the organizations has high dependency on donations from abroad to conduct their interventions

**Table 4.2: Major source of funding of NPHHC**

Source of Funding	Responses		Percent of Cases
	N	Percent	
Government Treasury	12	22.2%	54.5%
International Donor Agencies	15	27.8%	68.2%
NGO's	15	27.8%	68.2%
Individual Donations	12	22.2%	54.5%
Total	54	100.0%	245.5%

Source: Own survey, 2017

#### 4.1.4 Project Completion Status



**Figure 4.2 Project completion statuses**

The study sought to determine if all the projects conducted at NPHHC completed as per planned with regards to time and cost and as per the chart depicted above, majority of the respondents 59.09% said their projects complete in time and cost only partially, while 27.27% affirmed that their projects do complete with the planned time and cost, but 13.64% of respondents stated that projects never complete with planned time and cost amount

This clearly indicates that there is a gap in monitoring of the projects the organization conducts since majority of the projects are delayed and only partially successfully completed

## 4.2 Monitoring and Evaluation Plan

This section makes an assessment of NPHHC's Monitoring and Evaluation planning practices

**Table 4.3 Monitoring and Evaluation Planning**

	Strongly Agree	Agree	Disagree	Strongly disagree	Neither Agree nor disagree
Monitoring and Evaluation plan	13.6%	63.6%	0.0%	0.0%	22.7%
Project objectives	9.1%	59.1%	31.8%	0.0%	0.0%
Monitoring and Evaluation Schedule	13.6%	77.3%	9.1%	0.0%	0.0%

Source: Own survey, 2017

Respondents were asked whether their organization had a written monitoring and evaluation plan that guides project execution for every project

Majority of the respondents, 63.6% agreed and stated that their organization does have a written monitoring and evaluation plan, also 13.6% said that they strongly agreed that their organization does indeed has the plan but 22.7% of respondents said that they neither agreed not disagreed to this question

With regards to the question of whether NPHHC's projects have objectives that are specific, time bound, measurable and in line with relevant strategies, a majority 59.1% agreed while 31.8% disagreed

In addition the study also sought to find out if monitoring and evaluation activities are part of the schedule, a majority of respondents 77.3% stated they agreed and only 9.1% disagreed

From the above result it can be seen that NPHHC does have a written M&E plan with the objectives of the program/project clearly stated and scheduled for

**Table 4.4 Aspects included in the M&E plan**

	Responses		Percent of Cases
	N	Percent	
Data to be Collected	22	25.3%	100.0%
Frequency of data collected	15	17.2%	68.2%
Individuals in charge of M&E	13	14.9%	59.1%
Plan for distribution of M&E findings	5	5.7%	22.7%
Budgets and Logistics	2	2.3%	9.1%
Roles and Responsibilities of Staff in M&E	15	17.2%	68.2%
M&E Schedule	15	17.2%	68.2%
Total	87	100.0%	395.5%

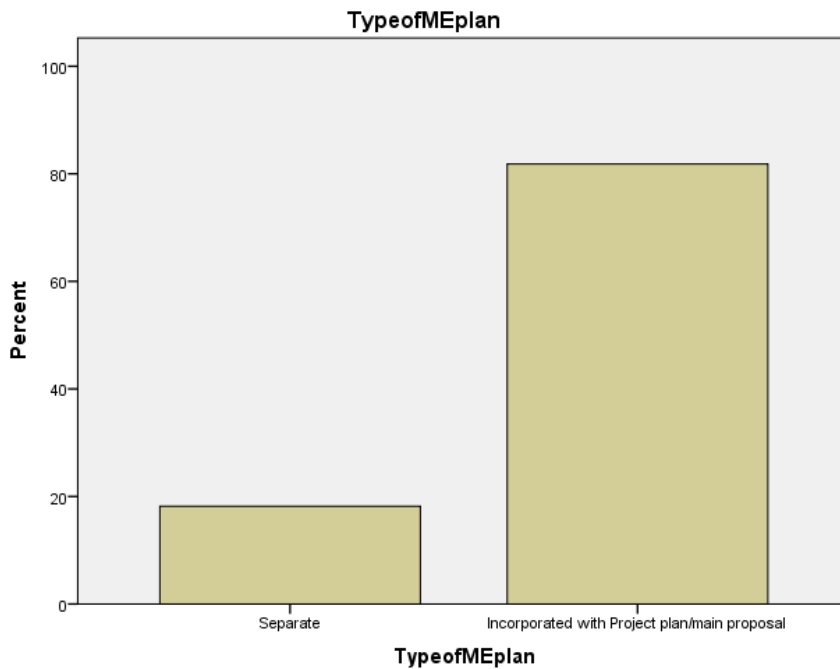
Source: Own survey, 2017

According to the above table, respondents were asked which aspects were incorporated in the Monitoring and Evaluation plan. All of the respondents (100%) said that Data to be collected is included in the Monitoring and Evaluation plan, the second most frequent aspects incorporated in the plan 15(17.2%) are the frequency of the data collected, roles and responsibilities and M&E Schedule. The third most frequent aspect is 13(14.9%) individuals in charge of M&E. While

only 2 (2.3%) said that budgets and logistics are included in the plan as well as only 5(5.7%) said that plan for the distribution of the M&E result are incorporated in the plan.

This implies that the organization mainly focuses on data collection issues, assigning resources and gives less importance to including budgets and logistics and disseminating the results of M&E in the plan

#### 4.2.1 Type of Monitoring and Evaluation Plan



**Figure 4.3 Type of Monitoring and Evaluation Plan**

The above chart shows the response to the type of monitoring and evaluation plan employed at NPHHC. It shows that majority (81%) of respondents stated that NPHHC uses Monitoring and Evaluation plan that is incorporated with the main proposal while only 13.6% state that monitoring and evaluation has a separate plan. This confirms that monitoring and evaluation practices do not have its own separate plan but rather is included in the main project plan

**Table 4.5 Activity Progress Monitoring Frequency**

	Frequency	Percent	Valid Percent	Cumulative Percent
Monthly	7	31.8	31.8	31.8
Quarterly	13	59.1	59.1	90.9
Bi-annually	2	9.1	9.1	100.0
Total	22	100.0	100.0	

Source: Own survey, 2017

According to the table 4.5 shows how often the overall progress of the project is monitored by comparing the planned activities with actual accomplishment. According to the frequency results a majority 59.1% of respondents said that activity is monitored quarterly while 31.8% of respondents said that activity was monitored monthly and a minority of respondents 9.1% said that activity is monitored Bi-annually.

#### **4.3 Assigned Resources for Monitoring and Evaluation**

The study asked the respondents which type of resources were assigned for Monitoring and Evaluation activities, it has gotten some multiple responses, 42% stated that Monitoring and Evaluation activates have skilled staff resources, while 46% state that there are financial resources but only 10.7% stated that software resources were available and no amount of respondents state that equipment was available for monitoring and evaluation

**Table 4.6 Type of resources for M&E**

	Responses		Percent of Cases
	N	Percent	
Skilled Staff	12	42.9%	57.1%
Financial Resources	13	46.4%	61.9%
Software	3	10.7%	14.3%
Total	28	100.0%	133.3%

Source: Own survey, 2017

### 4.3.1 Human Resources

The study asked whether adequate resources were assigned for Monitoring and evaluation; whether the roles and responsibilities of the staff are clearly stated; whether monitoring and evaluation trainings or any skills development trainings were given for staff as well as whether resources such as equipment was monitored

**Table 4.7 Resource and Monitoring and Evaluation**

	Strongly Agree	Agree	Disagree	Strongly disagree	Neither Agree nor disagree
Adequate Resource Allocated	0.0%	9.1%	40.9%	50.0%	0.0%
Role Responsibilities of Staff stated	0.0%	63.6%	36.4%	0.0%	0.0%
M&E training for staff	0.0%	9.1%	13.6%	77.3%	0.0%
Resource Monitoring	0.0%	59.1%	31.8%	0.0%	9.1%

Source: Own survey, 2017

According to the above table, majority or 50% of respondents strongly disagreed and stated that adequate resources are not allocated for monitoring and evaluation while a close 40.9% of respondents also said that they disagree in that adequate resources are allocated to the monitoring and evaluation. But a minority of 9.1% agreed

In relation to the roles and responsibilities of the staff, 63.6% state that it is clearly stated while 36.4% stated that they disagree that the roles and responsibility are not clearly stated in the plan.

With regards to trainings on Monitoring and evaluation being conducted for the staff, a majority 77.3% state that they strongly disagree to the organization providing training for the staff and 13.6% also said they disagreed, while only 9.1% agreed. This can mean that there is a lack of training for monitoring and evaluation

With regards to the question of how the organizations resources are monitored, majority (59.1%) of respondents stated they agreed to an effective monitoring and evaluation resource. 31.8% of

respondents disagreed to effective resource monitoring and evaluation. And a minority 9.1% stated that they neither agree nor disagrees to effective resource monitoring and evaluation

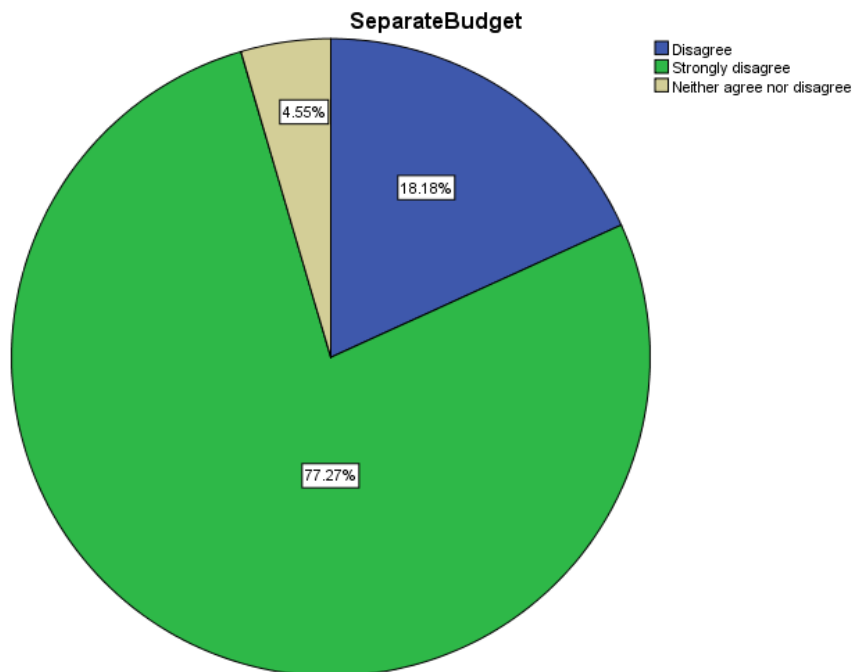
**Table 4.8 Staff activity Monitoring**

	Frequency	Percent
Weekly	5	22.7
Monthly	12	54.5
Quarterly	5	22.7
Total	22	100.0

Source: Own survey, 2017

According to the table 4.8 respondents were asked how often NPHHC monitors the activities of its staff and a majority 54.5% stated that activity of staff was monitored monthly while 22.7% said weekly and similar amount of 22.7% said that they monitored their activities quarterly.

### .3.2 Financial Resources



**Figure 4.4 M&E Monitoring Budget Type**

The above chart studies whether Monitoring and evaluation has its own budget or not, 77.27% of respondents said they strongly disagree to a separate M&E budget, similarly 18.18% also said they disagree and 4.55% said that they neither agree nor disagree.

The study further asked what percentage of the total project budget is allocated for M&E and according to the table 4.9, a majority 81.8% said that monitoring and evaluation budget is less than 5%, while 9.1% of respondents said that it was between 5-10% and similar amount of respondents said that it was not specific. This shows that the organization failed to assign the recommended amount of budget (preferably 10%) which can signify as an ineffective Monitoring and evaluation

**Table 4.9 Monitoring and Evaluation Budget percentage**

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5%	18	81.8	81.8	81.8
5-10%	2	9.1	9.1	90.9
Not Specific	2	9.1	9.1	100.0
Total	22	100.0	100.0	

Source: Own survey, 2017

The above financial study results also confirm the finding of the interview. All the interviewees confirmed that Monitoring and evaluation does not have adequate financial resources let alone its own separate budget, they further discuss that this is due to the fact that the CSA has enforced a proclamation (621/2009) on all Local NGO's that stated Monitoring and evaluation activities as part of Administrative expenses and not program expense and since the administrative expenses are only 30% of the total budget, it leaves very little funding for M&E, this has also deterred the organization to undertake its own Evaluations and impact assessment for its projects, therefore NPHHC only takes a facilitative role when evaluation are being conducted by donors or by the Government side(FMOH). In addition NPHHC also only conducts impact assessments for project with a life cycle of more than 5 years because of the financial constraints

It can be implied that the organization is very frugal when it comes to spending on monitoring and evaluation activities

Table 4.10 addresses how often the financial resources of NPHHC are monitored. According to the result showed below a majority of respondents 63.6% said that financial resources were monitored quarterly, while 27.3% said monthly and minority of 9.1% said financial resources are monitored bi-annually

**Table 4.10 Financial Resources monitoring**

	Frequency	Percent	Valid Percent	Cumulative Percent
Monthly	6	27.3	27.3	27.3
Quarterly	14	63.6	63.6	90.9
Bi-annually	2	9.1	9.1	100.0
Total	22	100.0	100.0	

Source: Own survey, 2017

#### 4.4 Indicators

In this section the study sought to discover the usages of indicators at NPHHC

**Table 4.11 Indicators**

	Strongly Agree	Agree	Disagree	Strongly disagree	Neither agree nor disagree
Indicators linked to project objectives	0.0%	63.6%	22.7%	0.0%	13.6%
Implementation indicators	18.2%	54.5%	27.3%	0.0%	0.0%
Result indicators	0.0%	13.6%	31.8%	54.5%	0.0%

Source: Own survey, 2017

The study examined whether the organization had indicators which are clearly linked to the objective of the program/project, as per the above table a majority 63.6% agreed that there are indicators which are linked to the objectives while 22.7% disagreed and 13.6% stated they neither agreed nor disagreed

Regarding the question of indicators being set for implementation such as Activities, Inputs and outputs, a minority of 18.2% strongly agreed and majority 54.5% stated they agreed while 27.3% disagreed to the availability of implementation indicators

In addition the study also sought to discover if indicators were set for results such as outcomes and impacts and majority 54.5% stated they strongly disagreed, while 31.8% also disagreed, only 13.6% agreed

This implies that the organization only tracks the inputs, activities and output of the interventions it undertakes but fails to track or measure the results and the actual outcome the intervention brings to the society

#### 4.5 Baseline

This section of the study sought to determine what the activities of NPHHC are regarding baselines assessments

**Table 4.12 Baselines**

	Strongly Agree	Agree	Disagree	Strongly disagree	Neither agree nor disagree
Baseline collected prior to start of operation	0.0%	54.5%	27.3%	0.0%	18.2%

Baseline as measurement of outcomes	9.1%	45.5%	45.5%	0.0%	0.0%
Baseline plan and budget	0.0%	18.2%	63.6%	18.2%	0.0%

Source: Own survey, 2017

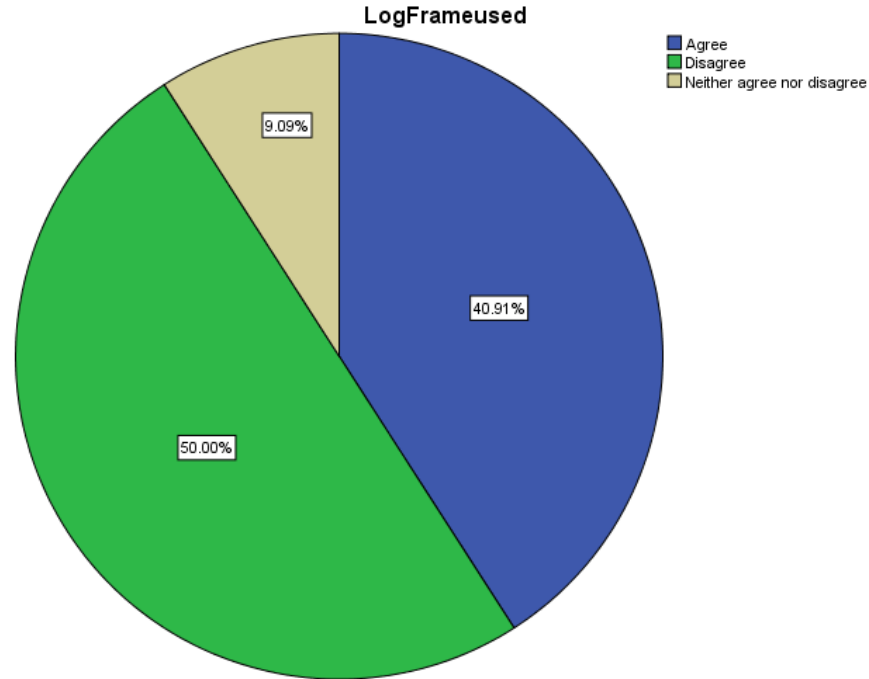
The first question states whether baseline data was collected for all projects prior to start of an operation and a majority 54.5% agreed while 27.3% disagreed to collection of baseline data and 18.2% stated they neither agreed nor disagreed

The second question was regarding the usages of baseline data's for the measurement of outcomes and impact of an operation through a follow up study and majority 45.5% agreed and an equal portion of 45.5% also disagreed, while a minority 9.1% strongly disagreed

The last question regarding baselines asked whether baselines were included in the plan and had appropriate budget and other resources allocated for them, a majority of 63.6% disagreed, while 18.2% also strongly disagreed and an equal amount of 18.2% agreed

As confirmed through the interview and the above result as well, the organization does conduct baseline assessment and gathers data but that does not confirm their utilization throughout the project life cycle, for some project they are effectively utilized and for others neglected half way through implementation

## 4.6 Framework



**Figure 4.5 Log Frame**

This section sought to find out what type of framework was employed at NPHHC, as per the above chart 40% of respondents confirmed to using the Log Frame while majority 50% disagreed to using the log frame and minority 9.9% said they neither agreed nor disagreed

This can be explained by the findings obtained through the interview. It is stated that the usage of Log frame is dependent on the donor of the project, some of NPHHC's Project do employ the Log frame if the donor requires its usage but there are other projects that do not utilize the Log frame

The study further inquired what other tools and techniques were used to aid monitoring and evaluation practices and in a multiple response question, results are depicted in the table below

**Table 4.13 Tools and Techniques used for M&E**

	Responses		Percent of Cases
	N	Percent	
Questionnaire	19	33.3%	90.5%
Interview	14	24.6%	66.7%
Observation	10	17.5%	47.6%
Focus Group Discussion	2	3.5%	9.5%
Document Review	12	21.1%	57.1%
Total	57	100.0%	271.4%

Source: Own survey, 2017

According to the results in table 4.13 majority tools and techniques 33.3% used at NPHHC is a questionnaire and second most frequent tool and technique with 24.6% is interview and the third most frequent is document reviewing with 17.5% and observation with 21% and lastly a minority of 3.5% stated focus group discussion was used to collect data

#### **4.7 Dissemination of Result**

This section tries to determine how monitoring and evaluation findings are distributed and used by NPHHC

**Table 4.14 Methods of Result dissemination**

	Responses		Percent of Cases
	N	Percent	
Report to Donors and Government	19	54.3%	100.0%
Workshops and community meeting	16	45.7%	84.2%
Total	35	100.0%	184.2%

Source: Own survey, 2017

The above table shows the method of dissemination of result used by NPHHC, respondents selected multiple responses to the questions and a majority of repose 54.3% was the reporting to donor's or government, while the second majority said 45.7% stated they have workshop and community meetings to disseminate the results.

This implies that priority and importance when it comes to project monitoring and evaluation results is given mainly to donor's, rather than disseminating it to other staff or beneficiaries, it could be explained by the fact that reporting is a prerequisite for acquiring and continuance of funds from donors

Table 4.15 below further investigates the practice of monitoring and evaluation information and result dissemination practices of NPHHC

**Table 4.15 Dissemination of Result practices**

	Strongly Agree	Agree	Disagree	Strongly disagree	Neither agree nor disagree
	Row N %	Row N %	Row N %	Row N %	Row N %
Analysis of Report	0.0%	13.6%	68.2%	0.0%	18.2%
M &E for Decision Making	0.0%	27.3%	31.8%	0.0%	40.9%
Lesson Learned Documented	0.0%	50.0%	50.0%	0.0%	0.0%
Document Data Available	0.0%	54.5%	22.7%	0.0%	22.7%
Experience Sharing	0.0%	4.5%	36.4%	18.2%	40.9%

Source: Own survey, 2017

As per the result shown in table 4.15 the first question sought to answer whether NPHHC regularly analyses the reports in order to assess achievements and challenges ahead. A majority 68.2% disagreed while only 13.6% agreed and the rest 18.2% said that they neither agreed nor disagreed

The study also asked if the information gathered is provided to project/program managers to assist in their decision making and planning regularly. Majority respondents 40.9% said they neither agreed nor disagreed to this while 31.8% disagreed and 27.3% only agreed.

With regards to the question of whether proper lesson learned on project executions were documented or not, 50% agreed to recorded lessons learned and an equal majority 50% disagreed, in addition it was also asked if there were properly documented data at NPHHC and 54% agreed, while 22.7% disagreed to the availability of properly documented data, while another 22.7% neither agreed nor disagreed

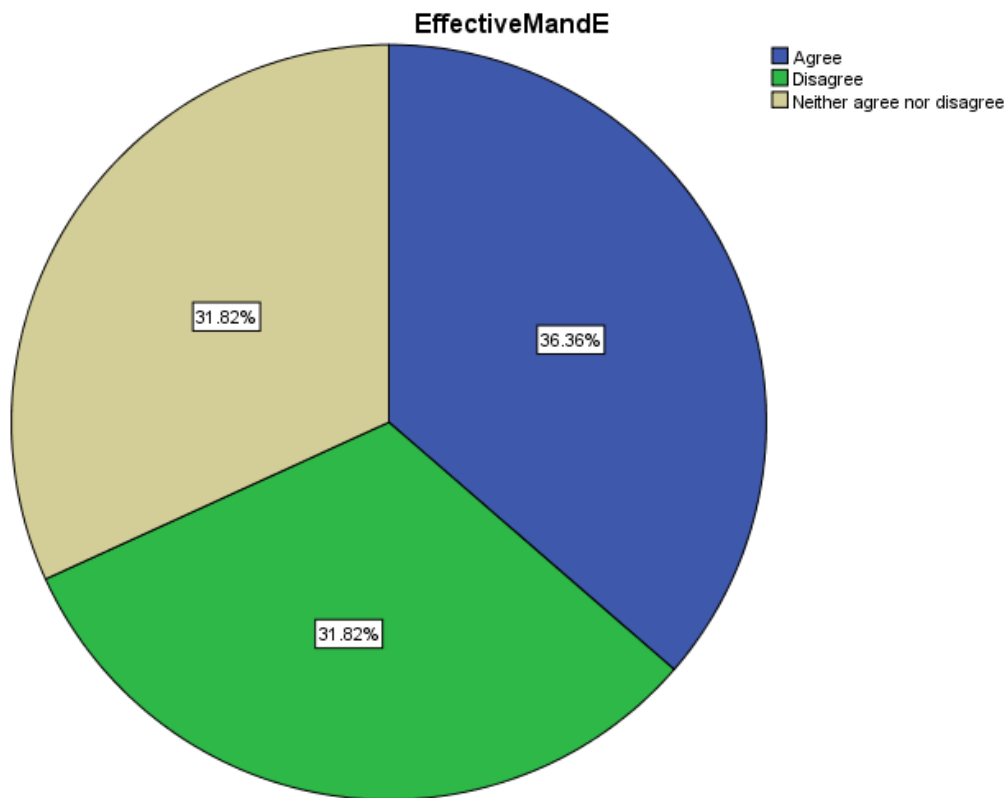
Lastly the study also sought to find out whether there is an experience sharing among the employees and adaption of best practice process at NPHHC, 40.9% said they neither agree nor disagree, 36.4% disagreed further 18.2% strongly disagreed and only 4.5% agreed

The study implies that while there is a good recording of data and lessons learned there is a low amount of utilizing the recorded data for decision making, for assessing challenges and achievements as well as a poor experience sharing among the staff

#### 4.8 Effective Monitoring and Evaluation

In the chart below the study sought to find out if the Monitoring and evaluation practices of NPHHC was perceived to be effective by the target population

According to the result obtained 36.6% of respondent agreed while 31.82% disagreed and another 31.8% said they neither agree nor disagree in their organizations effective monitoring and evaluation



**Figure 4.6 Effective M&E**

In addition, Questions regarding the perception of whether Monitoring and evaluation contributes to project success was administered and majority 72.7% of respondents said that

Monitoring and Evaluation contributes to project success while the rest 27.3% said they neither agree nor disagree that monitoring and evaluation contributes to success

#### 4.9 Challenges to Monitoring and Evaluation

This section sets to figure out what challenges NPHHC faces while conducting monitoring and evaluation practices

As per the table below respondents gave multiple responses for the major barriers to their monitoring and evaluation practices

**Table 4.16 Barriers to M&E**

	Responses		Percent of Cases
	N	Percent	
Policy or legal framework	19	20.7%	86.4%
Absence of Baseline data	13	14.1%	59.1%
Lack of Expertise	19	20.7%	86.4%
Lack of funds needed	17	18.5%	77.3%
Total	92	100.0%	418.2%

Source: Own survey, 2017

According to the table 4.16 the majority of respondents selected policy or legal framework as the major challenge to the practice of monitoring and evaluation (20.7%) an equal amount of respondents stated that lack of expertise was another major challenge. The second highest challenge selected with 18.5% is the lack of funds needed to conduct effective monitoring and evaluation and 14.1% of respondents stated that absence of baseline data was also a barrier to effective monitoring and evaluation

The interview findings also confirm the major barrier to effective monitoring and evaluation is the policy or legal framework, referencing again to CSA’s Proclamation 621/2009, in addition

lack of M&E experts is also a huge issue as NPHHC only has four experts who have taken that position through work experience

Furthermore the study sought to determine other aspects that might be challenging by stating questions regarding the donors reporting requirements, formats and as well as the requirements from the charities and societies agency. The result is depicted in table 4.17 below

**Table 4.17 Reporting Requirements and formats**

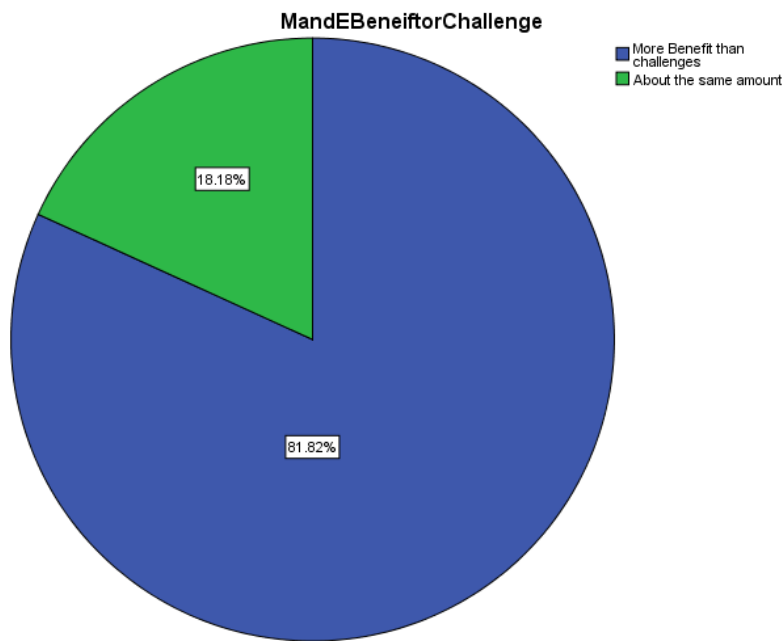
	Strongly Agree	Agree	Disagree	Strongly disagree	Neither agree nor disagree
	Row N %	Row N %	Row N %	Row N %	Row N %
Donor Reporting Format	77.3%	13.6%	9.1%	0.0%	0.0%
Donor Reporting Requirement	68.2%	9.1%	22.7%	0.0%	0.0%
CSA Reporting Expectation	63.6%	13.6%	22.7%	0.0%	0.0%

Source: Own survey, 2017

As per the above findings, it can be implied that the organization is facing different reporting formats and requirements for different donors and also faces with strong reporting expectations from the CSA. This can make the monitoring and evaluation work very discouraging for the staff

#### 4.10 Importance of Monitoring and Evaluation

In order to assess the perception of the target population at NPHHC regarding the importance of monitoring and evaluation, a question stating whether the challenges or the benefits of monitoring and evaluation outweighs were posed and the result is depicted by the chart below



**Figure 4.7 Challenges Vs Benefits**

According to the chart above a majority of the respondents 81.82% perceive that monitoring and evaluations has more benefit than challenges while a minority of 18.18% state that the challenges and benefits of monitoring and evaluation are about the same amount. This implies that majority of the respondents have a positive perception of the importance of Monitoring and Evaluation

## **Chapter V**

### **Summary, Conclusion and Recommendation**

#### **5.1 Summary**

As discussed in previous chapters, this research papers primary aim is to assess the monitoring and evaluation practices of Local NGO's by taking NPHHC as a case study. Therefore this chapter presents the summary of the results of the study presented in chapter four, make conclusions and finally forward recommendations

The following are the major findings of the study

#### **Monitoring and Evaluation Plan**

The study found that NPHHC does indeed has a monitoring and evaluation plan which is not separate but incorporated with the main project plan or proposal, it can also be concluded that the M&E plan describes the project objectives clearly and in a measurable way; the activities of monitoring and evaluation are also part of the project schedule and some important aspects such as data to be collected and frequency of collection were incorporated in the plan but distribution of the results was not included in the plan

#### **Assigned Resources for Monitoring and Evaluation**

Regarding resource assignment the study found that there was lack of adequate resource for monitoring and evaluation activity, with the budget assigned being less than 5% of total project budget since Monitoring and Evaluation did not have its own budget and was found through interview that it was considered as part of administrative cost rather than program cost.

Lack of experts was another major resource constraints and it was also established through the findings that training for staff was not being conducted by NPHHC

## **Indicators**

The study managed to find that NPHHC does use indicators well by setting them for activities and objectives as well as outputs but it was found that result indicators for outcomes and impact were not used for their projects

## **Baseline**

The study found that the organization does collect baseline data prior to commencing an intervention and moderately uses the data for follow up and monitoring progress purposes, but it was found that it was not appropriately planned and budgeted for.

## **Framework**

When it comes to the framework NPHHC used it was found that the log frame was only used if the respective donor of a certain project wants it there and constructs it, therefore log frames and any other frameworks are not standard used for every project but depending if the donor wants it or not

## **Dissemination of results**

The study found that the main distribution method was to report to government and donor, community meetings and workshop.

The utilization of monitoring and evaluation results were found to be moderate in that results were not regularly monitored and not adequately used for decision making, in addition there is a moderate level of documenting lessons learned but very low experience sharing programs

## **Effective Monitoring and Evaluation**

The study found that moderate amount of respondents believe NPHHC has an effective system and similar amount also believe the system is ineffective

## **Challenges**

The finding presents the main challenges to be lack of monetary resources for M&E activity, policy or the legal framework, more specifically the CSA 621/2009, lack of experts, diversity of activities and excess objectives

## 5.2 Conclusion

The intentions of this study was to examine one local NGO that is performing developmental intervention and assess its monitoring and evaluation practices as well as exposing the challenges the NGO is facing. The study gives the following conclusions to address the question

It can be concluded that the monitoring and evaluation practices of the organization is not effective; the organization does not imply its own evaluation, impact assessment or even set indicators to measure the result of the interventions it undertakes

Most of the activities performed in the organization are dependent on the donor such as the framework and approach a project takes, it is concluded that the organization does not have its own established system but rather employs monitoring and evaluation according to the donors' requirement

The organization performs very little when it comes to building the experts it has and organizing skill development and M&E trainings as well as experience sharing

The proclamation 621/2009 of CSA was found to be the most significant constraint for monitoring and evaluation activities because it puts Monitoring and Evaluation cost as part of the administrative cost which is only 30% of total project budget while program cost takes 70% of total budget, despite the fact that monitoring and evaluation activities are part of any project or program life cycle

### 5.3 Recommendation

In light of the above conclusion, the study makes the following recommendation to address the key findings.

- The organization's management needs to put importance on monitoring and evaluation and institutionalize it and have a formal monitoring and evaluation system. Monitoring and evaluation should not be done just because it is required by donors. The organization needs to establish its own formats, standards and framework for conducting monitoring and evaluation
- NPHHC needs to undertake Income generating activities, having income generation scheme helps to minimize total dependency on foreign funds. Income generating activities are encouraged by the Charities and Civil Societies Agency, therefore NPHHC can obtain a separate social business license, prepare business plan, hire separate operational staff and request government contribution for starting up. Some of the income generating activities it can undertake are publishing educational materials for sale; conducting paid training services; giving consulting services in the health and empowerment sector where NPHHC has gained vast experience since its establishment
- Since there have been no trainings conducted so far and effective monitoring and evaluation practices requires experts who know the importance and methods of monitoring and evaluation, The study strongly urges the organization to conduct trainings for its staff on the topics such as quality data management, result based management, effective usages of frameworks and indicators and research methods and statistics for data analysis
- The proclamation 621/2009 puts monitoring and evaluation part of the administrative cost, but monitoring and evaluation is part of the project life cycle. It is one of the most

important stages of project/program cycle, therefore it should also be budgeted as a program/project cost and not an administrative

- Impact assessment needs to be conducted regardless of the duration of the project/program. NPHHC needs to demonstrate the result of all its intervention and the contribution it made for the community
- In addition to establishing monitoring and evaluation system, the organization needs to also track the results of the intervention it is conducting. Therefore, separate indicators need to be set and monitored for outcomes and impacts. The same way, it is done for input, activities and outputs
- Finally, NPHHC also needs to incorporate the lessons learned of past project in the planning and designing of new interventions and create a platform where the staff can share their experiences and take a proactive approach to the challenges ahead

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# Appendices

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

This questionnaire is designed to collect information on Monitoring and Evaluation Practices of Projects in Local Non-Government Organizations entitled, *Project Monitoring and Evaluation Practices in Local NGO's: Case Study of Nutrition Plus Holistic Home Care (NPHHC)*. The information is going to be used as a primary data in this research which the researcher is conducting as a partial fulfillment of her study at Addis Ababa University for completing a Master of Project Management.

The researcher is hoping for an honest and genuine responses that will contribute vastly to the quality of the findings of this study, Therefore the researcher would like to kindly ask you to complete this questionnaire as truthfully as possible and inform you that the responses you provide will be kept strictly confidential and will not be disclosed to any third party without your consent.

The researcher would like to express a heartfelt gratitude in advance for taking part in this endeavor.

**Mehret Getachew: 0913348779 or mehret.g.kebede@gmail.com**

**Direction**

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







**8. NPHHC normally monitors how project resources of the organization (e.g equipment) are effectively employed to the project?**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**9. How often are the activities of staff monitored?**

- A. Weekly    B. Monthly    C. Quarterly    D. Annually    E. Never

### **III INDICATORS**

**1. For your M&E plans there are indicators that are clearly linked to the objectives of the program/project?**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**2. There are implementation indicators set for (Inputs, Activities and outputs)**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**3. There are separate, result indicators set for (Outcomes and Impacts)**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

### **IV BASELINES**

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

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**2. Baseline data are used as measurement of the outcomes and impact of an operation through a follow-up study**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**3. Baseline study is included in the M&E plan as key components, and therefore appropriately budgeted and resourced**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

## **V FRAMEWORK**

### **1. NPHHC uses the Log frame in M&E**

- A. Strongly agree   B. Agree   C. Disagree   D. Strongly disagree   E. Neither agree nor Disagree

### **2. What tools and techniques does NPHHC use to collect data? (*You can select more than one if it uses more than one technique*)**

- A. Questionnaire   B. Interview   C. Observation   D. Case study   F. Focus group discussion  
G. Document review   H. No standard tools/techniques used

## **VI. DISSEMINATION OF RESULTS**

### **1. NPHHC regularly analyze reports in order to assess achievements and challenges**

- A. Strongly agree   B. Agree   C. Disagree   D. Strongly disagree   E. Neither agree nor Disagree

### **2. Monitoring and evaluation information is provided to program manager to assist in decision making and planning regularly**

- A. Strongly agree   B. Agree   C. Disagree   D. Strongly disagree   E. Neither agree nor Disagree

### **3. NPHHC documents lessons learned on project execution**

- A. Strongly agree   B. Agree   C. Disagree   D. Strongly disagree   E. Neither agree nor Disagree

### **4. How does NPHHC distribute M&E findings?**

- A. No distribution   B. Report to donor, beneficiaries and government  
C. Workshops and community meetings   D. Notice board  
E. newsletter   F. internet and web pages  
G. others \_\_\_\_\_

**5. There are properly documented data at NPHHC**

- C. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**6. There is an experience sharing and adaption of best practice process at NPHHC?**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**VII EFFECTIVE MONITORING AND EVALUATION**

**1. NPHHC conducts an effective monitoring and evaluation**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**2. Monitoring and evaluation at NPHHC is contributing to project success**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**VIII CHALLENGES TO MONITORING AND EVALUATION**

**1. What are the major barriers that hinder effective and efficient monitoring and evaluation practices?**

- A. Policy/legal framework
  - B. Ambitious expectation
  - C. Diversity of activities
  - D. Absence of baseline data
  - E. lack of expertise
  - F. lack of funds needed for M&E
- Other \_\_\_\_\_

**2. Different funders/donors require different M&E reporting formats**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**3. Donors reporting requirements and formats change frequently**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**4. M&E Reporting expectation from charities and society agency and local government counterpart is very strict**

- A. Strongly agree    B. Agree    C. Disagree    D. Strongly disagree    E. Neither agree nor Disagree

**5. How do you compare the benefits with the challenges of conducting M&E?**

- A. More benefit than challenges  
B. About the same amount  
C. More challenges than benefits  
D. Do not know

**Interview Guide Questions Presented to NPHHC Executives**  
**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce**  
**Department of Project Management**  
**Master of Project Management Program**

Date of Interview: \_\_\_\_\_

**Purpose:** This interview is being conducted as part of my research examining Monitoring and evaluation practices of local non-governmental organizations: case study of NPHHC.

I am interested in your experience and perspectives.

1. What do you expect from the organization Monitoring and Evaluation system in general as an employee/ Manager?
2. How do you rate the contribution of M&E to projects executed by your NGO?
3. Since the establishment, did your organization solicit sufficient budget for M&E practices? If yes how? If no, why?
4. What are the challenges of Monitoring and Evaluation Practices in your organization?
5. How can Monitoring and Evaluation be improved in the future?
6. Any additional issues?

**Preliminary Interview Guide Questions Presented to NPHHC Operations  
Manager  
Addis Ababa University  
College of Business and Economics  
School of Commerce  
Department of Project Management  
Master of Project Management Program**

Date of Interview: \_\_\_\_\_

**Purpose:** This interview is being conducted to assess the and see if there is a gaps in the Monitoring and Evaluation Practices of Nutrition Plus Holistic Home Care

1. Does your organization have an established Monitoring and evaluation System?
2. Tell me about the Monitoring and Evaluation practice of your organization?
3. Do your Projects Complete as per the planned Time and Cost?
4. How many skilled staff is there for Monitoring and Evaluation Practice?
5. How is the Monitoring and Evaluation activities funded?
6. Give me an overview of the Challenges faced while conducting Monitoring and Evaluation