



THE ROLE OF MONITORING AND EVALUATION IN DONOR FUNDED GOVERNMENT
PROJECTS: THE CASE OF OROMIA PASTORAL AREA DEVELOPMENT
COORDINATION COMMISSION

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SUBMITTED TO: TEKLEGIORGIS ASSEFA (ASST.PROFESSOR)

A PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY, COLLEGE OF
BUSINESS AND ECONOMICS, SCHOOL OF COMMERCE, AS PARTIAL FULFILLMENT
THE REQUIRMENTS FOR DEGREE OF MASTER OF ARTS IN PROJECT
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SEPT., 2019
ADDIS ABABA, ETHIOPIA

Statement of Declaration

I, Jemaneh Wake, have done independently a research project on the topic entitled “The Role of Monitoring and Evaluation in Donor Funded Government Projects: The Case of Oromia Pastoral Area Development Coordination Commission” in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Teklegiorgis Assefa (Asst. Professor). This study is my own work that has not been submitted for any Degree or Master program in this or any other institutions.

Jemaneh Wake

Signature _____

Date _____

Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Jemaneh Wake has done this research project on the topic entitled “The Role of Monitoring and Evaluation in Donor Funded Government Projects: The Case of Oromia Pastoral Area Development Coordination Commission” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

Teklegiorgis Assefa (Asst. Professor)

Signature_____

Date _____

Addis Ababa, Ethiopia



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
GRADUATE PROGRAM

Research Project for MA in Project Management

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Acronyms

IUCN	International Union for Conservation of Nature
M & E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoFED	Ministry of Finance and Economic Development
NGOs	Nongovernment Organization
NPC	National Plan Commission
OECD	Organization for Economic Cooperation and Development
OPADCC	Oromia Pastoral area Development Coordination Commission
PASDEP	Participatory Accelerated and Sustained Development to End Poverty
PCDP	Pastoral Community Development Project
PCM	Project Cycle Management
PIM	Project Implementation Manuals
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PSC	Public Service Commission
RPLRP	Regional Pastoral Livelihood Resilience Project
RTEs	Real-Time Evaluations
SDPRP	Sustainable Development and Poverty Reduction Program
SPSS	Statistical Package for Social Science
BoFED	Bureau of Finance and Economic Development
UNDP	United Nation Development Program
UNICEF	United Nations Children's Fund
WB	World Bank

Abstract

Resources are mobilized to meet development objectives of the country from different sources. Different donors fund government projects to support development interventions in Ethiopia. In order to be successful in the project implementation project management tools has to be in place. Monitoring and Evaluation is one among the tools which is very crucial in successful performances of projects. Role of Monitoring and Evolution in donor funded government projects is no not well investigated. Hence, this study aimed at the analysis of the role of monitoring and evaluation on donor funded government projects. M & E human resources, M & E budget, M & E planning, M & E stakeholder engagement, and M & E capacity were some variables analyzed in the study. Descriptive research design was used. Non probability (purposive) sampling technique was used to select intervention area of the projects. All 55 key staffs were included in the study from purposively selected area. Data was collected through structured questionnaires. Descriptive statistics was used to analyze the role of monitoring and evaluation (M & E human resource, M & E budget, M & E planning, M & E stakeholder engagement, and M & E capacity) on donor funded government projects using SPSS package. The study examined M & E human resource, M & E budget, M & E planning, stakeholder engagement M & E, and capacity of M & E had roles on donor funded government projects. The study recommends there has to be adequate M & E planning documents and the plan documents has to share among staffs and stakeholders, staffs and stakeholders should be involved in designing and planning M & E activities, M & E planning activities should be completed before the implementation of projects commenced, time and efforts given to M & E should be adequate, assign sufficient number of dedicated staffs and technical expertise or officers with M & E competencies, skills and knowledge's who conduct M & E activities of projects, realistic cost estimation, and adequate budget allocation should carefully be done to conduct monitoring and evaluation during planning of projects, stakeholders should be involved in monitoring and evaluation activities of projects at each stages of project cycle for successful performance of projects, capacity on monitoring and evaluation systems, tools, and techniques training should be conducted through regular need assessment, careful planning, and delivered in time to enhance projects activities implementations.

Key Word: Monitoring and Evaluation, human resource, budget, planning, stakeholder engagement, and capacity

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Monitoring and evaluation can help organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

Joynette, Moses and Hillary (2019) explained monitoring and evaluation as process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects.

Monitoring and evaluating of projects can be of great importance to various players including project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolve around a few areas (Marangu, 2012) as cited in Kamau & Mohamed (2015) and (Karanja and Yusuf, 2018).

According to Karanja and Yusuf (2018) monitoring and evaluation is therefore conducted for the following reasons: 1) to provide the project managers and stakeholders (including donors) within formation on the extent to which the projects are meeting its objectives; 2) to build transparency and accountability on the use of project resources; 3) to provide project staff with a clearer basis for decision; 4) for future project planning and development which is improved when guided by lessons learned from project experience.

Governments and organizations all over the world are grappling with internal and external demands and pressures for improvements and reforms in public management. These demands come from a variety of sources including multilateral development institutions, donor governments, parliaments, the private sector, NGOs, citizens' groups and civil society, the media, and so forth (World Bank, 2004).

Ethiopian government for last decades designed different national level development frameworks in order to reduce poverty and achieve sustainable development of the country. Among these Sustainable Development and Poverty Reduction Program (SDPRP, 2002), A Plan for Accelerated and Sustained Development to End Poverty (PASDEP, 2006), Growth and Transformation Plan (GTP, 2010), and Growth and Transformation Plan (GTP, 2016) are some of them. These development strategies were mainly tried to be implemented by mobilizing resources from revenues or incomes of generated in the country. But as the country is a developing country it is impossible to cover all the development interventions planned so far.

Hence, a country need foreign aid, loan and assistance support from international donors, development agents, and multilateral organization to implement plans, programs and projects which contribute to the overall the countries development. Among development partners The World Bank and African Development Bank supports Ethiopian government to intervene the pastoral community of the country through three projects to enhance and improve social and economic conditions of the pastoralists.

The donors (World Bank and African Development Bank) agreed to fund projects PCDP III, RPLRP and DRSLP II with Ethiopian Government which contribute overall the country's development particularly in pastoral areas. Hence these donors and the Government established monitoring and evaluation system to achieve the projects objectives and hence complete the projects in time, within budget, and required quality. Therefore, this paper intends study the role of monitoring and evaluation in successful performance of donor funded government projects.

1.2. Statement of the problem

Projects are initiated, designed and implemented to enhance and improve multiple needs of societies and contribute to overall country's development goals. The successes of the projects are depending on many factors. Monitoring and evaluation is among crucial project management tools for successfulness of the projects objectives. Monitoring and evaluation (M&E) of development activities provides government officials, development managers, 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 (World Bank, 2004). Monitoring and evaluation is irreplaceable project mangement tool which

helps to identify limitations faced during implementation for decision making processes and even after completion to draw lesson to replicate the projects.

Ethiopia, in order to meet its resource need, strengthening its partnership too with the international development partners envisages more investment finances to flow in and seeks opportunities to benefit from science and technology (GTP II, 2017) through aid and/or borrowing. Donors do not support unless the projects under implementation are meeting requirements and finalized as per the agreement made. In order to get developments support in the country besides sound policy, strategies, and plan strong monitoring and evaluation system should be designed and practiced properly. Hence, they made an agreement to conduct monitoring and evaluation based on the systems established to perform the projects in time, with required quality and under budget to achieve intended objectives. The projects under study have monitoring and evaluation systems in their project implementation manuals (PIM) by which project practitioners and implementing stakeholders monitor and evaluate activities to direct the projects on right track throughout project life cycle and finally to achieve their objectives. Most of the time in projects, however, monitoring and evaluation systems or practices are designed as integral parts of the projects documents, stakeholders are not using monitoring and evaluation practices at each and every stage of projects due to many reasons. Among these poor planning for monitoring and evaluation, lack of skilled human power, insufficient budget, lack of stakeholder engagement, and lack of training on monitoring and evaluation practices are some of them.

During bi-annual donors mission support session, and quarter & annual based Federal Project Coordination Units, Regional Project Coordination Units and other stakeholders review meetings to measure the projects progresses, the projects monitored and evaluated that they are at unsatisfactory status which are manifested by poor quality requirement, lag beyond schedule, budgets overrun, etc (Quarter Review Meeting & Annual Review Reports, 2018). RPLRP project was designed to be completed its first phase on December 31, 2019. But it has utilized only half of planned budget with in more than four years. Many infrastructures like micro dams and bore holes are not yet even passed procurement processes to commence the implementation. As the engineers suggested, it needs extension of schedule at least by one year to complete these activities. PCDDP III was also extended its schedule beyond the scheduled time by six months to

finalize its five year plan. If there are monitoring and evaluation systems or practices of the projects are in place why these gaps occurred in the projects implementation period is gaps need examination. Therefore, this study intended to investigate the role monitoring and evaluation on donors funded government projects of Oromia Pastoral area Development Coordination Commission.

1.3. Basic Research Questions

The following questions will be addressed in this paper.

1. What is the effect of Planning on Monitoring and Evaluation for donor funded projects in OPADCC?
2. What is the effect of training on Monitoring and Evaluation for donor funded projects in OPADCC?
3. What is the effect of resources (human & Budget) for Monitoring and Evaluation on donor funded projects in OPADCC?
4. What is the effect of stakeholder engagement in Monitoring and Evaluation for donor funded projects in OPADCC?

1.4. Objectives of the study

General and specific objectives of the study are stated as follows.

1.5. General Objective

The paper intends to study the role of monitoring and evaluation in successful performance of donor funded government projects of Oromia Pastoral area Development Coordination Commission.

1.6. Specific Objectives

1. To examine effect of Planning on Monitoring & Evaluation for donor funded projects in OPADCC.
2. To explore effect of training on Monitoring & Evaluation for donor funded projects in OPADCC.
3. To investigate effect of resources (human & Budget) for Monitoring & Evaluation on donor funded projects in OPADCC.
4. To identify effect of stakeholder engagement in Monitoring & Evaluation for donor funded projects in OPADCC.

1.7. Significance of the study

Monitoring and Evaluation is among project management tools which helps development practitioners, donors, stakeholders and governments in improving project successful implementation and hence achieve objectives. This study helps to give some clue to projects stakeholders how monitoring and evaluation tool is indispensable in successful implementation of projects and hence achieve projects objectives.

The stakeholders; donors, implementors, and government can use the results of the study in minimizing the challenges observed during the projects implementation. The lesson drawn from the study could also be used by any interested organization working in similar project environments to improve the projects status in remaining time or other projects may be designed in future. Any interested body can use the paper as input in doing further research works regarding monitoring and evaluation in projects.

1.8. Delimitation/Scope of the study

The study conducted only on the three donor funded government projects namely; Regional Pastoral Livelihood Resilience Project (RPLRP), Drought Resilience and Sustainable Livelihood Project II (DRSLP II), and Pastoral Community Development Project III (PCDP III) organized under Oromia Pastoral area Development Coordination Commission.

The author interested to include only variables; human resource, budget, planning, stakeholder engagement, capacity building of monitoring and evaluation among many factors may affect projects performance. Among the intervention areas the study focused only to Borena Zone of Oromia Regional State due to shortage of resources; time & money.

1.9. Organization of the paper

The paper contains five main chapters namely; introduction, literature review, and research design & methodology, finding & discussion, and conclusion & recommendations with supplementary topics as references and appendices.

The first chapter holds introduction which includes; background of the study, statements of the problem, questions of the study, objectives of the study, significance of the study, scope of the study, and limitations of the study etc.

The second chapter contains literature review; theoretical, empirical review, and conceptual framework.

The third chapter outlines research design and methodology; research approach, research design/type, sample design, sources & types of data, data collection methodology, data collection instrument, data analysis methods, and validity & reliability tests.

The fourth chapter covers the analysis of the data collected. Data analyzed using relevant statistical parameters. The analyzed data presented in tables. The chapter includes interpretation of the findings of the study.

The fifth chapter described the summaries of findings of the study. Main findings discussed comparing with existing knowledge. The chapter finally has a conclusion of the study and suggests possible recommendation of the study problem.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. PROJECT

Project Management Institute (PMI) defines a project as a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists as cited in "The Principles of Project Management" by Williams (2008). EC (2002) defined project as a group of activities to produce a Project Purpose in a fixed time frame.

A project is a set of well-defined resources dedicated to achieving specific results in a defined period of time. A project has a clear time frame (start and end), and a clear strategy of how to use resources to produce results. Projects are designed and implemented to address developmental needs or problems (IUCN, 2004).

A project can be considered to be any series of activities and tasks that:

- Have a specific objective to be completed within certain specifications
- Have defined start and end dates
- Have funding limits (if applicable)
- Consume human and nonhuman resources (i.e., money, people, equipment)
- Are multifunctional (i.e., cut across several functional lines)

2.1.2. PROJECT MANAGEMENT

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups. These five Process Groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing (PMBOK, 2013).

OSCE (2010) stated the benefits of Project Management is important in order to appropriately conceptualize an idea, proficiently plan and develop a proposal, as well as to properly implement, monitor, control and evaluate a project. Project management puts in place a logical and simple method to ensure a project achieves its objective.

Project Management Institute defines the term Project Management as: “the application of knowledge, skills, tools and techniques to project activities to meet project requirements” as cited in “The Principles of Project Management” by Williams (2008).

Applying good project management discipline is the way to help reduce the risks. Having good project management skills does not completely eliminate problems, risks, or surprises. The value of good project management is that you have standard processes in place to deal with all contingencies (ibid).

Project management checks how the objectives are met, and analyses the changes in the project environment including key stakeholder groups, local strategies and policies. If progress falls short, corrective action has to be taken (PCM handbook, 2002).

2.1.3. MONITORING AND EVALUATION

The World Bank (2004), Monitoring and Evaluation (M &E) of development activities provides government officials, development managers, 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.

UNICEF (2003), monitoring and evaluation (M&E) are integral and individually distinct parts of program preparation and implementation. They are critical tools for forward-looking strategic positioning, organizational learning and for sound management.

2.1.4. MONITORING

According to International Federation of Red Cross and Red Crescent Societies (IFRC, 2002), monitoring is the day-to-day management task of collecting and reviewing information that reveals how an operation is proceeding and what aspects of it, if any, need correcting.

Monitoring can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives (UNDP, 2009). OSCE

(2010) also defined monitoring is the systematic and continuous collecting, analysis and using of information for the purpose of management and decision-making.

European Commission (EC, 2004), on its project cycle management guidelines stated “monitoring involves the collection, analysis, communication and use of information about the project’s progress. Monitoring systems and procedures should provide the mechanism by which relevant information is provided to the right people at the right time to help them make informed decisions. Monitoring should highlight strengths and weaknesses in project implementation and enable responsible personnel to deal with problems, improve performance, build on successes and adapt to changing circumstances.”

Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems, and assess progress (EC, 2004).

Monitoring is primarily an internal management function which measures how a program is performing. This allows managers and other interested parties to assess whether the program is achieving the anticipated results, and to make corrections to program design and implementation if necessary (OECD, 2011).

Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management (IFRC, 2011).

2.1.5. TYPES OF MONITORING

According to IFRC (2011), a project/program usually monitors a variety of things according to its specific informational needs. Summary of the different types of monitoring commonly found in a project/program monitoring system.

Results monitoring: it tracks effects and impacts. This is where monitoring merges with evaluation to determine if the project/program is on target towards its intended results (outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative).

Process (activity) monitoring: it tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered – the efficiency in

time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact.

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

Context (situation) monitoring: tracks the setting in which the project/program operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project/program.

Beneficiary monitoring: tracks beneficiary perceptions of a project/program. It includes beneficiary satisfaction or complaints with the project/program, including their participation, treatment, access to resources and their overall experience of change. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism. It should take account of different population groups, as well as the perceptions of indirect beneficiaries.

Financial monitoring: it accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring.

Organizational monitoring: it tracks the sustainability, institutional development and capacity building in the project/program and with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organization.

2.1.6. EVALUATION

Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. Evaluations, like monitoring, can apply to many things, including an activity, project, program, strategy, policy, topic, theme, sector or organization (ibid).

OECD/DAC (2008), defined evaluation as “an assessment, as systematic and objective as possible, of an on-going or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental 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.”

2.1.7. TYPES OF EVALUATION:

According to UNDP (2009), defined evaluations by when they are carried out as follows.

Ex-ante evaluation is a forward-looking assessment of the likely future effects of new initiatives and support such as policies, programs and strategies. It takes place prior to the implementation of an initiative.

Midterm evaluation generally has a formative nature as it is undertaken around the middle period of implementation of the initiative.

Formative evaluation intends to improve performance, most often conducted during the implementation phase of projects or programs.

Final or terminal evaluations normally serve the purpose of a summative evaluation since they are undertaken towards the end of the implementation phase of projects or programmes.

Summative evaluation is conducted at the end of an initiative (or a phase of that initiative) to determine the extent to which anticipated outcomes were produced. It is intended to provide information about the worth of the program.

Ex-post evaluation is a type of summative evaluation of an initiative after it has been completed; usually conducted two years or more after completion. Its purpose is to study how well the initiative (program or project) served its aims, to assess sustainability of results and impacts and to draw conclusions for similar initiatives in the future. OSCE (2010) described types of evaluation as ex-ante (prior to project implementation), progress (during project implementation), final (after project implementation) and impact evaluation.

Ex-ante Evaluation: Ex-ante evaluation is done prior to implementation, once the Project Proposal is developed. The purpose is to assess a project’s design, strategy, feasibility, clarity, consistency and coherence with the OSCE policies and standards.

Progress Evaluation: The purpose of progress evaluation is to assess the achievement of project results to that date and identify follow-on recommendations for the remainder of the project. Progress evaluation focuses on the implementation process and assesses the initially expected benefits versus the actual changes that happened.

Final Self-Evaluation: Final self-evaluation takes place within the three months following completion of the project. This phase of the project cycle is organized and led by the Project Manager.

Impact Evaluation: Impact evaluation is performed by independent external evaluators. It takes place one year or more after the completion of the project. Its main purpose is learning and accountability.

IFRC (2011) also explained types of evaluation according to evaluation timing, to who conducts the evaluation, and to evaluation technicality or methodology. Each is explained as follows.

a. According to evaluation timing

Formative evaluations occur during project/program implementation to improve performance and assess compliance.

Summative evaluations occur at the end of project/program implementation to assess effectiveness and impact.

Midterm evaluations are formative in purpose and occur midway through implementation. For secretariat-funded projects/ programs that run for longer than 24 months, some type of midterm assessment, evaluation or review is required. Typically, this does not need to be independent or external, but may be according to specific assessment needs.

Final evaluations are summative in purpose and are conducted (often externally) at the completion of project/ program implementation to assess how well the project/ program achieved its intended objectives. All secretariat funded projects/programs should have some form of final assessment, whether it is internal or external.

Ex-post evaluations are conducted sometime after implementation to assess long term impact and sustainability.

b. According to who conducts the evaluation

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.

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.

Participatory evaluations are conducted with the beneficiaries and other key stakeholders, and can be empowering, building their capacity, ownership and support.

Joint evaluations are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support.

c. According to evaluation technicality or methodology

Real-time evaluations (RTEs) are undertaken during project/ program implementation to provide immediate feedback for modifications to improve ongoing implementation. Emphasis is on immediate lesson learning over impact evaluation or accountability.

Meta-evaluations are used to assess the evaluation process itself. Some key uses of meta evaluations include: take inventory of evaluations to inform the selection of future evaluations; combine evaluation results; check compliance with evaluation policy and good practices; assess how well evaluations are disseminated and utilized for organizational learning and change, etc.

Thematic evaluations focus on one theme, such as gender or environment, typically across a number of projects, programs or the whole organization.

Cluster/sector evaluations focus on a set of related activities, projects or programs, typically across sites and implemented by multiple organizations.

Impact evaluations focus on the effect of a project/ program, rather than on its management and delivery. Therefore, they typically occur after project/ program completion during a final evaluation or an ex-post evaluation. However, impact may be measured during project/ program implementation during longer projects/ programs and when feasible.

2.1.8. PRINCIPLES OF EVALUATION:

According to EC (2004) principles behind the approach to evaluation are:

Impartiality and independence of the evaluation process from the programming and implementation functions;

Credibility of the evaluation, through use of appropriately skilled and independent experts and the transparency of the evaluation process, including wide dissemination of results;

Participation of stakeholders in the evaluation process, to ensure different perspectives and views are taken into account; and

Usefulness of the evaluation findings & recommendations, through timely presentation of relevant, clear, and concise information to decision makers

2.1.9. EVALUATION CRITERIA

Evaluations under EC funds follow the evaluation criteria of the DAC that are closely linked to the log frame.

Table 2.1 Evaluation Criteria

Relevance	The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated, and including an assessment of the quality of project preparation and design – i.e. the logic and completeness of the project planning process, and the internal logic and coherence of the project design.
Efficiency	The fact that the Results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into Results, in terms of quality, quantity and time, and the quality of the Results achieved. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
Effectiveness	An assessment of the contribution made by Results to achievement of the Project Purpose, and how Assumptions have affected project achievements.
Impact	The effect of the project on its wider environment, and its contribution to the wider sectoral objectives summarized in the project's Overall Objectives, and on the achievement of the overarching policy objectives of the EC.
Sustainability	An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.

Source: European Commission, *Project Cycle Management Handbook, 2002.P. 28*

OSCE (2010) also uses the five OECD/DAC criteria (relevance, effectiveness, efficiency, impact, sustainability) and two adapted EC criteria (internal coherence within the OSCE and the OSCE's added value).

2.1.10. PURPOSE OF MONITORING AND EVALUATION

UNDP (2009) described the aims of both monitoring and evaluation is very similar: to provide information that can help inform decisions, improve performance and achieve planned results.

Monitoring and controlling also guarantee resources are employed effectively, in an accountable and transparent manner, and ensure the key stakeholder's commitment to the project. Finally, it provides the basis for self-evaluation which will take place after the completion of the project (OSCE, 2010).

UNDP (2002) stated the main objectives of today's results-oriented monitoring and evaluation are to:

- Enhance organizational and development learning;
- Ensure informed decision-making;
- Support substantive accountability;
- Build country capacity in each of these areas, and in monitoring and evaluating functions in general.

According to OECD, (2008) the main purposes of evaluation were described as to improve future aid policy, programs and projects through feedback of lessons learned; and to provide a basis for accountability, including the provision of information to the public.

Public Service Commission (PSC, 2008), on its "Basic Concepts in Monitoring and Evaluation" listed the purpose of monitoring and evaluation as:

Management decision-making: M&E systems augment managerial processes and provide evidence for decision-making. The question that should be asked is whether the quality of the M&E information provided is appropriate and how well it feeds into existing managerial processes. M&E can never replace good management practices; rather it augments and complements management.

Organizational learning: This is the most challenging outcome for M&E, as it presupposes that M&E results and findings help to create learning organizations. However, translating findings into "leanings" challenges even the most sophisticated of organizations.

Accountability: Public officials have a constitutional obligation to account to Parliament. They should be broadly accountable for how they spend public money, how they have achieved the purposes for which the money has been voted and that they have gone about their duties with a high degree of integrity.

Soliciting support for programs: If the success of a program can be demonstrated by means of evaluation findings it is easier to garner support for the program, for example continued or increased budgetary allocations for the program or political support when important policy decisions affecting the program must be made.

Supporting advocacy: M&E results from projects and programs generally help to make an argument for the continuation, adjustment or termination of a program. M&E in this context provides the means for supporting or refuting arguments, clarifying issues, promoting understanding of the aims and underlying logic of policies, documenting program implementation and thereby creating an institutional memory, and involving more people in the design and execution of the program.

Promoting transparency: one of the most persuasive uses for M&E, if its findings are made available to a broader audience, is that it promotes transparency, and through this facilitates decision-making and accountability. M&E requires a willingness to be subjected to scrutiny, as findings may be published and made available to the public.

According to OECD/ODC (2011), monitoring and evaluation can be used for at least three key purposes.

A management tool to drive change: most international actors now subscribe to a “result based management”. This approach claims that the best way to achieve change is to set clear objectives and targets and then to measure progress against them.

An accountability tool: international actors are concerned with discovering whether programs “work”, what impact they have, and whether they provide value for money.

A lesson learning tool: monitoring and evaluation can be used to provide lessons about how programs can be run more effectively and achieve greater impact, either now or in the future.

2.1.11. DIFFERENCE BETWEEN MONITORING AND EVALUATION

European Commission (EC, 2004) distinguished evaluation from monitoring and regular review based on:

- Its scope (broader – being concerned with whether or not the right objectives and strategies were chosen)
- Its timing (less frequent – usually at completion or ex-post)
- Those involved (will usually involve ‘external/independent’ personnel to provide objectivity); and
- The users of the results (including planners and policy makers concerned with strategic policy and programming issues, rather than just managers responsible for implementing the tasks in hand).

According to OSCE (2010) the difference between monitoring and evaluation as; monitoring focuses on the progress towards the achievement of project results whereas evaluation is broader in its scope. Evaluation focuses on the achievement of the project objective, its impact, sustainability and contribution towards the Unified Budget program objective.

À Monitoring will help decision-making during project implementation, whereas evaluation will indicate whether strategic changes are needed at the Unified Budget program level. À Monitoring is a frequent, short-term, focused exercise providing results to the Project Manager to improve decision-making during implementation. Evaluation is a less frequent and more time consuming exercise. It usually takes place after the completion of the project.

2.1.12. MONITORING AND EVALUATION SYSTEMS

Monitoring and Evaluation Systems are management toolkits that enable decision-makers to track progress and demonstrate the impacts of a given program/project. Monitoring and Evaluation Systems provide important feedback about the progress in programs/ projects. These systems constitute a powerful, continuous management tool that decision makers can use to improve performance, and demonstrate results. Monitoring and Evaluation Systems (especially Results-Based) have a special capacity to add to the learning and knowledge process. These systems provide for learning and knowledge, since by providing continuous feedback to managers, they promote organizational learning through a cycle involving reflecting on progress,

learning, and adjusting the course of programs or projects where there is need in (Kusek, et al, 2004:140)as cited by (Hardlife & Zhou, 2013).

2.1.13. DETERMINANTS OF EFFECTIVE MONITORING & EVALUATION FOR DONOR FUNDED PROJECTS

There are many variables determines effective monitoring and evaluation for project performance. Among which M & E Planning, M & E System Framework, M & E Resources, Stakeholder engagement in M & E and Capacity of M & E for Project successes are some of them.

a. Monitoring and Evaluation Planning for Projects

According to UNDP (2009), effective and timely decision making requires information from regular and planned monitoring and evaluation activities. Planning for monitoring and evaluation must start at the time of program or project design, and they must be planned together.

M&E planning should begin during or immediately after the project design stage. Early planning will inform the project design and allow for sufficient time to arrange for resources and personnel prior to project implementation. M&E planning should also involve those using the M&E system. Involvement of project staff and key stakeholders ensures feasibility, understanding, and ownership of the M&E system (G. Chaplowe, 2008).

MEL planning is the process for identifying which methods to adopt for monitoring, evaluation and learning on activities, outputs and outcomes. It is also the process for describing: what data is needed; where the data will be collected from; how the data will be collected and analyzed; when the data will be collected (baseline, routine MEL, mid-term evaluation, final evaluation); as well as who has responsibility for collecting the data. In additionally, it specifies: how the information generated will be used; the resources that will be needed to carry out MEL activities; and how the project will be accountable to stakeholders in the process (MEL Guide).

b. Monitoring and Evaluation Resources

Resources particularly human and financial are basic inputs to conduct effective monitoring and evaluation of programs or projects. According to UNDP (2009) inadequate resources lead to poor quality monitoring and evaluation. Hence, it suggested that to ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the

planning stage. Mthethwa & Jili (2016) reached at that challenges hampering successful implementation of M&E in the Mfolozi municipality found that shortage of skills and lack of financial resources contribute to the ineffectiveness of M&E.

a. Human Resources

Project Human Resource Management includes the processes required to make the most effective use of the people involved with the project (PMBOK GUIDE, 1996). An effective M&E system requires capable people to support it. The M&E plan identifies responsibilities for the data collection on each indicator, it is also important to plan for the people responsible for M&E processes, including data management, analysis, reporting and M&E training (IFRC, 2011). UNDP (2009) wrote that skilled personnel and dedicated staffs are necessary to conduct effective monitoring and evaluation of programs and projects.

Among many literatures the research thesis by Wambua (2013) on “Effects of Human Resource Factors on Project Performance in Nairobi County in Kenya: A Case of Selected Organizations in Westlands” concluded that Human Resource Management Practices have an effect on Project performance.

b. Budget

Accordint to Ngugi & Wanyonyi (2018) study found that adequate resource allocation determines the performance of a project success and adequate funding had a positive influence on the performance donor funded projects.

Maendo, James and Kamau (2018) also concluded from their study on the effect of project monitoring and evaluation on performance of road infrastructure projects that allocating sufficient finances for M&E activities play a critical role in the performance of road infrastructure projects.

Njama (2015) on his research project study topic “Determinants of Effectiveness of a Monitoring and Evaluation System For Projects: A Case Of AMREF Kenya Wash Program” reported that AMREF allocates funds to M&E activities and has a separate allocation for M&E but the funds are not sufficient and the M&E unit is not independent.

Doreen (2016) on the study of “Effect of Funds Management on Project Performance in Rwanda” found the result that there is a positive relationship between budgeting and project performance.

c. Stakeholder engagement in Monitoring and Evaluation practices

Engaging key stakeholders in a participatory manner helps to build consensus and gain a commitment to reaching the desired outcomes (Kusek & C. Rist, 2004). The need for transparency in monitoring and evaluation to promote organizational learning and accountability in project delivery is not be overemphasized, hence the need for stakeholder engagement and participation. Participatory monitoring and evaluation are done by identifying internal stakeholder and sometimes involving outside facilitators undertake pre-project, implementation and post-project monitoring and evaluation (Tengan & Aigbavboa, 2017). According to this study M&E creates opportunities for beneficiaries to provide useful feedback to the implementers. Furthermore, the involvement of different stakeholders in the process can increase their motivation and skills for planning and implementing future projects. M&E can thus strengthen the participation of primary and end beneficiaries in decisions about project performance, and therefore increase stakeholder ownership.

The effects of Participatory Monitoring and Evaluation (PM&E) have enabled the government to improve on service delivery, however, with limited uptake. The study conducted by Muriungi (2015) concluded that PM&E contributes to project ownership, beneficiaries’ empowerment, inclusivity and sustainability.

According to Njuki, Chitsike & Sanginga (undated) participatory monitoring and evaluation (PM&E) offers new ways for strengthening learning and change both at community, project and institutional level. PM&E can and has been used for various purposes, including project planning and management, organizational strengthening and learning, understanding and negotiating stakeholder interests, and the assessment of project outcomes and impacts. The results of their indicated that scientists are beginning to apply the PM&E process to engage their stakeholders in joint planning, developing common objectives and vision, and in collectively assessing progress.

According to Sartorius (undated) Participatory Monitoring and Evaluation (PME) offers development organizations a host of opportunities for improving the performance of poverty alleviation programs and building the management capacity of local partners.

The study by Ngugi and Wanyonyi (2018) concludes that stakeholder involvement to a significant extent impacts on the performance of donor funded project the study noted that good and clear stakeholder's involvement program is of great importance in ensuring smooth implementation of donor funded projects.

d. Capacity to implement Monitoring and Evaluation practices

Capacity development is recognized by many as central to development and progress (Acevedo.et.al, 2010). As UNDP (2009) explained capacities for monitoring and evaluation, like for most technical areas, exist on three levels: the enabling environment, the organizational level, and the individual level.

Maendo, James and Kamau (2018) also concluded from their study on the effect of project monitoring and evaluation on performance of road infrastructure projects that employing of staff with required skills play a critical role in the performance of projects.

2.2. Empirical Review

A case study conducted by Kimweli (2013) on the topic “The Role of Monitoring and Evaluation Practices to the Success of Donor Funded Food Security Intervention Projects at Kibwezi District of Kenya”. The purpose of this study was to find out the role of monitoring and evaluation practices to the success of donor funded food security intervention projects. The study targeted residents of Kibwezi district who have benefited from donor funded food security projects. A sample of 40 respondents was selected from four Locations (Makindu, Nzambani, Masongaleni and Mtito Andei) from the larger Kibwezi district through purposive sampling. Data was collected through a questionnaire with 10 questions where respondents indicated responses on statements in a Likert scale. Data from Semi structured interviews from key informants, focused discussion groups and the government officers who had been involved in these projects were used for triangulation. Quantitative data collected was analyzed using MS Excel 2010. The study established that the community was not involved in any monitoring and

evaluation of the food security intervention projects. Participatory monitoring and evaluation in food security projects therefore contributes to the success of food security projects though it should be complemented with good project management skills. For P M & E to be applied to the projects, the projects implementing agencies should conduct trainings to the community to build up their capacity in understanding and participation in the monitoring and evaluation system.

MBIT & Kiruja (2015) by their study on “Role of Monitoring and Evaluation on Performance of Public Organization Projects in Kenya” aimed to establish the role of monitoring and evaluation on performance of public organization projects in Kenya. The study adopted a descriptive survey and targeted 427 employees at Kenya Meat Commission Head Office. A sample of 81 respondents of the target population was considered by use of stratified sampling method. The primary data was collected through the use of questionnaires and secondary data was obtained from published documents to supplement the primary data. The variables namely human resource ,implementation strategy, training and planning were regressed and study findings showed that all independent variables significantly and positively influenced performance of Kenya Meat commission projects. The study also recommends that human resource aspects such as staff entrusted with monitoring and evaluation should have technical skills, be dedicated to the function, roles and responsibilities of monitoring and evaluation personnel need to be specified at the start of projects. There is need to use participatory approaches during monitoring and evaluation of projects. The organization needs to have a computerized database for storage and analysis of soft –ware’s and data collection tools; have progress and results review platforms and reporting templates. Finally, planning on monitoring and evaluation of Kenya Meat Commission should be enhanced. The managers should be involved in the design, implementation and reporting on monitoring and evaluation and also when clarifying scope, purpose, intended use, audience and budget for evaluation.

Muluye (2018) was conducted the study on the topic “The Role of Monitoring & Evaluation on Performance of Public Organization Projects in Ethiopia”. The main objective of the research is to assess the role of Monitoring and Evaluation on the performance of the public organization projects in Ethiopia. The study employed a descriptive survey and targeted 345 scientific staffs that have used Monitoring and Evaluation system for designing, planning and implementing of different EPHI’s projects. A sample of 78 employees was selected using stratified sampling

techniques and data were collected from the project managers, team leaders and project staffs using self-administered questionnaire. Data were analyzed using regression and correlation analysis to establish the relationship between the variables. The finding showed that all independent variables such as M&E human resource, M&E implementation strategies, M&E training and management support for M&E have a significant and positive effect on the performance of projects in Ethiopian Public Health Institution (EPHI). The study recommends that EPHI should hire sufficient staffs that have M&E technical skills for projects and assess the performance and competences of staffs regularly. Good M&E system should be established and revised based on the objectives of the projects. The project managers should be committed and provide high emphasis for designing and implementing of M&E related activities. The project managers and team leaders should be ensured all staffs have required technical skill to perform M&E activities and regularly provided tailored M&E training.

Karanja & Yusuf (2018) on their study on “Role of Monitoring and Evaluation on Performance of Non-governmental Organizations Projects in Kiambu County of Kenya” examined the role of M & E project planning, Stakeholders participation, ICT integration and Technical expertise in Project Performance. A descriptive survey research design was adopted; the target population of the study was 147 registered NGO’s in Kiambu County. Simple random sampling was used to select the sample population, and the sample size was 51 NGO’s within Kiambu County. Data were analyzed using descriptive and inferential statistics to establish the relationship between the study variables and results presented in table and graphs. The study reached at that project goals and objectives were not clear to members as staff’s project roles did not match their experience and qualifications in the organization. Stakeholder’s interests were well assessed in organization projects, and stakeholders understand the mission, vision, and objectives of the project. However, stakeholders, we’re not involved in strategy planning process, stakeholders participate in making budget plans and resource allocation

2.3. Conceptual Framework

Dependent variables is performance of donar funded projects where as independent variables are Monitoring and Evaluation Planning, Monitoring and Evaluation Framework, Monitoring and Evaluation Resources, Engagement of Stakeholders in Monitoring & Evaluation, and Capacity in Monitoring & Evaluation

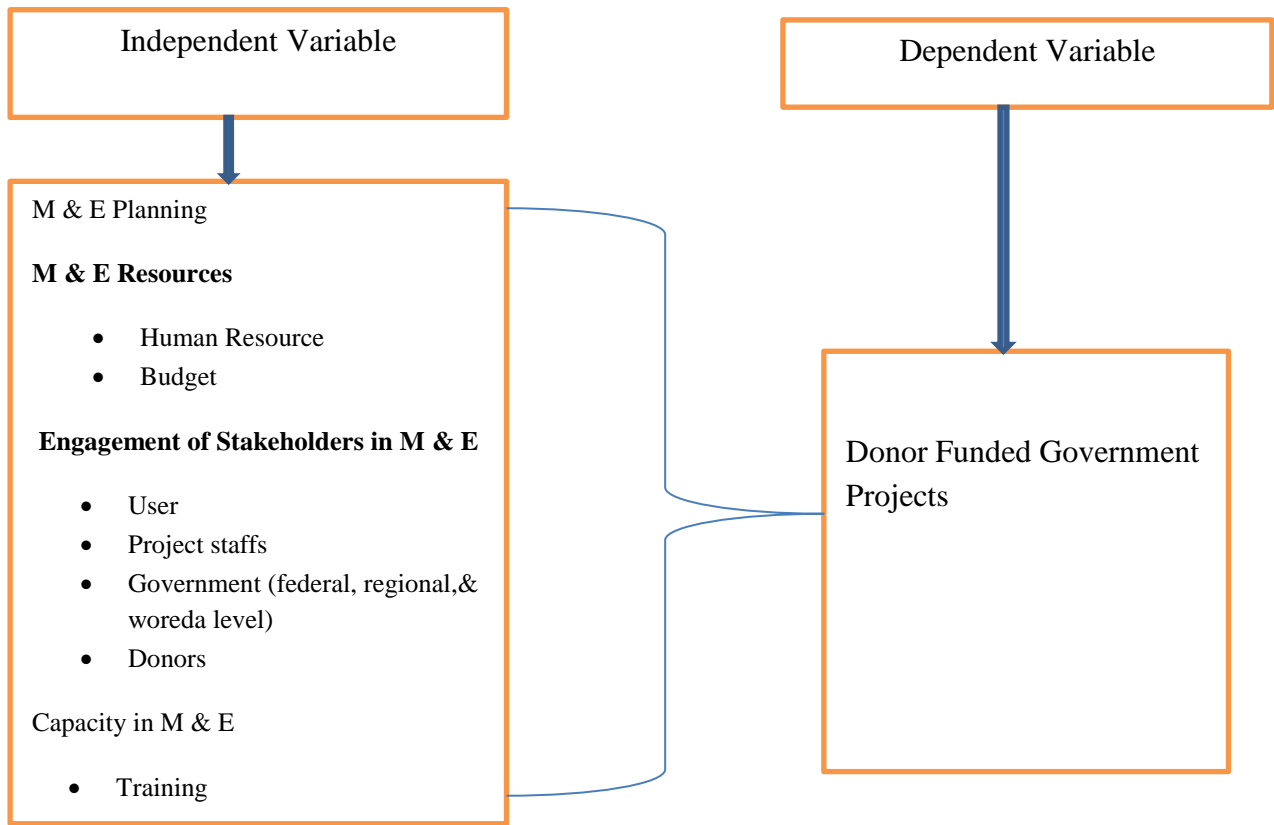


Figure 2.1 Conceptual Framework, Adopted from MBIT1 (2015) and with some modification

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The importance of proper research design and methodology has great contribution in achieving viable research results intended to obtain. It tracks the researcher on the right way to meet his objectives. Whenever the right research design and methodology are not used one reach at wrong conclusions and recommendations due to mistakes from the wrong result generated. Therefore, as much as possible it is obligatory to follow right research design and methodology to attain reliability and accuracy of the result.

3.2. Research Design

Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money (Kothari 2004).

This study employed cross sectional survey method to collect data as to collect both qualitative and quantitative data from primary and secondary source. A cross sectional survey method was employed to conduct assessment of role of monitoring and evaluation of donor funded government projects. The information was collected from respondents through semi structured questionnaire distributed by the researcher. Hence, the design used in the study was descriptive research.

3.3. Target Population

The projects are working in 6 pastoral Zones and 40 Woredas of Oromia Region state. The target population of the study will be 28 regional, 55 mobile support team, and 80 Woreda key staffs of the projects. The total population of the staffs are 163, of whichh 111 are PCDP III staffs, 25 are RPLRP staffs, and 27 are DRSLP II staffs. The positions of staffs which will be included in the study are project coordinators, monitoring and evaluation experts, component

leaders, procurment specialists, financial managers, and accountants who are directly involved in the monitoring and evalaution activities.

The projects are organized and coordinated under Oromia Pastoral area Coordination Commission at region level whers as they are orgnized and coordinated under respective Pastoral Development Offices at Zones and Woredas level.

Table: 3. 1 Number of Zones, Zonal Mobile Support Team and Woredas intervned by the projects.

Region	Projects	# of Zones	Zone Mobile Support team	Woredas
Oromia	PCDP III	5	8	26
	RPLRP	1	1	6
	DRSLP II	3	2	8
	Total	9	11	40

Source: Projects Coordination Units (July, 2019)

Table: 3.2 Population of staffs in each projects

S.No	Key staffs	PCDP III	RPLRP	DRSLP II	Total
1	Regional Level	11	10	7	28
2	ZMST level	48	3	4	55
3	Woreda level	52	12	16	80
	Total	111	25	27	163

Source: Projects Coordination Units (July, 2019)

3.4. Sampling Frame

Bethlehem (2009) stated sampling frame as ‘a list of all elements in the target population’. For this study the sampling frame or list was collected by author from the three projects coordination units before the sample was drawn.

3.5. Sampling Technique

The projects are working in different inaccessible pastoral zones of the region from which it is difficult to collect data from each for the study due to budget and time limitations. Borena is the zone in which relatively accessible and all the three projects are being under implementation. Therefore, Borena zone of Oromia Regional State was purposefully selected. In this study non probability sampling (purposive sampling) was employed. Purposive sampling is where the researcher selects what he/she thinks is a 'typical' sample based on specialist knowledge or selection criteria (Walliman, 2006).

The projects coordination Units staffs in the Woredas in which the projects intervened and Mobile Support Teams established to mobilize Woredas by projects in the Zone were part of samples besides regional projects coordination staffs. Therefore, in order to mobilize resources; time, money and energy the study was focused on Borena zone and projects intervened Woredas are purposefully selected.

3.6. Sample Size

According to Singh (2006) there is no single rule that can be used to determine sample size. He also said that it is the crucial problem for the research scholars to determine the size of sample. Kothari (2004) also added it is difficult to determine sample size. But said sample size should be optimum in size. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. Singh (2006) suggested that one should select 10-20 % of the accessible population for the sample.

The total population for this study was 163 projects staffs, of which 111 are from PCDP III, 25 are from RPLRP and 27 are from DRSLP II projects. In order to increase efficiency, representativeness, reliability and flexibility of the study the author included almost all regional, Borena Zone Mobile Support Team, and intervention projects Woredas staffs in the zone for sample. The staffs that are working in this donor funded projects in projects have close relationships with project planning, implementation, monitoring and evaluation of projects as they are coordinate under one organization. Hence, they are homogenous in terms of the knowhow of donor funded project planning, implementation, monitoring and evaluation of projects. Based on these criteria 55 projects staffs were selected from region and from purposefully selected zone and all Woredas of the zone to conduct the study.

Table 3.3 Sample size determination

Project	Region	Zone	Woreda	
RPLRP	9	2	6	17
DRSLP II	7	4	4	15
PCDP III	7	4	12	23
				55

Source: Projects Coordination Units (July, 2019)

3.7.Sources and Types of Data

To conduct the study of the role of monitoring and evaluation of donar funded government projects primary data from the three projects staffs at different level namely, PCDP III, RPLRP, and DRSLP II was collected. Different projects documents, projects impliemtation manuals, quarterly and yearly reports as well as mid-term evaluation reports was used as secondary data to substantiate the study. Both qualitative and quantitative types of data were used to conduct the study.

3.8. Data Collection Methodology

Available secondary data was taken from Project Coordination offices and primary data was gathered from key staffs of the projects that are directly or indirectly parts of monitoring and evaluation activities of the projects.

3.9.Data collection instrument

As Kothari (2004), stated “Structured questionnaires are simple to administer and relatively inexpensive to analyze. The provision of alternative replies, at times, helps to understand the meaning of the question clearly”. Therefore, in this study structured questionnaire was employed to gather data for analysis. All the projects staffs are litirate and can read, understand, analyze, and honestly response dta required. Therefore, they can fill the questionnaires alone and responed only through some orientation by the researcher.

3.10. Data analysis methods

Descriptive statistics analysis such as frequency, percentage, mean, and standard deviation, was employed by the study by SPSS statistical package.

3.11. Validity and reliability

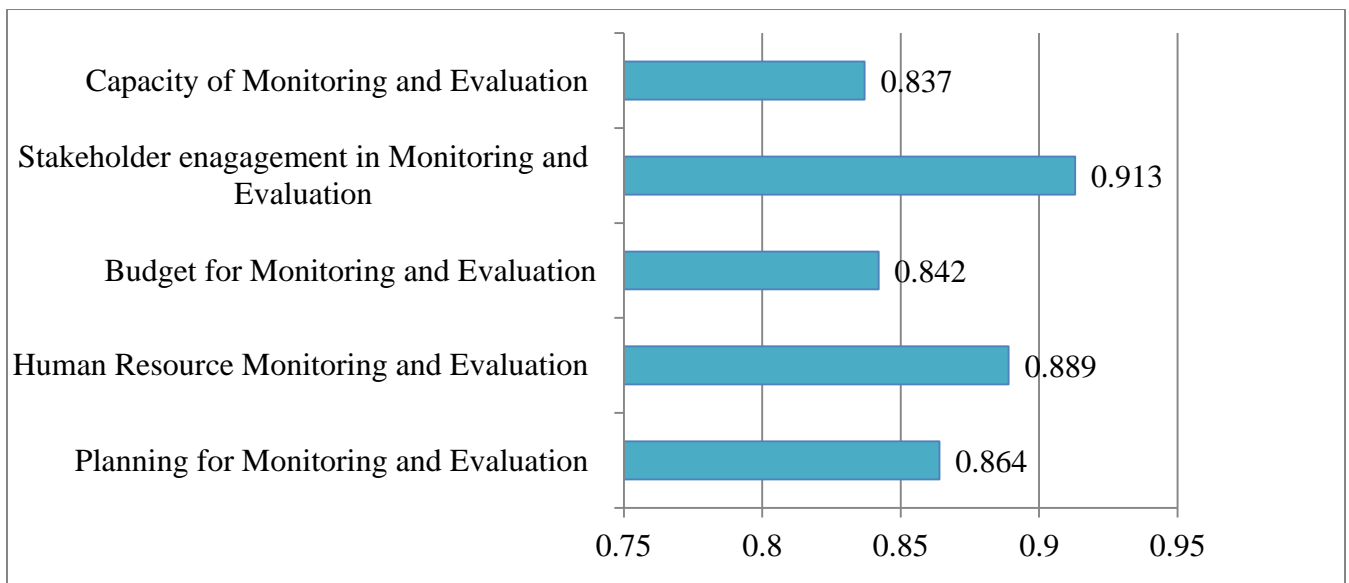
3.11.1. VALIDITY

The authors prepared data collection instruments and conducted validity test of the instrument by incorporating comments and suggestions obtained from M & E staffs working in the projects. In addition, pilot test was conducted on 5 staffs from the projects and certain modification made on the instruments.

3.11.2. RELIABILITY

The reliability analysis of the questionnaire was tested so as to find out whether it is capable of yielding similar score if the respondent used it twice. Cronbach's alpha is most commonly used when one wants to assess the internal consistency of a questionnaire (or survey) that is made up of multiple Likert-type scales and items. Accordingly, the Cronbach's alpha was produced the result revealed in the figure 4.1 which indicates the factors are consistent.

Figure 3.1 Reliability Analysis



Source: Own Analysis, 2019

3.12. RESEARCH ETHICS

The researcher followed ethical consideration required from professionals. All rights of respondents were respected. Respondents right to choose, rights to safety, rights to be informed, rights of privacy, and confidentiality was accepted to meet research objectives.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Response Rate

The sample size determined for the study was 55. Hence, a total of 55 questionnaires were distributed to the projects coordinators, monitoring and evaluation experts, projects component leaders, and others who were directly involved in monitoring and evaluation of the projects. Out of 55 questionnaires 53 were properly completed. The response rate was 96 %. The analysis was conducted on 53 responded questionnaires.

4.2. Demographic Information

Genders, age, level of education, years worked in the projects, are major demographic information's included in the study. Hence, each demographic information descriptive analysis conducted is shown in table 4.1.

4.2.1. SEX OF RESPONDENTS

The findings indicated that 50 (94.3%) of respondents were male and only 3 (5.7%) were females. The findings implied that projects were dominated by male compared to females. Table 4.1 shows sex distribution of the respondents.

4.2.2. LEVEL OF EDUCATION

As indicated in the table 4.1, the study found that majority respondents 33 (62.3 %) have first or bachelor degree, 18 (34.0 %) respondents have master's degree and 2 (3.8%) of respondents are PhD and master's degree candidates respectively. This implies that respondents were educated and that they could respond to research questions with ease. It also implies that respondents participated in the study has necessary qualification for the running the projects activities and can conduct monitoring and evaluation activities.

4.2.3. RESPONDENTS OF WORK EXPERIENCE IN PROJECT

The study found that majority of respondents 35 (66 %) have project work experiences between 2 to 5 years, respondents those have 5 to 10 years and above 10 years project work experiences are 7 (13.2%) each. Other respondents who have project work experiences below 2 years are 4 (7.5%). Hence, the project work experience the majority respondents have is enough for

successful implementations of monitoring and evaluation activities in the projects. The analysis is also shown in the table 4.1 below.

4.2.4. AGE DISTRIBUTION OF RESPONDENTS

The study showed (table 4.1) that Majority (56.6%) of the respondents indicated that their age ranged between 30 to 40 years, followed by 24.5% who indicated that their age range was between 20 to 30 years. The findings also revealed that 18.9 % of the respondents were aged between 40 to 50 years. This implies that majority of the respondents were at their adult stage and therefore able to handle their roles responsibility in conducting monitoring and evaluation tasks.

Table 4.1 Summary of Demographic Information

Variable	Category	Frequency	Percent
Sex of Respondents	Male	50	94.3
	Female	3	5.7
	Total	53	100.0
Age of Respondents	20-30	13	24.5
	30-40	30	56.6
	40-50	10	18.9
	Total	53	100.0
Level of Education	BA/BSc	33	62.3
	MA/MSc	18	34.0
	PHD/MA/MSC candidate	2	3.8
	Total	53	100.0
Work Experiences of Respondents	below 2 years	4	7.5
	2-5 years	35	66.0
	5-10 years	7	13.2
	above 10 years	7	13.2
	Total	53	100.0

4.3.Descriptive Analyses

4.3.1. ANALYSIS OF MONITORING AND EVALUATION PLANNING

Table 4.2 presented the response analysis of M & E planning group factors in the study conducted. The study find out that the projects have adequate M & E planning. Accordingly, 29 (54.7%) respondents were agreed and 19(35.8%) respondents were strongly agreed the projects have adequate monitoring and evaluation planning. The remaining respondents 5(9.4%) had neutral idea for the statement. The analysis revealed that project staffs & stakeholders are involved in designing and planning M & E activities. Majority of respondents 26(49.1%) and 17(32.1%) were agreed and strongly agreed on project staffs & stakeholders has been involved in designing and planning M & E activities of the projects respectively whereas 5(9.4%) had no idea, 4(7.5%) disagreed and 1(1.9%) had strongly disagreed with issue. Respondents replied that

most of M & E planning activity was completed before the implementation of the project. About 25(47.1%) & 12 (22.6%) respondents were agreed and strongly agreed on M & E planning activity was completed before the implementation of the project respectively. 22.6% of which (8(15.1%) disagree and 4(7.5%) strongly disagree) said they are disagreed with M & E planning activity is completed before the implementation of the project. 4(7.5%) kept silent about the factor. The study also revealed that the time and effort given to M & E planning is adequate. Agreed and strongly agreed responds were 31(58.5%) and 8(15.1%) respectively replied time and effort given to M & E planning is adequate. 8(15.1%) are not sure whether time and effort given to M & E planning is adequate or not. But 4(7.5%) and 2(3.8%) replied time and effort given to M & E planning was not adequate. The paper shown the projects have no limitations with sharing M & E plan documents among project staffs and stakeholders. 23(43.4%) of them agreed and 21(39.6%) are strongly agreed on M & E plan documents were shared among project staffs and stakeholders. Some respondents 5(9.4%) abstained from giving responses whereas 3(5.7%) and 1(1.9%) are disagreed and strongly disagreed respectively about sharing of plan documents. Finally, for the statement M & E plan updated regularly, the study reached at 24(45.3%), 16(30.2%), 5(9.4%), 6(11.3%), and 2(3.8%) agree, strongly agree, neutral, disagree, and strongly disagree respectively. This study is consistent with Joynette, Moses, and Hillary (2019) study which concluded that monitoring and evaluation planning positively affects performance of county government projects.

Table 4.2. Monitoring and Evaluation Planning

	N	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The project has adequate M & E plan	53			5(9.4%)	29(54.7%)	19(35.8%)	4.2642	.62484
Project staffs & stakeholders are involved in designing and planning M & E activities	53	1(1.9%)	4(7.5%)	5(9.4%)	26(49.1%)	17(32.1%)	4.0189	.95052
M & E planning activity was completed before the implementation of the project	53	4(7.5%)	8(15.1%)	4(7.5%)	25(47.1%)	12(22.6%)	3.6226	1.21254
the time and effort given to M & E planning was is adequate	53	2(3.8%)	4(7.5%)	8(15.1%)	31(58.5%)	8(15.1%)	3.7358	.94362
The M & E plan is shared among project staffs and stakeholders	53	1(1.9%)	3(5.7%)	5(9.4%)	23(43.4%)	21(39.6%)	4.1321	.94131
The M & E plan updated regularly	53	2(3.8%)	6(11.3%)	5(9.4%)	24(45.3%)	16(30.2%)	3.8679	1.09259
Valid N (listwise)	53							

Source: Own Survey Analysis, 2019

4.3.2. DESCRIPTIVE ANALYSIS OF HUMAN RESOURCE IN MONITORING AND EVALUATION

The descriptive analysis of Human Resources in Monitoring and Evaluation group factors are presented in the table 4.3. Accordingly, the majority of respondents 16(30.2%) and 32(60.4%) responded agreed and strongly agreed respectively on the projects assigned M & E technical expertise or officer in the area of monitoring and evaluation position. Only 3(5.7%) kept silence to comment and two (3.8%) respondents disagreed with the issue. 22 (41.5%) and 23(43.4%) of the respondents agreed and strongly agreed on the statement officer/specialist of M & E are dedicated to the M & E functions. 6(11.3%) of respondents replied they had no comments whether the officer/specialist of M & E are dedicated to the M & E functions or not. Insignificant number of respondents 2(3.8%) are disagreed about the issue. This result is consistent with the study result by Samuel (2018) staff working on monitoring and evaluation are dedicated to the function has highest score (mean=3.25, standard deviation=0.891) and staffs who have monitoring and evaluation technical expertise in the area are assigned as shown by a mean of 3.19 and 0.904 standard deviation.

The result shown 22 (41.5%) of respondents agreed and 23 (43.39%) strongly agreed on roles and responsibilities of M & E personnel have been specified at the start of the project. Some results of the study, 3(5.7%) kept silence, 4(7.8%) disagreed, and 1(1.9%) strongly disagreed. 24 (45.3%) and 12 (22.6%) of the respondents agreed and strongly agreed respectively, on the project has sufficient number of staff with M&E competences. The study also find out that the project has a unit in charge of M&E related activities with 20(37.7%) agreed and 20(37.7%) strongly agreed. 23(43.4%) of the respondents have neutral idea on issue of the project has skilled personnel with adequate Capacity, Skill, and Competency to conduct M & E activities while 20 (37.7%) of them had strongly agree and significant number of respondents 10 (18.9%) disagreed on the issue.

The study result conducted by Christopher, Harriet, and Lily (2018) showed that M &E human resource capacity had a significant influence on performance of horticulture projects is inconsistent with the finding. The study by Imran, et al. (2011) also concluded to consider human resource management function performance management as one of the tools for ensuring project success giving its significant precedence.

Table 4.3 Human Resource Monitoring and Evaluation

Descriptive Statistics								
	N	Strongly disagree	disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation
The project assigned M and E technical expertise or officer in the area	53	2(3.8%)		3(5.7%)	16(30.2%)	32(60.4%)	4.4340	.90955
The officer/specialist of m & e are dedicated to the M & E functions	53	1(1.9%)	1(1.9%)	6(11.3%)	22(41.5%)	23(43.4%)	4.2264	.86916
Roles and responsibilities of m & e personnel have been specified at the start of the project	53	1(1.9%)	4(7.8%)	3(5.7%)	22(41.5%)	23 (43.39%)	4.1698	.97539
The project has sufficient number of staff with M&E competences	53	3(5.7%)	10(18.9%)	4(7.5%)	24(45.3%)	12 (22.6%)	3.6038	1.19839
The project has a unit in charge of M&E related activities	53	4(7.5%)	6(11.3%)	3(5.7%)	20(37.7%)	20(37.7%)	3.8679	1.25633
The project has skilled personnel with adequate CSC conduct M & E activities	53	3(5.7%)	7(13.2%)	23(43.4%)		20(37.7%)	4.0755	1.01620
Valid N (listwise)	53							

Source: Own Survey Analysis, 2019

4.3.3. DESCRIPTIVE ANALYSIS OF BUDGET FOR MONITORING AND EVALUATION

The study sought that budget to conduct monitoring and evaluation group factors depicted in the table 4.4. Accordingly, majority of respondents 23(43.4%), of them replied they are not sure whether adequate budget is allocated for monitoring and evaluation or not. 21 (39%) i.e. (11 (20.8%) agree and 10(18.9%) strongly agree) accepted there was adequate budget allocate for monitoring and evaluation to preform project but 9(17%) were disagreed with this issue. 11(20.8%), 14(26.4%), and 17(32.1%) replied agreed, strongly agreed and neutral respectively on the issue of the budget of project provide a clear and adequate provision for monitoring and evaluation activities. The analysis indicated 25(47.2%), 7(13.2%), and 15 (28.3%) of the respondents replied agree, strongly agree and neutral response to a statement if there is realistic estimation for monitoring and evaluation is undertaken when planning for project. 6(11.3%) disagreed about realistic estimation for monitoring and evaluation is undertaken when planning for project. Among the respondents 11(20.8%) replied agreed, 15(27.3%) replied strongly agree, and 17(32.1%) replied neutral about money for M&E are usually channeled to the right purpose. 10 (18.9%) of the respondents were not agree with the statement i.e. money for M&E are usually channeled to the right purpose.

Table 4.4 Budget for Monitoring and Evaluation

	N	Strongly disagree	disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation
Adequate budget is allocated for monitoring and evaluation	53	1(1.9%)	8(15.1%)	23(43.4%)	11(20.8%)	10(18.9%)	3.3962	1.02544
The budget of project provide a clear and adequate provision for monitoring and evaluation activities	53	10(18.9%)		17(32.1%)	11(20.8%)	14(26.4%)	4.3208	5.65948
A realistic estimation for monitoring and evaluation is undertaken when planning for project.	53		6(11.3%)	15(28.3%)	25(47.2%)	7(13.2)	3.6226	.85993
Money for M&E are usually channeled to the right purpose	53	1(1.9%)	9(17.0%)	17(32.1%)	11(20.8%)	15(27.3%)	3.5660	1.13526
Sourcing and securing financial resources for monitoring and evaluation of outcomes is a major challenge	53	8(15.1%)	12(22.6%)	12(22.6%)	9(17%)	12(22.6%)	3.0943	1.39041
Valid N (listwise)	53							

Source: Own Survey Analysis, 2019

4.3.4. DESCRIPTIVE ANALYSIS OF STAKEHOLDER ENGAGEMENT IN MONITORING AND EVALUATION

The study result displayed most of the stakeholder engagement factor groups indicated they were very crucial in monitoring and evaluation activities for project success.

The study shown for stakeholder engagement in project M & E, majority the stakeholders were identified, known and documented. Accordingly, on average 19 (35.8%) responded they were agreed and 29(54.7%) were strongly agreed for stakeholders engagement in projects were identifies, known and documented. 4(7.5%) were not sure of it and insignificant number 1(1.9 %) of respondent disagreed.

The study indicated 52.8% (14 (26.4%) agreed and 14(26.4%) strongly agreed) agreed about stakeholders understand the mission, vision, and objectives of the projects whereas 18(34%) answered they were not sure about mission, vision, and objectives of the projects they were working in. 7 (13.2%) of them replied stakeholders were not understand the mission, vision, and objectives of the projects. This result is in line with the study by Julia and Muchelule (2018) stakeholders understand the mission, vision, and objectives of the project as shown by a mean of 1.74 and a standard deviation of 0.27 which positively affects NGOs projects.

Majority of respondents 22 (41.5%) had neutral responses on the stakeholder involvement in developing M & E tools in the projects. Some respondents 18 (33.9%) agreed on the issue that stakeholders are involved in developing M&E tools in the projects. Others 13(27.5%) disagreed with the issue. For the statement whether stakeholders are involved in monitoring and evaluation of the project activities, the respondents 10 (18.9%), 18(34%), and 25 (47.1%) replied disagreed, neutral and agreed respectively. Majority of respondents 21(39.6%) had impartial or no idea about stakeholders participation in making budget plans and resource allocation followed by 18(33.9%) respondents agreed that stakeholders were participating in making budget plans resource allocation whereas 14 (26.4%) of them were disagreed on the issue. Out of 55 respondents 43 (81.1 %) of the respondents accepted participation of stakeholders is crucial to successful implementation of M&E and hence project performance and 5(9.4%) not sure of it and again 5(6.6%) respond disagreement answer respectively. The study result by Nimo (2018) involvement of stakeholders has been directly been linked to the successful implementation of

projects is inline the study. It is also in line with the study by Julia and Muchelule (2018) stakeholders are involved in monitoring and evaluation of the project activities as shown by a mean of 1.80 and a standard deviation of 0.28 which positively affect NGOs projects.

The study shown 23(43.4%) respondents agreed, 18(34%) impartial, and 12 (22.7%) disagreed; on the issue of stakeholders have knowledge of M&E practices in project implementation. From total respondents 21 (39.6%), 20 (37.7%), and 12 (22.6%) were answered agreed, neutral and disagreed respectively that stakeholders comments and suggestions are usually incorporated in the M&E process for future projects performance inputs. The study reached at that 19(35.8%) respondents had no idea, 25(47.1%) agreed, and 9 (16.9%) disagreed on the statements that stakeholders are given feedback of the M&E process. Finally, the finding of the study about whether projects should involve stakeholders in M&E activities or not is 19 (35.8%) neutral, 25(47.1%) agreed, and only few respondents 4 (7.6%) disagreed with the issue.

The finding of the study is in line with the study by Callistus and Clinton (2016) poor participation of stakeholders in monitoring and evaluation of local government project delivery contributed to the many challenges faced in local government project. Margaret (2016) also by its researcher concluded that stakeholder participation in the four phases of the project cycle influences project performance.

Table 4.5 Stakeholder Engagement in Monitoring and Evaluation

	No	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Stn. deviation
Project stakeholders are identified	53		1(1.9%)	4(7.5%)	18(34%)	30(56.6)	4.4528	.72234
Project stakeholders are known	53		2(3.8%)	3(5.7%)	19(35.8%)	29(54.7%)	4.4151	.77046
Project stakeholders are documented	53		1(1.9%)	4(7.5%)	20(37.7%)	28(52.8%)	4.4151	.71881
Stakeholders understand the mission, vision, and objectives of the project	53	2(3.8%)	5(9.4%)	18(34%)	14(26.4%)	14(26.4%)	3.6226	1.09591
Stakeholders are involved in developing M&E tools	53	5(9.4%)	8(15.1%)	22(41.5%)	14(26.4%)	4(7.5%)	3.0755	1.05337
Stakeholders are involved in monitoring and evaluation of the project activities	53	2(3.8%)	8(15.1%)	18(34%)	19(35.8%)	6(11.3%)	3.3585	1.00181
Stakeholders participate in making budget plans and resource allocation	53	5(9.4%)	9(17%)	21(39.6%)	13(24.5%)	5(9.4%)	3.0755	1.08927
Participation of stakeholders is crucial to successful implementation of M&E and hence project performance	53	1(1.9%)	4(4.7%)	5(9.4%)	15(28.3%)	28(52.8%)	4.2264	1.03108

Stakeholders have knowledge of M&E practices	53	2(3.8%)	10(18.9%)	18(34%)	17(32.1%)	6(11.3%)	3.2830	1.02615
Stakeholders have capacity and have been trained on M&E	53	6(11.3%)	14(26.4%)	16(30.2%)	13(24.5%)	4(13.2%)	2.9057	1.13110
Stakeholders comments and suggestions are usually incorporated in the M&E process	53	4(7.5%)	8(15.1%)	20(37.7%)	16(30.2%)	5(9.4%)	3.2642	1.11201
Stakeholders are given feedback of the M&E process	53	5(9.4%)	4(7.5%)	19(35.8%)	20(37.7%)	5(9.4%)	3.3019	1.06672
Projects should involve stakeholders in M&E activities	53	2(3.8%)	2(3.8%)	19(35.8%)	20(37.7%)	5(9.4%)	4.0755	1.03495
Valid N (listwise)	53							

Source: Own Survey Analysis, 2019

4.3.5. CAPACITY IN MONITORING AND EVALUATION

Capacity of monitoring and evaluation in conducting monitoring and evaluation activities are indispensable factor. Table 4.6 displayed descriptive analysis result of capacity building group factors below. Hence, as the study shown 66.2% (15(28.8%) agree and 20 (37.7%) strongly agreed) of respondents accepted there has been regular capacity need assessment of Monitoring and Evaluation whereas 14 (24.5%) respondents were disagreed with the issue. But 4(7.5%) did not say anything about regular capacity need assessment of monitoring and evaluation. 81.1 % of respondents accepted (28(52.8%) agreed and 15 (28.3%) strongly agreed) training on capacity to conduct Monitoring and Evaluation of the project was planned. The remaining respondents had neutral 4(7.5%), and 6(11.3%) disagreement reply about the idea. About more than 70 % (14 (26.4%) agree and 24 (45.3%) strongly agree) respondents answered staff capacity training was a huge determinant factor to carry out M&E activities in the projects. 10 (18.9%) of respondents were not sure about staff capacity training was a huge determinant factor to carry out M&E activities while 5 (9.4%) answered staff capacity training was not a huge determinant factor to carry out M&E activities. 69.8% (27(50.9%) agree and 10(18.9%) strongly agree) of respondents replied project staffs were properly provided training on project M&E system, tools and techniques to facilitate monitoring and evaluation activities. But 10(18.9%) staffs were not agree with the statement properly provided training on project M&E system, tools and techniques to facilitate monitoring and evaluation activities. Others 6 (11.3%) had neutral idea of the issue. Majority of the respondents replied that training manuals, handbooks and toolkits have been developed for staffs working in M & E, of which 22 (41.4%) agreed and 14 (26.4%) strongly agreed on the issue. 5 (9.4%) were not sure whether training manuals, handbooks and toolkits have been developed for staffs working in M & E, and 12 (12.7%) responded as there was no training manuals, handbooks and toolkits have been developed for staffs working in M & E. The study find out 24 (26.4 %), 10 (18.9%) 29 (54.7%) respondents were disagreed, neutral, and agreed respectively about sufficient budget allocated for staff training and development of monitoring and evaluation.

The study by Ondieki WM (2016) concluded that inadequate capacity building contributes to low participation of stakeholders in M&E of community projects.

Table 4. 6 Capacity in Monitoring and Evaluation

	N	Strongly disagree	disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation
Monitoring and Evaluation of capacity training needs are regularly assessed	53	1(1.9%)	13(24.5%)	4(7.5%)	15(28.8%)	20(37.7%)	3.7547	1.25431
Training on capacity to conduct Monitoring and Evaluation of the project is planned	53	1(1.9%)	5(9.4%)	4(7.5%)	28(52.8%)	15(28.3%)	3.9623	.96001
Staff capacity training is a huge determinant to carry out M&E	53	1(1.9%)	4(7.5%)	10(18.9%)	14(26.4%)	24(45.3%)	4.0566	1.06365
Project staff are properly provided training on project M&E system, tools and techniques	53	2(3.8%)	8(15.1%)	6(11.3%)	27(50.9%)	10(18.9%)	3.6604	1.07316
There is fully fledged M&E section in the project	53		6(11.3%)	14(26.4%)	22(41.5%)	22(41.5%)	3.7170	.92772
Training manuals, handbooks and toolkits have been developed for staffs working in M & E	53	3(5.7%)	9(17%)	5(9.4%)	22(41.4%)	14(26.4%)	3.6604	1.20804
There is sufficient budget allocated for staff training and development	53	2(3.8%)	12(22.6%)	10(18.9%)	20(37.7%)	9(17%)	3.4151	1.13398
Valid N (listwise)	53							

Source: Own Survey Analysis, 2019

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Summary of the Findings

There are many factors affecting role of monitoring and evaluation in projects performances. Among which Monitoring & Evaluation planning, Monitoring & Evaluation resource (human & budget), stakeholder engagement, and capacity (training) are some of them.

The study confirmed that Monitoring & Evaluation planning is key factor in the role of monitoring and evaluation of donor funded government projects. According to the study finding Monitoring & Evaluation planning group factors; the project had adequate Monitoring & Evaluation planning and the Monitoring & Evaluation plan is shared among project staffs and stakeholders. It is also examined that project staffs & stakeholders were involved in designing and planning Monitoring & Evaluation activities, Monitoring & Evaluation planning activity was completed before the implementation of the project, time and effort given to Monitoring & Evaluation planning was adequate, and the Monitoring & Evaluation plan updated regularly were crucial in monitoring and evaluation of donor funded government projects, however, they were not exhaustive.

The study found out that human resource has a contribution to the role of monitoring and evaluation on donor funded government projects. Hence, among Monitoring and Evaluation group factors; the projects assigned Monitoring and Evaluation technical expertise or officer in the area, the officer/specialist of Monitoring and Evaluation are dedicated to the Monitoring and Evaluation functions, roles and responsibilities of Monitoring and Evaluation personnel have been specified at the start of the project, the project has sufficient number of staff with Monitoring and Evaluation competences, and the project has a unit in charge of Monitoring and Evaluation related activities. But the projects have not skilled personnel with adequate capacity, skill, and competency conduct Monitoring and Evaluation activities.

The study identified that budget for monitoring and evaluation on donor funded government projects is crucial factor. Among budget group factors; only a realistic estimation for monitoring and evaluation was undertaken when planning for projects. The study on other group factors indicated that adequate budget was not allocated for monitoring and evaluation, the budget of

project did not provide a clear and adequate provision for monitoring and evaluation activities, money for Monitoring and Evaluation were not usually channeled to the right purpose, and sourcing and securing financial resources for monitoring and evaluation of outcomes was not a major challenge.

The result of study indicated stakeholder engagement of monitoring and evaluation on donor Project is indispensable for project performance. Accordingly, for some stakeholder engagement group factors in Monitoring and Evaluation shown stakeholders were identified, known, and documented. Others factors also showed stakeholders understood the mission, vision, and objectives of the project, participation of stakeholders were crucial to successful implementation of Monitoring and Evaluation, stakeholders were given feedback of the Monitoring and Evaluation process, and projects should involve stakeholders in M&E activities. But for other stakeholder engagement group factors the result indicated stakeholders were not involved in developing Monitoring and Evaluation tools, stakeholders were not involved in monitoring and evaluation of the project activities, stakeholders were not participate in making budget plans and resource allocation, stakeholders have no knowledge of Monitoring and Evaluation practices, stakeholders have not capacity and have not been trained on Monitoring and Evaluation, and stakeholders comments and suggestions were not usually incorporated in the Monitoring and Evaluation process.

The study also confirmed that capacity (training) was among very essential elements in Monitoring and Evaluation on the role of donor funded government projects. According to study findings, capacity training needs were regularly assessed, training on capacity to conduct Monitoring and Evaluation of the project was planned, staff capacity training was a huge determinant to carry out Monitoring and Evaluation, project staff were properly provided training on project M&E system, tools and techniques, there is fully fledged Monitoring and Evaluation section in the project, and training manuals, handbooks and toolkits have been developed for staffs working in Monitoring and Evaluation. But there was no sufficient budget allocated for staff training and development of monitoring and evaluation for project performance.

5.2. Conclusion

Government of Ethiopia, to solve social and economic problems of citizens' of the country, has been initiated, designed and implemented development policies, programs, and projects and implement either it by itself or by budget obtained from donors. PCDP III, RPLRP and DRSLP II projects are among development intervention funded by donors to improve social and economic status marginalized pastoral community of the country. But the role monitoring and evaluation in these projects were not studied. Hence, this paper aimed at study of the role of monitoring and evaluation in donor funded government projects: in the case of Oromia Pastoral area Development Coordination Commission.

The objectives of the study were to examine the role of Monitoring & Evaluation Planning on donor funded projects in OPADCC; to explore role of Monitoring & Evaluation Capacity on donor funded projects in OPADCC; to investigate role of Monitoring & Evaluation Resources (human & Budget) on donor funded projects in OPADCC; to identify role of Monitoring & Evaluation Stakeholder Engagement on donor funded projects in OPADCC.

Research methodology employed for this study is descriptive research method and both primary and secondary data were used. The sampling techniques employed for this research were purposive sampling technique. The collected data was then analyzed using both quantitative and qualitative approaches by which the data gathered through semi structured questionnaires.

The study found out that the projects were exercising monitoring and evaluation planning to achieve their objectives. Resources i.e. human resources and budget were identified essential elements in conducting monitoring and evaluation. Stakeholder engagement at every phases of the projects were examined key factor to conduct monitoring and evaluation of the projects. The study also shown that training critical factor for monitoring and evaluation and hence achievement of the objectives of the projects.

5.3. Recommendations

The projects should have adequate M & E plan documents and shared the plan documents among staffs and stakeholders which help for successful projects implementation. Staffs and stakeholders should be involved in designing and planning M & E activities. M & E planning activities should be completed before the implementation of projects commenced, time and efforts given to M & E should be adequate, M & E plan should regularly updated to contribute timely, quality, and within cost of projects implementation. The projects should hire or assign

sufficient number of dedicated staffs and technical expertise or officers with M & E competencies, skills and knowledge's who conduct M & E activities of projects. Clear roles and responsibilities of M & E should be stated ahead of project implementation. Realistic cost estimation, and adequate budget allocation should carefully be done to conduct monitoring and evaluation during planning of projects. The planned budget should be channeled to the activities of monitoring and evaluation to enhance the projects performance. Stakeholders who participate in monitoring and evaluation activities should be identified, known and document, and should be involved in monitoring and evaluation activities of projects at each stages of project cycle for successful performance of projects. Stakeholders should train to have capacity and knowledge of M & E practices in order to act monitoring and evaluation activities in projects. In order to develop capacity on monitoring and evaluation systems, tools, and techniques training should be conducted through regular need assessment, careful planning, and delivered in time to enhance projects activities implementations.

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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

The questionnaire is designed to collect information on—The role of Monitoring and Evaluation in Donor Funded Government Projects organized under Oromia Pastoral Area Development Coordination Commission. The information is going to be used as a primary data in this research which the researcher is conducting as a partial fulfillment of his study at Addis Ababa University for completing Master of Project Management.

This questionnaire is prepared to gather information from project staffs directly or indirectly involved in monitoring and evaluation activities of the projects organized under Oromia Pastoral area Development Coordination Commission.

In order to collect reliable data it is up on your willingness and kindness. Therefore, the researcher needs your help in filling the questionnaire. Thanks for your kindly support.
Jemaneh Wake: - 0911-06-56-61 or through email: - wakejemaneh@yahoo.com

Name of your project -----

Section 1 Demographic Characteristics of the Respondents and General Background (encircle one of the options provided below)

1. Gender: a. Male b. Female
2. Age:
 - a. Below 20
 - b. 20-30
 - c. 30-40
 - d. 40-50
 - e. above 50
3. Current Academic Qualification:
 - a. High School completed
 - b. Diploma
 - c. BA/B.Sc.
 - d. MA/MSc
 - e. PhD

If other, please specify.....

4. Position in the Organization/project:
 - a. Program/project Coordinator
 - b. M&E Expert

- c. Other Expert
- 5. Total number of service years -----
- 5.1. Service year in the project
- a. Below 2 Years
- b. 2-5 Years
- c. 5-10 Years
- d. Above 10 Years

Section 2. Monitoring and Evaluation Practices

Circle the option you think is right

- 2.1. Does monitoring and evaluation affect the performance of the project? a) yes b) no
- 2.2. Does your project use monitoring and evaluation system as project management tool?
a) Yes b) No
- 2.3. What are the existing monitoring and evaluation techniques uses in your project?
A) Logical framework
B) performance indicators
C) Focus group
D) Baseline study
E) Theory of change
F) Others, specify -----

2.4. M & E Framework attribute

Encircle the options you think is appropriate

- 2.1.1. Do you know what a project framework is? a)Yes b) No
- 2.1.2. Is the framework clearly prepared to your project? a) Yes b) No c) I am not clear
- 2.1.3. Does your project use framework (such as Logical Framework) in aiding the M&E of projects? a)Yes b) No
- 2.1.4. Does the framework contain what the project should achieve, from the level of an overall goal down to specific activities? a)Yes b) No
- 2.1.5. Does the framework contain the performance questions and indicators that will be used to monitor progress and overall achievement? a)Yes b) No
- 2.1.6. Does the framework contain how these indicators will be monitored or where the data can be found? a)Yes b) No
- 2.1.7. Does the framework contain the assumptions behind the logic of how activities will eventually contribute to the goal, plus associated risks for the project if assumptions turn out to be incorrect? a)Yes b) No
- 2.1.8. To which objective stages your project uses framework to conduct M & E activities (more than one choices is possible)
a) Impact
b) Outcome
c) Out puts
d) Activities
e) Inputs

3. M & E Planning Attribute

Please state the extent to which you agree or disagree the following statements

1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A) & 5= Strongly Agree (SA)

S. No	M&E planning questions	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	The project has adequate M&E plan					
2	Project staffs and stakeholders are involved in designing and planning M&E activities					
3	M&E planning activity was completed before the implementation of the project					
4	The time and effort given to M&E planning was adequate					
5	The M&E plan is shared among project staff and stakeholder					
6	The M&E plan has been updated regularly					

If other, please specify.....

4. M & E Resources attributes

4.1. Human Resource

Please state the extent to which you agree or disagree the following statements

1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A) & 5= Strongly Agree (SA)

S. No	M&E Human Resource	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	The project assigned Monitoring and evaluation technical expertise or officer in the area					
2	The officer/specialist of monitoring and evaluation are dedicated to the M & E functions					
3	Roles and responsibilities of monitoring and evaluation personnel have been specified at the start of the project					
4	The project has sufficient number of staff with M&E competences					
5	The project has a unit in charge of M&E related activities					
6	Staffs in M & E have defined role and responsibilities					
7	The project has skilled personnel with adequate capacity, skills and competence to conduct M & E activities and analyze data for decision making					

If other, please specify.....

4.2. Budget

Rate the extent that budgetary allocation influences on effective Monitoring and Evaluation of donor funded government project? (5) = To Very great extent, 4) =To Great extent 3) =To moderate extent 2) = To Little extent, 1) = Not at all)

S. No	Budgetary allocation questions	5	4	3	2	1
1	Adequate budget is allocated for monitoring and evaluation					
2	The budget of project provide a clear and adequate provision for monitoring and evaluation activities					
3	A realistic estimation for monitoring and evaluation is undertaken when planning for project.					
4	Money for M&E are usually channeled to the right purpose					
5	Sourcing and securing financial resources for monitoring and evaluation of outcomes is a major challenge					

If other, please specify.....

5. Engagement of Stakeholders in M & E attributes

Rate the influence of stakeholder participation on effective monitoring and evaluation of the projects. (5) = To Very great extent, 4) =To Great extent 3) =To moderate extent 2) = To Little extent, 1) = Not at all,)

S. No	Stakeholder participation questions	5	4	3	2	1
1	Project stakeholders are identified					
2	Project stakeholders are known					
3	Project stakeholders are documented					
4	Stakeholders understand the mission, vision, and objectives of the project					
5	Stakeholders are involved in developing M&E tools					
6	Stakeholders are involved in monitoring and evaluation of the project activities					
7	Stakeholders participate in making budget plans and resource allocation					
8	Participation of stakeholders is crucial to successful implementation of M&E and hence project performance					
9	Stakeholders have knowledge of M&E practices					
10	Stakeholders have capacity and have been trained on M&E					
11	Stakeholders comments and suggestions are usually incorporated in the M&E process					
12	Stakeholders are given feedback of the M&E process					
13	Projects should involve stakeholders in M&E activities					

If other, please specify.....

6. Capacity in M & E

6.1.1. Does your project provide M & E training for Monitoring and Evaluation staffs?

- a) Yes b) No

6.1.2. Are there adequate M & E experts at your organization?

- a) Yes b) No

6.1.3. Do you feel your skills in M & E limit M & E performance?

- a) Yes b) No

Please state the extent to which you agree or disagree the following statements

1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A) & 5= Strongly Agree (SA)

S. No	Staff training questions	SA (5)	A (4)	N (3)	D (2)	SD (1)
1						
2	Monitoring and Evaluation of capacity training needs are regularly assessed					
3	Training on capacity to conduct Monitoring and Evaluation of the project is planned					
4	Staff capacity training is a huge determinant to carry out M&E					
5	Project staff are properly provided training on project M&E system, tools and techniques					
6	There is fully fledged M&E section in the project					
7	Training manuals, handbooks and toolkits have been developed for staffs working in M & E					
8	There is sufficient budget allocated for staff training and development					

Please write any information should include in the questionnaire -----

Thank you