



**ASSESSING THE PRACTICE OF PROJECT MONITORING &  
EVALUATION: THE CASE OF NORWEGIAN REFUGEE COUNCIL (NRC),  
SHIRE AREA OFFICE**

**By: Beza Tameru**

March, 2021  
Addis Ababa, Ethiopia

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**March, 2021  
Addis Ababa, Ethiopia**

**ADDISABABA UNIVERSITY SCHOOL OF COMMERCE  
DEPARTMENT OF PROJECT MANAGEMENT**

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**Approved by the Board of Examiners**

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**Advisor**

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**Date**

## **DECLARATION**

This research project report, titled “Assessing the practice of Project monitoring & Evaluation: The case of NRC Shire Area office” is my original work and has not been submitted to any other institution of learning for examination or an academic award.

**Signature:** ..... **Date:** .....

Beza Tameru

GSE/0536/10

## **CERTIFICATION**

This is to certify that this project work titled "Assessing the practice of Project Monitoring & Evaluation: The Case of Norwegian Refugee Council (NRC), Shire Area office" was carried out by Beza Tameru for the partial fulfillment of the award of Master's degree in Project Management at Addis Ababa University School of Commerce. This project work has never before been applied for a degree at this or any other University.

**Signature:** ..... **Date:** .....

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

**NRC:** Norwegian Refugee Council

**M&E:** Monitoring and Evaluation

**NGO:** Non-Governmental Organization

**ToC:** Theory of Change

**RBM:** Result Based Management

## **ABSTRACT**

*The objective of this research is assessing the practice of monitoring and evaluation system for NRC Shire area office. To achieve its objectives, the study adopted a descriptive survey research design and used both primary and secondary data. The primary data was gathered through questionnaire and interview. SPSS statistical package was used to edit, organize and code the data to analyze and review. Secondary data was based on documentary analysis which includes organizational documents, research works and books published on the topic. The target populations for the study was taken from the total population of the program staff in Shire area office & country office of NRC Ethiopia, which contains a total of 51 employees. The findings were presented using tables, then analyzed using means, standard deviation, percentages and frequencies. The researcher has analyzed the gap in implementing the M&E system effectively in NRC shire area office; the difference between the existing M&E practices and what ought to be. According to the research findings, NRC shire area office has a gap in implementing the well planned M&E system of the organization. This is due to lack of expected knowledge from program staffs about the M&E practice, limitations in implanting the well-defined organizational structure in the M&E system, lack of proper attention from management team for the M&E activities and Result based management not being fully implemented in the M&E system of the area office. After analyzing the findings, the researcher put a conclusion to improve the effectiveness in the M&E system of NRC shire area office and address the problems associated with implementing effective M&E system in organizations. Accordingly, NRC shire area office should ensure all program staffs have the knowledge and understanding of the M&E system of the organization, the Organization should ensure the organization structure incorporates M&E not only in planning stage but also in program implementation, finally it is suggested that management must be innovative and integrate Result Based Management (RBM) with all aspects of the M&E system.*

**Key Words:** Monitoring & Evaluation practice, Organizational Structure, Organizational Management, Result Based Management (RBM), Feedback Mechanism.

# CHAPTER ONE: INTRODUCTION

This chapter introduces the study and organization background. Additionally, statement of the problem, research questions, study objectives, scope and significance of the study are stated briefly within this chapter.

## 1.1 The study Background

Non-governmental Organizations (NGOs) in different areas of the world have initiated and implemented projects in various sectors such as health, livelihood, community empowerment, protection and human rights. The project implementations have been done in line with supporting of government efforts in improving the lives of its citizen and forcedly replaced people especially in developing countries. In line with implementing the programs, different stakeholders request for confirmation on effectiveness and sustainability of NGOs projects. As a result, this has consequently push NGOs to undertake increased monitoring and evaluation and present measurable indicators of output, impact and capacity. The success of such projects has always relied to a large degree on the M&E system of the organizations. M&E is growing by forming a greater role and identity around the world. M&E practices have expanded to include more participatory approaches and have sought to seek more time-efficient, yet accurate data collection methods (*Field, Punay, and Walz, 2016, 14*).

An M&E system and practice refers to all the structures that are put in place to ensure the effective discharge of M&E within an organization (*Siabi & Kofi, 2013, 1*). This includes all the institutional structures, management processes, standards, strategies, plans, indicators, information systems and reporting mechanisms needed to undertake M&E are part of the M&E practices and performance (*Siabi & Kofi, 2013, 1*). NGOs use M&E systems to monitor programs for different reasons which include accountability and organizational learning purposes in the implementation of programs. M&E is very important to check accountability for donor money, monitor how well a project is being implemented and reveal what difference project is making in its environment.

M&E does not strictly mean reporting, but should allow individuals groups, and organizations to assess the work that is being done, what is and is not working, steps toward progress, and how conditions and well-being may improve (*Field, Punay, and Walz, 2016, 16*). Different Organizations

use different types of methodologies, processes and tools for M&E implementation. The use of implementation could be based on producing formal evaluation information or by delivering an ongoing assessment of how programs/projects are being implemented. M&E tools should be adapted based on an organization's own needs and system. Without having the contextual knowledge of an organization, it is difficult to determine the type of M&E system methodology can be used in the organization. In addition to this, the selection of M&E technique to be used depends on the choice of the specific M&E personnel in an organization.

More organizations, are realizing that M&E is an ongoing process and evaluations are not an endpoint, but another step in the process to improve programming, communication, learning processes, and management (*Field, Punay, and Walz, 2016, 14*). Many organizations are taking into account the importance of M&E in program implementation and this is initiating the organizations to invest considerable amount of resources in the establishment and process of M&E practice. Nevertheless, based on different research and practical studies, in most cases the well designed and planned M&E system with substantial resource could not be fully achieved during implementation.

Many NGOs have invested significantly to make their M&E systems more effective and efficient even though independent assessments of the effectiveness and efficiency of the monitoring practices and overall goal and results management systems are rare (*Siabi, Kofi, 2013, 1*). Different studies show that organizations put countless effort to develop M&E systems. However, as much as the invested effort for the development of M&E system, not all of them actually get implemented fully or in partially. Accordingly, one of the main reasons which makes implementation of M&E system difficult its complexity. It will take adequate budget, time, experts and some effort to implement an effective M&E system.

INGOs are seen as leaders in their field for their work in M&E. However, a look at different studies, M&E systems in NGOs across the globe shows weaknesses in the systems that minimize project outcomes. The goal of this research will be to analyze the predominant, good practices and gap of M&E systems in humanitarian aid and international assistance. This research assessed the M&E practice and Performance of an international NGO found in Ethiopia called Norwegian Refugee Council (NRC). To get a deep understanding, with good, detailed qualitative information the research will focus on one specific area office of NRC, Shire area office.

## 1.2 Background of the Organization

“The Norwegian Refugee Council (NRC) is an independent humanitarian organization helping people forced to flee.” [www.nrc.no](http://www.nrc.no). In more than 30 countries, the organization operates in emergencies, helping save lives and restore futures, delivering high-quality support where needs are greatest. When the organization started relief efforts after World War II, humanitarian needs were critical. The needs are still critical which led the organization to continuing in its support, protecting people forced to flee and supporting them as they build a new future. Currently, NRC operates across different countries in both new and protracted crises, providing camp management, food assistance, legal assistance and education. The Internal Displacement Monitoring Center of the organization found in Geneva is a global pioneer in the monitoring, reporting and advocacy of displaced persons within their own countries. The worldwide expertise provider of NRC, NORCAP, the world’s most used, has about 1000 specialists from all around the worlds. The experts are able to mobilize to support the UN and local government in humanitarian emergencies at a moment’s notice.

Established in 2011, NRC (Norwegian Refugee Council) Ethiopia provides emergency response and support and durable solutions to people affected by displacement. Currently, NRC has field operations in Shire, Dollo Ado, Jijjiga, Gambella, Assosa, Bule-Hora and Addis Ababa. NRC works to improve the protection and living conditions of displacement-affected populations through Education, Livelihoods and Food Security, WASH, Information Counseling and Legal Aid (ICLA), Shelter and Child Protection interventions in the Ethiopia Area offices. NRC continues to explore other relevant programmatic approaches in line with emerging need of refugees and internally displaced people (IDPs) and the changing policies of the country. NRC aims to mainstream protection throughout its programs, and to be an active, evidence- based advocate with a view to improving the situation of refugees and IDPs. Currently, NRC is operating in the four camps of Shire area office operation; in Shimelba, Mai Ayni, Adi Harush and Hitsats with shelter, education, child protection and livelihood and food security projects. In the Shire refugee response, NRC has strong partnership with implementing partners through referral and coordination mechanisms. NRC is active in camp coordination meetings, the cross- sectoral task force and sectoral working groups.

NRC measures program performance as a necessary part of providing accountable, effective humanitarian assistance and improving service delivery. This includes continuous monitoring and routine evaluation of progress towards and achievement of program results and quality. The

organization's approach to performance measurement emphasizes the connection between data collected during project monitoring, and program, country office, and global evaluation practice. This connection is how M&E data answer the most basic – and important – questions: Do the organization's program makes a valuable difference? How can the organization do better? (*NRC M&E Handbook, 2018*)

Monitoring and evaluation aim to produce credible evidence that supports decision making, learning, and accountability. NRC's approach to performance measurement is designed on a set of five evidence standards that define priorities for M&E as a humanitarian organization: (*NRC M&E Handbook, 2018*)

1. Contribution: assess the contribution of goods and services to the outcomes and impact to achieve. M+E is structured around a theory of change.
2. Appropriateness: Methods used for data collection and analysis are appropriate for the context and skill capacity of NRC staff. M+E provides information needed to manage program implementation, as well as demonstrate results.
3. Flexibility: M+E systems adapt to a variety of contexts, resources, and needs. M+E supports flexible programming and improves ability to respond to and adapt services in unpredictable circumstances.
4. Participation: M+E involves beneficiaries and partners in the decision making and ownership of what results are measured, identifying appropriate methods for data collection, and how data are analyzed and interpreted.
5. Triangulation: combining information gathering methods (e.g., focus group discussions, surveys) and sources (e.g., beneficiaries, community leaders) to strengthen data accuracy and usefulness.

These principals form the basis of credible evidence, supporting the production of accurate and valid data and relevant, useful analysis. More information on quality data and relevant analysis is included in the M&E Guidelines of the organization. This study sought to assess the effectiveness of monitoring and evaluation systems of this organization having a focus on one of its area office found in Shire, Ethiopia.

### **1.3 Problem Statement**

Charles (2015) stated that the effectiveness of projects is critical to the growth and sustainability of an organization. Various studies show that M&E is very crucial in programs and project implementation by helping organizations in the day to day learning and improvement process. Based on different studies and expert comments, the success of a program implementation and satisfying outcomes can be ensured by M&E. Moreover, “M&E is effective tool for improving the effectiveness of project interventions” (UNDP, 2019). The improvement of effective M&E is achieved through learning from experiences and by allowing accountability to achieve better results. As a result of greater need of intervention, there is expanded interest in M&E among humanitarian and development implementing NGOs because of a higher need in solid results. M&E system enable to assess the effect of a specific project and guide how it should be carried out in better way and indicates the action can be taken by different participants. “It would be hard to tell whether the planned results are achieved as intended in project work if there is no effective M&E system. Moreover, it would be challenging to know what corrective measures need to be taken to ensure implementation of the intended results” (World Bank, 2011).

NRC has put substantial resource and great effort while developing the M&E system of the organization, to make the system of the organization more effective and efficient. The organization has developed its own M&E handbook and guidelines which is being used globally where the organization is implementing its programs. The M&E handbook and guidelines are prepared with detail assessment and the result is very comprehensive. However, when looking to the ground implementation of the effectiveness and efficiency of the M&E practices and the general results management systems in NRC Shire Area office, it is not as effective as the initial M&E system development stage of the organization. It is difficult to see what is on the M&E handbook & guidelines being implemented fully and in a comprehensive way. Even if substantial resources were invested in the development of the M&E system in the organization, it is evident that not all of them actually get implemented in Shire area office. Furthermore, Program staffs and project managers don't give enough attention to M&E in the area office. In fact, it seems like the program staffs see M&E as extra activity and give lower priority to it. Even in project start and planning, the major focus is mainly on project launching and implementation process. M&E is considered as a lower

priority, only to fulfil donor requirement and the organization policy. This also includes in budget allocation and staff assignment for M&E activities.

“It is fundamental to ensure the completeness, consistency, credibility of M&E systems and processes in order to draw valid and reliable conclusions on what works and what doesn’t in projects and programs” (NJAMA, 2015). Different researches show that Result based M & E system is an essential constraint for projects/programs to achieve their intended objectives. Also it helps to present accurate M&E framework in order to release funds because of the dynamics in program implementation areas and procedures. In such a time, projects are expected to have accurate financial and project implementation report, proven program impact in the intervention area by donors & different stakeholders, M&E should be a core part of organizational management, not an activity which is considered as a burden with little attention.

### **1.3.1. Research Gap**

Various researches have been done to explore and assess the practice of project monitoring and evaluation done on different projects. The missing research with this topic is the assessment of best practice in project monitoring and evaluation for success of projects. This study examines the M&E practices of NRC Shire Area office and looks to identify gaps between the existing practices and the best practices of M&E. The outcome of this study is to make M&E at NRC Shire area office more effective and thereby improving the performance and deliverables of projects in the area office.

## **1.4 Research Questions**

The main research questions are:

1. How is M&E system understood within the program staffs of NRC Shire area office?
2. In what way did organizational structure affect the M&E practice of NRC Shire area office?
3. How does the management role influence the M&E practice in NRC Shire area office?
4. Does the organization use result based management (RBM) system for M&E activities?

## **1.5 Research Objectives**

### **1.5.1 General objectives**

The general objective of this research is assessing the practice of Project Monitoring & Evaluation of an international NGO called Norwegian Refugee Council, in one of its area office Shire, Ethiopia.

### **1.5.2 Specific objectives**

- I. Assessing how Monitoring & Evaluation practice is understood in the program staffs of NRC Shire area office.
- II. Assessing the influence of the organization structure in the Monitoring and Evaluation practice of NRC shire area office.
- III. Examining the role of management in the Monitoring and Evaluation practice of NRC Shire area office.
- IV. Determining if NRC Shire area office integrate result based management approach in the implementation of Monitoring and Evaluation activities.

## **1.6 Significance of the Study**

This research is aimed to contribute to the current knowledge base regarding M&E practice and its role in the NGO environment. It will identify the specific challenges NGOs face with regards to monitoring and evaluation of their projects by taking one international NGO as case study. This will be done by examining the existing practice and performance of the NGO's monitoring and evaluation practice. It is expected that the study will contribute to a better understanding and knowledge of strengthening M&E systems. The research will analyze how M&E is an effective management tool for improving an organization's learning process and the way organizations can achieve greater accountability and transparency.

Even though this study analyzes the practice of one NGO, it is also believed it can be applicable to areas where M&E activities will be applied. It is also hoped the study will benefit researchers who may use its' findings as a reference and to enrich M&E literature. It will also point out areas in the M&E sector where further research and gap are required. As a result, the research is expected to be helpful to participants in M&E project designing and implementing, including NGOs, donors, project managers and students related to this field. This study will evaluate M&E practice and try to reveal the solution that will be used by focusing on Norwegian Refugee Council (NGO) with its Shire (Ethiopia) office.

## **1.7 Scope of the Study**

This study examines the project monitoring and evaluation practice by making a case study of one international NGO called Norwegian Refugee Council (NRC) within its Shire (Ethiopia) area office. It shows the integration of the development and the intended action oriented implementation of the M&E practice of the selected organization. The Area manager, Project managers, Program coordinators, field officers and M&E staff of this area office were the respondents of this study. In addition to that, the Country office program staff & management team were included in the research, because they are part of program implementation for each area office of the country. The study elaborated how the M&E is structured within the selected NGO and assessed the effectiveness of the M&E practice in the program implementation of the area office.

## 1.8 Limitation of the Study

There is key limitation related with this research; in general, M&E is undertaken in program or policy implementation in private, governmental, NGOs and public sector programs. But this study examined the implementation of M&E in one selected NGO as a case study. The study focused only on the M&E effectiveness of the organization, within its selected area office. Therefore, it will be difficult to take the research results and generalize from this case study to all humanitarian NGOs. The research also faced one major limitation, during the research was conducted there was an active war happening where the area office was located and the office was relocated temporarily to a nearby boarder town to the region. There was delay in response to questionnaires by respondents and some staffs were not be able to send their response due to this reason. With all the challenges, all the necessary steps and efforts was made to collect the relevant information for the study. It never compromised the overall quality of data and information collected.

## 1.9 Definition of Terms

**Effectiveness of M&E System** – “is an indicator of an M&E system’s capability to achieve its expected or set goals. It concentrates on delivering planned and appropriate findings or outcomes.” (NJAMA, 2015).

**Organization Structure** – “is a system that outlines how certain activities are arranged in order to achieve the goals of an organization. These activities integrated with rules, roles, and responsibilities.” (Encyclopedia, 2021)

**Organization Management** - “are entitled personnel in crucial decision making and policies in an organization, including Executives, senior managers and line managers etc.” (NJAMA, 2015).

**Performance of Monitoring and Evaluation Systems** - “is the capability of project activities included in measurement providing system users with high-quality, accurate data that can be helpful in organizational learning and decision-making.” (NASAMBU, 2016).

**Monitoring and Evaluation Plan** - “is a guide as to what to be monitored and evaluated, what information is needed, and who are evaluating for. It is the central repository for all project M&E plans, and reference tool that guides M&E activities throughout the project.” (*Caribou Digital. Produced for: UK Space Agency, Version 3.0, 2*).

**Result:** “is an output, outcome, or impact of a program.” (*NRC M&E Handbook, 2018, pp 8*).

**Result Based Management (RBM):** “is a tool for M&E, managing the implementation of strategy favored particularly by organizations and agencies. It is a comprehensive management approach whose core focus is achieving results.” ([https://en.wikipedia.org/wiki/Results-based\\_management](https://en.wikipedia.org/wiki/Results-based_management)).

**Feedback Mechanism:** “provides organizations with data and opinions from primary body about the quality and effectiveness of the activities and efforts. An ideal feedback mechanism integrates the collecting of feedback and the communication of a response, which forms a ‘feedback loop.’” (*CDA, 2011*).

## 1.10 Organization of the study

The research involves five chapters. The first Chapter contains the study’s background, problem statement, basic research questions, and objectives, as well as scope of the study, significance of the study and definitions of terms. The literature review that supports the research title is covered in the second chapter. It has an introduction, a theoretical and empirical review and conceptual framework of the research. Under chapter three, the type and design of the research is described the study’s participants, the data sources, the data/instruments used, the data collection procedures and the data analysis methods used. Chapter four summarizes the results/findings of the study, and interpret and/or discuss the findings with extensive use of the literature review. The summary of findings drawn from the results discussed under this chapter. Chapter five, which is the final chapter embraces four sections, which include summary of findings, conclusions and recommendations. The conclusion is drawn from the summary of findings.

## **CHAPTER TWO: LITRATURE REVIEW**

### **2.1 Conceptual Review**

#### **2.1.1 M&E as Project Management tool**

Project management concerns with managing a project's process from the planning stage to project preparation, implementation, monitoring to project closure. Therefore, a project is a particular task that must be accomplished within a specified time, requires funding as well as resource. There are four key resources for a project that need to be handled to ensure the projects are successful; which are people, time, scope & budget. Projects differ in terms of their simplicity, complexity and size. To ensure the effective completion of project, Project management plays a great role by dealing with the organization of project mechanisms and activities. Project management is the scientific method of using modern techniques as well as tools to prepare a fund; to conduct, track and schedule operations in order to accomplish a particular objective. Project management concerns with managing a project's process from the planning stage to project preparation, implementation, monitoring to project closure.

Based on different researches, Project management is recognized as the most effective approach to managing changes brought about by projects. One reason is, "It uses techniques and tools for controlling and completing project activities within defined deliverables, timelines and budget" (Shapiro, 2011). According to different researches, one of the approaches that project manager use should be evident throughout the lifecycle of a project, as well as after completion to assess whether things are going according to plan and pre-required conditions is through M&E. For all projects, large or small, M&E is helpful because it helps to recognize project in two kinds of areas; those that are on track and those that need to be modified or replaced. "M&E should be visible during a project's lifecycle as well as after it's completed" (SOAS, 2013). Much of M&E thoughts should take place at the planning stage, with process and resource needed for M&E activities set up before the beginning of project execution. "M&E generates a flow of data for internal use by managers as well as external use by other parties who want to see outcomes, want to see demonstrable effects and seek transparency and trustworthiness from the required body" (SOAS, 2013).

“Monitoring is therefore a method of increasing a project’s productivity as well as effectiveness by supplying management and stakeholders with details on the project’s progress and achievement of its goals within the budgetary constraints” (World Bank, 2011). “Monitoring is therefore a way of improving efficiency and effectiveness of a project, by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated funds” (World Bank, 2011). It keeps the progress for project’s and notifies management. As a consequence, it is both an invaluable tool for successful management and critical starting point for assessment. Whereas, “The term Evaluation refers to a statistically validated assessment of a project’s strengths and weakness.” (Hunter, 2009). Evaluation is a way of testing project performance, effectiveness & impact. Therefore, Evaluation compares between the actual and the planned project activates. As Shapiro (2011) stated, Evaluation contains examining the project’s priorities, evaluating progress against those goals and assessing the effect on targets area all part of the assessment process. Moreover examines the project strategy’s effectiveness as well as the project’s budget and resources. Researchers categorized Evaluations in to two: evaluation done when the project is ongoing, which is called Formative evaluation; and evaluation done after the completion stage of the project, which is called Summative evaluations.

M&E is conducted mainly for the following four purposes: Providing information to project managers, donors and stakeholders on the degree to which projects achieve their objectives; to provide transparency and accountability with respect to the use of project resources; providing a better framework for decision making for project staff; M&E is vital component of RBM for future projects. Shapiro (2011) stated that the type of M&E system depends of the type of project being implemented. Nevertheless, Welsh et al. (2005) The M&E system built on M&E matrix, based on the logical framework approach to M&E are the most common among project managers. It forms the basis for consistent and detailed reporting of the results of a project. Based on IFRC (2011), information reporting ceases to be a hassle and instead becomes an opportunity for critical insight and organizational learning, as well as decision making and impact evaluation. According to UNDP (2009), the key goals of good planning, M&E which incorporates result based management are to help states, recipients, donors, other partners and stakeholders keep themselves accountable. It encourages corrective action, informed decision making, risk management, individual and organizational learning.

## **2.1.2 Program Monitoring**

Gorgens & Kusek (2009) defines Program monitoring as a continuous function that uses systematic data collection on defined measure to provide management and key stakeholders with indicators of the level of progress and achievement of goals and progress in an ongoing intervention. Monitoring is a regular collection of data that responds to project management queries during or shortly after implementation. As Jacobs, Barnett and Ponsford (2010) stated, the collected data provides information for various purposes, such as measuring if the implementation is going according to plan and, if not, which corrective actions to take.

“Monitoring is sometimes referred to as process evaluation, because it focuses on the implementation process” (Barasa, 2020). Program or intervention monitoring requires the collection of regular data that tracks progress towards the achievement of program goals. It is used to track the progress and improvements of program results over the specified time. The goal of program monitoring is to encourage stakeholders to make informed choices about the efficacy of initiatives and the efficient use of resources. The data obtained from Monitoring is as initiation for evaluations, and a base for needs assessments and planning of succeeding projects.

Program monitoring involves systematic collecting, analyzing and reporting data on inputs, activities, outputs, outcomes and external factors to provide ongoing growth interference knowledge to management and key stakeholders and an indication of the extent of progress and the achievement of objectives (Jacobs, Barnett and Ponsford, 2010). The emphasis is on short or medium term project outcomes and the efficiency of project execution. For reliable and useful evaluation, good monitoring systems are critical. Good monitoring approach helps in, how the program implementation approach working properly and assessing if the project implementation is on track to reach to achievable results. During execution, systematic monitoring of performance and quality increases project flexibility and adaption under changing or rapidly changing circumstances. Monitoring is primarily seen to include the continuous monitoring of the actual phase of implementation.

### **2.1.3 Program Evaluation**

Evaluation assesses how well planned expectations have been accomplished by the program activities and/or the degree to which the program or intervention may be linked to improvements in performance. “The difference in the outcome of interest between having or not having the program or intervention is known as its “impact” and measuring that is commonly referred to as impact evaluation” (Barasa, 2020). Evaluation is done with a specific time frame and use collected data from monitoring and supplementary information to assess longer term plan and concerns that are related to program design. It promotes learning & innovation initiatives and the implementation of wider organizational policies and strategies. Evaluations concentrate on the overall effects, importance, efficacy and connectivity of a program country wide or departmental mission. This might include the overall positive or negative impact the program brings on the intended beneficiaries and how to improve policies and practices for future use.

According to Cloete (2009) various forms of evaluations are undertaken through the life of a program for various uses and purposes. This involve a formative evaluation carried out at the beginning of a program to determine the need for a program and an impact assessment carried out for a while after the program is introduced to evaluate the degree to which the program has resulted in the improvements it is meant to. Again Cloete (2009) mentioned that in all levels of M&E in program implementation process, similar processes are followed. In the meantime, there is vital relation between monitoring & evaluation, which could be stated as inseparable. “Evaluation should follow monitoring, as it gets firsthand information from monitoring. It is almost impossible to do proper evaluations if monitoring has not yet taken place” (Ile, Eresia-Eke & Allen-Ile 2012). This concludes, evaluation depends on monitoring almost every time it is implemented.

## 2.1.4 Theory of Change

“Theory of Change (ToC) is an important tool for approaching the question of effectiveness” (Barrett, Wessel & Hilhorst, 2016). A ToC seeks to define all of the details required for achieving a long-term goal. It involves the smaller results required to contribute to greater improvement, as well as the measures that are thought to bring about results. Barrett, Wessel & Hilhorst (2016) stated that a ToC also clarifies how interventions and outcomes are understood to be linked to each other. The overall objectives of program evaluation is always changes that are intended to be achieved within the time frame. The ability of ToC to observe and contextualize the smaller results leading up to the bigger change, consequently it makes it particularly very important. “Working with ToCs allowed to identify the changes and to see how they fit within the bigger picture” (Barrett, Wessel & Hilhorst, 2016).

“Developing a theory of change is necessary to program and project design, and is the first step to M&E” (NRC M&E Handbook, 2018). Some projects starts with the formation of a ToC. There are several explanations why a situation changes. In relation to a target group or problem, a theory of change sets out a mechanism of desired changes that can later be used as a basis for M&E. It is useful to look at the mechanism of change, as well as how much change takes place. “Common elements of a theory of change include a description of how change happens in a particular context, clarification of a project’s role in contributing to change, and the definition of critical, underlying assumptions” (INTRAC, 2019).

“ToCs are negotiated and potentially changeable” (Barrett, Wessel & Hilhorst, 2016). To improve performance, ToCs should evolve over time. This will help to be adaptable to environmental changes and respond to lessons learned. Confirmation of these changes to a ToC over time provide useful information on the ability of an organization to represent and change its strategies in response to changing circumstances from the perspective of M&E. The findings of the evaluation show that the possibilities produced by working with ToCs appear to be underutilized. Barrett, Wessel & Hilhorst, (2016) a number of the evaluated alliances did not revise their ToCs based on learning and experience, meaning that the ToCs were not used in an ongoing and reflective way to help to respond to changes and implement lessons learned over the life of programs.

What should be tracked & evaluated, what information is required for evaluation is identified and explained by ToC. Moreover, the Understanding of contribution begins with a theory of change that maps how an organization believes a program will enhance lives. This provides more timely and relevant information that can be used to manage project implementation, improve service delivery and increase the quality and effectiveness of programs.

M&E aims to investigate how organizational programs support lives and contribute to substantial changes. Using theory of change to understand the contribution to change is not the only way to measure performance. ToC helps to explain how change will occur without any prediction being made during various phases of a project. It also shows how these changes can be improved by strategic interventions. “To understand program performance, the first step would be to define what results are desired and why, then by gathering information needed to show what results are accomplished, and how change happened” (NRC M&E Handbook, 2018). ToC is important for project intervention as it helps project teams and stakeholders to concentrate their attention realities that are important to the success of aspects of the project.

Referring to NRC M&E Handbook (2018), in the context of humanitarian aid, it is the best approach for three reasons: Timely feedback: Following a theory of change for routine monitoring provides ‘early warning’ information that programs use to adjust strategy during implementation to ensure they reach their goals. This supports flexible programming that can respond to and adapt with changing needs and circumstances. Accomplishing results: Monitoring and evaluating a theory of change provides information on how an organization services link to program objectives. It helps to understand if, and how, programs contribute to change. Connecting and improving information: Assessing the contribution to change connects monitoring with evaluation practice. M&E start with a program theory of change and use it to form questions and analysis on impact, sustainability, relevance, and efficiency.

## **2.1.5 Monitoring and Evaluation System**

According to Gorgens and Kusek (2009) an M&E system is stated as a powerful tool that is used by governments and private organizations in improving results. Gorgens and Kusek (2009) defined a system as ‘a group of interacting, interrelated and interdependent elements forming a complex whole’.

M&E system targets in controlling data collection analysis, usage and distribution that which helps to follow up progress made by the program. M&E system refers to a collection collaborating people, procedures, data and technology that collaborate to provide approved decision-makers with timely information. “These systems are also a means to facilitate understanding of the causes of good and poor performance” (PIUS, 2017). Global Fund (2009) stated that a well-designed M&E system is defined as the keystone which provides the strategic information required to make better decisions for managing and enhancing program performance, formulating policy and advocacy messages and planning programs better.

“M&E system particularly focus on M&E planning, human resource capacities, stakeholder participation and information systems” (Nalianya & Wanyonyi, 2017). M&E system is used to measure the quality, quantity and targeting of the products and services, the outputs given by the state, and to measure the results and effects those outputs. In order to identify, select, compile, evaluate and use information, a project M&E system encompasses all the work done during and after a project. This is where everything comes together, from the initial collection of objectives and indicators to the final project evaluation stage.

INTRAC, (2019) mentioned that understanding the context is mandatory in M&E system. This involves defining key features of the system such as its scope and purpose, or key principles which will govern its operation. Components of project M&E system, such as indicators and baselines, are always seen as part of an M&E system. A broader PME (planning, monitoring & evaluation) or MEL (monitoring, evaluation & learning) system may be considered as part of other elements, such as planning or learning processes. In addition to addressing the need for better data, the M&E system should be central to ensuring efficient management and accountability. On the other hand, PIUS (2017) many countries lack robust M&E system, restricting their ability to use these systems effectively.

## **2.1.6 Tools and Methods used in M&E**

Chaplowe (2008) specified that when designing an M&E strategy, it's crucial to define the processes procedures and tools that will be used to fulfill the project's M&E requirements. Depending on operational context, the capacity of implementing organization and donor criteria, projects require various M&E need. There are different types of tools and techniques used which helps project managers in planning and monitoring project activities. Different tools and approaches are used by M&E, some are complimentary, while others are replacements and some are broad or narrow. However, in order to cross- validate the data, an evaluator can implement by combining variety methods and information sources. Identifying and using the right M&E system tools depends on the required information, stakeholders and cost involved. The tools mainly are specified as; logical framework approach (log frame), public expenditure monitoring surveys, impact evaluation, cost benefit and cost effectiveness analysis, success measures, theory-based evaluation, systematic surveys , quick appraisal approaches and participatory methods. Majorly known tools & techniques; plan selection and risk management tools and techniques; project initiation tools and techniques; project management preparation tools and techniques; project management implementing tools and techniques and project management tracking and managing tools and techniques.

As Fitzgerald et al. (2009) stated M&E systems may differ with type, sector and country of application. According to USAID (2012) there is also one other tool for performance management plan is a method for setting up and organizing the process of tracking reviewing, assessing and documenting progress toward achieve goals in M&E systems. As a result reference guide, it contains priorities, a clear definition of project metrics processes and data collection frequency as well as other material. The performance management plan also helps in who is responsible for collecting the data. In addition, it helps in data analysis and evaluation by providing balanced data from project monitoring & tracking.

“In most projects there is little being done towards implementation of M&E system which is impact driven” (DAC, 2005). Briceno, (2010) also specified that organization should also consider the following consideration when developing an M&E system; experience sharing with other organizations. CARE (2012) stated that since M&E includes several parties, including managers,

donors field workers, collaborators, policymakers; it is important to consider the role and use of M&E programs, as well as the participation of stakeholders, thus there is a high need for it to effectively communicate. “Monitoring & Evaluation system that is planned and implemented effectively, would help to ensure project outcomes as well as international standards of quality” (Jha et al., 2010). In order to achieve the desired results, there is a need for management involvement in accessing and using each M&E tool properly. Enough funds should be available to clear for these instruments and ensure their sustainability by adequately educating workers to use them.

“An effective M&E framework should be adapted to a particular situation, with space for innovation and flexibility.” (Jha et al., 2010). According to Kusters (2011), in most cases the practice of M & E is a routine process with no much expected from it, and it is only because it is required by donors. Chaplowe (2008) also stated, there is understaffing specific to the M&E department and thus the level of specialization is low. Management should demonstrate commitment to the implementation of a good and sustainable M&E system for the productivity of their projects. This will ultimately lead to allocation of the appropriate budget to meet the enormous needs of M&E, leading to trained staff with appropriate M&E skills.

### **2.1.7 Influence of Management on M&E practice**

Langi, (2008) stated that Project management team can determine the course and direction of projects by their act and moves. The team is responsible to know what is happening in the program or project, which aspects need corrective action, what the results are expected, and which lessons can be learned and shared with one another, but they should not simply be recipients of monitoring and evaluation reports. The active participation of management in the M&E process, in the formation of important questions and in the collection and review of data is an efficient way to contribute to the achievement of the program or project objectives. This allows to engage directly in the evaluation of the program or project’s importance, performance, progress and deciding how to improve the quality of current and future interventions. This is very important operation, so they need to be fully trained with M&E skills.

“The project Management team could be taken as the backbone of the project. The Project management, which includes the project manager, project staff and M&E is in charge of bringing a

project into action. M&E staff and implementing partners” (CARE, 2012). According to World Bank (2011), the management must be supportive for the M&E programs in order for them to succeed. Emmanuel (2015) also added, for most NGO’s, M&E is perceived as extra work and therefore in the rush of implementation, and leave out monitoring which is tracking progress to be done by one individual (M&E Officer) with little support from other staff or management. “This makes it difficult to know if accomplishments by M&E could be achieved sooner, at a significantly reduced overall expenditure, by learning from successes and failures and applying the lessons to new interventions” (Kirsch, 2013).

IFRC (2011), on management of projects, reported that the project manager is in charge of making decisions and preparing strategic planning. In addition to this, IFRC, (2011) stated that it is in position to manage by monitoring indicators, and generating quarterly project reports and manual strategic reports, M&E systems can be enhanced. IFRC, (2011) added, as part of their execution, the project team gathers reporting data and present it in weekly and quarterly reports. Project management and M&E personnel need to recognize changes to the project, and work on the improvements. In addition, in order for M&E to be more effective, a unit within project management should be organized in order to encourage the easy use of M&E information by management. If the management of the project unable to give enough attention to the M&E tasks, the credibility of the project reduces among the team.

“To all the stages of project management, the M&E system offers highly valuable information for decision making” (Gaitano, 2011). Direct involvement or participation of management in the implementation of M&E will generate successful communication for various other goals. Chaplowe, (2008) stated that, this includes facilitating communication about early wins to raise support and register participation from those who haven’t yet gotten involved, ensuring access to early goods and services of programs for expected beneficiaries, mobilizing additional resources to fill gaps and ensuring efficient use of lessons learned in potential decision making. Ownership. Learning and consistency of outcomes are ensured by management engagement during the programing period. M&E is very important either for big or small projects, because the information gathered allows for better decision making by assisting in the identification of priority project areas as well as those that need to be modified or replaced. Despite the fact that different types of projects necessitate different

types of M&E system and data collection by ensuring that project goals are fulfilled at all stages of the project's life cycle, value is added at each stage.

“M&E system is a type of management tool that provides feedback and results on project success, which are essential for project governance and decision making” (Gorgens et al., 2010). Therefore, the M&E systems provide the needed information both to the internal organizational entities and also external users such as donors. CARE (2012), the information provided by M&E is used by the project management in decision making, scheduling, evaluating effects and ensure transparency.

The participation of management increases the integrity of the appraisal process and ensures greater acceptance of the results. According to UNDP (2009), A strong results-management process focus in encouraging stakeholders to be innovative and think as freely as possible about what they want to accomplish, and to coordinate themselves to achieve what they have agreed on including putting in place a mechanism to track and measure progress and make use of data. In order to ensure viability and ownership, an efficient M&E system often requires for interaction between staff, processes, data, technology and key stakeholder. The management has a great role in allocating budget. As the main decision-makers in a project, they make an essential contribution to the decision about what should be given priority in the budget. It requires for their commitment to implement M&E processes as being key decision makers. Through this, the management team will able to examine the adequate budget that is set aside for this effort. However, most managers have little or no interest in the implementation of in M&E systems.

“Even though M&E are not of inherent value by project managers & staff, they provide critical information for improving efficiency” (Mackay, 2010). This enables to learn by focusing on performance, effectiveness, effects, significance and sustainability to benefit from what is done and have been done. As Bell (2012) mentioned, the management participation is of very crucial, although it has various challenges such as; Unequal importance placed on the value of monitoring and evaluation across stakeholders, Lack of consensus on important terminology, Difference in approaches to monitoring and evaluating, Asymmetry in interests for each monitoring and evaluating project, and Lack of proper funding and resources allocation. If the challenges are not managed properly, they may affect the entire implementation of M&E system and become hindrance in

effectiveness. Nevertheless, there are strategies which can help to overcome these challenges as recommendation; Socialization, Coordination, Management of Political Interests, Development of User-Friendly Tools and Formalization.

### **2.1.8 Program Implementation**

“Program or interventions are also implanted by the private sector organizations, such as NGOs, in resolving societal problems” (Barber 2012). Gorgens and Kusek (2009) specifies, M&E enables the measuring of results of the implementation of program possible. Program implementation focuses on how organizations put programs or projects into effect. It includes all activities of public and private entities or organizations that are aimed at the accomplishment of goals set out in policy or program decisions. The execution of program is thus the actual delivery of or implementation of programs. Conceptualizing of program implementation as the actual execution of activities underpins the carrying out M&E activities through the M&E system.

According to Cloete 2009, M&E is seen as a top-down approach, as a high order management activity, where decisions of what is evaluated are seen as coming from top management. The top-down- view point highlights the formal issues related with management and factors, which are easy to manipulate and contribute to centralization and control. In certain instances, M&E is seen as an activity imposed by donors on NGOs or internally by top management for either accountability reasons or decision making purposes by the management itself. Within the NGO environment, the underlying assumptions that exist to see how it affects the behavior of M&E implementers in implementing M&E within programs. It is often hard for the program’s purposes to be fully communicated to the lowest level via the command chain. This will definitely create gap between the purpose of program implementation and on the intended outcomes.

### **2.1.9 Applying the Concept of Result Based Management (RBM) for the effectiveness of M&E system.**

“Successful monitoring and evaluation is critical to project success and therefore the use of technology to compliment the efforts of the M&E team will strengthen it; which will in turn lead to value addition by the team” (Charles & Kamau 2015). The authors added, the effectiveness of projects is critical for the growth and sustainability of organizations. For the M&E system to be viable and productive, it must be arranged appropriately, managed proficiently and satisfactorily resourced, making it sustainable.

“Strong M&E systems provide the means to compile and integrate all the necessary knowledge into the policy cycle, setting the foundations for successful governance and transparency” (UNESCO Education Sector, 2016). The effectiveness of developing M&E systems, depends on the capacity of the system to utilize the tools by having well-trained employees to manage for the purpose of M&E. The ability to analyze and interpret information will need to emphasize on the needs of various users. The data collection tools have to be carefully configured so that any important information is not lost and, at the same time, superfluous or unclear information is not included.

“The effectiveness of an M&E system can be judged by the demand for data within and outside an organization, the quality and reliability of evidence produced and the extent evidence is used for planning and implementation purposes” (UNESCO Education Sector, 2016). The demand for evidence can be generated only when there is systematic, timely and reliable availability of data for all stakeholders. “The lack of the ability to use data effectively can be attributed to lack of easy access to data and lack of capacity of the user to use the data efficiently and effectively” (UNESCO Education Sector, 2016, 26).

“The main concern of effective M&E is ensuring that planned activities, resources, project elements and components are coordinated effectively and efficiently as the intended plan” (Tengan, C. and Aigbavboa, C, 2016). The authors added, such efforts would lead greatly to the successful completion of projects. Several studies have been carried out in different fields of study and practice to identify the factors that contribute to the success or failure of the implementation of M&E. According to the research by Papke-Shields et’ al (2010) among other factors, the probability of achieving project success seemed to be improved by ongoing project tracking. M&E is critical in project scope, time, expense, efficiency, human resources, communication and risk management according to the report.

“The need to insure objectivity, credibility and rigor of the M&E information provided by the system is one of many reasons why an M&E system’s systematic arrangements are important.” (Mackay, 2006). In order to adopt this, a result-based M&E system is an important approach that measures the effectiveness of organizational management, it may detect inconsistencies between the services used and the actual outputs when implemented correctly. “A results-based M&E system is a management tool for assessing and analyzing outcomes as well as presenting evidence for governance and decision making. It is also considered as a feedback mechanism” (Edmunds & Marchant, 2008). Moreover, the authors added that although tracking inputs and outputs is important, providing feedback on performance at the level of outcomes and objectives is the most important aspects of a result based management system.

“RBM is an approach for project/program implementation focusing on explicitly defined goals as well as the methodologies and strategies to analyze and achieve them” (IFRC, 2011). By using a simple, logical framework to plan conduct and evaluate an action with a focus on the expected outcomes, RBM encourages improved results and greater transparency. By determining the expected outcomes of a project/program in advance and how we can evaluate their success, it would be easy to plan a project/program and assess if the individuals involved have actually achieve a difference. In this way, IFRC (2011) stated that presenting and preparing a report based on information provided would not be a burden anymore, rather an opportunity for critical insight as well for organizational learning and decision-making. Decision-making and impact evaluation are two critical aspects of any project. As it is specified on UNDP (2009), The key goals of RBM, which includes effective planning, monitoring and assessment are to promote substantive accountability to governments, recipients, donors and other collaborators including stakeholders; corrective action taken as soon as possible, making sure well informed decisions, encourage risk management and promotes organizational learning.

RBM provides the basis for a consistent, detailed and accurate reporting on the results achieved by a project or program. Result based M&E system is intended to influence decision-making, including decisions to strengthen, reorient or discontinue the evaluated programs or projects; decisions about wider organizational strategies or management structures. Effective M&E helps to achieve accountability purposes. With regards to this, Monitoring of results helps to evaluate whether responsibilities for the execution of programs is met, whereas Evaluation helps to assess whether accountabilities for anticipated program outcomes is met. In this way, RBM system is very critical to

achieve the intended purpose of both decision making and accountability in the M&E implementation.

## 2.2 Empirical Review

“M&E generally is implanted in broader Planning, Monitoring, Evaluation and Reporting (PMER) practices” (DANIDA, 2008). According to different studies, most organizations have an established practice for M&E, however most of the time the organizations don’t work in systemic way to make all steps in M&E perfect or improved. M&E is mainly aimed at providing learning and program development information, although the need for better-tuned M&E for documentation and accountability purposes is recognized. Various researches indicate how M&E should be contextualized within NGOs. When M&E integrated with the usual project activities, it becomes normal & inseparable routine for project staff. In this way, when implementing M&E operations project staffs do not see it as an extra burden. The World Resources Institute (WRI) provides a comprehensive and general framework to overview issues related to adaptation M&E systems. It was conducted through a series of case studies and interviews carried out integrated with German Corporation for International Cooperation (GIZ).

As Spearman and McGray (2011) explained the researchers reviewed M&E systems in the planning and implementation stages for several GIZ and KfW Bankengruppe projects. Adaptation in the organizational program implementation context can be broadly categorized by three forms of initiatives; community-based adaptation, program- and project-based adaptation, and national policy initiatives. WRI/GIZ (2011) stated that these initiatives have developed separately to meet specific needs, and authors argue that M&E systems should be tailored to meet these three categories to a certain extent. The authors cited the following as key points in the purpose of conducting M&E through the adaptation context:

*Learning vs accountability:* For those participating in the project, following certain protocols and requirements is also not conducive to a learning process.

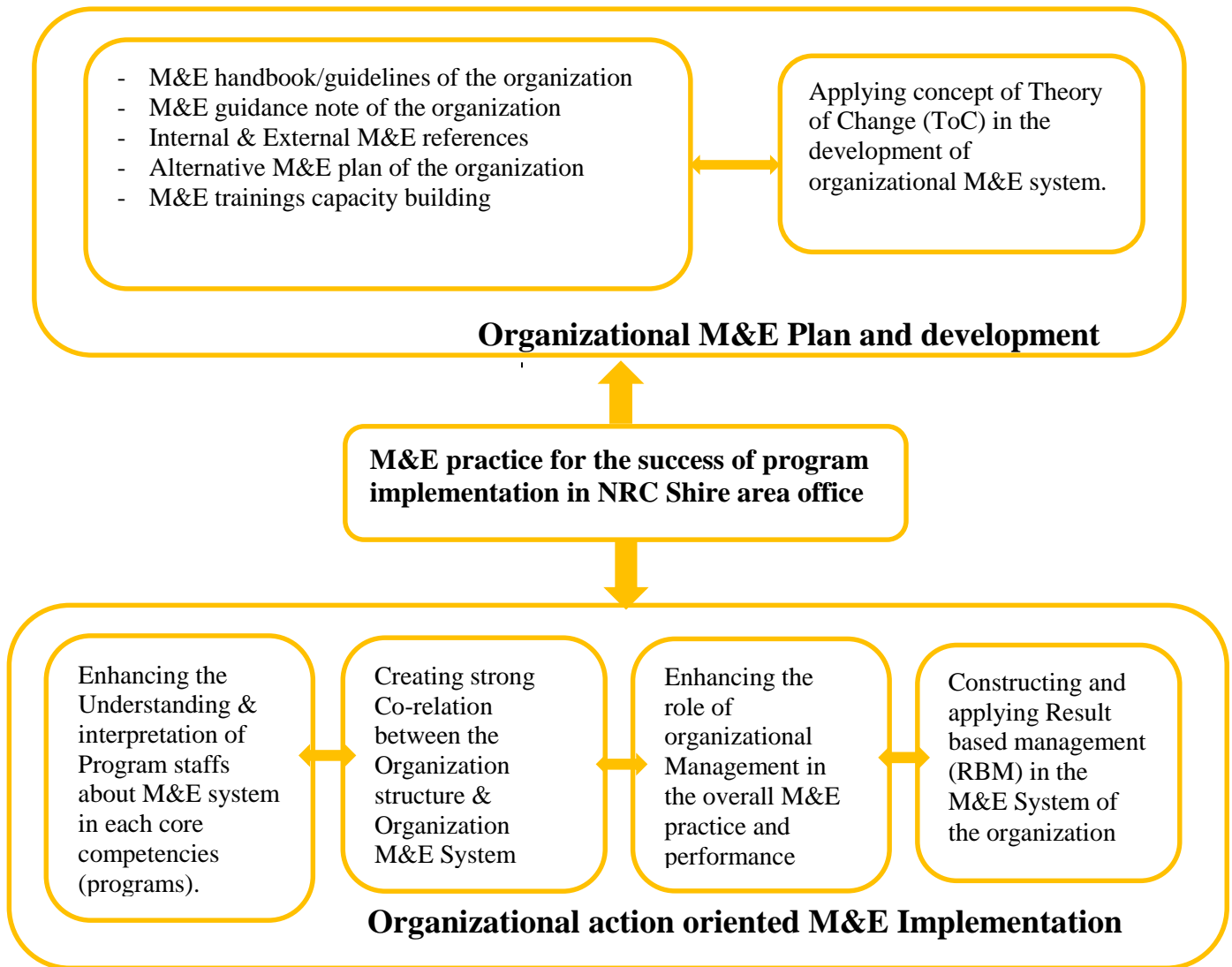
*Definition of effective adaptation in terms of project vs outcome:* These approaches can be quite distinct in how they evaluate success. The authors, however, argue that the limited resources contribute to inadequate coverage.

*Practical vs conceptual M&E approaches:* It is possible to model conceptual M&E approaches on tried & true approaches or practitioners can use untested theoretical structures.

*Ownership of M&E, bottom-up vs top-down approaches:* bottom-up represents local community and local government interests, while top-down represents the needs of national governments and international stakeholders. Both overlap quite rarely and so one ends up with more M&E ownership than the other. As explained by WRI/GIZ (2011) the authors states generic suggestions and key questions for consideration on developing indicators for building adaptive capacity, implementing adaptation actions, and for sustained development. The strength of system is the feedback based on the research, which integrates lessons learned from early adaption efforts. The guide lines establish the three dimensional premise of adaptation (adaptive capacity, adaptive actions and sustained development) and provide specific guidance for each of the next steps towards adaptation relevant M&E systems. The authors provides detailed discussion about how to select indicators, also the benefits and drawbacks of outcome-based and process-based indicators. The authors agree that the guideline is general, and that it is limited to the extent of intervention; different methodologies might be necessary to assess national or sectoral adaption efforts on a broader scale.

## **2.3 Conceptual Framework**

The M&E practice consists of a collection of interlinked tasks to be carried out in a structured manner in order to prepare for M&E, to gather and review data, to report results and to facilitate decision-making and progress. This study assessed the constraints for the M&E practice. Accordingly, the conceptual framework of the study shows the interlinkage of the constraints, which are organizational M&E plan & development with the organizational action oriented M&E implementation, to enhance the practice of the M&E practice.



**Conceptual Framework**  
**Source:** Own Survey, 2021

## **CHAPTER THREE:**

### **Research Methodology**

The methodology for the study is briefly discussed in this chapter. It includes explanations of the research approach, research design, data sources, population and sampling techniques, data collection methods and instruments and also mode of data analysis.

#### **3.1 Overview of Research Design**

This study used a descriptive research design. “The goal of a descriptive survey are predetermined, allowing for data collection that is important and appropriate to the study issue” (Kothari, 2004). Referring different studies, the objective of most descriptive research is describing the state of the affairs at the time of the research. So the aim of this research is to assess and describe the effectiveness of M&E system in NRC Shire area office in relation to the current programs implementation.

According to John (2014) Plans and research techniques that covers anything from general principles to systematic data collection, analysis, and interpretation methods are referred to as research approaches. In order to achieve the objective of this study and answer the research question mixed research approach was used to capture both quantitative and qualitative approaches. The researcher used Quantitative approach to test or measure numerical data that was collected through questionnaire and that can be analyzed using statistical procedures. Qualitative approach used to explore the nature of the case and getting an in-depth understanding of the various issues that might involve people’s actions, experiences and attitudes of implementing effective M&E system.

A survey is applied using a structured questionnaire, interview and documentary analysis to generate information on assessing the M&E system of the selected organization. A literature review related with effectiveness of M&E systems was also conducted. This includes review of the subject related books, Publications, websites, related materials from NRC archive as well as journals. Then after, it was analyzed using descriptive statistics which will be applied for investigating capacity gaps and problems in M&E practice of the specific organization.

## 3.2 Population

Cohen et al. (2000) stated that population is a group of people who are subject to a piece of research. For the purpose of this research, the researcher used Census method because it is a statistical method that studies all the unit or members of a population where the total size of the population is typically small. The target populations for this study was taken from the total population of the program staff in Shire area office & country office of NRC Ethiopia, which contains a total of 51 employees. In order to conduct this study, all program staffs, M&E personnel & managerial staffs from Shire area office and Country office are included in the study. And also, all the target population were the respondent for the research.

### *Title 3.1 Targeted Population*

<i>Respondents for the study</i>	<i>No. of staffs</i>
<i>Senior Managerial staffs (Country &amp; Area office)</i>	8
<i>M&amp;E Country Manager</i>	1
<i>M&amp;E Staff/Coordinator from Shire Area office</i>	1
<i>All Program Staffs from Shire Area office</i>	34
<i>Program supporting staffs from Country office (Addis Ababa)</i>	7
<b><i>Total number</i></b>	<b>51</b>

## 3.3 Data Collection

The study examined both primary and secondary data. Primary data was gathered by means of a structured questionnaire and interview to generate information for the specific topic with people in the organization who has relation in implementation of M&E system. The questionnaire contains guidance about how to respond to questions in order to prevent uncertainty and promote data analysis. Interview was also conducted with managers and the area office M&E coordinator on selected questions focusing on the research specific objectives. Appointments were fixed with the planned ten interviewees ahead of time. An interview was also conducted for senior managers and M&E coordinator. From 10 selected participant for the interview 6 were willing to give their response, 2

agreed to email their replies and the other 2 were not able to show up on the interview. Accordingly, the information obtained from the interviewees was categorized and compiled for proper analysis.

Secondary data was based on documentary analysis which includes organizational documents such as the M&E framework or plan, the M&E manual, monthly and yearly update reports, field reports and other available documents. Secondary data was also gathered from other research works and books published on the topic. The researcher chose documentary analysis, questionnaires and interview as data collection techniques mainly because they could supplement and verify data that might be omitted, for instance; data that was missed through documentary analysis might be collected through the questionnaire and vice versa. Any information that has been documented that is relevant to the effectiveness of M&E system of different organizations was considered during data collection process. Relevant documents were analyzed as an attempt to identify elements of capacity gaps and systems problems in effectiveness of M&E system of NRC, Shire area office.

### **3.4 Data analysis Procedures**

The collected data was analyzed using both qualitative and quantitative methods using proper technology. “Data analysis refers to the process of collecting, modelling and converting data in order to give out relevant information which will lead into proposing inferences and supporting decision making” (Wanjiru, 2013). Collected quantitative data was coded, tabulated, cleaned, processed and analyzed using statistical package for the Social Sciences (SPSS) while the qualitative data from the interview was analyzed parallel with the converted and coded SPSS results to get the familiarization of themes. The analysis disclosed the descriptive statistics including frequencies, percentages which were then presented in the form of tables. The Data was categorized on the basis of common characteristics and tabularized in form of statistical tables.

### **3.5 Validity**

Validity implies how well the data gathered covers the actual area of investigation (Ghauri and Gronhaug, 2005). Leedy and Ormrod (2010) stated that validity of a measurement instrument is the extent to which the instrument measures what is actually intended to measure. The researcher pre-tested the questionnaire to check whether the questions were well understood, answerable and acceptable. According to (Nachimias et al, 2007) pilot study was very important to reveal uncertain instructions and ambiguous questions, through this the researcher managed to improve the efficiency of the questionnaire. The questionnaire was adopted from different studies and slightly modified on the basis of researcher's needs and by advisor comment in order to answer the four research questions. And also the literature Review associated to the study area are conducted and reviewed carefully before taking in the research.

### **3.4 Reliability**

"Reliability of a measurement instrument is the extent to which the instrument yields consistent results when the characteristics being measured have not changed" (Leedy and Ormrod, 2010). This indicates that the measuring procedures produce similar results on the other instances. Research reliability focuses mainly on the extent to which the results of a study could be repeated, and research validity focuses on the integrity of the final research report. The questionnaire was piloted prior to the actual data collection. The internal consistency method using Chronbach's alpha co-efficient was used to confirm instruments reliability. Using SPSS, the Chronbach's alpha co-efficient was determined section by section based on the variables of the research. Correspondingly, the Cronbach alpha test was used to determine the data collection instruments' internal accuracy and reliability and for the four parts of the questionnaire, 0.74, 0.74, 0.77 and 0.74 were found. This means the instruments were reliable.

### ***Title 3.2 Table Analysis for internal accuracy & Reliability test***

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.753	9
.743	.757	11
.770	.774	10
.745	.734	12

### **3.5 Research Ethical Consideration**

To avoid any harm and destruction, research ethics were taken into account when designing and managing data collection tools in this study. This was achieved by obtaining informed consent from respondents prior to the study, which helps to ensure confidentiality of data collected and gaining more knowledge of the organization. The intent and benefits of the study were clearly outlined to protect the respondents' rights. In addition to this, the researcher asked for approval for data collection which was presented to the higher managerial personnel of the organization. The researcher ensured all participants who are selected to fill the questioner freely consent to participate, meaning they were not by any means forced or unfairly pressurized to partake in the process. Data collected was treated with the confidentiality and honesty it deserved. Moreover, Care in handling the collected data included that the identity of the participants was protected at all times.

# CHAPTER FOUR

## FINDINGS, ANALYSIS OF DATA AND INTERPRETATION

### 4.1 Introduction

The data analysis and interpretation of the research findings are presented in this chapter and presented into four distinct parts. The research responses on the effectiveness of the M&E system of NRC Shire Area office are presented in all four section of the chapter. The first section contains the introduction part. The research response rate and information on the respondents has been computed and presented in the second section. On the third section, the researcher's findings based on the four research question have been explored and interpreted.

The analyzed data illustrates the answers from the research questions. The first research question is answered by section 4.3.1 explaining the level of understanding about M&E system by NRC Shire area office staffs. The second and third research questions discussed under section 4.3.2 & 4.3.3 explains the design and management impact on M&E systems. In specific it analyzes the influence of the organizational structure and the role of management in the effectiveness for the M&E system of NRC shire area office. Section 4.3.4 addresses the fourth question which analyzes whether the organization's M&E system is based in result management system. Contingency

This section of the research also illustrates the descriptive statistics calculated on the basis of the variables included in study questionnaires. The measure of frequency, percentage, mean and standard deviation results obtained from NRC shire area office & Country office staffs. The section which stated below focuses on presenting all relevant results obtained from respondents. The data analysis was divided in to four parts; the study sought to find out the extent to which the respondents agree or disagree with attributes concerning effective M&E system. The analyzed Quantitative data was supported by the qualitative data gathered through interview questions.

The questionnaire was prepared based on Likert 5 scale type. The value of each rate represents 1 = Strongly Disagree, 2= Disagree, 3 = Neutral; 4 = Agree and 5 = Strongly Agree. To determine the minimum and maximum length of mean in the 5-point Likert type scale, the calculation is within the range of  $(5-1=4)$  then divided by five, as five is the greatest value of the scale  $(4/5=0.80)$ . Afterwards, number one which is the least value in the scale was added in order to identify the maximum of the

cell. As explained by Best (1977) and cited by Birhanu (2017), the length of the cells is determined; 1-1.80 =Strongly Disagree; 1.81- 2.60=Disagree; 2.61 - 3. 40 =Neutral; 3.41-4.20=Agree; and 4.21- 5.01 =Strongly Agree.

## 4.2 Information on the respondents

Table-4.1 Summary table on respondents' demography's with respect of Response rate, sex, age, educational status, and work experience with in Norwegian Refugee Council (NRC) Organization

<i>CATEGORY</i>		<i>FREQUENCY</i>	<i>PERCENTAGE (%)</i>
<i>RESPONDENTS</i>	<i>Responded</i>	46	90
	<i>Did not respond</i>	5	10
	<b>Total</b>	<b>51</b>	<b>100</b>
<i>Gender</i>	<i>Male</i>	28	60.9
	<i>Female</i>	18	39.1
	<b>Total</b>	<b>46</b>	<b>100</b>
<i>AGE(YRS)</i>	<i>20-30</i>	12	26.1
	<i>31-40</i>	27	58.7
	<i>41- &lt;</i>	7	15.2
	<b>Total</b>	<b>46</b>	<b>100</b>
<i>EDUCATIONAL STATUS</i>	<i>First degree</i>	31	67.4
	<i>Masters and above</i>	15	32.6
	<b>Total</b>	<b>46</b>	<b>100</b>
<i>WORK EXPERIENCE IN NRC</i>	<i>Less than 1 year</i>	6	13
	<i>1-5 years</i>	32	69.6
	<i>6-10 years and above</i>	8	17.4
	<b>Total</b>	<b>46</b>	<b>100</b>
<i>TOTAL WORK EXPERIENCE</i>	<i>Less than 1 year</i>	1	2.2
	<i>1-5 years</i>	5	10.9
	<i>6-10 years and above</i>	21	45.7
	<i>More than 10 years</i>	19	41.3
	<b>Total</b>	<b>46</b>	<b>100</b>

46 questionnaires were returned for review, from the total 51 questionnaires that were emailed to the respondents. This equates to 90% response rate from total. Mugenda & Mugenda (2003), clarified that a response rate of more than 80% is adequate for a research. The remaining five people were not able to participate in questionnaire survey because of internet and network disconnection in Tigray

region, due to the law enforcement operation during the period of the research. Table 4.1 shows the response rate.

Based on the findings, 60.9% (28) were male while only 39.1% (18) of the respondents were female. In contrast to women, the findings show that a significant number of men filled out the questionnaire. Consequently, it can be concluded that there is a high number of male working in the different programs of NRC Shire area office. This gender disparity in staff allocation at NRC shire can be seen in the overrepresentation of male employees, especially in program execution. This may have a negative effect on the effectiveness of M&E system.

The Findings show that majority of the respondents, 58.7% (27), indicated that they were at the age range of 31-40 years. 26.1% (12) of people, said that they were between the ages of 20-30, while 15.2% (7) of the respondents indicated they were over the age of 41. Consequently, the findings shows that most of the staffs at NRC shire area office & supporting Country office are at their most productive age range. Moreover, it also shows that the respondents are mature individuals who can assist in the specific study.

The findings show majority of the respondents, 67.4 % (31), are first degree holders, while 32.6% (15) indicated that they had Master's Degree and above. No respondent indicated s/he had tertiary/college Diploma. As indicated in the findings, majority of the employees of NRC Shire Area office and program supporting Country office had obtained First degree and postgraduate as their highest education level. This clarifies that they had the requisite expertise, management experience, ability and skills to undertake the M&E activities and to understand effectively.

The respondents were asked to indicate how long they have been working in their current position and their total work experience. According to the findings, only one person has stayed in the organization. The majority of the respondents, 69.6+13= 82.6% (38), indicated that they had worked with NRC for up to five years, and 17.4 % (8) of the respondents stayed with NRC over 5 years. Accordingly, the analysis indicated that the respondents had ample knowledge of the organization's M&E system, understood the level of knowledge they have on M&E system, the effect of the organizational structure & management on the effectiveness of the M&E system and whether Result based management approach is integrated in the M&E system.

### 4.3. Program Staffs knowledge on the M&E practice of the organization

This section analyzes and states the level of understanding of the program staff in Shire area office. It evaluates by incorporating how the organization is prepared in addressing the information need of the staffs and how the staffs put effort to develop their knowledge in M&E.

**Table 4.2:** Analysis of how M&E system understood in the different program staffs of NRC Shire area office.

No.	ITEMS	Mean	SD
1	The Area office program staffs have sufficient knowledge on the existing M&E system.	2.00	0.96
2	There is a good communication network within the program team and M&E personnel.	3.47	1.06
3	There is an experience sharing and adaption of best practice process between M&E personnel & program team.	2.60	1.71
4	The organization makes the M&E materials available to be used by different staffs.	3.42	1.09
5	The M&E materials which are available for use, are prepared targeting different audiences.	3.56	0.93
6	The Overall existing M&E system meet the information needs of program staff.	2.45	1.24
7	Adequate M&E information (from ongoing activity) and guidelines is provided to program team for project execution and to assist in decision making.	2.59	1.37
8	The organization provides M&E training for program staffs.	3.43	1.00
9	The M&E trainings provided to the program staffs have been effective and helped in program implementation progress.	2.58	0.85

As indicated in item 1 of Table, the mean values is 2.00 with standard deviation of 0.96, the mean value lied in between 1.81-2.60, which means majority of the respondents disagreed with the statement. As indicated in item 2, the mean values is 3.47 with standard deviation of 1.06, mean value lied between 3.41-4.20. This infers most of the respondents approved that the communication network within the program team and M&E personnel were smooth. On the 3<sup>rd</sup> statement, the mean values is 2.60 with standard deviation of 1.71, mean value lied between 1.81- 2.60. So, majority of the respondents were not satisfied by the experience sharing and adaption of best practice process between M&E personnel

& program team. For the statement on item 4, the mean value is 3.42 with standard deviation of 1.09, mean value lied between 3.41-4.20. This infers that the majority of the respondents agreed that the organization's M&E products should be used. For the statement mentioned on item 5, the mean values is 3.56 with standard deviation of 0.93, mean value lied between 3.41-4.20. This infers that more than half of the respondents approved that organization's M&E materials that are available target different audiences.

For the statement mentioned on item 6, the mean value is 2.45 with standard deviation of 1.23, the mean value lied in between 1.81-2.60 which means majority of the respondents were on disagreement with the statement. For the statement on item 7 stating, the mean values is 2.59 with standard deviation of 1.37, mean value lied between 1.81- 2.60. So, majority of the respondents were not satisfied by the fact that adequate M&E information and guidelines is provided to program team for project execution and to assist in decision making. For the statement on item 8, the mean values is 3.43 with standard deviation of 1.00, mean value lied between 3.41-4.20. This shows majority of the staffs were in agreement with the statement the organization provides M&E training for program staffs. For the statement on item 9, the mean values is 2.58 with standard deviation of 0.85, mean value lied between 1.81- 2.60. So, majority of the respondents disagreed by the fact that the M&E trainings provided to the program staffs have been effective and helped in program implementation progress.

In general, the respondents disagreed with the majority of the statements under "how M&E system understood and interpreted in the different program staffs of NRC Shire area office and program supporting team in the country office". What the researcher analyzed from the whole statement is that the organization initially tried to create a suitable platform in order to implement effective M&E system. This was undertaken by providing the staffs with different M&E materials which can address different audiences, by creating a communication network system between the staffs & M&E personnel and by scheduling M&E trainings to the program staff even though most of the respondents indicated the trainings were not helpful. However, researcher realized that there is a big gap in the area office when coming to implementing the initial M&E plan developed by the organization. As a result, the majority of the respondents were dissatisfied with the idea that the program staffs have sufficient knowledge or understanding about the M&E system in the organization. Moreover, the survey under this variable showed that the program staffs has not been getting enough information from the ongoing M&E activities which can support them in their daily work.

### **Summarizing the responses from Interview questions under this section**

On the other hand, in the interview question provided to managers under this topic; the M&E manager & the area office M&E coordinator, proved that the area office program staffs have poor understanding and knowledge towards M&E in general. The M&E coordinator added, for most staffs M&E is considered as a task which is imposed on them and did not realize the positive impact it could bring to the overall program implementation. Some of the managers also stated that most of the area office program staffs didn't have adequate knowledge in the existing M&E system. However the remaining managers believed that the current knowledge and understanding of the program staffs in the M&E system is enough to implement projects.

#### **4.4 The influence of Organizational structure for M&E practice.**

This section analyzes and states the influence organizational structure for M&E practice of NRC shire area office. It clearly shows the planning approach of the organizational structure and the implementation approach for M&E practice of Shire area office.

**Table 4.3:** Analyzing the influence of the organization structure in the effectiveness of the M&E practice of NRC shire area office.

No.	ITEMS	Mean	SD
1	The Organization has a well-defined structure that includes M&E unit.	3.54	1.31
2	The organization has a management information system or database to frequently provide data on M&E.	3.58	0.93
3	The roles and responsibilities of staff in M&E is clearly defined and documented	3.58	1.48
4	M&E findings are well documented and archived as "lessons learnt" for future use in other implemented programs.	3.47	1.01
5	The findings from M&E help to inform, shape and influence future projects.	3.43	1.13
6	The Area office has adequate staff for M&E project.	2.04	1.09
7	The Area Office has skilled personnel who gather information on the performance of programs.	2.58	1.23

8	The Area office has skilled personnel with adequate capacity to analyze data	2.54	1.25
9	The Area office allocate sufficient budget for M&E activities.	2.47	1.34
10	The Area office is willing to invest money to improve M&E management.	2.57	1.01
11	The Area office allocates adequate logistics for planned M&E activities.	2.43	1.12

As indicated in item 1 of table 4.7, the mean of this statement is 3.54 with the average standard deviation 1.31, mean value lied between 3.41-4.20. This show that more than half of the respondents agreed with the statement the area Office has a well-defined structure that includes M&E unit. As indicated in item 2, the mean of this statement is 2.58 with the average standard deviation 1.23, mean value lied between 1.81- 2.60. This shows that most of the respondents did not believe the area office has qualified personnel to gather data on the performance of programs. As indicated in item 3, the mean value is 2.54 with the average standard deviation 1.25. The mean value lied in between 1.81- 2.6, the same way to item 2 most of the respondents disagreed with the specified statement on item 3. On the 4th item, the mean value is 2.47 with standard deviation of 1.34; mean value laid between 1.81- 2.6. Accordingly, most of the respondents were in disagreement with the statement the area office allocates adequate budget for M&E activities. On the 5<sup>th</sup> item, the mean value is 2.57 with standard deviation of 1.01; the mean value laid between 1.81- 2.60. This shows most of the respondents disagreed with the statement.

On the 6<sup>th</sup> item of table 4.7, the mean value is 2.04 with standard deviation of 1.09; mean value lied between 1.81- 2.60 which strongly stressed that most of the respondents did not agree there are adequate M&E staffs in the area office. On the 7th item, the mean value is 2.43 with standard deviation of 1.12; mean value lied between 1.81- 2.60. This implies the respondents were in disagreement with the statement. On the 8<sup>th</sup> item, the mean value is 3.47 with standard deviation of 1.01; mean value lied in between 3.41-4.20. This shows most respondents agreed the area office has a good documentation system for the M&E findings. On the 9<sup>th</sup> item, the mean value is 3.58 with standard deviation of 0.93; mean value lied in between 3.41-4.20. This implies the organization in general has a good data base management and information system. On the 10th item, the mean value is 3.43 with standard deviation of 1.13; mean value lied in between 3.41-4.20. This implies that most of the respondents agreed with the statement. As presented in the last item of table 4.7, the mean value is 3.58 with standard deviation of 1.48; mean value lied in between 3.41-4.20 which shows most respondent agreed with the statement.

The majority responses among the eleven statements under “the influence of the organization structure in the effectiveness of the M&E system of NRC shire area office” fall on disagreement. Regardless of the general survey result under this section, the responses from the first three statements indicates a positive feedback from the respondents. This means that the same way as the first section most of the respondents agreed on the organization has a well-defined plan and structure when developing its system, which includes M&E. This was also indicated through the statements which implies that organization has information management system and clearly defined staff responsibilities which includes for the M&E activities as well. In this part, when referring the organization it is the general practice of the organization in its different area offices which also includes Shire area office.

On the other hand, when coming to the statements which show the practical implementation in the organizational structure of Shire area office, the survey result from most of the respondents were in disagreement. Even though, the organization has developed a well-organized plan, the result from this section shows the area office has poor practical approach while implementing the M&E activities. From the statements, the researcher identified that there is understaffing in the M&E unit of the area office and the existing M&E staffs didn't have adequate knowledge about the M&E system. Furthermore, the responses indicated that the area office never allocate sufficient budget for M&E activities or doesn't seem willing to invest on the M&E activities as needed. These whole outcomes shows the negative impact of the poor practical approach of the area office in the effectiveness of the M&E system.

### **Summarizing the responses from Interview questions under this section**

In the interview question provided for managers under this topic; most managers believed the organization has a good structural system which also promotes M&E system. Nevertheless, some managers never hesitated to mention the poor practicability of the M&E system compared to what was planned in the organizational structure especially in shire area offices. The M&E manager specified Shire area office is implementing its M&E activity with only one M&E staff and used casual workers to collect data which would be changed for different projects. This made the M&E practice very poor and inconsistency based on his clarification. The M&E manager added the area office has never allocate enough budget to facilitate the M&E activities because the office never considered it as a priority. The area office M&E coordinator also agreed with this idea. M&E manager summarizes the area office needs to improve its staff structure and hire enough staffs with good capacity to implement effective

M&E system. The area office M&E coordinator stated the organization in general has a well-developed structural plan that frameworks how certain activities are directed in order to achieve organizational objectives including for also M&E. He added, however shire area office has a poor approach while implementing organizational plans because of understaffing, under budgeting and low attention from managers to the M&E system.

#### 4.5 The role of management for the M&E practice and performance

This section elaborates the role of management in the M&E practice and performance of shire area office. It examines the influence of management participations in planning and implementation of M&E project.

**Table 4.4:** Analyzing how the role of management in the M&E practice of NRC Shire area office.

No.	ITEMS	Mean	SD
1	Senior management recognizes and supports the role of M&E.	2.45	1.22
2	Managers take active part in designing the M&E systems.	3.42	1.11
3	Top management has a positive attitude towards strengthening the M&E system	2.60	1.27
4	Information obtained from M&E is provided to program manager to assist in decision making and planning regularly	3.47	1.16
5	The Area office uses M&E findings in managerial decision making	3.44	0.97
6	Managers always and clearly communicate M&E results	2.89	1.01
7	The Management team ensures sufficient resources are allocated to M&E	2.58	1.21
8	Managers ensure that staffs are trained on M&E regularly	2.53	1.16
9	The management team takes part in some of the M&E activities.	3.46	0.97
10	There is supportive supervision and guidance from managers in the effectiveness of M&E system	2.47	1.09

As indicated in item 1 of Table 4.8, The mean value is 2.45 with standard deviation of 1.22; mean value lied in between 1.81- 2.60 which implies most of the respondents disagreed with the fact that senior management in the Area office as well as in the Country office gives credit and support for M&E activities. For the 2nd item, the mean value is 3.42 with standard deviation of 1.11; mean value lied in

between 3.41-4.20 which implies most of the respondents agreed with the statement. For the 3rd item, the mean value is 2.60 with standard deviation of 1.27; mean value lied in between 1.81-2.6 which implies most of the respondents didn't agree with the statement. Item 4 of table 4.8 shows the mean value as 3.47 with standard deviation of 1.16; mean value lied in between 3.41-4.20 which implies most of the respondents agreed with the statement. Item 5 the mean value is 3.44 with standard deviation of 0.97; mean value lied in between 3.41-4.20. Most of the respondents were in agreement with this statement as well.

As Item 6 of table 4.8 shows, the mean value is 2.89 with standard deviation of 1.01; mean value lied in between 2.61 - 3.40. The average response for this statements was neutral, means respondents were not in position to decide on this statement. This shows most employees were not sure or don't agree their managers always clearly communicate M&E results. For Item 7 the mean value is 2.58 with standard deviation of 1.21; mean value lied in between 1.81- 2.60. This implies that most of the respondents did not agree with the statement. Item 8 shows, the mean value is 2.53 with standard deviation of 1.16; mean value lied in between 1.81- 2.60 which implies most of the respondents disagreed with the statement. Item 9 shows, the mean value is 3.46 with standard deviation of 0.97; mean value lied in between 3.41-4.20 which implies most of the respondents agreed with the statement. The last Item of table 4.8 indicates, the mean value 2.47 with standard deviation of 1.09; mean value lied between 1.81- 2.60 which implies most of the respondents disagreed with the statement.

The responses result under this section shows most of the respondents disagreed with half of the statements, most remains neutral with one statement and agreed with four of the statements. In overall, the response outcomes indicated managers in Shire area office or the Country office didn't give enough attention for M&E activities. The researcher realized from the survey outcomes, even though the managers participate in some of the M&E activities, it seems like they didn't consider M&E as a priority in program implementation. The survey results clearly show over half percent of the respondents were dissatisfied with the supervision and guidance given by managers for M&E activates. In addition to that, managers were not able to ensure whether enough budget was allocated for M&E activities or program staffs have adequate knowledge to implement M&E projects. The researcher has concluded from the results, the area office as well as country office mangers took part in the M&E activities just only to fulfill organizational procedure.

### **Summarizing the responses from Interview questions under this section**

Coming to in the interview question provided for managers under this topic; most managers stated that there has been enough support for M&E activities by senior managers. Very few managers including the M&E manager and the area office M&E coordinator specified the support from senior managers for M&E activities has not been as it should be or some said there has not been adequate support from senior managers for the M&E activities. The M&E manager stressed the major weakness for the poor practicability of M&E system in shire area office is the low attention that has been given by the senior managers. He added, this started by allocating inadequate budget and resources.

#### **4.6 Result based management approach in the implementation of M&E project.**

The last part of the study analysis covers the influence of Result Based Management approach in the M&E projects. It spot out features of RBM to analyze the performance the M&E practice of Shire area office.

**Table 4.5:** Analyzing if NRC Shire area office integrate result based management approach in the implementation of M&E activities.

No.	ITEMS	Mean	SD
1	Result-based performance is considered in M&E assessments of the Area office	2.47	1.14
2	The Area office has a written M&E plan that guides project execution for every project.	3.52	1.42
3	The type of M&E plan programs/projects employ are incorporated within main proposal.	3.43	1.40
4	Over all progress of the projects is monitored comparing the planned activities with actual accomplishment.	3.43	1.32
5	M&E Projects have objectives that are specific, time bound, measurable and in line with relevant strategies	3.41	1.50
6	The M&E objectives are largely achieved	2.28	1.22
7	The M&E activities are carried out within schedule.	3.48	0.91

8	The M&E activities cost is always within the budget	2.59	1.42
9	Duties and responsibilities of M&E activities is clearly outlined.	3.44	1.07
10	The Area office conducts assessment of the overall performance of M&E system on a regular basis.	2.34	1.17
11	Results and findings from M&E are relevant and within the M&E initial plan	2.43	1.27
12	The area office has a very good feedback mechanism of best M&E practices & processes.	2.45	1.32

As indicated in item 1 of Table 4.9, the mean value is 2.47 with standard deviation of 1.14; mean value lied between 1.81-2.6. This implies that most of the respondents didn't agree the Area office implements Result Based Management (RBM) system fully in its M&E activities. For the 2nd item the mean value is 3.52 with standard deviation of 1.42; mean value lied in between 3.41-4.20 which implies most of the respondents agreed with the specified statement. For Item 3 the mean value is 3.43 with standard deviation of 1.40; mean value lied in between 3.41-4.20 which implies most of the respondents agreed with the statement. For Item the mean value is 3.43 with standard deviation of 1.32; mean value lied in between 3.41-4.20 and shows most of the respondents agreed with the statement.

Item 5 of table 4.9 shows, the mean value is 3.41 with standard deviation of 1.50; mean value lied in between 3.41-4.20 which shows most of the respondents agreed with the statement. Item 6 the mean value is 2.28 with standard deviation of 1.22; mean value lied in between 1.81- 2.60 which implies most of the respondents were in agreement with the specified statement. For Item the mean value is 3.48 with standard deviation of 0.91; mean value lied in between 3.41-4.20 which implies most of the respondents agreed with the statement. Item 8 indicates the mean value is 2.59 with standard deviation of 1.42; mean value lied between 1.81- 2.60 which implies most of the respondents disagreed with the statement. For Item 9 the mean value is 3.44 with standard deviation of 1.07; mean value lied in between 3.41-4.20 which implies most of the respondents agreed with the statement.

Item 10 of table 4.9 shows, the mean value is 2.34 with standard deviation of 1.17; mean value lied between 1.81- 2.60 which implies most of the respondents disagreed with the specified statement. For item 11 the mean value is 2.43 with standard deviation of 1.27; mean value lied in between 1.81- 2.60 which implies most of the respondents disagreed with the specified statement. For item 12 the mean

value is 2.45 with standard deviation of 1.32; mean value lied in between 1.81- 2.60 which implies most of the respondents disagreed with the specified statement.

The findings under this section indicates, most respondents were in agreement with half of the statements and in disagreed with the other half. The researcher included this section which states about Result based management (RBM) on the effectiveness of M&E, to compare the development plan of M&E system and its implementation in NRC shire area office. Result based management system focuses on achieving outcomes, optimizing results, incorporating lessons learned into management decisions and performance management and reporting. As a result, most of the respondents disagreed on the statement which states area office's M&E system is based on result based management system. Even if the M&E projects are planned with objectives that are specific, time bound, measurable and in line with relevant strategies, most respondents indicated that the M&E objectives have not been largely achieved in Shire area office. In addition to that most respondents indicated the area office didn't have a culture of conducting regular assessment in its overall M&E system performance. One basic approach of RBM is creating and conducting feedback mechanism in which most respondent were in disagreement the area has not be implementing feedback mechanism through its M&E system. Feedback is important in enhancing the knowledge and understanding of project staff, which can help in increasing the capability of the M&E implementation for the staffs.

### **Summarizing the responses from Interview questions under this section**

As per the response from the interview questions by managers, all managers agreed applying Result based management system (RBM) is helpful in the effectiveness of the M&E system. Summarizing the responses from most of the managers, practicing RBM could help in enhancing the practical approach of the M&E system. Moreover, it could optimize the practice of performance management in the M&E activities for the area office and could help to easily identify where the gap would be found.

# **CHAPTER FIVE**

## **5.1 Introduction**

This chapter is composed of summary of the findings from the research, conclusion as suggested by the researcher, recommendations and areas for further study. The chapter has expressively shown proper summary of the findings, strategies to be taken to mainstream effective M&E system in NRC Shire area office.

## **5.2 Summary of the Findings**

The organized findings in this chapter are basically reflecting the analysis and presentations made in chapter four of this study. The topic for this study was about assessing the effectiveness of the M&E system in NRC shire area office, the researcher organized the summary basing on the research questions.

### **5.2.1 How is M&E understood within the program staffs of NRC Shire area office?**

As Langi, (2008) stated, program staff can determine the course and direction of projects by their act and moves. In the meantime the level of knowledge and understanding of the program staff about the project they are implementing is fundamental for the success of the project. The findings from this study indicate that most of the program staffs in NRC Shire area office didn't have the expected level of skills, knowledge and understanding of the M&E system in the organization by the time when the research was conducted. The organization has developed a platform with different information and material with regards to M&E and staffs admitted they took different trainings about M&E. However, the result of the responses shows 32.2% strongly disagreed & 45.7% disagreed on the area office program staffs have sufficient knowledge on the existing M&E system. This shows majority of the respondents (75 %) were at the rage of disagreement on the statement. Even though, the organization provides different materials which can be accessed by the staffs, it seems like the program staffs had lack of both interest and sense of ownership to use the materials.

The findings imply that the majority of respondents agreed that the organization provides M&E training for program staffs. However, still majority of them disagreed the trainings provided were not

successful in bringing good understanding about M&E system for program staffs. Acevedo et, al (2010) and Abalang (2016) stressed that both formal and on the job training experience are crucial in developing M&E skills which will later lead to effective M&E system. On top of that, not only the number of training taken but also the quality and content of trainings on M&E regulates implementation of effective M&E system. Wanjiru (2013), observes that the training content has impact on how the staff implement M&E system effectively. The findings infers that for effective M&E system, staff members should undertake trainings as well as acquiring skills and knowledge in M&E. Moreover, they should acknowledges that training addresses required skills and knowledge to adequately, manage the M&E purpose effectively and to correctly use the system. UNDP (2011) summarizes that there is a need to have basic knowledge of M&E and ability to make use of effective M&E system. The findings shows that most of respondents agreed that program staffs have a good communication network with M&E personnel. However, still majority indicated that there is a poor practice of experience sharing and adaption of best practices between M&E personnel & the program staffs.

### **5.2.2 In what way did organizational structure affect the practice of the M&E system of NRC Shire area office?**

Over 60% of the respondents agreed with the statements which shows the initial organizational structure and project development is well defined. This also includes the M&E system of the organization. In the other hand 65- 70 % of the respondents were dissatisfied with when coming to implementing the planned M&E activates in Shire area office. Therefore, the findings stressed that the organization in general has a well-defined project planning and development which could not be taken to the ground in Shire area office. As Ile, Eresia-Eke and Allen-Ile (2012) stated that the applicability and effectiveness of the M&E system, to an extent depends on how well the M&E plans are implemented.

Even though NRC in general has spent big resources and man power in designing the M&E system of the organization which could be implemented by its all sub offices, NRC Shire area office has not been implementing the system in its full potential. Moreover, based on the findings over 70% of the respondents strongly disagreed and were on disagreement with the statement, the area office has the sufficient staffs with the necessary skills to undertake the implementation. This could be a serious

limitation to implement effective M&E system. The findings still shows organizational M&E manuals, handbooks and toolkits have been developed by the organization, so that it can help the employees with useful resources for improving M&E awareness. The assigned personnel to collect and analyzed data did not have the necessary skills to perform the M&E roles. As it was evident from different studies, most of the tools within the M&E frameworks could not easily be understood if staffs didn't get the required capacity building training. As a result, The M&E system could not be functioning efficiently if there is a shortage of people with adequate skills. Organizational capacity, operational capacity and also human of individual capacity are very important for the organizational structure to come up with effective M&E system.

The findings show that the area office neither has allocated nor is willing to allocate adequate budget for M&E activities. It can be inferred that there was shortage of funding for M&E in shire area office in order to implement the M&E projects effectively. According to (Pius, 2017) On ranking the factors that influence effective M&E systems budget allocation was occurred to be the highest factor. Adequate budge is necessary for implementation and running of M&E activities, (Pius, 2017) added without adequate budgeting nothing can be done. Therefore allocating adequate budget is mandatory in the organization as well as to make M&E system effective and efficient. As Wu, et al. (2010) clarifies, the issue of planning and budgeting for the implementation of M&E system to greatly determine the success or failure of the implementation of the M&E system.

### **5.2.3 How does the management role influence the M&E practice in NRC Shire area office?**

Findings on engagement of management and statements on organizational management is illustrated in this section. The findings suggested that most respondents from the study agreed that the level of commitment of management in Shire area office as well as the Country office is not as enough as expected. This could affect the effectiveness of the M&E system of the area office as top management makes key and crucial decisions that affect M&E projects greatly.

The findings from the majority of the respondents indicated that even though managers took active part in designing the M & E systems, most respondents indicated that managers do not communicate M & E results always and clearly. Furthermore, most respondents didn't agree if managers ensure the adequate allocation of resource for the M&E activities. Different researches indicates that organizations' management team has a big and critical role to ensure that the M&E system works

properly and that the process is smooth. (Njama, 2015) discussed that the success of an organization's M&E system is highly affected by the level of engagement of top management. Also he added that improved organizational leadership leads to a more successful M&E practice and system. World Bank (2011) states that organizational management is an important factor in producing M&E results. In addition to that, to build effective M&E human resource capability, both in terms of quality and quantity, requires well equipped organizational management (World Bank, 2011). Due to the critical position M&E plays in an organization, achieving M&E effectiveness is fundamental for organization's management. Koffi-Tessio (2002), infers that the lack of focus on the methodological and conceptual management by NGOs could be due to their weak implementation of M&E systems. Jaszcolt et al (2010), claims that NGOs should hire managers who can develop the technical skills among the M&E personnel, which was one of the big gap mentioned in the findings of NRC Shire area office.

The Majority of respondents agreed that management is unable to provide sufficient support and guidance for the M&E activities and for program staff. Concurrently, Khan (2003) noted that managers in all organizations need to include M&E in their work flow and review their operations on a regular basis. The author added that management intentional participation improves the M&E process credibility and confirms the acceptance of the findings more. According to World Bank (2011) report the dedication of an organization's management to the implementation of M&E system is essential. All rounded knowledgeable and committed managers make sure sufficient budget and resources are allocated for M&E. If there is lack of intentionality and support from organization's management team, then the M&E system would be poorly controlled, resulting in ineffectiveness and misleading outcomes.

#### **5.2.4 Does the organization use result based management (RBM) system for M&E activities?**

Result based management system (RBM) focuses on achieving outcomes, optimizing results, incorporating lessons learned into management decisions and performance management and reporting. The findings showed that most respondents indicated RBM features have been used in the area office only in the project planning stage of the M&E system. However, the area office has not been keen to implement fully the RBM practically.

Different researches suggested that integrating of RBM into the program implementation of NGOs could help in the improvement of the M&E systems. RBM may help handle M&E system more effectively. Management should figure out how to incorporate RBM into project activities. Moreover, should ensure there is appropriate interaction between staff, procedures and data. RBM could also be a motivation to consume the needed information and do a good job with M&E. RBM could also help to successfully collect M&E data and produce the basic information needed for accountability to donors and also for internal managerial learning purposes. M&E system is more implementable when a mechanism which can make it clear and simple is integrated. RBM could be the best way for its on achieving outcomes, optimizing results, incorporating lessons learned into management decisions and performance management and reporting. RBM can be helpful for M&E systems by making it more implementable if it is designed with an understanding that the system elements are interrelated and an effort is made to see to it that each element is functional, to ensure the mode of action of the entire system.

The findings also indicated that, most respondents disagreed on the area office has a very good feedback mechanism. One basic feature of RBM is collecting user feedback throughout program implementation. The RBM feedback mechanism is an ongoing process where feedback and opinions on a project are used to shape new changes and improvements. This is a way of creating a loop in program implementation. The goal is to constantly incorporate feedback to achieve continuing improvement. And this is critical for guiding ongoing activities and ensuring staffs are accountable for the responsibilities they are given. Carrying out regular reviews within the project activities during implementation is also an important way of RBM, which could help in tracking progress and understanding when change is needed. This is very essential for the effectiveness of program implementation which includes Monitoring & Evaluation system.

### **5.3 CONCLUSION**

According to Van Rensburg (2008), M&E was identified as a very important component of social programs' planning and implementation processes and also in the work of NGOs. The recognition of this significance of M&E is said to have motivated many organizations into allocating substantial resources to establish M&E systems within their organizations, in order to track the changes that are occurring in program activities. Yet different studies indicated that the M&E systems that are developed with substantial budget and other resources, mostly could not be implemented effectively

by plenty of organizations. The present study was intended at assessing the effectiveness of the M&E system in NRC Shire area office by examining its implementation experiences.

In order to bring the expected level of skills, knowledge and understanding of the M&E system in the organization, Ile, Eresia-Eke and Allen-Ile (2012) suggested that, the responsibilities of various parties at various levels of the organization must be clearly defined and each person must understand what they are intended to do. The same study emphasizes that understanding and clarity of the responsibilities that the various parties have been assigned should be checked it's functional and that it fulfils the needs of the organization. If staffs understand what they are intended to do and what the program is, they can help to check if the program is achieving its purpose (Jacobs, Barnett and Ponsford, 2010). This may help in planning, improving and inhibiting the implementation process of M&E. Therefore implementing M&E system may not be an obstacle for staffs when understanding their various roles. One of the key factors for the effectiveness of M&E system, as described by Ile, Eresia-Eke and Allen-Ile (2012) focuses on the ability of the person who is implementing it or to claim ownership. This infers that program staffs see it as their responsibility and not as something that is imposed on them. The work should be integrated into the main work of the program staffs and should not be seen as an extra burden so that the staffs are understand and implementing M&E system effectively. All parties in program implementation of NRC shire area office should be interested in undertaking M&E as a tool that is serving them to do their work well and effectively.

Organizational structure should consider M&E as one of the priority just like other programs. Budget has to be allocated adequately in order to have effective implementation. Gorgens and Kusek, (2009) state that M&E activities must work integrally with the planning and budgeting functions. NRC shire area office should ensure the organizational structure gives equal priority to other projects for M&E activities by including the human and financial resources. This also should involve the adequate staffing M&E project and involvement of program staffs in the planning and implementation of M&E system. Managers are responsible to recruit staffs with the requisite technical skills and provide them with the necessary training to successfully run the M&E system.

The research findings show that there is no enough attention from mangers with different aspects of the M&E system of NRC Shire area office. Different studies noted that the effectiveness of the M&E system is determined by degree of management's support. The management is accountable to make decisions and to strategic planning of all projects of organizations, which includes managing the

M&E system. Yet, the management makes decision based on the knowledge given by the M&E system. Wanjiru (2013), indicated the importance of by saying, it is like the central nerve for effectiveness of M&E system. It manages the human resource and organizes the M&E system to ensure its effectiveness. As a result, management should be capable of managing the project and M&E system. It should also encourage employees to ensure that they have the necessary skills and training to effectively adopt the M&E system. Finally, based on the findings of the study, the degree of engagement of management in the area office has a significant impact on the effectiveness of its M&E system.

The Study indicated that NRC Shire area office did not make effective use of the Result based management (RBM) to facilitate flexibility in the M&E system, allowing timely corrective adjustments to be made to the M&E project implementation. Even if the organization has a SMART objectives for project implantation, the findings indicated the M&E objectives has not been largely achieved. Moreover, the area office has a poor trained of conducting assessment of the overall performance of the M&E activates. According to different researches, RBM in M&E places specific stress on outcomes and impact. It stresses that it is not enough simply to determine that planned outputs have been delivered on time and on budget. The ‘ends’ are more important than the ‘means’ and it is essential to determine, and demonstrate the evidence that, the targeted outcomes and a worthwhile contribution to organizational goals are being achieved.

RBM approach should enhance M&E project performance generally, which embrace a flexible approach to implementation, and for which inputs, activities and outputs may not be fully specified in advance. RBM helps to build M&E systems to target on the implementation and performance of projects, Different studies indicate that Governmental and international development agencies are progressively being called upon to demonstrate results. Other than demands for greater accountability and transparency, donor agencies are also demanding greater efficiency and effectiveness of project implementation. In a consequence to that, a number of humanitarian and development agencies are promoting RBM as a strategic approach to be applied in all aspects of the project cycle. In addition to this, RBM continually seek to improve the development effectiveness of the M&E system. This can be more enhanced also by integrating feedback mechanism to the M&E planning and implementation process of the area office. RBM also puts pressure on managers and other members of the project team to change or adapt the project if it is not proving that it can achieve the anticipated outcomes; looking ahead at accomplishments, rather than inwardly and narrowly at processes.

## **5.4 Recommendations**

Based on the findings found from the study, the action oriented recommendations are made to enhance the M&E practice of the area office:

1. NRC shire area office should ensure all program staffs have the knowledge and understanding of the M&E practice. This can be achieved through appropriate trainings, by adapting experience sharing among the staffs, by creating the sense of ownership among the staffs while implementing M&E activities and comprehensive follow up from managers.
2. Managers should ensure that the organizational structure incorporates M&E, not only in planning stage but also in implementation. This includes how well the M&E system is being carried out and shared with project outcomes and findings, which can be reused in project planning and decision making. This can be achieved through also by allocating enough budget, hiring adequate and skilled staffs.
3. The level of commitment of top management in the area office should increase to a great extent to have enhance effectiveness of M&E system implementation in NRC Shire area office.
4. The study recommends that NRC shire area office management must to be innovative and integrate Result Based Management (RBM) with all aspects of the M&E system. So that, the practicability of M&E system in the area office could be viable.

## **5.5 Suggestions for further Research**

The study was conducted in NRC Shire area office, other studies should involve NGOs in other areas and the culture of other agencies in order to obtain more holistic information related to Monitoring and Evaluation system and practice. Furthermore, the literature review described a variety of important issues that this study did not answer, which might be important for further research on the effectiveness of M&E systems in governmental and non-governmental organizations. Other than what is covered in this report, more research on other determinants of the effectiveness of M&E system should be performed.

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## Appendix I: Questionnaire

### Addis Ababa University, School of Commerce in Partial Fulfillment of the Award of Master's Degree in Project Management

Dear Respondent,

This questionnaire aims at establishing; Assessing the effectiveness of monitoring and evaluation system: A case of NRC Shire Area Office. The questionnaire is intended to collect data that can help in the achievement of the study's objectives. I respectfully request that you take part in this study by answering all of the questions honestly and precisely, as much as possible. Your candid cooperation in answering the questionnaire will be greatly valued. I assure you, the information given will be kept completely confidential and used only for academic purpose.

#### Section A: Personal Particulars (I)

1. Age: A. 20 – 30   
B. 31-40   
C. 41-50   
D. 51 and above
  
2. Sex: A. Male       A. Female
  
3. Educational level: A. Tertiary/college Diploma  B. First degree  C. Masters and above  
If other, specify please \_\_\_\_\_
  
4. What is your current positions level in this organization?  

A. Center Administrator /Assistant/ Supervisor <input type="checkbox"/>	E. Project Manager <input type="checkbox"/>
B. Officer <input type="checkbox"/>	F. Programme Manager <input type="checkbox"/>
C. Team Leader <input type="checkbox"/>	G. Area Manager <input type="checkbox"/>
D. Coordinator <input type="checkbox"/>	H. <input type="checkbox"/> Other-member of CMT (if not mentioned above)

5. Number of years with NRC:

A. Less than 1 year  B. 1- 5 years  C. 6-10 years  D. More than 10 years

6. Total Work experience. A. Less than 1 year  B. 1- 5 years   
C. 6-10 years  D. More than 10 years

**Section B:**

**Instruction:** By marking in the check box  , indicate the extent to which you agree or disagree with the following statements concerning M&E in relation to projects in the organization. As you click your choice, the box will automatically be tick marked .

**5 – Strongly agree, 4 – Agree, 3 - Neutral, 2 – Disagree, 1 – Strongly disagree**

I	How is M&E system understood and interpreted in the Program staffs of NRC Shire area office and supporting staffs of the country office?	1	2	3	4	5
1	The Area office program staff have sufficient knowledge on the existing monitoring and evaluation system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	There is a good communication network within the program team and M&E personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	There is an experience sharing and adaption of best practice process between M&E personnel & program team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The organization makes the M&E materials available to be used by different staffs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The M&E materials which are available for use, are prepared targeting different audiences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The Overall existing M&E system meet the information needs of program staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Adequate M&E information (from ongoing activity) and guidelines is provided to program team for project execution and to assist in decision making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The area office provides M&E training for program staffs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	The M&E trainings provided to the program staffs have been effective and helped in program implementation progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II	In what way did organizational structure affect the effectiveness of the M&E system of NRC Shire area office?	1	2	3	4	5
1	The Organization has a well-defined structure that includes a monitoring and evaluation unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The organization has a management information system or database to frequently provide data on M&E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The roles and responsibilities of staff in monitoring and evaluation is clearly defined and Documented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	M&E findings are well documented and archived as "lessons learnt" for future use in other implemented programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The findings from M&E help to inform, shape and influence future projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The findings from M&E help to inform, shape and influence future projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	The area office has skilled personnel who gather information on the performance of programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The area office has skilled personnel with adequate capacity to analyze data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	The area office allocate sufficient budget for M&E activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	The area office is willing to invest money to improve M&E management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	The area office allocates adequate logistics for planned M&E activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III	How does the management role influence the effectiveness of the M&E practice and performance in NRC Shire area office?	1	2	3	4	5

1	Senior management recognizes and supports the role of M&E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Managers take active part in designing the M&E systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Top management has a positive attitude towards strengthening the M&E system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Information obtained from M&E is provided to program manager to assist in decision making and planning regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The organization uses M&E findings in managerial decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Managers always and clearly communicate M&E results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	The Management team ensures sufficient resources are allocated to M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Managers ensure that staff are trained on M&E regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	The management team takes part in some of the M&E activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	There is supportive supervision and guidance from managers in the effectiveness of M&E system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV	Does the organization use result based management system for M&E activities?  Result based management system focuses on achieving outcomes, optimizing results, incorporating lessons learned into management decisions and performance management and reporting.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Result-based performance is considered in M&E assessments of the area office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The area office has a written M&E plan that guides project execution for every project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Projects have objectives that are specific, time bound, measurable and in line with relevant strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4	Over all progress of the projects is monitored comparing the planned activities with actual accomplishment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Projects have objectives that are specific, time bound, measurable and in line with relevant strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The M&E objectives are largely achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	The M&E activities are carried out within schedule.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The cost of M&E activities is always within the budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	The M&E responsibilities and duties are clearly outlined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	The area office conducts assessment of the overall performance of M&E system on a regular basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Results and findings from M&E are relevant and within the M&E initial Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Results and findings from M&E are relevant and within the M&E initial Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **Appendix II: Interview Questions**

To gather information on the four research questions based in the effectiveness of M&E system of NRC shire area office, interview session was conducted with the senior managers of Shire area office and the Country office found in Addis Ababa. The interview also included the area office M&E coordinator, considering the coordinator may give comprehensive information with regards to the M&E system of the area office. The interview results were analyzed and discussed in the analysis part. The interview questions were stated as below;

1. From your own observation how would you describe the knowledge and understanding of the area office's program staff on the existing M&E system?
2. Do you think your organization need to do improvement in organizational structure for the effectiveness of the M&E system? If so, what can be done to improve or change?
3. In your opinion, is the support from the Area office or Country office senior management team sufficient for M&E activities? If not what more should they do?
4. Result based management system focuses on achieving outcomes, optimizing results, incorporating lessons learned into management decisions and performance management and reporting. Do you think practicing this approach in Shire area office could have a positive impact in the effectiveness of the M&E system? If so how?

**Thank You for your Kind Response and Participation!**

**Annex III:**

**Table analysis on how M&E system understood and interpreted in the different program staffs of NRC Shire area office and program supporting country office.**

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	SD
1	The Area office program staffs have sufficient knowledge on the existing M&E system.	Frequency	15	21	6	3	1	46	2.00	0.96
		%	32.6	45.7	13	6.5	2.2	100		
2	There is a good communication network within the program team and M&E personnel.	Frequency	4	4	8	26	4	46	3.47	1.06
		%	8.7	8.7	17.4	56.5	8.7	100		
3	There is an experience sharing and adaptation of best practice process between M&E personnel & program team.	Frequency	4	21	7	12	2	46	2.60	1.71
		%	8.7	45.7	15.2	26.1	4.3	100		
4	The organization makes the M&E materials available to be used by different staffs.	Frequency	12	4	5	17	8	46	3.42	1.09
		%	26.1	8.7	10.9	37	17.4	100		
5	The M&E materials which are available for use, are prepared targeting different audiences.	Frequency	2	6	4	32	2	46	3.56	0.93
		%	4.3	13	8.7	69.6	4.3	100		
6	The Overall existing M&E system meet the information needs of program staff.	Frequency	8	23	2	9	4	46	2.45	1.24
		%	17.4	50	4.3	19.6	8.7	100		
7	Adequate M&E information (from on going activity) and guidelines is provided to program team for project execution and to assist in decision making.	Frequency	7	17	4	14	4	46	2.59	1.37
		%	15.2	37	8.7	30.4	8.7	100		
8	The organization provides M&E training for program staffs.	Frequency	2	8	1	34	1	46	3.43	1.00
		%	4.3	17.4	2.2	73.9	2.2	100		
9	The M&E trainings provided to the program staffs have been effective and helped in program implementation progress.	Frequency	2	24	11	9	0	46	2.58	0.85
		%	4.3	52.2	23.9	19.6	0	100		

Source: Own survey, 2021

**Table analysis on the influence of the organization structure in the effectiveness of the M&E system of NRC shire area office.**

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	SD
1	The Organization has a well-defined structure that includes M&E unit.	Frequency	4	9	3	18	12	46	3.54	1.31
		%	8.7	19.6	6.5	39.1	26.1	100		
2	The organization has a management information system or database to frequently provide data on M&E.	Frequency	2	5	6	30	3	46	3.58	0.93
		%	4.3	10.9	13	65.2	6.5	100		
3	The roles and responsibilities of staff in M&E is clearly defined and documented	Frequency	9	1	6	14	16	46	3.58	1.48
		%	19.6	2.2	13	30.4	34.8	100		
4	M&E findings are well documented and archived as "lessons learnt" for future use in other implemented programs.	Frequency	4	10	8	22	2	46	3.47	1.01
		%	8.7	21.7	17.4	47.8	4.3	100		
5	The findings from M&E help to inform, shape and influence future projects.	Frequency	2	12	12	13	7	46	3.43	1.13
		%	4.3	26.1	26.1	28.3	15.2	100		
6	The Area office has adequate staff for M&E project.	Frequency	16	19	7	1	3	46	2.04	1.09
		%	34.8	41.3	15.2	2.2	6.5	100		
7	The Area Office has skilled personnel who gather information on the performance of programs.	Frequency	7	23	2	10	4	46	2.58	1.23
		%	15.2	50	4.3	21.7	8.7	100		

8	The Area office has skilled personnel with adequate capacity to analyze data	<b>Frequency</b>	9	21	1	12	3	46	2.54	1.25
		<b>%</b>	19.6	45.7	2.2	26.1	6.5	100		
9	The Area office allocate sufficient budget for M&E activities.	<b>Frequency</b>	13	15	6	7	5	46	2.47	1.34
		<b>%</b>	28.3	32.6	13	15.2	10.9	100		
10	The Area office is willing to invest money to improve M&E management.	<b>Frequency</b>	4	20	10	11	1	46	2.57	1.01
		<b>%</b>	8.7	43.5	21.7	23.9	2.2	100		
11	The Area office allocates adequate logistics for planned M&E activities.	<b>Frequency</b>	11	20	7	8	0	46	2.43	1.12
		<b>%</b>	23.9	43.5	15.2	17.4	0	100		

Source: Own survey, 2021

**Table analysis on how the role of management affect the effectiveness of the M&E system and performance in NRC Shire area office.**

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	SD
1	Senior management recognizes and supports the role of M&E.	<b>Frequency</b>	10	21	1	12	2	46	2.45	1.22
		<b>%</b>	21.7	45.7	2.2	26.1	4.3	100		
2	Managers take active part in designing the M&E systems.	<b>Frequency</b>	4	7	10	21	4	46	3.42	1.11
		<b>%</b>	8.7	15.2	21.7	45.7	8.7	100		
3	Top management has a positive attitude towards strengthening the M&E system	<b>Frequency</b>	9	17	8	7	5	46	2.60	1.27
		<b>%</b>	19.6	37	17.4	15.2	10.9	100		

4	Information obtained from M&E is provided to program manager to assist in decision making and planning regularly	<b>Frequency</b>	3	14	5	20	4	46	3.47	1.16
		<b>%</b>	6.5	30.4	10.9	43.5	8.7	100		
5	The Area office uses M&E findings in managerial decision making	<b>Frequency</b>	2	6	16	18	4	46	3.44	0.97
		<b>%</b>	4.3	13	34.8	39.1	8.7	100		
6	Managers always and clearly communicate M&E results	<b>Frequency</b>	2	16	17	7	4	46	2.89	1.01
		<b>%</b>	4.3	34.8	37	15.2	8.7	100		
7	The Management team ensures sufficient resources are allocated to M&E	<b>Frequency</b>	6	18	5	14	3	46	2.58	1.21
		<b>%</b>	13	39.1	10.9	30.4	6.5	100		
8	Managers ensure that staffs are trained on M&E regularly	<b>Frequency</b>	6	18	6	14	2	46	2.53	1.16
		<b>%</b>	13	39.1	13	30.4	4.3	100		
9	The management team takes part in some of the M&E activities.	<b>Frequency</b>	0	11	12	18	5	46	3.46	0.97
		<b>%</b>	0	23.9	26.1	39.1	10.9	100		
10	There is supportive supervision and guidance from managers in the effectiveness of M&E system	<b>Frequency</b>	6	25	4	9	2	46	2.47	1.09
		<b>%</b>	13	54.3	8.7	19.6	4.3	100		

Source: Own survey, 2021

**Table analysis on how NRC Shire area office integrate result based management approach in the implementation of M&E system.**

No.	ITEMS		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	SD
1	Result-based performance is considered in M&E assessments of the Area office	Frequency	10	16	10	8	2	46	2.47	1.14
		%	21.7	34.8	21.7	17.4	4.3	100		
2	The Area office has a written M&E plan that guides project execution for every project.	Frequency	6	7	2	20	11	46	3.52	1.42
		%	13	15.2	4.3	43.5	23.9	100		
3	The type of M&E plan programs /projects employ are incorporated within main proposal.	Frequency	7	11	4	15	9	46	3.43	1.40
		%	15.2	23.9	8.7	32.6	19.6	100		
4	Over all progress of the projects is monitored comparing the planned activities with actual accomplishment.	Frequency	10	7	2	21	6	46	3.43	1.32
		%	21.7	15.2	4.3	45.7	13	100		
5	M&E Projects have objectives that are specific, time bound, measurable and in line with relevant strategies	Frequency	12	6	0	21	7	46	3.41	1.50
		%	26.1	13	0	45.7	15.2	100		
6	The M&E objectives are largely achieved	Frequency	15	15	6	8	2	46	2.28	1.22
		%	32.6	32.6	13	17.4	4.3	100		
7	The M&E activities are carried out within schedule.	Frequency	3	5	14	24	0	46	3.48	0.91
		%	6.5	10.9	30.4	52.2	0	100		

8	The M&E activities cost is always within the budget	<b>Frequency</b>	0	19	7	17	3	46	2.59	1.42
		<b>%</b>	0	41.3	15.2	37	6.5	100		
9	Duties and responsibilities of M&E activities is clearly outlined.	<b>Frequency</b>	6	5	5	27	3	46	3.44	1.07
		<b>%</b>	13	10.9	10.9	58.7	6.5	100		
10	The Area office conducts assessment of the overall performance of M&E system on a regular basis.	<b>Frequency</b>	13	14	12	4	3	46	2.34	1.17
		<b>%</b>	28.3	30.4	26.1	8.7	6.5	100		
11	Results and findings from M&E are relevant and within the M&E initial plan	<b>Frequency</b>	13	15	6	9	3	46	2.43	1.27
		<b>%</b>	28.6	32.6	13	19.6	6.5	100		
12	The area office has a very good feedback mechanism of best M&E practices & processes.	<b>Frequency</b>	13	15	7	6	5	46	2.45	1.32
		<b>%</b>	28.3	32.6	15.2	13	10.9	100		

*Source: Own survey, 2021*