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***Factors influencing effective project monitoring and evaluation. The case of St. Paul's Hospital Millennium Medical College health projects.***

**By: Hailegebriel Abomsa , GSE/0065/08**

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**A Project Work Submitted to Addis Ababa University, College of Business and Economics, School of Commerce, as Partial Fulfillment of Master of Arts in Project Management**

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## **Declaration**

I, hereby, declare that this thesis entitled “*Factors influencing effective project monitoring and evaluation. The case of St. Paul’s Hospital Millennium Medical College health projects*” is original work of my own, and has not been presented by anyone for any degree in any other university. And all the sources of materials used for the thesis have been duly acknowledged.

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This thesis certifies that the above declaration made by the candidate is correct to the best of my knowledge.

Signature \_\_\_\_\_ Date \_\_\_\_\_

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## Contents

List of Table .....	vii
Acknowledgement .....	viii
LIST OF ACRONYMS AND ABBREVIATIONS .....	ix
Abstract:.....	x
CHAPTER 1 INTRODUCTION .....	1
1.1 Background of the Study.....	1
1.1.1. St. Paul’s Hospital Millennium Medical College.....	2
1.2 Statement of the Problem .....	3
1.3 Research Questions .....	5
1.4 Objectives of the Study.....	5
1.4.1 General Objective .....	5
1.4.2 Specific Objectives .....	5
1.5 Research Hypothesis.....	6
1.6 Significance of the Study.....	6
1.7 Limitations of the Study.....	7
1.8 Scope of the Study .....	7
1.9 Organization of the Study .....	8
1.10 Definition of Terms .....	8
CHAPTER 2 LITERATURE REVIEW .....	11
2.1 Introduction .....	11
2.2 Results-Based Management (RBM) .....	11
2.3 Monitoring and Evaluation .....	12
2.4. Monitoring .....	13
2.5. Evaluation .....	15
2.6 M&E Plan and Monitoring and Evaluation.....	15
2.7 M&E Training and Monitoring and Evaluation .....	17
2.8 The Role of Stakeholders in M&E .....	17
2.9 Budget Allocation and Monitoring and Evaluation.....	20
2.10. Conceptual Framework.....	21
CHAPTER 3 RESEARCH METHODOLOGY.....	23
3.1 Introduction .....	23

3.2 Description of Study area.....	23
3.3 Research Approach .....	25
3.4 Research Design .....	25
3.5 Target population .....	26
3.6 Sample Size and Sampling Procedure .....	26
3.7. Data Source and Type .....	26
3.8 Data Collection Method .....	27
3.8.1 Administration of Questionnaire .....	27
3.8.2 Interview .....	27
3.9 Validity .....	27
3.10 Reliability of the study .....	28
3.11 Ethical Considerations.....	30
3.11. Data Analysis and Presentations.....	30
CHAPTER 4 FINDINGS AND DISCUSSION .....	31
4.1 Introduction .....	31
4.2 Response rate .....	31
4.3 Demographic Information.....	31
4.3.1 Respondents Gender .....	31
4.3.2 Level of Education.....	32
4.3.3 Work Experience in project management .....	32
4.3.4 Age Distribution .....	33
4.4 Analysis of the influence of independent variables on the effectiveness of monitoring and evaluation .....	33
4.6. Correlation Analysis .....	34
4.7. Multiple Regression Analysis .....	36
4.8 HYPOTHESIS TESTING.....	38
CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS .....	40
5.1 Introduction .....	40
5.2 Conclusion.....	40
5.2.1. The influence of M&E planning on effectiveness of M&E .....	40
5.2.2 The influence of M&E training on effectiveness of M&E .....	40
5.2.3 Stakeholder involvement.....	41

5.2.4 Budgetary allocation .....	41
5.3. Recommendations .....	41
5.4. Recommendations for Further Research.....	42
Reference .....	45
Annex I Questionnaire.....	50
Annex II- Interview questions.....	- 1 -

## List of Table

Table 4.5 Reliability statistics.....	35
Table 4.6:- Report means, standard deviations, correlations, and reliability values for each of constructs.....	35
Table:-4.1 Gender of respondent.....	38
Table: - 4.2 Level of education of respondents.....	38
Table 4.3 Age of respondents.....	39
Table:-4.4 Descriptive statistics of responses on Likert scale.....	40
Table 4.7 Correlations analysis.....	41
Table 4.8 Multiple regression model summary.....	43
Table 4.9 ANOVA.....	44
Table 4.10 Regression coefficient.....	45

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>CIRHT</b>	Center for international reproductive health training
<b>FAO</b>	Food and agricultural organization
<b>FMOH</b>	Federal Ministry of Health.
<b>HSTP</b>	Health Sector Transformation plan
<b>ICT</b>	Information Communication Technology
<b>IFRC</b>	International Federation for red cross and red crescent
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MHP</b>	Maternal health project
<b>PMBOK</b>	Project management body of Knowledge
<b>RBM</b>	Result based management
<b>SPSS</b>	Statistical package for social science
<b>UNDP</b>	United Nations Development Programme

### **Abstract:**

*Given the fact that monitoring and evaluation is one of critical activities in the project management cycle that enhance the chances of success of projects, factors that may influence the effectiveness of the project is not well studied. This study assessed factors influencing the effectiveness of M&E in two foreign funded health projects at St. Paul's hospital millennium medical college. Its main objectives were: to find out how M&E planning, M&E training, stakeholder participation and budget allocation for M&E influence the effectiveness of the M&E. Descriptive research design was used. Purposive sampling technique was used to collect data from 35 respondents which selected based on their responsibility, capacity and knowledge about the factors under study. Data was collected using questionnaires interview and document review. Descriptive and inferential statistics were used to assess the effect of M&E planning, M&E training, stakeholder participation and budget allocation on the effectiveness of Monitoring and evaluation health projects of St. Paul's hospital millennium medical college. A fairly strong correlation found between M&E planning, M&E training, stakeholder participation and budget allocation and effective monitoring and evaluation health projects. The study recommends allocation adequate time, effort and resource to prepare M&E plan of the project, to increase the number and type of M&E training, active involvement of key stakeholders in carrying out monitoring and evaluation activities of the projects so as to boost the effectiveness of the Monitoring and evaluation of the project.*

**Keywords:** M&E planning, M&E training, stakeholder involvement, budgetary allocation and effective M&E.

## CHAPTER 1 INTRODUCTION

### 1.1 Background of the Study

Project management is the scientific application of modern tools and techniques in planning, financing, implementation, controlling and coordination of activities in order to achieve desired outputs according to the project objectives within the constraints of time and cost (PMI, 2013). Project Management is hence acknowledged as the most effective approach of managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliverables, timeframes and budget (Shapiro 2011).

A project is successful when it achieves its objectives and meets or exceeds the expectations of the stakeholders (Burton, 2003). Monitoring & Evaluation is one of critical project management tool that helps to determine whether progress is being made towards pre-specified goals and objectives. It helps to provide managers and other stakeholders with regular information on progress relative to targets and outcomes. This enables managers to keep track of progress and identify problems.

Monitoring and evaluation (M&E) is useful to all projects, big or small, because it helps in identifying project areas that are on target and those that need to be adjusted or replaced. M&E also facilitates learning and knowledge generation through the analysis and objective feedback of lessons from development experience (IFRC, 2011).

Monitoring is the process of regular and systematic collection, analyzing and reporting information about a project's inputs, activities, outputs, outcomes and impacts (UNDP 2009). The regular reports and information obtained from monitoring is used by project managers to make informed decisions. Monitoring provides project managers with the information needed to assess the current project situation and assess where it is relative to specified targets and

objectives – identifying project trends and patterns, keeping project activities on schedule, and measuring progress toward expected outcomes (*IFRC 2011*, *FAO*).

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*).

Evaluation, on the other hand, is a scientific based appraisal of the strengths and weakness of the project. It is therefore a comparison between the actual and the planned. Evaluation is a means of checking efficiency, effectiveness and impact of a project. Periodic evaluation can be used to investigate and analyze why targets are or are not being achieved. It looks at the cause and effect of situations and trends which are recorded within monitoring (*FAO, 2001*).

Monitoring and evaluation ensures accountability for resource use and achieving objectives. The results are evaluated for their contribution to the country's development effectiveness. Although monitoring and evaluation is used mainly for checking the impact of the project as well as establish whether it meets its objectives, they are also a mandatory requirement for donor sponsored projects where donors use them to determine effective use of their funds by organizations

### **1.1.1. St. Paul's Hospital Millennium Medical College.**

St. Paul's Hospital Millennium Medical College is a referral hospital governed under the Federal Ministry of Health (FMOH). It is the second largest public hospital in the nation, built by the Emperor HaileSelassie in 1961 with the help of the German Evangelical Church. The hospital was established to serve the economically under privileged population. In 2007 it became a medical college and its core services include the provision of medical care, teaching and research. It currently has 392 beds, with an annual average of 200,000 patients and a catchment population of more than 5 million. Approximately 75% of the patients receive medical services free of charge. There are over 1300 clinical and non-clinical staff in over 13 departments (*MLI*).

The college is currently partnering with a number of local and international institutions, like Addis Ababa University Tulane University, University of Michigan. The collaboration is mainly focused on undergraduate medical education, concentrating on library resources, ICT support for infrastructure and technical support, and financing staff development programs. The partnership is expanding to postgraduate programs like specialty in Pediatrics and Obstetrics and Gynecology program that is competency based and focuses on developing the skills, knowledge and leadership ability of the residents through exposure to a wealth of national and international expertise and improving their access to information ((MLI).

The National Health Policy of Ethiopia emphasizes promotion of inter-sectoral collaboration, involvement of the NGOs & the private sector (*EFDRE MoH HSTP 2011*). The college is also working with its international partners on strengthening systems addressing a wide range of health issues including improve maternal child health and decrease maternal mortality, capacity building in health management information systems, and more.

Sufficient studies have not been conducted that shows factors influencing the effective monitoring and evaluation health projects funded by international partners in Ethiopia. This study aimed to assess factors influencing the effective monitoring and evaluation of health projects at St. Paul's hospital millennium Medical College.

## **1.2 Statement of the Problem**

Building a resulted based M&E system is becoming a requirement to improve performance. It is also one of the requirements by organizations and donor's to check on the effective use of the donor funds, impact and benefits brought by the projects. An effective result based monitoring and evaluation system helps to understand whether a project has succeeded or failed, whether the project has met its goals and has used its resource wisely.

Despite it has been reported that M&E being a critical factor in the project success, it is one area of weakness for many projects (*UNDP, 2009*). Program and project managers pay little attention to M&E, viewing it as a burden that should be avoided. Many at times M&E is given a much

lower priority at the project's inception, as all efforts are aimed at launching the project (Lahey, 2015). In most cases organizations perceive an M&E activities as an extra work and therefore in the rush of implementation, they leave out monitoring (tracking progress) themselves to be done by one individual (M&E Officer) with little support from other staff or management (Emmanuel, 2015).

Number international funding agencies are partnering with Government of Ethiopia at different levels to contribute to improvements in health outcomes. Their support covers from community to primary health-care levels to strengthen systems addressing a wide range of health issues. If the performance of the projects can't be measured, it would be difficult to know how well they are doing against targets and indicators, and it would be difficult to know whether the project has met its goals and has spent its resource wisely. In the absence of effective monitoring and evaluation, they may go on using resources, without changing the circumstances they have recognized as a problem at all.

The Health sector transformation plan adopt M&E framework as an integral part of the plan. The M&E system is expected to fulfill the information demand for decision making towards quality and equity. Involving stakeholders in M&E starting from design of intervention to process and impact evaluation is one of key interventions that is expected to be implemented to transform the existing M&E system in the HSTP period.

Despite the fact that proper monitoring and evaluation of projects ensure the intended result, little is known about the effectiveness of M&E projects and factors that may influence the effectiveness of the M&E activities of the projects. This study sought to assess factors that influencing the effectiveness two health projects implemented in St. Paul's hospital Millennium Medical College.

## **1.3 Research Questions**

The study is guided by the following research key questions

1. How does M&E planning influence the effectiveness of M&E system of health projects at St. Paul's Hospital Millennium Medical College?
2. How M&E training does contribute to the effectiveness of the M&E system of health projects at St. Paul's Hospital Millennium Medical College?
3. How does stakeholder involvement influence the effectiveness of the M&E of health projects at St. Paul's Hospital Millennium Medical College?
4. How does budget allocation for M&E affect the effectiveness of the M&E system of health projects at St. Paul's Hospital Millennium Medical College?

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

To examine factors influencing the effectiveness of monitoring and evaluation of health projects of St. Paul's Hospital Millennium Medical College.

### **1.4.2 Specific Objectives**

The specific objectives of the study are

1. To determine the influence of M&E planning on the effectiveness of M&E system of health projects of St. Paul's Hospital Millennium Medical College.
2. To examine how M&E training contributes to the effectiveness of the M&E system of health projects of St. Paul's Hospital Millennium Medical College.
3. To find out the influence of stakeholder involvement on the effectiveness of the M&E system of health projects of St. Paul's Hospital Millennium Medical College.
4. To determine the effect of budgetary allocation for M&E on the effectiveness of the M&E system of health projects of St. Paul's Hospital Millennium Medical College.

## 1.5 Research Hypothesis

The study was based on the following hypotheses;

### **Hypothesis 1**

**H<sub>0</sub>:** M&E planning has no significant effect on the effectiveness of Monitoring and evaluation of health projects of St. Paul's Hospital Millennium Medical College

### **Hypothesis 2:**

**H<sub>0</sub>:** M&E training has no significant effect on the effectiveness of monitoring and evaluation of health projects of St. Paul's Hospital Millennium Medical College

### **Hypothesis 3:**

**H<sub>0</sub>:** Stakeholder participation does not have a significant effect on the effectiveness of monitoring and Evaluation health projects of St. Paul's Hospital Millennium Medical College

### **Hypothesis 4:**

**H<sub>0</sub>:** Budgetary allocation does not have a significant effect on the effectiveness of monitoring and evaluation of health projects of St. Paul's Hospital Millennium Medical College

## 1.6 Significance of the Study

M&E is critical tool for identifying and documenting successful projects and tracking progress toward the set objectives of the project. Evidences from monitoring and evaluation (M&E) systems will assist project managers and other key stakeholders to make appropriate decisions. Effective monitoring and evaluation system of the projects contributes a great deal to the accomplishment of the project objectives.

Hence, the finding of this study will particularly help project staffs, donor agencies and project managers in a better understanding of factors that influence the effectiveness of the M&E systems. It will also benefit those who are involved in the designing and implementation of effective M & E systems. It will also inform policies towards setting up of monitoring and

evaluation systems, and show how M&E can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency.

It will also contribute to the body of knowledge, as it can be used as a reference material by researchers and students who are interested in this particular area. The study will also identify areas related to M&E field that will require more research, hence a basis of further research.

### **1.7 Limitations of the Study**

The study has the following main limitations:

- Purposeful sampling method was employed to collect data from respondents because of time constraint and convenience. Time limitation affected the sample size.
- The study might be affected by the confidentiality project information and availability of respondents.

Further the study limited itself to four factors that were seen as majorly contributing to the use of monitoring and evaluation systems of public projects, these were M&E planning training on M&E, budgetary allocation, and stakeholders' involvement.

### **1.8 Scope of the Study**

This study aimed at examining factors influencing the effectiveness of monitoring and evaluation of health projects implemented at St. Paul's Hospital Millennium Medical College. The study will focus on two foreign funded health projects implemented by the college within the past five years. The study targets 35 personnel who directly involved in project management, implementation, monitoring and evaluation of the projects. The study is conducted between April-June 2018.

The study will also limit itself to assessing factors that may influence the effectiveness of monitoring and evaluation. The variable under study will include; project M&E planning, project staff training, stakeholder involvement and budgetary allocation.

## 1.9 Organization of the Study

Chapter one covers the background of the study and the statement of the problem. The chapter further outlines the objectives and research questions that guided the study then significance of the study. Lastly, the chapter states the scope, limitations, definition of terms and organization of the study.

Chapter two outlines review of the literature relevant to the study variables as well as a summary of the research gaps from all the reviewed materials. The chapter also contains the conceptual framework which outlines the association between the study variables. Finally, the research gap is discussed.

Chapter three outlines the research methodology that will be followed in the course of answering the research questions. The chapter specifically outlines description of the study area, the research approach, the research design, population and sampling techniques that will be adopted. The chapter also finally describes data source and type, data collection procedure ethical consideration and data analysis.

Chapter four covers the analysis of the data collected. Data will be analyzed using relevant statistical parameters. The analyzed data will be presented in tables. Further the chapter includes interpretation of the findings.

Chapter five will finally describe the summaries of findings of the study. Main findings will be discussed comparing with existing knowledge. The chapter finally has a conclusion of the study and suggests possible recommendation of the study problem.

## 1.10 Definition of Terms

This section presents the definition of the key terms used in the study. The terms are defined within the context of the research paper.

**Budgetary allocation:** Amount of resources allocate to a specific activity.in this case, we will be referring to amount of money budgeted for M&E of the project.

**Evaluation:-** is the systematic assessment of project performance. It focuses on expected and achieved accomplishments, examining the results chain (inputs, activities, outputs, outcomes and impacts), processes, contextual factors and causality, in order to understand achievements or the lack of achievements. Evaluation aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved.

**Key project stakeholders** are those stakeholders who have the influence and authority to dictate whether a project is a success or not. These are the people and groups whose objectives **MUST** be satisfied. They make or break the project. Even if all deliverables are in and budgets are met, if these people aren't happy, you've failed as a project manager.

**Level of training:** The extent to which an employee is well versed with a particular skill

**M&E plan**—a multi-year implementation strategy for the collection, analysis and use of data needed for program / project management and accountability purposes. The plan describes the data needs linked to a specific program / project; the M&E activities that need to be undertaken to satisfy the data needs and the specific data collection procedures and tools; the standardized indicators that need to be collected for routine monitoring and regular reporting; the components of the M&E system that need to be implemented and the roles and responsibilities of different organizations / individuals in their implementation; how data will be used for program / project management and accountability purposes. The plan indicates resource requirement estimates and outlines a strategy for resource mobilization.

**Monitoring:-** routine tracking and reporting of priority information about a program / project, its inputs and intended outputs, outcomes and impacts.

**Performance**—the degree to which an intervention or organization operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.

**Project** is a temporary endeavor undertaken to create a unique product, service or result.

**Stakeholder involvement** is the process by which an organization involves people who may be affected by the decisions it makes, or can influence the implementation of its decisions.

**Stakeholders:-** a person, group, or entity who has a direct or indirect role and interest in the goals or objectives and implementation of a program/intervention and/or its evaluation.

## CHAPTER 2 LITERATURE REVIEW

### 2.1 Introduction

This chapter reviews existing literatures related to the research topic. The review will cover concepts and theories of monitoring and evaluating project management. This review of literature looks at the need for monitoring and evaluation with respect to projects. It mainly looks into theoretical approaches to monitoring and evaluation and factors influencing effective monitoring and evaluation process. The review concludes with the conceptual framework.

### 2.2 Results-Based Management (RBM)

Results-Based Management (RBM) is a management tool which based on clearly defined results, and methodologies and tools to measure and achieve them. RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results needed to achieve (*IFRC, 2011*). RBM involves collaboration to set agreed upon indicators and standards against which results can be measured (*Gumz, J. & Parth, F. R. (2007)*).

Monitoring and evaluation (M&E) is a critical part of RBM. It forms the basis for clear and accurate reporting on the results achieved by an intervention project (*IFRC, 2011*). Results based M&E is an essential tool to ensure the most effective and efficient uses of resources, determine the extent to which the program/ project is on track and to make any needed corrections accordingly and evaluate the extent to which the program/ project is having or has had the desired impact clearly indicated this aspect.

Monitoring and Evaluation has been used by organizations for evaluating projects/programmes for decades. For the European Union, the United Nations, the World Bank and other development banks, M&E is embedded in their organizational processes (*Gumz, J. & Parth, F. R. (2007)*). Several other organizations working in different communities adopted a results-oriented approach to its work in order to keep track of progress on its strategic programs and the

corresponding outcomes and impacts (Ben, 2002), as well as to meet the increasingly rigorous requirements of their various donors and partners as noted by (Jody & Ray, 2004).

## 2.3 Monitoring and Evaluation

M&E is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and to highlight whether there are any unintended (positive or negative) effects from a project and its activities. It is an integral part of the project cycle and of good management practice (UNDP 2009).

Monitoring and Evaluation are common in that they both focus on efficiency, effectiveness and the impact of the project. While efficiency tells about the input into the work is correct in terms of the output, effectiveness measures the extent to which a development programme or project is achieving the specific objectives set for it, and impact tells the difference that the project brought to the problem situation it is dealing with (Francis Nyaga Karani *et al.*).

In broad terms, monitoring is carried out in order to track progress and performance as a basis for decision-making at various steps in the process of an initiative or project. Evaluation, on the other hand is a more generalized assessment of data or experience to establish to what extent the initiative has achieved its goals or objectives (UNDP 2009). The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis (UNDP 2009).

Monitoring and evaluation serve several purposes. In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (UNDP, 2009). Monitoring and evaluation helps to provide regular response on the level to which the projects are attaining their goals, spot likely problems at an early stage and recommend possible solutions, monitor the convenience of the project to all sectors of the intended population,

monitor the effectiveness with which the various parts of the project are being implemented and recommend improvements, appraise the extent to which the project is able to realize its general objectives and offer guidelines for the development of future projects (*Francis Nyaga Karani et al.*, UNDP, 2009).

Gumz, J. & Parth stated because of the rise of outsourcing the interest in evaluation and monitoring of projects has risen. Government has increasingly relied on the use of outside contractors to design, build, and even conduct oversight. Another reason for monitoring is that there is more money involved. Projects are getting bigger – but the results are not necessarily better (Gumz, J. & Parth).

Government and NGOs are also under increasing pressure to show value for money. Constituents and donors are demanding transparency and accountability. The increase in the number of NGOs has caused competition for donations. Gumz, J. & Parth reported that results based reporting improved the NGOs ability to compete for funds by convincing stakeholders that an agency's programs produce significant results and provide value (Gumz, J. & Parth). M&E is crucial for providing information about results and impacts in order to justify continued support. In addition, strong M&E is needed to inform project and programme design; to inform management of the programme; and for organizational learning (J. Guinea et al).

## **2.4. Monitoring**

Monitoring can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives (UNDP 2009). It is the process of routinely gathering information with which to make informed decisions for project management. Monitoring provides project managers with the information needed to assess the current project situation and assess where it is relative to specified targets and objectives – identifying project trends and patterns, keeping project activities on schedule, and measuring progress toward expected outcomes (*IFRC 2011*), *FAO*).

Monitoring provides managers and other stakeholders with regular information on progress relative to targets and outcomes. It is descriptive and should identify actual or potential successes

and problems as early as possible to inform management decisions. A reliable flow of relevant information during implementation enables managers to keep track of progress, to adjust operations to take account of experience and to formulate budgetary requests and justify any needed increase in expenditure (FAO, 2001).

Monitoring provides the information required to assess whether progress is being made towards achieving results. It provides the opportunity to review the assumptions made early in the project to be sure they still hold true and to decide whether the original strategies are still appropriate (Gumz, J. & Parth, F. R.). Monitoring aims to provide the sponsor and key stakeholders with regular feedback and early indications of progress (or the lack thereof) in achieving intended results. It tracks the actual performance against plan according to pre-determined standards, collecting and analyzing data on processes and results and recommending corrective measures. (Gumz, J. & Parth, F. R.).

Monitoring is significant tool for good project management as it provides a helpful base for evaluation and enables to know whether the resources are adequate and are being well used, whether the capacity you have is sufficient and appropriate and whether the project is performing as planned (Francis Nyaga Karani et al.).

Gumz, J. & Parth, F. R. stated organizations can select from four basic approaches to performance monitoring. The first option is internal monitoring. In this case, performance measurement and monitoring is the responsibility of those who are most closely involved in project implementation: the organization's staff. The second option is to build an internal but independent group to monitor projects. A third option is external monitoring where a consultant is contracted as an independent Project Monitor to track and report on performance. A fourth option, external support, makes the project manager responsible for the performance measurement function, but provides support to build organizational capacity in this area (Gumz, J. & Parth, F. R.).

## 2.5. Evaluation

Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. Evaluations, like monitoring, can apply to many things, including an activity, project, programme, strategy, policy, topic, theme, sector or organization (UNDP 2009).

Evaluation is a time-bound exercise to assess systematically and objectively the relevance, performance and success of ongoing and completed projects. Evaluation is undertaken to answer specific questions, to guide the sponsor, decision-makers and managers, and to provide information on whether underlying assumptions used in development and designs were valid, what worked and what did not work, and why. It emphasizes analyzing factors that affected results whether positive or negative, and on identifying lessons learned (Gumz, J. & Parth, F).

Evaluation, on the other hand, gives information about why the project is or is not achieving its targets and objectives. Some evaluations are carried out to determine whether a project has met (or is meeting) its goals. Others examine whether or not the project hypothesis was valid, and whether or not it addressed priority needs of the target population. Depending on the purpose of a particular evaluation, it might assess other areas such as achievement of intended goals, cost-efficiency, effectiveness, impact and / or sustainability (FAO, 2001).

## 2.6 M&E Plan and Monitoring and Evaluation

A monitoring and evaluation (M&E) plan is a document that helps to track and assess the results of the interventions throughout the life of a project. It is important to develop an M&E plan before beginning any monitoring activities so that there is a clear plan for what questions about the project need to be answered. It will help project staff decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated both to the donor and internally among staff members for program improvement.

Developing an M&E plan requires a proper understanding of the project, inputs, processes, output and outcomes. The inputs required would include human resources with M&E technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure as noted by (Kalali, Ali & Davod K, 2011).

M&E plan need to be prepared during the initial stages of project development. The process would involve advocating for the need for M&E, assessing strategic information needs, achieving consensus and commitment among stakeholders, particularly on Indicators and reporting structure & tools, developing mechanism for M&E plan review, and preparing document for final approval. The output would be an M&E plan that is a comprehensive document that describes the M&E system and includes the elements of an M&E plan (Mugambi and Kanda, 2013).

Mugambi and Kanda suggest that M&E planning should be done by those who use the information. Involvement of project staff and key stakeholders ensures feasibility, understanding and ownership of the M&E system. Early M&E planning allows for preparation of adequate time, resources and personnel before project implementation; it also informs the project design process itself as it requires people to realistically consider how practical it is to do everything they intend to measure (Mugambi and Kanda, 2013).

M&E plans should be revised, reviewed and updated with time based on the changing environment or situations in regard to implementation of a project. This ensures that the M&E plan remain relevant in guiding implementation of a project and should be constantly updated to include up-to-date information of monitoring and evaluation progress (Micah J. and Luketero W. 2017). Further UNDP(2009) points out that M&E activities take place throughout the programme and project cycles and should be reviewed and updated regularly (at least annually, for example at the time of annual reviews). This ensures that the project is always responding to the problems identified in the community despite the changing circumstances.

In a study conducted to assess the influence of the M&E system on performance (Micah J. and Luketero W. 2017) concluded that there is a strong relationship between M&E plans and

performance of Maternal Health Projects (MHPs) in terms of project timeliness. In this study it was established that a unit increase in knowledge of M&E work plans would lead to a 0.073 increase in performance of MHPs

## **2.7 M&E Training and Monitoring and Evaluation**

Employees are major assets of any organization. Equipping these unique assets through effective training becomes imperative in order to maximize the job performance (Champathes, 2006). Training refers to bridging the gap between the current performance and the standard desired performance. The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. (Cole, G.A. 2002.)

Several advantages can be achieved through training, including the enhancement of job satisfaction among employees, in addition to commitment and collective empowerment (Voegtlin et al, 2015; Sung & Choi, 2014). Effective training is beneficial for an organization in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organizational level, and thus participates in the process of organizational change (Valleet al., 2000). More the developed employees, more they are satisfied with their job, hence increasing the firm productivity and profitability (Champathes, 2006).

It is also well noted that an effective M&E human resource capacity in terms of quantity and quality, is vital for an effective monitoring and evaluation. It is recommended that staffs who are working on M&E should possess the required technical expertise in the area in order to ensure high-quality monitoring and evaluation (World Bank, 2011; UNDP 2009).

## **2.8 The Role of Stakeholders in M&E**

Stakeholders are individuals, groups or organizations who impact or be impacted by a decision, activity, or outcome of the project. They have an interest in the success or failure of the project, and can be within or outside the organization that is sponsoring the project (PMBOK 5

edition). Among stakeholders key stakeholders are those who are in a decision-making or management role and can impact by the project outcome, such as the sponsor, the project manager, and the primary customer (PMBOK 5th edition).

Stakeholder involvement is a process through which stakeholders are participated in and influence decision-making, resource allocation, implementation and control of development initiatives (FAO, 2001). One way to help satisfy stakeholder concerns and promote transparency is to involve stakeholders in monitoring the implementation of the projects. Such participation encourages stakeholders to take a greater degree of responsibility to do something practical to address issues that affect their lives (FAO, 2001).

The involvement of project stakeholders are important for project success for a number of reasons which includes financial and non-financial contributions, to establish the criteria for assessing the success of the project and to avoid potential resistance may cause various risks and negatively affect the success of the project (Eskerod et al., 2015b). Examples of non-financial contributions are manpower, expertise, decision making, good ideas, compliance with plans already agreed upon, and usage of project deliverables as intended. Refraining from taking actions adverse to the project can also be seen as a non-financial contribution (Eskerod et al., 2015b). In other words, the concept “contribution” is understood in broad terms, meaning any input that could be ascribable to the stakeholders (Eskerod and Larsen 2018).

A study indicated that participation in monitoring and evaluation can be costly in the sense that it requires the use of resources like information, time, finances, skills and expertise, leadership and management (N. Matsiliza 2012). However, the involvement of stakeholders in various aspects of monitoring and evaluation of project such as selection of indicators and targets, in data collection and analysis using already-established data sources and statistics of key partner agencies, will help to reduce the costs of data collection and hence cost of monitoring and evaluation (Mugambi and Kanda 2013).

A study conducted to determine critical success factors in Sri Lanka indicated that one of the three critical success factors for community driven projects is engagement of the community in project management (Francis Nyaga Karani et al, 2014). Another study conducted on food

security project also indicated that participatory monitoring and evaluation contributes to the success of the projects (Francis Nyaga Karani et al, 2014).

A study conducted on the use of M&E in NGOs implementing HIV/AIDS projects in Kenya indicated that monitoring and evaluation plan has been a success with stakeholders being involved in the planning (Francis Nyaga Karani et al, 2014). The same study indicated that the Project monitoring and evaluation implementation has helped in ensuring that the funds are properly used and the staff has adequate training to enable them tackle health issues (Francis Nyaga Karani et al, 2014).

However Studies indicated that the extent of stakeholder involvement in evaluation of health capacity strengthening research projects is limited to funding agencies and exclude others like as funding beneficiaries, which can participate constructively in the evaluation process (Boyd et al, 2013). Such participation can facilitate ownership of the evaluation, thereby promoting learning, implementation of recommendations, and sustainable change (Rodriguez-Campos L, 2011).

L.A Ika and J Donnelly indicated that there is a stronger link between project context and success factors such as supervision, monitoring, design, coordination, consultations, understanding the project environment, competency of project staff. They indicated that high levels of multi-stakeholder commitment, collaboration, alignment, and adaptation are necessary for international development projects to succeed (L. A. Ika and J. Donnelly, 2017)

In study conducted to assess the influence of M&E systems on project performance in the three NGOs working on maternal health projects (MHPs) in Kenya indicate that M&E has an influence on performance of MHPs. Aspects of M&E such M&E plans, human resource capacity in M&E, M&E information system and stakeholder participation in M&E were shown to influence performance of MHPs. It indicates the presence of strong positive relationship between M&E plans and performance of MHPs in terms of project timeliness. The study also has shown that knowledge of M&E work plans would lead to an increase in performance of the projects. (Micah and Luketero, 2017). On the other hand the study has shown that increase in stakeholder participation would lead to a decrease in performance of the projects in terms number of

deliverables. They concluded that too much stakeholder involvement in M&E would slow down performance of MHPs (Micah and Luketero, 2017).

## **2.9 Budget Allocation and Monitoring and Evaluation**

Adequate resource is required for quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to allocate adequate financial and human resources at the planning stage. The required budget for M&E activities is significantly affected by many factors--the size and complexity of the projects to be monitored, the rigor with which you need to conduct M&E, whether you can do it internally or need external support, the location you're working in, etc. Hence, it's important to understand the right type of information that is needed to influence the right type of target audiences at the right times.

Instead of ensuring that there is sufficient capacity to collect, store, analyze and share learning, M&E data tends to be analyzed on an ad hoc basis and is seen mostly as an accountability mechanism. Beyond donor accountability, M&E should be considered as an opportunity for organizations and their partners to improve program delivery, win over reluctant decision makers and possibly leverage additional interest and investment for scaling-up or replicating activities beyond donor accountability

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (McCoy, 2005; Gyorkos, (2003). The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs (UNDP, 2009)

Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for monitoring and evaluation. While it is critical to plan for monitoring and evaluation together, resources for each function should be separate. Kelly & Magongo recommended that recommended for an allocation of between 5% -10 % for monitoring and evaluation and that

amounts for capacity building should be distinguished from that for monitoring and evaluation (Kelly & Magongo, 2004).

## **2.10. Conceptual Framework**

Conceptual framework explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables and the presumed relationships among them. It is structured set of broad ideas and theories that help a researcher to properly identify the problem they are looking at frame their questions and find suitable literature.

The Conceptual Framework of the study (Fig 2.1) shows the relationship between factors influencing effectiveness of project monitoring and evaluation. The variables defined here are the independent and the dependent variable. Independent variables include M&E planning, M&E training, stakeholder participation and budget allocation. Dependent variable, effective M&E, is that factor which is observed and measured to determine the effect of the independent variable.

A moderating variable is a variable that may influence the dependent variable but is not a point of interest of this study. These may includes capability of personnel in charge of M&E, availability of guidelines and procedures and top management commitment which equally manipulate the environment in which the project is operating, hence effectiveness of project monitoring and evaluation.

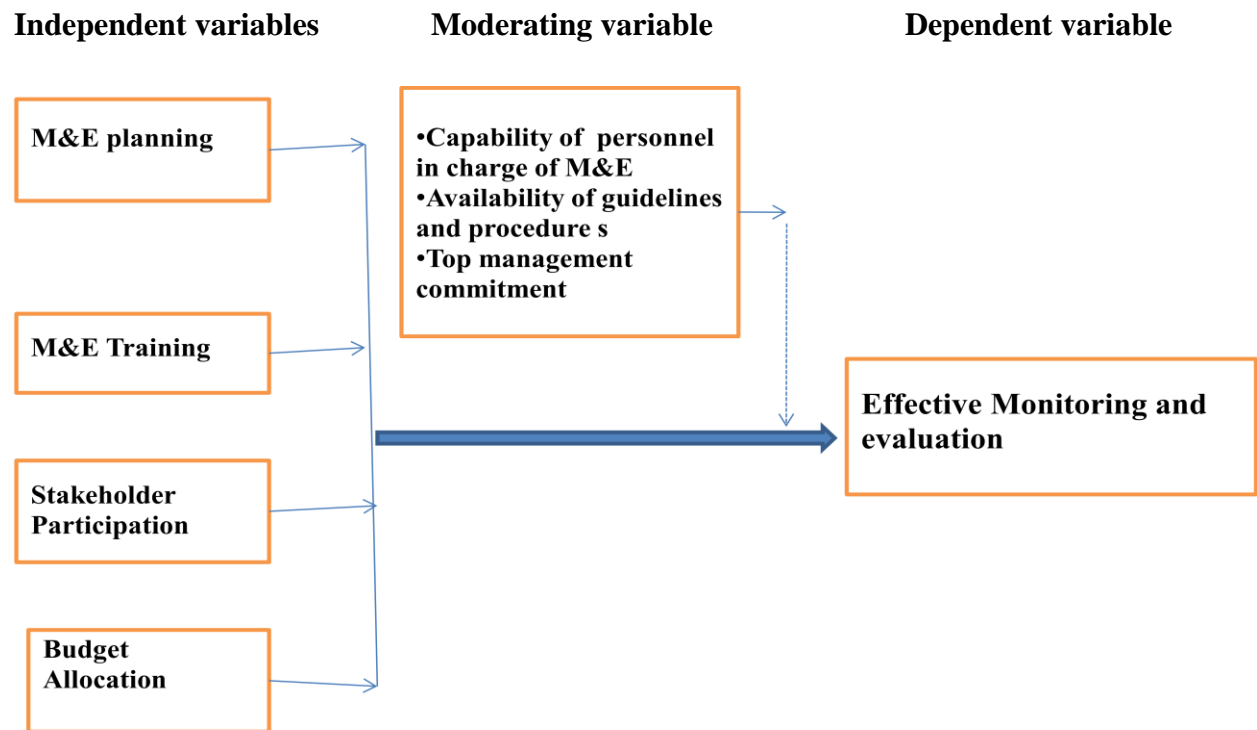


Fig 2.1 Conceptual framework adopted from Lamech O. Okello, Fred Mugambi (2015) and modified

## **CHAPTER 3 RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter explains the research methodology used in conducting this study. Research methodology considers the context of the research and the results in order to achieve meaningful research outcomes. Accordingly, this chapter presents the details of the methods employed in this research; it has different sub sections that describes and justifies the method and processes that were used in order to answer the research questions.

### **3.2 Description of Study area**

This study aims at assessing factors influencing effectiveness of monitoring and evaluation of health projects implemented at St. Paul's hospital millennium medical college. St. Paul's Hospital Millennium Medical College is a referral hospital governed under the Federal Ministry of Health (FMOH).

St. Paul's hospital is the second largest public hospital in the nation, built by the Emperor Haile Selassie in 1961 with the help of the German Evangelical Church. The hospital was established to serve the economically under privileged population. In 2007 it became a medical college and its core services include the provision of medical care, teaching and research. It currently has 392 beds, with an annual average of 200,000 patients and a catchment population of more than 5 million. Approximately 75% of the patients receive medical services free of charge. There are over 1300 clinical and non-clinical staff in over 13 departments.

The college is currently partnering with a number of local and international institutions, like Addis Ababa University, Jimma University, Tulane University, University of Michigan and University of Alberta to mention few. Collaboration with these institutions mainly focused on undergraduate medical education, concentrating on library resources, ICT support for infrastructure and technical support, and financing staff development programs and implementing various health projects.

The partnership is expanding to postgraduate programs like specialty in Pediatrics and Obstetrics and Gynecology program which focuses on developing the skills, knowledge and leadership ability of the residents through exposure to a wealth of national and international expertise and improving their access to information.

The college is also working with these international partners on strengthening systems addressing a wide range of health issues including improve maternal and child health, decrease maternal mortality, capacity building in health management information systems, and more. Ethio- Canada Maternal Neonatal and Child Health project is one of projects implemented at the hospital in collaboration with University of Alberta in Edmonton, Canada. The project is funded by the Canadian government through the Department of Foreign Affairs, Trade and Development, with large in-kind contributions from the Canadian partners.

The goal of the project is to reduce maternal and prenatal mortality and morbidity in Ethiopia by expanding the reach and reliability of basic service. While the main project targets are midwifery skills and birth referral systems, the project has been working on providing complementary strengthening of frontline care giving, developing relevant competencies at St. Paul's Hospital which is already designated as a national referral center for Maternal and Child Health.

Center for International Reproductive Health Training (CIRHT) program is program implementing various reproductive health projects in the hospital with the partnership of the University of Michigan. The program is underway mainly with the aim of training the health work force of the future with comprehensive reproductive health education. It works with the college to integrate hands-on clinical trainings on comprehensive reproductive health, including family planning and comprehensive abortion care in to their pre-service education.

In partnership with CIRHT program the college working to ensure that graduates have the knowledge and practical skills to meet the needs of patients and communities. The program seeks to reduce maternal mortality and morbidity from unsafe abortion through pre-service training in evidenced-based contraception and comprehensive abortion care for medical and midwifery students.

### 3.3 Research Approach

A research approach that used for the study is case study research approach. A case study approach considered a robust research method particularly when a holistic, in-depth investigation is required. Case studies are considered useful in research as they enable researchers to examine data at the micro level. As an alternative to quantitative or qualitative research, case studies can be a practical solution when a big sample population is difficult to obtain (*Zaidah, 2007*).

Another reason for the recognition of case study as a research method is that researchers were becoming more concerned about the limitations of quantitative methods in providing holistic and in-depth explanations of the social and behavioral problems in question. Through case study methods, it is possible to go beyond the quantitative statistical results and understand the behavioral conditions through the actor's perspective (*Zaidah, 2007*).

By including both quantitative and qualitative data, case study helps explain both the process and outcome of a phenomenon through complete observation, reconstruction and analysis of the cases under investigation (*Tellis, 1997*). Hence both qualitative and quantitative data were collected and analyzed to explain the current practice of monitoring and evaluation of the projects.

### 3.4 Research Design

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem research. This study adopted a mixed method approach that integrates descriptive survey research design and correlational designs. A descriptive research design in this study was used in describing the nature of the M&E systems and factors influencing effective M&E.

The design also assisted in testing the level of significance between M&E factors and effective M&E of health projects at St. Paul's hospital millennium medical college. The study also incorporated a correlational research design in order to determine the relationship between M&E factors-M&E planning, ME training, stakeholder participation and budgetary allocation

(independent variables) and effective M&E (dependent variable).of health projects at St. Paul's hospital millennium medical college.

### **3.5 Target population**

The target population is the total group of individuals from which the sample might be drawn. The study population of this study is the entire management, staff and relevant key stakeholders of Ethio-Canada Maternal Neonatal and Child health project and Center for International Reproductive Health Training (CIRHT) projects. A total of 35 (12 from Ethio Canada MNCH project and 23 CIRHT) respondents from the participating projects were targeted.

### **3.6 Sample Size and Sampling Procedure**

Due to the small size of the target population, a census was conducted on all the staff of both projects. If the target population is small, then taking the whole population in such cases is advisable. In these respect, all project managers, project coordinators, M&E officers, project field officers, and those who are involved in M&E activities and who are believed to be particularly informative about the topic under study were included in the final study sample.

Appointments with each staff in their respective projects were scheduled and questionnaires were then administered. Data was collected through questionnaires which allowed for analysis using SPSS software.

### **3.7. Data Source and Type**

Primary data sources were used for the study. The primary of data was obtained from participant through administering questionnaire and interviews.

## **3.8 Data Collection Method**

### **3.8.1 Administration of Questionnaire**

Self administered questionnaires were used for the study as it is easy to administer and the most convenient way of collecting the needed information. In addition, self administered questionnaires gives respondents an ample time to think and fill the questionnaires at their free time, hence it minimizes errors. Another advantage of self-administration method is that the researcher will have a personal contact with the study participant to respond to any clarification the participant might have. To ensure an increased response rate the questionnaires were delivered and collected by the investigator.

### **3.8.2 Interview**

Guiding interview questions were presented to the key informants to obtain their insight on the case. Open-ended interviews were used so that as the key informants provides valuable insights into the case's issues. These respondents were specifically targeted for their ability to provide pertinent information to the study. Questions were presented in an unstructured and informal discussions way with a key informant for the case to be used.

## **3.9 Validity**

Validity is the degree to which result obtained from the analysis of the data actually represents the situation under study. It is used to ensure that the study actually measures what it intends to measure from the beginning.

In order to ensure internal validity of the study, the variables were carefully analyzed which ensured that appropriate indicators were associated with each variable and the required data collected using the appropriate research instrument. For external validity, appropriate and representative samples were selected for study which provided an assurance for results to be generalized to the population.

### 3.10 Reliability of the study

Reliability refers to the extent to which the same answers can be obtained using the same instruments more than one time. Reliability of the study results was assured through triangulation where collected data was confirmed through appropriate research instruments. This ensured the results of the study were a true reflection of the situation studied.

A pilot study was undertaken to test the research questionnaire. 5 questionnaires were pilot tested in two other projects being implemented in the college.

Cronbach's alpha was used to assess the internal consistency of a questionnaire. A reliability analysis was carried out on the perceived task values scale comprising 5 items. Cronbach's alpha showed the questionnaire to reach acceptable reliability,  $\alpha = 0.843$ . (Table 4.5)

Table 4.5 Reliability statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.840	31

Table 4.6:- Report means, standard deviations, correlations, and reliability values for each of constructs.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The project has adequate M&E plan	106.63	103.652	.352	.838
Project staff are involved in designing and planning M&E activities	107.11	97.987	.637	.829
M&E planning completed before implementation of the project	106.71	105.269	.219	.842
Time and effort given to M&E planning was adequate	106.77	107.299	.112	.845
The M&E plan is shared among project staff and stakeholder	106.83	104.205	.413	.837
The M&E plan has been updated regularly	107.03	103.970	.368	.838
Staff tainting is huge determinant to carry out M&E	105.77	108.476	.095	.844
Project staff Properly trained on project M&E	107.20	99.929	.563	.832
Project staff exhibit competence and skill on M&E	106.94	103.997	.362	.838
Project staff undertaken short courses on M&E	106.77	106.476	.165	.844
M&E function has been done by external consultant	108.17	111.911	-.169	.854
There is fully fledged M&E section in the project	106.66	108.526	.029	.848
Project are known and documented	106.23	104.711	.265	.841
Stakeholders are involved in developing M&E tools	107.29	102.151	.398	.837
Participation of stakeholders is crucial to successful implementation of M&E	105.97	102.617	.366	.838
Stakeholders have knowledge of M&E process	107.23	103.946	.296	.840
Stakeholder have capacity and have been trained on M&E	107.66	106.644	.215	.842
Stakeholders views incorporated in the M&E process	107.40	99.894	.583	.831
Stakeholders are given feedback on the M&E process	107.37	105.711	.230	.842
Stakeholder should involve in M&E activities	105.94	103.820	.329	.839
The budget of the project provide a clear and adequate provision for M&E activities	106.60	100.600	.443	.835
The budget for M&E are usually channeled to the right purpose	106.77	101.711	.638	.832
A realistic estimation of budget was undertaken for M&E	107.20	106.929	.174	.843
Adequate budget is allocated for M&E	107.37	102.123	.324	.840
Sourcing and securing financial resource for M&E is a major challenge	107.40	108.718	-.004	.852
Results from M & E are relevant and useful	106.49	96.492	.724	.826
The M & E activities are carried out within schedule	106.91	93.787	.673	.825
Results and feedback from M & E are timely	106.46	100.785	.452	.835
M&E resources are economically utilized	106.74	98.020	.562	.831
The M & E responsibilities and duties are clearly outlined	106.60	97.306	.758	.826
The M & E objectives are largely achieved	106.63	102.829	.384	.837

### **3.11 Ethical Considerations**

The study was conducted in a manner that put research ethics into consideration when developing and administering data collection tools and techniques, to avoid any form of harm or violation. This was done through obtaining consent before the research; ensuring confidentiality of data obtained and learning more about the organization's culture and project before the research and where necessary absolute sensitivity and caution was exercised. In order to safeguard the rights of the participants, the researcher also explained to the participant the benefits of the study.

### **3.11. Data Analysis and Presentations**

Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version. Data was sorted, cleaned and entry was conducted. Statistical methods like regression and correlation analysis were utilized to analyze the quantitative data by aide of SPSS Software version 23.

Descriptive statistics involving frequencies and percentages was used to aid in interpreting trends and occurrences in regard to the study. Descriptive summaries involved use of measures of central tendencies such as mean and standard deviation. The findings were presented using tables to facilitate comparison and for easy inference.

Pearson's correlation which is a form of parametric inferential statistic was used to measure the relationship between the variables of the study. This helped in establishing the relationship between independent variables i.e. M&E planning, M&E training, stakeholder involvement and budgetary allocation influences on the dependent variable effective monitoring and evaluation as well as the relationship among the independent variables.

## **CHAPTER 4 FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter describes findings of the research obtained from quantitative data and interview responses. This section includes presentation of findings and analysis based on the objectives of the study and as explored by the questionnaires, where both descriptive and inferential statistics have been employed.

### **4.2 Response rate**

The sample size used for the study was 35. Hence A total of 35 questionnaires were distributed to the project management heads, individuals in charge of monitoring and evaluation and project officers involved in management, implementation and M&E of the project. Out of 35 questionnaires 35 were properly completed and returned marking a response rate of 100%. The high response rate is attributed to the researchers close link with the both projects staffs and management.

### **4.3 Demographic Information**

The study sought to find out the demographic information of the respondents which included gender, age, level of education, years worked in M&E projects.

#### **4.3.1 Respondents Gender**

The findings indicated that (65.7%) of respondents were male and 34.3%. were females. The findings implied that projects were dominated by male compared to females.

Table:-4.1 Gender of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	65.7	65.7	65.7
	Female	12	34.3	34.3	100.0
	Total	35	100.0	100.0	

### 4.3.2 Level of Education

The study found that majority (71.4 %) of respondents has master's degree, followed by those who have first degree (22.9%) and PhD degree (5.75%) respectively. This implies that respondents were well educated and that they were in a position to respond to research questions with ease. It also implies that respondents participated in the study has necessary qualification for the running the projects.

Table: - 4.2 Level of education of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	2	5.7	5.7	5.7
	MA/MSc	25	71.4	71.4	77.1
	Degree	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

### 4.3.3 Work Experience in project management

Based on the findings, majority (32%) of the respondents had greater than 5 years of experience serving in management and monitoring and evaluation activities of followed by 25% who had an experience between 4 - 5 years. While 32% of the respondents had worked in M&E projects for a period between 2 to 4 years, a small proportion (6%) had an experience of 1 to 2 years and 4% had less than one year experience.

The finding implies that the respondents has enough work experience in the projects to provide valuable responses regarding factors influencing effective monitoring and evaluation of the health projects at St. Paul’s hospital millennium medical college.

#### 4.3.4 Age Distribution

The study showed that Majority (71%) of the respondents indicated that their age ranged between 30 to 40 years, followed by 23% who indicated that their age range was between 40 to 50 years. The findings also revealed that 6% of the respondents were aged between 20 to 30 years. This implies that majority of the respondents were at their maturity stage and therefore able to handle their roles responsibly.

Table 4.3 Age of respondents

Age range	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30	2	5.7	5.7	5.7
31-40	25	71.4	71.4	77.1
41-50	8	22.9	22.9	100.0
Total	35	100.0	100.0	

#### 4.4 Analysis of the influence of independent variables on the effectiveness of monitoring and evaluation

Common to all the respondents also were questions by the researcher on various factors affecting project monitoring and evaluation. Respondents were asked to give their opinion on monitoring and evaluation practice of the project they are involved with and extent to which it affected the effectiveness of the monitoring and evaluation of the project.

On a 5-point Liker scale where 1-1.49 not at all, 1.50 - 2.49 was little extent; 2.50 - 3.49 was moderate extent; 3.50 - 4.49 was large extent and 4.50 - 5.00 was very large extent, the respondents were requested to indicate to what extent they agree with the statement regarding monitoring and evaluation activities of their project.

Table:-4.4 Descriptive statistics of responses on Likert scale

	N	Mean	Std. Deviation
M&E planning	35	3.80	.531
Staff training on M&E	35	3.83	.514
Stakeholder involvement in M&E	35	3.77	.598
Budget allocation for M&E	35	3.69	.471
Effectiveness of M&E	35	4.00	.686
Valid N (list wise)	35		

#### 4.6. Correlation Analysis

Pearson correlation was used to measure the degree of association between variables under study i.e. independent variables (M&E planning, M&E training, stakeholder involvement and budgetary allocation) and the dependent variables (Effectiveness of M&E). Pearson correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values indicates positive correlation where Pearson coefficient  $<0.3$  indicates weak correlation, Pearson coefficient  $>0.3<0.5$  indicates moderate correlation and Pearson coefficient  $>0.5$  indicates strong correlation.

The analysis of correlation results indicates that there is positive relationship between all independent variables under study and the effectiveness of monitoring and evaluation of the projects at St Paul’s hospital millennium medical college.

The correlation table shows a strong correlation between M&E planning and effective monitoring and evaluation of the projects with correlation coefficient of 0.645, and p-value of  $<0.001$ . It indicates that the result is significant at  $\alpha =5\%$  and that if the M&E planning increase it will have a positive impact on effective monitoring and evaluation of the projects.

The correlation results between M&E training and effective monitoring and evaluation of the projects also indicates the presence of strong positive association with correlation coefficient is 0.642 and a p-value of  $<0.001$  which is significant at  $\alpha = 5\%$ . This indicates that giving the

project staff training on monitoring and evaluation increases the effectiveness of monitoring and evaluation.

Further the result indicates strong positive association between stakeholder involvement and effectiveness of the M&E of the projects with correlation coefficient is 0.738 and a p-value of 0.001 which is significant at  $\alpha = 5\%$ . Similarly it shows that an increase in stakeholder involvement in M&E results in increased effectiveness of the projects.

The result also indicates that strong positive relationship between budgetary allocation for M&E and effectiveness of the monitoring and evaluation with correlation coefficient is 0.584 and a p-value of 0.001 which is significant at  $\alpha = 5\%$ . It indicates an increase in budget for M&E will have significant positive impact on effectiveness of the M&E.

Table 4.7 Correlations analysis

		M&E planning	M&E training	Stakeholder Involvement	Budget allocation	Effectiveness of M&E
M&E planning	Pearson Correlation	1	.276	.572**	.409	.645**
	Sig. (2-tailed)		.108	.000	.015	.000
	N	35	35	35	35	35
Staff training on M&E	Pearson Correlation	.276	1	.558**	.299	.642**
	Sig. (2-tailed)	.108		.000	.081	.000
	N	35	35	35	35	35
Stakeholder Involvement in M&E	Pearson Correlation	.572**	.558**	1	.443**	.738**
	Sig. (2-tailed)	.000	.000		.008	.000
	N	35	35	35	35	35
Budget allocation for M&E	Pearson Correlation	.409	.299	.443**	1	.584**
	Sig. (2-tailed)	.015	.081	.008		.000
	N	35	35	35	35	35
Effectiveness of M&E	Pearson Correlation	.645**	.642**	.738**	.584**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	35	35	35	35	35

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

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

## 4.7. Multiple Regression Analysis

Multiple regression analysis was conducted to test the effect of independent variables on effective monitoring and evaluation of health projects at St. Paul's hospital millennium medical college. These included an error term, whereby the dependent variable was expressed with a combination of independent variables.

The following model represents the regression equation representing the relationship between effective M&E system as a linear function of the independent variables. The regression model was therefore used to describe how the mean of the dependent variable changes with the changing conditions.

$$Y_i = \alpha + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \epsilon. \text{ When } \beta_5=0$$

Where;  $Y_i$ = Effective Monitoring and Evaluation

$X_1$ = M&E planning

$X_2$ = M&E training

$X_3$ = Stakeholder involvement

$X_4$ = Budget allocation

$\epsilon$  = representing the error term

According to the model summary Table 4.8, R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there exists strong positive relationship between the independent variables and dependent variable as shown by R value (0.866).

The coefficient of determination ( $R^2$ ) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 75 % of the effective monitoring and evaluation of both projects as represented by the  $R^2$ .

This therefore means that other factors not studied in this research contribute 25 % of the effective monitoring and evaluation of the projects. The study therefore identifies variables as a determinant influencing effective monitoring and evaluation of health projects.

This multiple linear regression model, with four independent variables has an R squared value of 0.750. 75% of the variation of M&E effectiveness can be explained by this model.

**Table 4.8. Multiple regression model summary.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 <sup>a</sup>	.750	.717	.365

a. Predictors: (Constant), Budget allocation, M&E training, M&E planning, Stakeholder involvement

According to the regression equation, taking all factors into consideration, effective M&E system is equal to -1.241 (Table 4.9). The Standardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. The t and Sig (p) values give a rough indication of the impact of each predictor variable – a big absolute t value and small p value suggests that a predictor variable is having a large impact on the criterion variable.

The regression analysis conducted to determine the relationship between the independent variable and effective monitoring and evaluation indicates that taking all other independent variables at constant, for a unit increase in M&E planning will lead to .384 units increase in effectiveness of M&E of health projects at St. Paul’s hospital millennium medical college; a unit increase in M&E training will lead to .382 units in effectiveness of M&E; a unit increase in stakeholder involvement will lead to .295 units in effectiveness of M&E and a unit increase in budget allocation will lead to .321units in effectiveness of M&E of health projects at St. Paul’s hospital millennium medical college.

At 5% level of significance and 95% level of confidence, M&E planning had a 0.014 level of significance, M&E training had a 0.005 level of significance, Stakeholder involvement had a 0.046 level of significance and Budget allocation had a 0.028 level of significance.

The study therefore identifies M&E planning, M&E training, stakeholder involvement and budget allocation as critical factors that can influence an effective M&E system.

Table 4.9 Regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.241	.599		-2.070	.047
M&E planning	.384	.147	.297	2.605	.014
Staff training on M&E	.382	.126	.334	3.024	.005
Stakeholder Involvement in M&E	.295	.141	.275	2.085	.046
Budget allocation for M&E	.321	.140	.241	2.301	.028

## 4.8 HYPOTHESIS TESTING

**H<sub>0</sub>:** M&E planning has no significant effect on the effectiveness of Monitoring and evaluation of health projects of St. Paul’s Hospital Millennium Medical College was rejected at  $t = 2.605$  and  $p$ -value = .014 which is less than 0.05 levels of significance.

### **Hypothesis 2:**

**H<sub>0</sub>:** M&E training has no significant effect on the effectiveness of monitoring and evaluation of health projects of St. Paul’s Hospital Millennium Medical College was rejected at  $t = 3.024$  and  $p$ -value = .005 which is less than 0.05 levels of significance.

**Hypothesis 3:**

**H<sub>0</sub>:** Stakeholder participation does not have a significant effect on the effectiveness of monitoring and Evaluation health projects of St. Paul's Hospital Millennium Medical College was rejected at 2.085 and p- value = .046 which is less than 0.05 levels of significance.

**Hypothesis 4:**

**H<sub>0</sub>:** Budgetary allocation does not have a significant effect on the effectiveness of monitoring and evaluation of health projects of St. Paul's Hospital Millennium Medical College was rejected at 2.301 and p- value = .028 which is less than 0.05 levels of significance.

## **CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter is a synthesis of the entire study, and contains conclusions and recommendations for future M&E practice and further research.

### **5.2 Conclusion**

Monitoring and evaluation are critical activities in the project management cycle. Monitoring enables the project to track the performance of project on a continuous basis so as to ensure that everything is implemented as planned. Evaluation enables the project team to determine the effectiveness of the projects in terms of meeting pre-established targets. Monitoring and evaluation activities can enhance the chances of success of projects. However, there are numerous factors that may affect the effectiveness of monitoring and evaluation projects.

This study examined the influence of four factors namely M&E planning, M&E training, stakeholders participation and budgetary allocation on the effectiveness of M&E of two foreign funded health projects being implemented at St. Paul's hospital millennium medical college.

#### **5.2.1. The influence of M&E planning on effectiveness of M&E**

From the correlation analysis it can be deduced that adequate M&E planning is critical factor for effective monitoring and evaluation of health projects at St. Paul's hospital millennium medical college. It also means that the more time, effort and resource budgeted for M&E planning the more effective the M&E will be for these projects. Therefore, from the results it can be deduced that the effective monitoring and evaluation of the projects was strongly influenced by the M&E planning of the health projects at St. Paul's hospital millennium medical college.

#### **5.2.2 The influence of M&E training on effectiveness of M&E**

The study indicated that adequate M&E training of the project team strongly influence effective monitoring and evaluation of health projects at St. Paul's hospital millennium medical college.

The study established that the project team had training that helped them to carry out different activities monitoring and evaluation. An interview with the participant of the study showed that they have received training on different components of monitoring and evaluation like data collection, data analysis, report writing, dissemination of M & E results and logical framework approach (Log frame) which has helped them greatly in carrying out their duties.

### **5.2.3 Stakeholder involvement**

The study found that the involvement of the stakeholders in the activities of M&E has moderately influenced the effectiveness of the monitoring and evaluation of the health projects at St. Paul's hospital millennium medical college. This also supported by the reviews of the project document that revealed key stakeholders are well identified and documented. It is also established that stakeholders from implementing staff, donors, government, and professional associations are involved in various activities of monitoring and evaluation of the projects.

### **5.2.4 Budgetary allocation**

The study also established that adequate budget allocation for monitoring and evaluation has strong relationship with effective monitoring and evaluation of the health projects of St. Paul's hospital millennium medical college. It can be deduced that adequate budget allocation for monitoring and evaluation influenced the effectiveness of monitoring and evaluation of the projects.

## **5.3. Recommendations**

As adequate M&E planning has found to be strongly associated with effective monitoring and evaluation, the researcher recommends that adequate time, effort and resource should be dedicated for M&E planning. Implementing staff and other key stakeholders should also involve in the development of M&E plan. This is due to the reason that anyone expected to carry out the work contained in the M&E plan should be informed and be consulted during M&E plan's development.

The study also found that M&E training has strong positive association with the effective M&E of the projects. Hence, projects should have adequate staffing of the project team and provide trainings on various aspects of project monitoring and evaluation so as to contribute to the effectiveness of the Monitoring and Evaluation. Such training should be done more often so as to cope with the ever changing project environment and changing challenges.

Further, the researcher recommends an increase from the current 2 trainings per year to at least 4 trainings per year. It is also recommended to provide training on areas that didn't much emphasis such as data quality, data storage, analysis and use, and log frames and work plans, and attitude change towards M&E training.

To further enhance the effectiveness of monitoring and evaluation, it is also recommended that to involve key stakeholders in monitoring and evaluation activities of the projects. Stakeholders including implementing staff, donors, government representatives and professional associations should participate in monitoring and controlling the activities of the projects regularly. For the effective monitoring and evaluation key stakeholders should involve from the planning of monitoring and evaluation to activities like data collection, M&E data dissemination, and decision making.

As the findings of the study revealed the existence of strong association b/n adequate budget allocation for M&E activities, the researcher recommends adequate budget should be allocated for monitoring and evaluation activities of the projects.

#### **5.4. Recommendations for Further Research**

This study is conducted to assess factors influencing the effectiveness of project monitoring and evaluation of two foreign funded health projects at St. Paul's hospital millennium medical college. The study examined the influence of only four factors (M&E planning, M&E training, stakeholders' involvement, and budget allocation) on the monitoring and evaluation performance of the projects. The Researcher recommends for further studies on similar and other factors influencing the effectiveness of monitoring and evaluation health projects in different settings.

The other area of further research that the researcher recommends is a study on effect various aspects of monitoring and evaluation on performance of health projects.



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## Annex I Questionnaire

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

**Project Title:- An Assessment of factors influencing effective project monitoring and evaluation. The case of Health Projects of St. Paul’s Hospital Millennium Medical College.**

**Dear respondent:**

This questionnaire aims at establishing factors influencing effective of project monitoring and evaluation. The questionnaire is designed to collect data that will help achieve the objectives of this study. I am kindly requesting you to participate in this study by responding to all the questions as candidly and precisely as possible. Your honesty and co-operation in responding to the questions will highly be appreciated. All information provided will be treated with utmost confidentiality and will be used purely for academic purposes. Thank you for your time and cooperation.

**Hailegebriel Abomsa Bedane (ID GSE/0065/08) Tel 0911147731**

Email [hailegeb1970@yahoo.com](mailto:hailegeb1970@yahoo.com)

1. Name of the organization.....
2. Name of the Project .....
3. Area of operation .....
4. Respondent’s position .....
5. Service year in the organization .....
6. Age a) 21-30 b) 31-40 c) 41-50 d) >50
7. Gender a) Male b) Female
8. Level of education  
a) PHD b) MSc/MA c) BSc/BA d) Diploma /TVET Certificate  
d) Other please specify
9. Years of experience in the project management  
a) <1 b) 1-2 c) 2-3 d) 3-4 e) 4-5 f) >5 g) Other please specify
10. **Please read the following items carefully and rate according to the knowledge you have about M&E planning of your project using “X” mark.**

((5) = T0 Very great extent, 4) =To Great extent 3) To moderate extent 2) = To Little extent,



Project staff exhibit skills and competence in M&E					
Staff have undertaken short courses on M&E					
M&E function has been done by external consultants					
There is fully fledged M&E sections in the project					

16. Rate the influence of level of training on effective performance of M&E.  
(5) = To Very great extent, 4) =To Great extent 3) To moderate extent 2) = To Little extent,  
1) = Not at all,)

**17. Please read the following items carefully and rate according to the knowledge you have the extent of stakeholder involvement in the process of M&E**

(5) = To Very great extent, 4) =To Great extent 3) To moderate extent 2) = To Little extent,  
1) = Not at all,)

<b>Stakeholder participation questions</b>	5	4	3	2	1
Project stakeholders are known and documented					
Stakeholders are involved in developing M&E tools					
Participation of stakeholders is crucial to successful implementation of M&E					
Stakeholders have knowledge of M&E practices					
Stakeholders have capacity and have been trained on M&E					
Stakeholders views are usually incorporated in the M&E process					
Stakeholders are given feedback of the M&E process					
Projects should involve stakeholders in M&E activities					

18. Rate the influence of stakeholder participation on effective monitoring and evaluation of the projects.

(5) = To Very great extent, 4) =To Great extent 3) To moderate extent 2) = To Little extent,  
1) = Not at all,)

**19. Please read the following items carefully and rate according to the knowledge you have about the extent of budgetary allocation for the activities of M&E**

(5) = T0 Very great extent, 4) =To Great extent 3) To moderate extent 2) = To Little extent,

1) = Not at all,)

<b>Budgetary allocation questions</b>	5	4	3	2	1
The budget of projects provide a clear and adequate provision for monitoring and evaluation activities					
Money for M&E are usually channeled to the right purpose					
A realistic estimation for monitoring and evaluation is undertaken when planning for projects.					
Adequate budget is allocated for monitoring and evaluation					
Sourcing and securing financial resources for monitoring and evaluation of outcomes is a major challenge					

20. Rate the extent that budgetary allocation influences on effective Monitoring and Evaluation of public project?

(5) Very great extent, 4) Great extent, 3) Little extent, 2) Least extent, 1) Not at all,)

21. How can you rate the performance of the project in terms M&E level of achievement of the project objectives?

- a) Fully Achieved
- b) Partially achieved
- c) Not achieved

22. How would you rate the effectiveness of the M&E system the project?

- a) Very effective
- b) Effective
- c) Ineffective
- d) Very ineffective
- e) Don't know

**23. Please read the following items carefully and rate according to the knowledge you have about the extent of budgetary allocation for the activities of M&E**

(5) = T0 Very great extent, 4) =To Great extent 3) To moderate extent 2) = To Little extent,

1) = Not at all,)

	5	4	3	2	1
Results from M & E are relevant and useful					
The M & E activities are carried out within schedule					
Results and feedback from M & E are timely					
M&E resources are economically utilized					
The M & E responsibilities and duties are clearly outlined					
The M & E objectives are largely achieved					

**Thank you for your time and cooperation!**

## Annex II- Interview questions

**Interview Guide Questions for PM  
Addis Ababa University  
College of Business and Economics  
School of Commerce  
Department of Project Management  
Master of Project Management Program**

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

**Introduction:** Good morning/afternoon

**Purpose:** This interview is being conducted as part of my research examining *stakeholder participation in monitoring and evaluation and its influence on performance in the case of nongovernmental based health projects*. I am interested in your experience and perspectives in this regard.

1. Who are the identified key stakeholders of your project?
2. Would you please explain the aspects of M&E where the stakeholders are involved?
3. How do you assess of participation stakeholders in M&E and their contribution to performance of your project?
4. How do you disseminate M&E findings?
5. What are challenges of in M&E practice in nongovernmental based health projects
6. What are challenges of involving stakeholders in M&E in nongovernmental based health projects
7. What do you recommend to cope up with the challenges and to improve M&E system effectiveness?

**Thank you for your time and cooperation.**