



ADDIS ABABA UNIVERSITY

**ASSESSMENT OF MONITORING AND EVALUATION SYSTEM AND
PROJECT SUCCESS IN THE CASE OF UNFPA ETHIOPIA**

By: Eyuel Mulugeta Gebremeskel

ID: GSD/7234/24

**COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
GRADUATE PROGRAM IN PROJECT MANAGEMENT**

JUNE 2024



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**A Project Submitted to the College of Business and Economics
School of Commerce Graduate Program in Project Management in Partial
Fulfillment of the Requirements for the Degree of Master of Art in Project
Management**

JUNE 2024

DECLARATION

I declare that this project work entitled, **Assessment of Monitoring and Evaluation System and Project Success in the Case of UNFPA Ethiopia** is my original work. This project work has not been presented for any other university. It is not concurrently submitted in candidature of any other degree, and all material sources used for the thesis have been duly acknowledged.

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Table of Contents

ACKNOWLEDGEMENT	viii
LIST OF TABLE.....	ix
LIST OF ABBREVIATIONS.....	x
ABSTRACT.....	xi
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Back ground of the study.....	1
1.2 Statement of the problem.....	6
1.3 Objectives of the study	8
1.3.1 General Objective.....	8
1.3.2 Specific Objectives.....	8
1.4 Significance of the Study	8
1.5 Scope & Limitations of the Study.....	9
1.6 Organization of the study.....	
CHAPTER TWO.....	11
REVIEW OF RELATED LITREATURE	11
2.1 Theoretical Review	11
2.1.1 Project and Project Management.....	11
2.1.2. Project Life Cycle Stages	11
2.1.3 Monitoring.....	15
2.1.3.1 Types of Monitoring.....	15
2.1.4 Evaluation	17
2.1.4.1 Types of Evaluation.....	17
2.1.5 Research gaps	19
2.2 Empirical literature review.....	20
2.2.1 Factors Affecting Monitoring and Evaluation Effectiveness	23
2.2.1.1 Monitoring and Evaluation System	24
2.2.1.2 Human Resource Capacity and Project M&E	24
2.2.1.3 Stakeholder Engagement and Project M&E.....	26
2.2.1.4 Budget Allocation and Project M&E.....	26

2.2.1.5 Management Support and Project M&E.....	27
2.2.2 Project Success and Effective Project M&E.....	27
2.3. Conceptual Framework of the study.....	28
2.4 Research Hypothesis	29
CHAPTER THREE.....	30
RESEARCH METHODOLOGY	30
3.1. Research approach.....	30
3.2 Research design	30
3.3 Data source and data collection instrument.....	31
3.3.1 Data Source.....	31
3.3.2 Data collection instrument.....	31
3.4 Target population and sampling technique	32
3.4.1. Target population.....	32
3.4.2. Sampling technique.....	32
3.5 Method of data analysis	33
3.6 Reliability and validity of data collection instrument.....	33
3.6.1 Reliability.....	33
3.6.2 Validity.....	35
3.7 Ethical consideration.....	35
CHAPTER FOUR.....	36
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	36
4.1. Introduction.....	36
4.2. Demographic Characteristics of the Respondents.....	36
4.3 Descriptive Analysis	49
4.3.1 Project success factors.....	39
4.3.2 Monitoring and Evaluation system.....	42
4.3.3 Human Resource Capacity and Project M&E.....	49
4.3.4 Management Support and Project M&E	54
4.3.5 Stakeholder Engagement and Project M&E.....	57
4.3.6 Budget allocation and Monitoring and evaluation.....	58
4.3.7 Monitoring and Evaluation Functions towards Project Success	58
4.3.8 Correlation Analysis.....	61
4.3.9 Regression Analysis.....	62

4.3.10. Monitoring and Evaluation and Project Success Coefficient	63
4.4 Discussion	66
4.4.1 Monitoring and Evaluation System	66
4.4.2 Human resource competency	66
4.4.3 Management Support for Monitoring and evaluation	67
4.4.4 Stakeholder engagement	67
4.4.5 Budget Allocation	67
4.4.6. Project Success	68
4.4.7 The Contribution of Monitoring and Evaluation to Achieve Project Success	68
CHAPTER FIVE	69
SUMMARY, CONCLUSION AND RECOMMENDATIONS.	69
5.1 Introduction	69
5.2. Summary	69
5.3. Conclusion	70
5.4 Recommendations	72
5.5 Suggestions for further Research	73
REFERENCES	74
ANNEXES	78
ANNEXES 2	84

LIST OF TABLES

Table 3.1 Target Population.....	31
Table 3.2 Sample size strata.....	33
Table 4. 1 Demographic characteristics of respondents (Source: Own survey, May, 2021)	36
Table 4. 2 projects are completed within the budget	39
Table 4. 3 projects are completed within the scheduled time	39
Table 4. 4 projects are completed within the budget	40
Table 4. 5 projects realized the planned objectives and outcomes.....	41
Table 4. 6 projects beneficiaries satisfied and impacted.....	41
Table 4. 7 Descriptive statistics on project success.....	42
Table 4. 8 monitoring and evaluation systems is effective and efficient	43
Table 4. 9 scope and purpose of the monitoring and evaluation system is clear.....	43
Table 4.10 monitoring and evaluation system built in situational analysis	44
Table 4. 11 monitoring and evaluation system buy in by senior management team.....	45
Table 4. 12 monitoring and evaluation system supports mission and vision.....	45
Table 4. 13 monitoring and evaluation system has a clear level of data collection	46
Table 4. 14 The monitoring and evaluation focus areas clearly linked.....	47
Table 4. 15 The organization monitoring and evaluation system integration	48
Table 4. 16 Descriptive statistics for Monitoring and Evaluation System.....	48
Table 4.17 the organization has adequate Skilled human resource	49
Table 4. 18 Personnel get relevant training on a regular basis.....	49
Table 4. 19 motivation Scheme	50
Table 4. 20 Evaluation results provide information.....	51
Table 4. 21 monitoring and evaluation team conduct monitoring projects once in a quarter	52
Table 4. 22 M&E contributing to achieve project objective	52
Table 4. 23 M&E contributing to complete the project without budget and time overrun	53
Table 4.24 Descriptive statistics for Human Resource Capacity and Project M&E.....	53
Table 4. 25 level of Satisfaction to management’s Support.....	54
Table 4. 26 level of Satisfaction to management’s Support.....	55
Table 4. 27 Top Management commitment to project demands.....	56

Table 4.28: Descriptive statistics for Management Support and Project M&E.....	56
Table 4. 29Stakeholder engagement on M&E.....	57
Table 4. 30Budget allocation for Project M&E.....	58
Table 4. 31 M&E Functions towards Project Success.....	59
Table 4.32 stakeholder’s involvement in decision making.....	60
Table 4.33 M&E results communicated to stakeholders.....	61
Table 4.34: Descriptive statistics for Stakeholder Involvement and M&E.....	62
Table 4.35 Budget allocation for Project M&E.....	63
Table 4.36 Separated Budget for M&E.....	64
Table 4.37 provision of funds for M&E.....	65
Table 4.38: Descriptive statistics for Budget allocation	66
Table 4.39 M&E Functions towards Project Success.....	69
Table 4.40: Correlations of project success factors with monitoring and evaluation.....	71
Table 4.40: Model summary.....	76
Table 4.41: Regression table.....	79

LIST OF FIGURES

Figure 2.1: Conceptual framework	18
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ACRONYMS AND ABBREVIATIONS

UNDAP: United Nations Development Assistant Plan

UNDP: United Nations Development Program

UNFPA: United Nations Population Fund

RBM: Result Based Management

M&E: Monitoring and Evaluation

EDPRS: Economic Development and Poverty Reduction Strategy

ICPD: International Conference for Population and Development

NGOs: Non-Governmental Organization

SPSS: Statistical Package for the Social Sciences

PMBOK - Project Management Body of Knowledge

UN: United Nations

USAID: United States Agency for International Development

PM&E: Participatory Monitoring and Evaluation

DEFINITION OF KEY TERMS

Project: A project is a temporary endeavor with a defined beginning and end, undertaken to create a unique product, service, or result. It is typically characterized by specific objectives, a defined scope, a set budget, and a predetermined timeline.

Monitoring: Monitoring refers to the systematic and continuous collection of data and information to assess the progress and performance of a project. It involves regularly observing, recording, and analyzing project activities, outputs, and outcomes to identify any deviations from the planned course and to inform decision-making.

Evaluation: Evaluation is the systematic assessment of the design, implementation, and outcomes of a project or program. It involves gathering and analyzing data to determine the extent to which the project has achieved its objectives, as well as its impact, effectiveness, efficiency, relevance, and sustainability.

M&E System (Monitoring and Evaluation System): An M&E system is a structured framework or set of processes that guides the collection, analysis, and use of data for monitoring and evaluating a project's performance. It encompasses the methods, tools, indicators, and procedures used to track progress, measure results, and assess the overall effectiveness of the project

Project Success: Project success can be operationally defined as the achievement of predefined project objectives within the established constraints of time, cost, quality, scope, and stakeholder satisfaction. It involves meeting or exceeding performance targets, delivering intended benefits, and creating value for stakeholders while adhering to project management best practices

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ABSTRACT

The aim of this study was to examine the impact of monitoring and evaluation (M&E) on project success, specifically within the context of UNFPA Ethiopia. The research investigated the implementation of the M&E system and its relationship with achieving project goals. A descriptive and explanatory research method was used in order to achieve the intended purpose of the study. Questionnaire, interview and review of secondary data sources were used for the purpose of collecting required data for the study. Data collection took place between March 2024 and June 2024, with content validity ensured through expert judgment and questionnaire validation by UNFPA staff. The reliability of responses was assessed by examining questionnaire consistency. The study's conceptual framework included dependent and independent variables. Primary data was gathered through closed-e ended questionnaires and semi structured interviews administered in the field, while secondary data was sourced from relevant literature. The primary data sources were collected from the organization employees who are directly involved on project management and M&E practice. The target populations were 102 employees who are directly involved on project management and M&E. Both census and Purposive sampling technique was employed in selecting the samples. The findings indicated that UNFPA Ethiopia allocates funds to M&E activities in one or another way, but the funds are not sufficient and the M&E unit is not independent. On stakeholder's participation, involvement is mainly on lower-level rather than in higher level activities. Finally, it was established out that the organization's leadership does not influences effectiveness of M&E system, the majority of the respondents felt that the leaders were not doing enough to support and enhance effectiveness of the M&E system within the organization.

Key words – Project Management, Monitoring and Evaluation, Project success, UNFPA Ethiopia

CHAPTER ONE: INTRODUCTION

1.7 Introduction

In chapter one the student researcher discussed the study based on the following sub-headings, background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study and its limitation, and definitions of key terms.

1.1 Background of the Study

Since the mid-2000s, monitoring and evaluation have taken on a far greater role in international development. The aid effectiveness agenda has brought about a major change in development agencies' motivation to focus on results and impact, and to provide evidence of their effectiveness. In order to respond to this move, monitoring and evaluation have been given much more prominence in many organizations. This in turn has led to a greater understanding of the challenges faced when attempting to collect and access the right data that improves the work outputs, at the same time as demonstrating accountability to both donors and beneficiaries. (Catherine, 2006)

Monitoring and evaluation system of development projects provides managers, policymakers, and donors with better means for learning from past experience, improving actual implementation, and reallocating resources if needed to better achieve the target population. Though monitoring and evaluation tend to be used as the same thing, monitoring and evaluation are two distinct sets of activities related but not identical. Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders with ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. (Simister, 2009)

Evaluation is a selective exercise that attempts to systematically and objectively assess the progress toward and the achievement of an outcome. All evaluations even project evaluations that assess relevance, performance, and other criteria, need to be linked to outcomes as opposed to only implementation or immediate outputs. Did the project reach the target population or beneficiaries, the monitoring and evaluation system in place to follow up on the progress of the implementation of activities contributes to the project's success or failure. Mainly at the end of a project the beneficiaries were not touched, monitoring and evaluation functions were in

place and data was collected but practically they were not contributing to the success of the project and though the beneficiaries were not touched, it is on this background that the researcher wants if an effective monitoring and evaluation system in a development project can contribute to the project success. (Simister, 2009)

Monitoring and evaluation of projects is not only important to projects but it is part and parcel of project design (PMBOK, 2001). Monitoring and evaluation have been used globally over the last several decades as a tool in project management. Project monitoring and evaluation is an integral part of the project cycle and of good management practice (Olive, 2002). Olive observes that monitoring and evaluation is fundamental if the project goals, objectives and success are to be achieved. M&E improves overall efficiency of project planning, management and implementation. According to UNDP (2002) the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. It helps improve performance and achieve results. Monitoring and evaluation also enable organizations extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine tuning, reorientation and future planning. Without effective monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and involves skill intensive processes (Engela&Ajam, 2010). Building a resulted based M&E system is a requirement for the growing pressure to improving performance which is also one of the requirements by the NGOs and donors to check on the effective use of the donor funds, impact and benefits brought by the projects. Hence, there is a need for the establishment of rules for constructing minimum parameters for monitoring and evaluation of projects that can be used to track progress and effectiveness (Jha, Abhas, Barenstein, Phelps, Pittet and Sena, 2010). Adequate skilled staff and financial resources are vital ingredients in developing an effective M&E system (Surrar, Tunal and Kath, 2003). Failure to ensure a reasonable proportion of resources are spent on this aspect of project management impedes internal learning and result in the poor operation of the M&E system.

The monitoring and evaluation system in the United Nations Population Fund (UNFPA) Ethiopia is rooted in the need to assess the effectiveness and efficiency of the organization's programs and projects in the country. UNFPA is a key player in promoting reproductive health, gender

equality, and population and development issues in Ethiopia. Monitoring and evaluation are essential components of any development program to ensure that resources are used efficiently, activities are implemented effectively, and desired outcomes are achieved. In the case of UNFPA Ethiopia, a robust monitoring and evaluation system is crucial to track progress towards the organization's goals, identify areas for improvement, and demonstrate the impact of its interventions. The study aims to assess the current monitoring and evaluation practices within UNFPA Ethiopia, including the tools and methodologies used, the capacity of staff involved, and the extent to which findings are utilized for decision-making and learning. By conducting this study, stakeholders can gain insights into the strengths and weaknesses of the existing system, identify gaps and challenges, and make recommendations for enhancing the monitoring and evaluation processes within UNFPA Ethiopia. The results of the study can be useful in understanding the roles and responsibilities of monitoring and evaluation experts for achieving the project goal. It could also help project managers to take timely corrective actions and make sound decisions based on the monitoring feedbacks. However, to the best of the student researcher's knowledge, it appears that there are no studies conducted in development projects especially in UNFPA Ethiopia that examined the role of monitoring and evaluation in achieving project success. Hence, the researcher expertise on the area inspired by the practical gap of monitoring and evaluation role in effectively and efficiently executes the work calls for the student researcher to undertake this study.

The United Nations Population Fund (UNFPA) is a leading global organization dedicated to advancing sexual and reproductive health, gender equality, and population and development issues. In Ethiopia, UNFPA plays a crucial role in supporting the government and other partners in achieving sustainable development goals related to population dynamics and reproductive health. Overall, the study on the monitoring and evaluation system in UNFPA Ethiopia is important for improving accountability, transparency, and learning within the organization, ultimately leading to better outcomes for the populations it serves in Ethiopia.

1.2 Statement of the Problem

There is a growing realization of the need for Monitoring and Evaluation Systems (M&Es) across the globe. Many countries are attempting to establish such systems because they are aware of the capabilities of these systems in governmental and non-governmental groups. This growing

consensus is the result of widespread dissatisfaction with how development initiatives are doing in many modern nations, particularly in light of issues like rising rates of poverty, hunger, low living standards, and poor health. These scenarios suggest that the expected delivery of various development projects and programs has not been forthcoming. Even those programs with the right technologies and enough funds seem to perform poorly. According to the literature study, these situations are typically attributed to neglect of the management role, particularly a failure to recognize the synergies between capital, technology, and management. Over time, the issue of management has grown more serious and continues to have an adverse impact on the effectiveness of development strategies. Programs and projects serve as indications of poor execution of projects. 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 (World Bank, 2011).

Monitoring and Evaluation are important results-based management functions in UNFPA that help the organization to enhance the effectiveness of its Project Success. The intent of these guidelines is to assist country offices in effectively monitoring and evaluating UNFPA-funded program activities. To ensure that these initiatives deliver the desired results, a monitoring and evaluation system must be established. It is recognized that monitoring of results remains a challenge for UNFPA Ethiopia: where management is not able to regularly assess the linkages and effects between activities, outputs, and outcomes and assess the level of achievements with reference to indicator targets. Despite the importance of monitoring and evaluation in assessing program effectiveness, there are challenges or gaps in the current system within UNFPA Ethiopia. This study seeks to identify these challenges and gaps, as well as opportunities for improvement to enhance the organization's monitoring and evaluation practices. The study analyses the system of monitoring and evaluation of UNFPA and how M&E system contributes to project success, to facilitate UNFPA's improved achievement of its goals and assess the program's effects on Ethiopia's population. UNFPA projects are unique dealing with sensitive projects and such an organization will experience major hurdles in execution of M&E. The independent variables discussed in this study, namely; M&E system, human resource capacity, stakeholders' participation organization's leadership and budget allocation had a high propensity of influencing project success. There are limited studies on the factors determining effectiveness

of monitoring and evaluation systems especially in large donor funded organizations like UNFPA Ethiopia. Thus, this study sought to fill the gap by undertaking a study on the effect of M&E on projects success. The study aims at establishing the extent to which M&E system, human resource capacity, stakeholder engagement, management support and availability of funds influence project success.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of this study is to examine the Monitoring and Evaluation System and Project Success in the case of UNFPA Ethiopia.

1.3.2 Specific Objectives

This study aimed to:

- i.** To assess the M&E tools and procedures used by UNFPA Ethiopia.
- ii.** To evaluate how the process of M&E system affects the Project Success at UNFPA Ethiopia.
- iii.** To examine the challenges encountered in the process of monitoring and evaluation system in UNFPA Ethiopia.

1.4 Research Questions

To achieve the above research objectives, the key following research questions were answered:

- i.** What are the current M&E tools and procedures used by UNFPA Ethiopia?
- ii.** How does the M&E system affect project success at UNFPA Ethiopia?
- iii.** What challenges are encountered in the monitoring and evaluation practices at UNFPA Ethiopia?

1.5 Significance of the Study

This study will help to acquire knowledge about the overall monitoring and evaluation system, particularly the UNFPA Ethiopia country office monitoring and Evaluation system. The research will clearly show if there is a link between effective monitoring and evaluation and project goals' success or failure and the remedy where necessary to identify monitoring and evaluation shortcomings and recommendations given out that lead to better alternatives.

The research will show if there is any relationship between effective monitoring and evaluation and the success or failure of development project goals achievement and practically how monitoring and evaluation system will be implemented to deliver project objectives.

One copy of the research will be kept on file at the Addis Ababa University School of Commerce library upon its successful completion, for use as a future resource in the field of project management. The research will be helpful to other researchers in the monitoring and evaluation field. The findings of this research will serve as secondary data. This research will add to the vast body of knowledge already known about monitoring and assessment. The management department of UNFPA Ethiopia's country office will receive a copy of the study and utilize the results to enhance its monitoring and evaluation framework in order to more effectively accomplish the objectives of the project. The research findings and recommendations can be used to strengthen monitoring and evaluation practices in other development organizations working in similar contexts. The findings will also help development organizations to understand the M&E system in development projects: Effectiveness and Weakness and allocate their limited resources in the best way to achieve recurring successes.

1.6 Limitation of the Study

While this study aims to provide valuable insights into the monitoring and evaluation system within UNFPA Ethiopia, there are several limitations that should be acknowledged. Accessing to certain internal documents or data related to monitoring and evaluation practices within UNFPA Ethiopia is restricted due to confidentiality or organizational policies. This could limit the depth of analysis in some areas. The perspectives and experiences of key informants, including staff members and stakeholders within UNFPA Ethiopia, may introduce bias or subjectivity into the findings. Efforts will be made to mitigate this through triangulation of data sources. Conducting a comprehensive assessment of the monitoring and evaluation system within UNFPA Ethiopia may be challenging within the constraints of time allocated for this study. As a result, some aspects of the system may not be fully explored.

1.7 Scope of the Study

1.7.1 Concept Scope

The foundation of this study was the Effective M&E system concept developed by Freeman (2003). A successful M&E system is more than just a statistics exercise or a mandate from outside parties. It must thus be organized, overseen, and given sufficient resources. In order to manage research projects for effect, the M&E system has to be connected to all aspects of project operations, as well as to the outputs, results, and impact that are typically included in the project log frame. The research analyzed monitoring and evaluation system (Independent variable) and project success (dependent variable), of UNFPA Ethiopia. This study aimed to gather information about monitoring and evaluation system effectiveness or weaknesses and its relationship with the project success of UNFPA Ethiopia.

1.7.1 Geographical Scope

The study was conducted in Addis Ababa the UNFPA Ethiopia country office. The study was carried out in Addis Ababa city only because the information needed for this study can be found in the country office which is located inside UNECA Compound.

1.7.2 Time Scope

The study covered a period of five years; from 2019 to 2024.

1.8 Organization of the study

The research work is divided into five main chapters namely the general introduction that tackles the background of the study, problem statement, and objectives of the study, research questions, and significance of the study, limitation of the Study, scope of the study, and organization of the study. Chapter two involves the literature review, introduction, theoretical literature review, critical review and research gap, conceptual framework, and summary. Chapter three concerns the research design and methodology that was used to carry out this study, introduction, and research design, target population, data collection procedures, and data analysis methods. Chapter four focuses on data analysis, presentation, and interpretation, introduction, presentation of findings, and summary of data analysis. Chapter five deals with the summary of findings, conclusions, recommendations, and suggestions for further study.

CHAPTER TWO: LITERATURE REVIEW

2.0. Introduction

This chapter delves into the previous work conducted within the relevant field of study. It serves to inform the researcher about the covered areas and identifies gaps where this study can make a contribution.

2.1. Theoretical Review of Literature

2.1.1 Project and Project Management

A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives not or cannot be met, or when the need for the project no longer exists.

Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity (PMBOK®Guide, 2013). According to Weiss and Wysocki (1992) project is defined as having the characteristics of complex and numerous activities; unique-a one-time set of events; finite-with a begin and end date; limited resources and budget; many people involved, usually across several functional areas in the organizations; sequenced activities; goal-oriented and end product or service must result.

Project management is seen as a method and a set of techniques based on the accepted principles of management used for planning, estimating, and controlling work activities to reach a desired end result on time, within budget, and according to specification methodology (Weiss and Wysocki (1992). Another definition of project management mentioned by R. Kor and G. Wijnen (2000) is a specific set of project activities from the very start through to the very end.

2.1.2. Project Life Cycle Stages

PMBOK (2001) describes project life cycle as the project phases and their relationship to each other and to the project, and it includes an overview of organizational structure that can influence the project and the way the project is managed. Methods (2003), Lewis (2007) and Vargas (2008) agree on the following five phases of a project cycle: Identification/initiation phase, Preparation/planning phase, execution/implementation phase, monitoring and

evaluation/controlling phase and closing phase. The four stages include starting the project (initiation), organizing and preparing (planning), carrying out the project work (execution), and closing the project. PMBOK (2001) further advocates for constant monitoring and evaluation across all the four stages of the project lifecycle.

The importance of carrying out frequent monitoring and perform focused reviews involving all the stakeholders in keeping the project on track is explained by Kyriakopoulos (2011). Reviewing progress and controlling the use of resources should be carried out on a regular basis. He stresses the importance of overall monitoring throughout the project initiation, implementation, staff education, and technical maintenance. According to Chin (2012) the components of the Project Management Methodology include: project management processes such as initiating, planning, executing and monitoring project progress; a selection of tools and techniques to communicate delivery to the satisfaction of all stakeholders; consolidated and integrated set of appropriate best practices and values of project management and; a list of references of terminology as a common denominator and language for us in the project environment.

The project teams including monitoring and evaluation should be involved in all the stages of the project lifecycle in order to achieve better success. This implies that more research may be important to conduct the participation of beneficiaries in monitoring and evaluations.

Müller and Turner's (2007) study was inconclusive in respect to project success in relation to project life cycle stage. This implies that more research may be necessary to have a closer look at project success and in relation to project life cycle stage. This is one of the gaps that this study seeks to address more so in relation to project monitoring and evaluation.

Research shows that project management plays a key role and hence a proper emphasis must be placed in selecting the project team that ensures proper decision making at various stages of project life cycle, and results in timely project completion and hence project success (Ara and Al-Mudimigh, 2011). The selection of project team includes the monitoring and evaluation team. Study carried on international development projects in line with project life cycle framework confirmed the common perception of the development community that is the implementation phase is when projects exhibit most problems. It was not surprising that after the implementation phase, the closing phase is less successful than the early stages of the project life cycle (Khang and Moe, 2008).

2.1.3. Process of Monitoring and Evaluation System

2.1.3.1. Monitoring

Monitoring constitutes a regular, ongoing internal activity used to gather information on program activities, outputs, and outcomes to assess performance. It systematically collects data against predetermined indicators at each project stage, enabling evidence-based reporting on project progress relative to targets and outcomes.

Inadequately engineered or feeble monitoring systems will inherently provide subpar project performance status indicators. Issues won't be acknowledged, and as a result, the right changes won't be made when they ought to. In a sense, no business will benefit from such a system, as the ideal monitoring system should provide constant streams of up-to-date, reliable, and timely data to project managers, supporting their daily decision-making processes about projects. (Kusek, 2004)

Monitoring is a fundamental component of international development programs, providing essential information for decision-making, learning, and accountability. Utilizing participatory, results-based, and theory of change-approaches can enhance the effectiveness of monitoring systems. Addressing challenges related to data quality, contextual sensitivity, and capacity building is essential for improving the overall impact of monitoring in international development. Plowman, B. (2016) refers to Monitoring functions as a detective tool, continuously providing information for project managers to make adjustments during implementation. Thus, a well-designed and smoothly functioning monitoring system is essential to provide accurate, valid, and consistent information usable for decision-making by project managers.

2.1.3.2. Evaluation

Evaluation encompasses in-depth studies to understand changes resulting from a development effort, primarily to assess overall merit. Beyond judgment-oriented evaluation, Utilization-Focused Evaluation emphasizes improvement-oriented and knowledge creation-oriented evaluation, focusing on practical learning for improvement and theoretical learning to enhance knowledge. Evaluation evaluates longer-term objectives, assessing activities, their achievement of desired objectives, and their impact on intended beneficiaries' lives. Evaluation methods rigorously assess a sustainable investment project's relevance, effectiveness, efficiency, and impact in achieving stated objectives. Evaluation is a continuous process, divided into ex-ante, mid-term, and ex-post

evaluations, emphasizing the ongoing nature of evaluation, similar to monitoring. According to the classical approach, monitoring and evaluation are clearly defined as distinct activities while the modern approach deals with the two activities as inseparable components of the same system. (Thomas and Fernandez, 2008).

Evaluation is a vital tool for assessing program effectiveness, informing decision-making, and driving continuous improvement across various sectors. By addressing challenges such as data quality, stakeholder engagement, and resource constraints, organizations can enhance the value and impact of their evaluation efforts.

2.1.3.3. Definition of Monitoring and Evaluation

Monitoring and evaluation involve collecting and analyzing project information to determine progress toward objectives and its contribution to desired impacts. Monitoring and Evaluation(M&E) is a critical component of program management and implementation, providing valuable insights into the effectiveness and impact of interventions. According to Bamberger, Rugh, and Mabry (2006), Monitoring and Evaluation is defined as "the systematic collection and analysis of information on the progress, performance, and impact of a project or program." This definition emphasizes the importance of systematic data collection, analysis, and interpretation to assess the performance and outcomes of interventions.

Monitoring ensures project alignment with objectives during implementation, while evaluation assesses overall project impact. The procedure is best broken down into a regular review cycle and an ongoing monitoring system, along with a few special studies meant to address particular project-related queries. While they are linked endeavors, monitoring and evaluation have different overarching goals, necessitating the use of specially constructed systems. Planning for monitoring and evaluation during project design ensures effective project design and budgeting for monitoring and evaluation activities. Evaluative research systematically collects information on project design, implementation, and effects on targeted populations, divided into ongoing monitoring and periodic evaluations with special studies to answer specific project questions. Monitoring and evaluation, although related, have different objectives and require differently designed systems.

2.1.3.4. Resource Availability

Resource availability, including material and human resources, is crucial for project success. Effective resource allocation ensures sufficient resources for a project, preventing implementation failure due to inadequate budget and time. One relevant literature review on resource availability is a study by Boudreau, J. W., & Ramstad, P. M. (2007) titled "Talent management: A strategic approach to managing human capital." This review explores the strategic management of human capital, including the availability and allocation of resources within organizations.

2.1.3.5. Project Scope

A detailed project scope statement is critical for project success, defining measurable goals and objectives validated as project success dimensions. According to the project management body of knowledge PMBOK (2004) "The preparation of a detailed project scope statement is critical to project success". Scope, as a measurable concept, has been considered as either a criterion of 15 factors.

2.1.3.6. Project Control

Time, cost, and quality constitute the project control mechanism, enabling project monitoring and control for success by directly managing key success criteria such as time, cost, quality, change, and scope.

2.1.3.7. Leadership

Human resources, particularly competent project teams, are vital for project success, facilitating goal achievement and project success factors. Nguyen and Lan (2004) have introduced some project success factors, which are all related to having a competent project team. One relevant literature review on leadership is a study by Avolio, B. J., & Gardner, W. L. (2005) titled "Authentic leadership development: Getting to the root of positive forms of leadership." This review delves into the concept of authentic leadership and its impact on organizational effectiveness and employee well-being.

2.1.3.8. Project Skills

Monitoring and evaluation require skills similar to other key office functions, emphasizing strategic planning, teamwork, analytical abilities, learning and advisory skills, and formulation skills, with a shift towards result-oriented approaches. One relevant literature review on project skills is a study by Turner, J. R. (1999) titled "The Handbook of Project-Based Management: Improving the Processes for Achieving Strategic Objectives." This comprehensive review covers various aspects of project management skills, techniques, and best practices to enhance project performance and achieve strategic objectives.

2.1.3.9. Principles and Guidelines for Monitoring

Monitoring of inputs, activities, and outputs should occur throughout the project duration, tracking assumptions' effects on outputs and objectives. Measurable indicators should be set for monitoring activities and outputs, guiding monitoring efforts.

2.1.3.10. Guidelines for Project Evaluation

Evaluation, less frequent than monitoring, assesses objectives and goals, identifying problems and constraints to project effects. Ongoing evaluation, including inception and interim evaluations, conducted by project management, aims to identify and solve implementation problems, while midterm evaluation permits mid-course corrections by external evaluators. Stevahn, L., King, J. A., Ghere, G., & Minnema, J. (2005) refer that establishing essential competencies for program evaluators by outlining essential competencies for program evaluators, including guidelines for conducting project evaluations effectively. It emphasizes the importance of using a systematic and rigorous approach to evaluation. Bamberger, M., Rugh, J., & Mabry, L. (2012). *Real-world Evaluation: Working Under Budget, Time, Data, and Political Constraints*. This book provides practical guidance on conducting project evaluations in real-world settings with limited resources. It offers strategies for overcoming common challenges and constraints in evaluation practice.

2.1.3.11. Development of Monitoring and Evaluation Plans

Commencing M&E planning during or immediately after the project design stages is crucial. Early planning informs project design and allows for resource and personnel arrangements before implementation. It should involve project staff and key stakeholders to ensure feasibility,

understanding, and ownership. The plan should specify data collection and analysis purposes, including monitoring functions like compliance, process, results, context, beneficiary, and organizational monitoring. Projects typically employ a blend of these functions and tailor data collection and analysis accordingly. For assessments, methods and timing (e.g., baseline studies, annual reviews, midterm, and final evaluations) should be outlined, along with the rationale for evaluator selection (internal versus external) based on required skill sets and independence.

It's often observed that planning systems are more developed than M&E systems in complex organizations. While planning is integral to M&E, many organizations integrate planning, monitoring, and evaluation (PME) systems. However, this integration can pose challenges for system designers, hindering desired changes to planning systems.

Consistent planning processes across organizational levels are crucial for cohesive M&E systems.

2.1.3.12. Monitoring and Evaluation in Development Programs

Monitoring and evaluation (M&E) are vital within international development management processes. Donors fund programs based on proposals and require regular monitoring and evaluation of progress, results, and impacts. Most programs follow a project cycle management approach involving identification/design, planning, implementation, monitoring, and evaluation stages. Despite substantial M&E knowledge and expertise, mainstream practices face scrutiny and criticism, necessitating ongoing exploration of new methods and approaches.

The processes of monitoring and evaluation (M&E) are essential in managing development programs and have evolved into a distinct field within the sector. Despite the significant allocation of budgets to M&E activities, challenges persist, including a lack of experience in applying project management tools, insufficient budget allocation, and resistance to M&E as bureaucratic. Effective M&E relies on clear objectives, structured indicators, coherent data collection methodology, and stakeholder engagement.

2.1.3.13. M&E Systems for Complex Organizations

Sustainable investment projects require robust M&E systems for collecting, analyzing, and utilizing information effectively. However, designing M&E systems in complex organizations poses challenges due to limited guidance and support. The methodologies involve planning systems,

indicators, baseline information, and participation. Clear planning processes and information flows across different organizational levels are essential for cohesive M&E systems.

2.2. Critical Review and Research Gap

The international consensus recognizes the pivotal role of monitoring and evaluation (M&E) in achieving project success by enhancing relevance, efficiency, and effectiveness (IFAD, 2001). Despite this recognition, M&E often falls short of fulfilling its intended purpose. Understanding the factors beyond evidence that influence project success through monitoring and evaluation is crucial. This study aims to address this research gap by assessing the M&E system and project success, focusing on the case of UNFPA Ethiopia. Zwikael (2002) defines project success as the ability to complete the project within specified parameters, including desired specifications, budget, and schedule, while ensuring stakeholder satisfaction. However, Zwikael does not specify when the M&E system leads to project success.

Belassi and Tukel (1996) highlight the importance of a Monitoring and Evaluation plan (M&E plan) in guiding M&E activities throughout a project cycle. The M&E plan serves as a roadmap for monitoring, specifying what, when, who, and why to monitor. It should exhibit both rigidity and flexibility, allowing for planned monitoring while accommodating changes that enhance M&E practices. However, they do not explicitly discuss how an M&E system can be designed to directly contribute to project success.

There have been a number of valuable studies of project success, majority of which seems to agree that monitoring and evaluation is a major contributor to project success (Prabhakar, 2008; Papke-Shields et al, 2010; Hwang and Lim, 2013; Ika et al, 2012; Chin, 2012; Ika et al, 2010).

Though the studies carried out mainly dealt with critical success factors, monitoring and evaluation being one of them, few of the studies have focused on monitoring and evaluation in isolation and in a greater detail. Several other studies reviewed also focused on monitoring and evaluation for example (Peterson and Fischer, 2009; Naidoo, 2011; Mwala, 2012; Marangu, 2012; Ling et al, 2009) but none have addressed the specific link between monitoring and evaluation in relation to project success. This is the first gap that this study seeks to fill.

The researcher did not come across a research which combined all the three aspects identified that is strength of monitoring and evaluation team, monitoring and evaluation approach/system and

stakeholder's involvement. This is the second gap that this research addressed. The study looks into the effect of monitoring and evaluation team, monitoring and evaluation approach/system, budget allocation, stakeholders' involvement and management support on project success.

The review of literature suggests that there are researches that have been carried out mostly from USA, Malaysia, Iran, India and Kenya specially in international organization like UNFPA . Not much of the studies have been carried out on the monitoring and evaluation in relation to project success in international organization from Ethiopian perspective. A few that have been carried out have not focused on monitoring and evaluation as a key project success factor and most of them are in public sectors (Feysa, 2015; Temesgen T.A, 2010; Temesgen W. 2007; Abraham T. H, 2004; Wubishet J.M, 2000). Therefore, another knowledge gap that was addressed by this study in an attempt to add to the body of knowledge is to give the research in international organization from Ethiopian perspective.

2.3 Empirical literature review

This part of literature review discussed prior empirical studies conducted study. The empirical literature provides empirical evidence of monitoring and evaluation practice and project success in UNFPA Ethiopia. Additionally, at the end of this section conceptual framework for this study is presented.

Project successes or failures are not only the issues of developing countries but also the developed ones though it seems associated with only the former ones. Ethiopia has commenced socio economic and political system management since mid-1930s from feudo – capitalist to socialist oriented and market oriented with decentralized management. In the three systems, the public sectors have played a leading role in the planning, execution, monitoring and evaluation and close out of projects. According to Temesgen, 2007, the public sectors progress report findings on the project implementation showed that projects were over or under budgeted and did not complete within the planned period. Furthermore, the researcher noted that most projects failed due to the institutional management difficulties, problems related to policy and resources and technical related problems.

The reason behind project failure in Ethiopian public sectors is project evaluations and poor planning as researched by Getachew (2010). This limited the attention given to evaluation both at

strategic and grass root levels. Considering evaluations as impositions from donors resulted the lack in commitment, poor communication in project, program, and impact of policies in designing information collection platforms. Other results of this attitude include: lack in integrations amongst different actors in the evaluation systems at a diverse level; evaluation findings and lessons learnt not being used for programming and making informed decisions narrowing the scope of evaluation only to physical report and financial dimensions; limiting capacity of evaluations at both individual and systematic level.

One of the major factors in project failure in Ethiopian public sectors is weak project monitoring and evaluation. However, the project monitoring and evaluation system should be well designed in order to track progresses, improve the intended level of efficiency, to keep the project on course and to examine whether or not projects are up to meet the objectives (MoFED, 2008).

In order to ensure the success of projects, MoFED conducted an evaluation of public sector monitoring and evaluation systems in Ethiopia. The researcher identified several factors related to project success, including inadequate attention to monitoring and evaluation in project cycle management, unclear roles and responsibilities for monitoring and evaluation, dependence on donor assistance, and a lack of integration and cooperation between project monitoring and evaluation and other project management. To address these issues, the Ministry of Finance and Economic Development prepared a comprehensive national guideline focusing on monitoring and evaluation of public sector projects. Similarly, other research studies have highlighted challenges in monitoring and evaluation practices in various projects, emphasizing the need to enhance the capacity of organizations and stakeholders in this area. Wegayehu (2014) conducted a study on monitoring and evaluation practices and challenges of local NGOs in Addis Ababa. The study found that a majority of subjects faced challenges such as limited funding and lack of expertise in monitoring and evaluation. To address these issues, NGOs implemented strategies like participatory monitoring and evaluation. The study highlights the need to enhance capacity in monitoring and evaluation for both NGOs and stakeholders to improve project effectiveness.

2.3.1 Factors Affecting Monitoring and Evaluation Effectiveness

There are many different (soft, hard and mixed) factors that influence the success of project monitoring and evaluation (M&E), ranging from the people who communicate or implement the M&E to the systems or mechanisms in place for co-ordination and control according to a desk

research conducted by Mugambi & Kanda (2013). In order to undertake an M&E effectively we should have to take these factors into account. According to a study conducted by Hlatshwayo&Govender (2015) the monitoring and evaluation framework, which was devised by the government of South Africa, has over the years experienced both conceptual challenges and practical hindrances, as a result of weak institutional and structural arrangement, lack of skills, limited capacity, poor knowledge and information management. This indicates the importance of considering the mechanisms that helps to minimize the negative impact of these determining factors in order to enhance the effectiveness of M&E. UNDP also emphasizes the importance of human and financial resources for the successful implementation of monitoring and evaluation. Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. 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).

2.3.1.1 Monitoring and Evaluation System

A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (SAMDI, 2007). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life (Nyonje, Kyalo and Mulwa, 2015). Key aspects of monitoring and evaluation are the setting up of the system, implementing the system, involving all stakeholders and communicating the results of the monitoring and evaluation process. A monitoring and evaluation system should be as relevant as possible to the organization to ensure its reliability and independence (Gaarder&Briceño, 2010). An effective M & E system should be able to offer conclusive information that can effectively be utilized towards better project success. Through the system, any stakeholder should be able to identify the potential benefits of the project, ways of enhancing screening and tracking of the project as well as offer an outline of the successes, challenges and opportunities for future projects undertakings (Briceno, 2010).

In order to foster the support of the employees, an effective monitoring and evaluation system should seek to enhance communication and interaction among the personnel which will help to build up teamwork within the project. Similarly, the involvement of the project stakeholders should not be downplayed as these are the people who own and are directly affected by the project successes and impacts (Blackstock, Kelly, & Horsey, 2007). Effectiveness of the M&E system focuses on expected and achieved accomplishments, processes, examining the results chain, contextual factors and causality, in order to understand achievements or the lack of achievement.

2.3.1.2 Human Resource Capacity and Project M&E

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant. This will definitely impact the success of projects (Nabris, 2002). The staff or the groups carrying out the monitoring and evaluation should be aware of what is monitoring and evaluation and should be able to know all that is expected of them. Without a proper understanding of monitoring and evaluation, this can affect the process and hence achieving inefficient results.

Field visits should be planned and carried out at appropriate time so as to ensure the staff well aware of the project areas and hence enabling them to carry out monitoring and evaluation easily (Mugambi& Kanda, 213). For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive on site support to the outfield staff (Oloo, 2011).

The monitoring and evaluation team should understand well the types of M&E within the program so as to plan in advance and know what will be required during monitoring and evaluation (Mugambi& Kanda, 2013).

Competent human resource is the key for the success of organizations' objectives and hence ensuring availability of capable human resource should be the focus of every organization.

When employees become capable of doing things by themselves confidently up to the required standard, we can say the human resource capacity of the organization is developed and this in turn contributes positively to the effectiveness of the organization in every aspect.

For organizations that have projects they need to have well equipped human resource capacity in order to enhance the effectiveness of their monitoring and evaluation endeavor which in turn boosts the success of their projects. This could be realized by developing employee's skills and abilities continuously through different mechanisms like training among others (Pearce and

Robinson 2004 cited in Oloo, 2011). According to a study undertaken by Mwangi, et al. (2015) a unit increase in technical competency of M&E team increases the effectiveness of monitoring and evaluation by 28% and this shows the importance of human resource capacity. This study also found out that the level of human resource training as-well-as availability of facilities & equipment affected M&E to a large extent.

2.3.1.3 Stakeholder Engagement and Project M&E

Stakeholder participation is the other important issue to be considered in analyzing factors that affect the effectiveness of M&E according to the view of different researchers.

According to Mugambi& Kanda (2013) knowing and understanding the partners and all stakeholders is vital in community-based projects. This can affect monitoring and evaluation in terms of funding, requirements and what information will be required by each stakeholder.

For effectiveness and efficiency, a proper stakeholder analysis needs to be conducted to ensure the strengths, weaknesses, opportunities and threats of each stakeholder identified. A study conducted by Mwangi, et al. in 2015 shows that stakeholder participation significantly affects the effectiveness of monitoring and evaluation. According to Oloo (2011) stakeholder participation in the CDF projects is minimal and this in turn negatively affects the effectiveness of the projects' monitoring and evaluation. Study conducted by Ochieng, et al. (2012) also supports this idea. In the study conducted by Sammy & Daniel (2015) among 50 study participants 57% believe that stakeholder participation is critical for the successful implementation of M&E. A unit increase in stakeholder participation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015).

2.3.1.4 Budget Allocation and Project M&E

Another important M&E effectiveness determining factor is the level of budget allocated to implement it. Budgeting and resource allocation affects M&E and this is required to be planned

well to ensure the monitoring and evaluation of community projects is done effectively (Mugambi& Kanda, 2013). 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 M&E function the due recognition it plays in project management. A monitoring and evaluation budget should be about 5 to 10 percent of the total budget (Oloo, 2011). A unit increase in budget allocation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015).

2.3.1.5 Management Support and Project M&E

Management has a role in enhancing project success through supporting monitoring and evaluation team. Such support may be achieved through factors such as communication, commitment, leadership style, managing politics, managing societal demands and motivation (Kamau& Mohamed, 2015). According to the study carried out by Elizabeth (2013) the role of management in the operation of monitoring and evaluation takes the second rank among the factors that contributes to the difficulty of using monitoring and evaluation system. World Bank also indicated that management support determines the success of monitoring and evaluation because it is the management who decides the resources required for the M&E, how the M&E undertaken, and for what purpose the result will be used. These findings show the effect management support has on the effectiveness of monitoring and evaluation.

2.3.1.6 Project Success and Effective Project M&E

Project success can be judged on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives (Kamau& Mohamed, 2015). For this to be realized effective monitoring and evaluation has an indispensable contribution. Several studies have been carried out with an aim of determining the critical success factors (CSFs) which contribute to project success.

The analysis of these studies shows a particular pattern of events. Some CSFs appears consistently in a number of studies. One such factor is the monitoring and evaluation function (ibid). Other researchers also assert that project monitoring and evaluation is one of the factors that determine the success or failure of development projects (Belassi, W. &Tukel, O.I. 1996; Ika, L.A. et al.,

2011; Fiona, F.N., et al., 2001). In the study undertaken by Mwangu&Iravo (2015), 77.8% of the respondents said that monitoring and evaluation affects project success to a greater extent. In the same study the Pearson's correlation test shows that there is a strong positive relationship between monitoring and evaluation and project success.

2.3.2 Factors Affecting Project Success

Project success hinges on completing tasks within specifications, budget, and schedule while satisfying stakeholders. Effective planning and execution, monitored through control mechanisms, are crucial. Internal factors like project monitoring and evaluation significantly influence success. Proper monitoring anticipates and addresses issues, contributing to project achievement. The evaluation assesses performance and user satisfaction, informing improvements for future projects. Project success can be judged on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objective (Kamau& Mohamed, 2015). For this to be realized effective monitoring and evaluation has an indispensable contribution. Several studies have been carried out with an aim of determining the critical success factors (CSFs) which contribute to project success.

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2.4. Conceptual Framework of the study

The conceptual framework for this study delves into the theory and practice of monitoring and evaluation (M&E) by examining literature, defining key terms, and exploring dominant perspectives. Through case studies from development projects, it identifies factors contributing to success and failure in establishing and managing M&E systems, thereby mapping the global landscape of M&E systems. Understanding M&E systems requires grasping the concepts of monitoring and evaluation as foundational elements, though distinct yet complementary.

The study is anchored in the theory of M&E systems, which encompasses more than statistical tasks or external obligations. It necessitates planning, management, and adequate resource

provision. Integrating M&E systems into project operations, outputs, outcomes, and impacts, as outlined in the project's logical framework, is crucial for managing research projects effectively. Key instruments for developing a robust M&E system include logical frameworks, monitorable indicators, effective training, and data analysis tools.

In summary, the literature review suggests that M&E systems contribute to project success when the five indicators are met. Monitoring plays a pivotal role in controlling schedule and cost overruns while ensuring quality standards in project implementation. Evaluation aids planners and developers in assessing project achievement against predetermined objectives. The close relationship between monitoring and evaluation functions within project management underscores their interdependence and alignment with the project life cycle. Based on the literatures reviewed above, the following conceptual framework is developed to guide the general direction of the study. This study looks at the independent variables that influence effectiveness of monitoring and evaluation (the dependent variable). The variables are human resource capacity, budget allocation, stakeholder engagement and management support. The study is identified how these variables determine the effectiveness of monitoring and evaluation, and the contribution of effective monitoring and evaluation to the Organizations project success.

INDEPENDENT VARIABLE

DEPANDENT VARIABLE

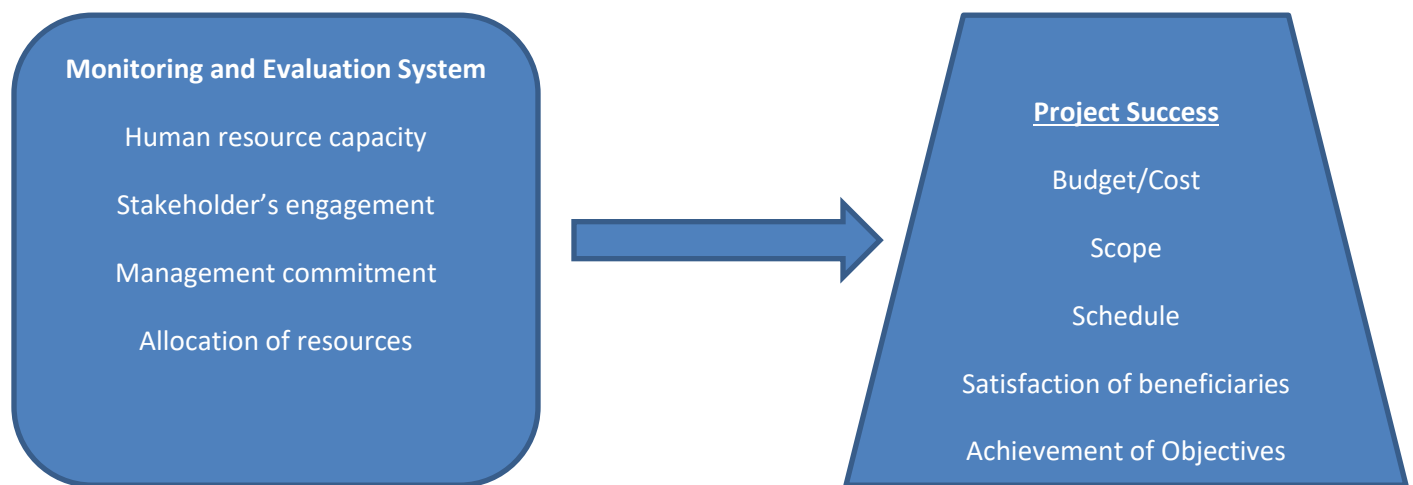


Figure 2.1: Conceptual framework (Source: Developed by the researcher based on Literature reviews, 2024)

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.0. Introduction

This section of the chapter has provided an overview of the study's research methods. The introduction, research design, target population, sample design, data gathering, validity, and data analysis methodologies were covered first. This chapter also demonstrated the process of gathering, evaluating, and interpreting data from the respondents in order to enable the student researcher to formulate conclusions and recommendation regarding the study.

3.1 Design of the study

A research project design is a detailed strategy or procedure that enables the researcher to convert the theoretical hypothesis into an operational one. Cooper (2009) states that the research design serves as the researcher's blueprint for achieving the aims and objectives of the study. It is a methodology for doing research because it clarifies the goals and methods of the investigator and assists to identify what precisely the investigator is trying to learn. It ensures that the research investigation was pertinent and that cost-effective techniques were followed.

A descriptive and explanatory research design selected for this research as it enabled the researcher to measure what Monitoring and Evaluation is in relation to UNFPA Ethiopia's project successes. The explanatory research is ideal to describe the characteristics of the variables and at the same time investigate the relationship between variables (Malhotra, N and Koenig-Lewis 2007). According to Donald (2005), descriptive research designs are employed to characterize the current situation. The study's approach was appropriate as it encompassed factual results and queries into the methodologies employed by UNFPA Ethiopia in project monitoring and evaluation of strength shortcomings. This design was suitable for gathering information and investigating the methods used by UNFPA Ethiopia to assess the strengths and weaknesses of projects. Orodho (2010) said that the purpose of a descriptive survey design was to gather data on current occurrences and, where feasible, extrapolate broad inferences from the data. It enables the researcher to compile data in order to provide explanation. The investigation discovered the approaches used in the Development Project to address the M&E system.

3.3. Research approach

Creswell (2014) defined research approaches as plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. In this regard, quantitative and qualitative research approaches are the basic research approaches that represent the two ends of the continuum (Creswell, 1994; Kothari, 2004). According to Creswell (2014) there is a third research approach, i.e., a mixed approach, that resides between the two continuums and which incorporates the elements of the previous two approaches. Regarding this study, the researcher planned to follow a combination of both qualitative and quantitative research approaches. The quantitative approach is considered in this study because it is the right approach to analyze the effect of independent variables (monitoring and evaluation system, budget, human resource capacity, stakeholder engagement and management support) on the dependent variable (project success) quantitatively. On the other hand, the study employed qualitative approach because it is the right approach that helps to analyze qualitative data which obtained through observation and interview from the organization's management member. This approach is more appropriate and flexible to narrate detail issues related to the practices of project monitoring and evaluation of the organization under study.

3.4 Target population

The complete group of persons the research study is taking into consideration for the study or inquiry is known as the target population Sekaran (2010). Another way to define it is as the group of eligible individuals that is involved in the study. The element is consequently the unit in which data is gathered and that serves as the foundation for analysis, whereas the population is the theoretically defined aggregate of the study's components. Cooper (2009).

Therefore, anything or everyone that possesses the qualities that one wants to comprehend may be considered to be part of the population. In relation to the research project, the study was carried out in Addis Ababa Ethiopia. The sample was subsequently found at the UNFPA country office. The study's target population consisted of UNFPA employees and project workers. For this study the target population was 115 respondents who participate and involved in monitoring and evaluation of the project directly or indirectly including all country office program staffs and project staffs of UNFPA Ethiopia.

Target Population Strata	Target Population
Staff of UNFPA	75
Project Staff	40
Total	115

Table 3.1: Target Population (Source: UNFPA Ethiopia Country Office (2024))

3.5. Sample Size and Sampling Procedures

Flick (2007) defined a sampling frame as the complete, updated, and accurate list of populations. There are essentially two methods for choosing a sample: non-probability sampling, where every element has a variable chance of being selected, and probability sampling, in which the components are chosen at random Meredith (1996).

The census approach was used to determine the sample size for this research questionnaire, eliminating mistakes in sampling and providing information on every member of the community. The study's primary responders were UNFPA employees and UNFPA Ethiopia project staff.

The Key Informant Interview (KII) has also been administered to informants that were selected using purposive sampling technique considering the criteria of their prior knowledge and capacity and experience of the respondents to the research questions as well as the small number of populations to be studied intensively. The country office director, communication coordinator and two programs directors approached for KII.

	Number of respondents for the questionnaire	Sample size	Sampling procedures
Staff of country office	75	75	Census sampling
Project staff	40	40	Census sampling
Total	115	115	100 percent

Table 3.2: Sample Size Strata (Source: UNFPA Ethiopia Country Office (2024))

3.6 Data Source

This study employed descriptive and explanatory research design, which employed both quantitative and qualitative data collection. Qualitative researchers typically gather multiple forms

of data, such as interviews, observations, and document review, rather than relying on a single data source, (Kothari, 2004, P, 175). The study collected both primary and secondary data.

Questionnaire and semi- structured interview questions were the basic data collection instruments which were used in conducting this study. A questionnaire, according to Meredith (1996), is a set of questions that are often sent or given to participants, who then fill them out on their own without assistance from the interviewer. The questionnaire was taken from the researches undertaken by Papke-Shields, et al., 2009; Elizabeth, 2013 & Geremew, 2016. Three components comprised the questionnaire: project success, M&E systems, and demographic variables. A survey questionnaire was prepared and administered to UNFPA Staffs and project staffs of the organization. The questionnaire contains closed ended questions. It is an appropriate instrument to obtain variety opinions within a relatively short period of time. The questions rating were done depending on the type of questions and choices given. Since the medium of communication of the organization is English, the questionnaire was constructed in English. The questionnaire consisted of different parts mainly focusing on the monitoring and evaluation practices and its contribution to project success.

According to Kultar (2007), “an interview is typically defined as face-to-face discussion or communication via some technology like telephone or computer between an interviewer and respondent”. The interviewees including country office director, programs managers, and communication coordinator were contacted based on their depth knowledge in project monitoring and evaluation. The information obtained through interviewing displayed data collection efficiency, quality and consistency across all interviews. The responses were captured via note taking and this helped the researcher to see how the practices of monitoring and evaluation roles are and what actually helps the project to be successful. Thus, the researcher triangulated the findings with the quantitative data collected through questionnaire.

3.7 Method of data analysis

Data were evaluated based on the responses from the distributed questionnaire and each response was administered by applying simple frequency arrangement using appropriate software application like SPSS (Statistical Packages for Social Science) and MS Excel. Then it was deeply analyzed using various statistical tools. The researcher edited and sorted the questionnaire manually to make

sure its completeness and data entry and analysis was performed using SPSS version 24.0. The questionnaires were collected, coded and entered in to a data entry template. Summary tables were used for describing data. Binary logistic regression analysis was carried out to see the association between each independent variable with the project success variables and then variables that showed significant associations were included in the single model. Multiple regressions were performed to identify the most significant predictors by using 95% CI (confidence interval) and P-value (0.05) to assess the degree of statistical significance. With regard to the qualitative part, the data was transcribed and translated into English by the researcher. It was then analyzed manually using the thematic analysis and interpretation.

3.8. Reliability

According to Rossi et al. (2004), the degree to which a measuring tool yields consistent findings when applied repeatedly to the same object is known as its dependability. A measure's statistical power and credibility increase with its level of reliability. This indicates that the same surveys are given to various respondents at various times and get the same findings. The coherence of data gathering tools to measure whatever they measure is described by Norland (1990). The researcher created a data collecting tool based on the objective of the investigation, issue description, and conceptual framework in order to increase dependability. The measuring instruments were created based on information and knowledge of the steps required in creating a questionnaire. After multiple attempts and the same findings, the researcher reset the questions and gave the questionnaire to a new group of respondents at different intervals. This allowed the researcher to determine whether the measurement was trustworthy.

3.9. Validity

Data were collected from the reliable sources who have experience on both monitoring and evaluation as well project management. The survey and interview questionnaire were developed based on the literature review and frame of reference to ensure validity of the results. According to Adam, et al. (2007), validity is the strength of our conclusions, implications or propositions. Validity is concerned with whether the findings are really about what they appear to be.

According to Orodho (2010), a test's validity is determined by how well it captures the intended subject matter. The extent to which conclusions drawn from data analysis accurately depict the

phenomena being studied is known as validity. The researcher used a content validity in order to respond the main research questions of the study in this regards the research questions and the data collected, unclear comments and obscure questions are reworded. The research instrument and data are validated internally by colleagues who have expertise in the research areas and also the qualitative aspects of the research will give weight for substantiating the results of the survey. In order to verify the validity of the tool, experts and researcher advisers examined the questionnaire to make sure all the questions were consistent, clear, brief, and understandable. Their feedback was helpful in making the required modifications so that the tool measured what it was supposed to measure accurately.

3.10. Ethical consideration

The researcher gave full attention to research moral and ethical issues. Therefore, particularly regarding ensuring informing consent and keeping confidentiality, maintaining anonymity and other related ethical issues were given attention in the course of this research. Research ethics was taken into consideration when developing and administering data collection tools and techniques, to avoid any form of harm, suffering or violation.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter presents the analysis of the data collected and the findings of the study. This chapter outlines an analysis and a discussion of study results and findings. The chapter is divided into three different sections. Tables are categorized under different themes to enable easy presentation and interpretation of data. In the presentation of data, percentages, and frequencies have been employed as statistical analysis tools. All sections present study responses on the determinants of the effectiveness of a monitoring and evaluation system for projects in the case of UNFPA Ethiopia. The demographic information of the participants has been described using the findings on the key objective areas of the study have been presented and interpreted. The responses were analyzed using descriptive statistics. Out of 115 questionnaires which had been administered to the respondents, 102 of them were returned for analysis. The valid questionnaires which formed the analysis resulted in 88 percent response rate. It is normal that some of the respondents might not prioritize the questionnaire to respond timely but according to Mugenda (2003), the statistically significant response rate for analysis should be at least make 50 percent. The data for this study hence could be considered as representative enough for the wider UNFPA Ethiopia context.

4.2. Demographic Characteristics of the Respondents

The first part of the questionnaire consists of the demographic information of the respondents. This part of the questionnaire requested information related to demographic characteristics of respondents. Accordingly, variables such as sex, level of education, experience and position of the respondents were summarized and described in the following table.

S.no	Items	Frequency	Valid Percent
	Gender		

1	Male	74	72.5
	Female	28	27.5
	Total	102	100
2	Academic qualification		
	Diploma	4	3.9
	BA/BSC	56	54.9
	MA/MSC	42	41.2
	Total	102	100.0
3	Experience		
	1-2 Years	4	3.9
	3-6 Years	21	20.5
	7-9 Years	29	28.4
	10 and above Years	48	47.2
	Total	102	100.0
4	Position		
	Project Manager/Coordinator	71	69.6
	Country Office Manger	4	3.9
	Program Officer	8	7.8
	Program Coordinator	14	13.8
	Program Manger	5	4.9
	Total	102	100.0

Table 4.1 Demographic characteristics of respondents (Source: primary data from questionnaire)

The survey data from UNFPA Ethiopia reveals a notable gender imbalance among its respondents, with 72.5% identifying as male and 27.5% as female. This significant disparity highlights a gender gap within the organization, which may reflect broader trends in gender diversity within UNFPA Ethiopia or similar organizations in the sector. Addressing this imbalance could be crucial for promoting gender equity and ensuring a more representative and inclusive workforce in the organization. Educational qualifications among the respondents are notably high, with 54.9% holding a Bachelor's degree and 41.2% having completed a Master's degree. The relatively small proportion of respondents with a Diploma (3.9%) indicates that advanced degrees are more

prevalent within UNFPA Ethiopia. This high level of academic achievement likely contributes to the respondents' deep understanding of their respective fields, enhancing their capacity to fulfill their roles effectively and align with UNFPA's mission and objectives.

Regarding professional experience, the survey data shows that 47.2% of UNFPA Ethiopia respondents have ten or more years of experience, highlighting a substantial presence of seasoned professionals within the organization. An additional 28.4% have 7-9 years of experience, and 20.5% have 3-6 years, demonstrating a broad range of expertise. The small percentage with only 1-2 years of experience (3.9%) suggests that UNFPA Ethiopia's workforce is predominantly composed of individuals with considerable industry experience, which is likely beneficial for the complex tasks and projects managed by the organization. The distribution of job positions among respondents reveals a strong concentration in project management roles, with 69.6% holding positions as Project Managers or Coordinators. This significant proportion underscores the critical role that project management plays within the organization. It suggests that a substantial focus of the organization's work involves managing and coordinating various projects, which is integral to its operational success and impact. Conversely, fewer respondents hold roles such as Country Office Manager (3.9%), Program Officer (7.8%), Program Coordinator (13.8%), or Program Manager (4.9%). This distribution indicates that these positions are less common among the UNFPA Ethiopia respondents, potentially reflecting the specific organizational structure and priorities. The relative scarcity of these roles might suggest a more pronounced emphasis on project management within the organization.

Overall, the survey data provides a detailed view of a highly experienced and predominantly male workforce at UNFPA Ethiopia, with a significant concentration of advanced educational qualifications. The focus on project management roles highlights the importance of these functions within the organization, while the gender imbalance points to potential areas for improvement in diversity and inclusion practices. These insights can help to inform strategies to enhance workforce composition, address gender disparities, and optimize role distribution within UNFPA Ethiopia.

4.3 Descriptive Analysis

4.3.1 Project success factors

Project success focus on the variables of meeting the project with national and international quality standards, completing the project in time and on budget, beneficiary satisfactions and meeting the overall objective of the project. The weighted average mean and standard deviation was calculated using the response from the variables explained which is listed in the questionnaire below.

projects are completed within planned budget (agreed upon cost)		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	5.9	5.9	5.9
	Disagree	8	7.8	7.8	13.7
	Not Sure	13	12.8	12.8	26.5
	Agree	54	52.9	52.9	79.4
	Strongly Agree	21	20.6	20.6	100.0
	Total	102	100.0	100.0	

Table 4.2 projects are completed within the budget (Source: primary data from questionnaire)

As table 4.2 indicates on whether projects at UNFPA Ethiopia are completed within the planned budget reveals a generally positive assessment among respondents. According to the data, 52.9% of respondents agree that projects are completed within the agreed-upon cost, and an additional 20.6% strongly agree. This indicates that a majority of the respondents perceive that the organization is largely successful in adhering to its budgetary constraints for projects. In contrast, a smaller portion of respondents expresses concerns about budget adherence. Specifically, 5.9% strongly disagree, and 7.8% disagree with the statement that projects are completed within the planned budget. This accounts for approximately 13.7% of the respondents who have a negative view on budget management. Furthermore, 12.8% of respondents are unsure about the budget adherence, suggesting some uncertainty or lack of information on this aspect. The cumulative percentages show that by the time the "Agree" category is reached, 79.4% of respondents have expressed some level of agreement that projects are completed within the budget. This strong agreement indicates a general confidence in the financial management practices related to project completion at UNFPA Ethiopia. Overall, the data suggests that while the majority of respondents believe that projects are generally completed within budget, there remains notable minorities who either disagree or are unsure. This feedback could be valuable for UNFPA Ethiopia in reviewing and potentially

enhancing its budget management practices to address any areas of concern and ensure greater consistency in financial adherence.

projects are Completed within Scheduled time		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.9	1.9	1.9
	Disagree	9	8.8	8.8	10.7
	Not Sure	17	16.8	16.8	27.5
	Agree	53	51.9	51.9	79.4
	Strongly Agree	21	20.6	20.6	100.0
	Total	102	100.0	100.0	

Table 4.3 projects are completed within the scheduled time (Source: primary data from questionnaire)

The survey data presented on table 4.3 reflects a generally positive perception among respondents. The majority of respondents, 51.9%, agree that projects are completed within the planned schedule, and an additional 20.6% strongly agree. This indicates that a substantial portion of the respondents believes that the organization is effective in adhering to project timelines. Conversely, a smaller proportion of respondents express concerns regarding the timeliness of project completion. Specifically, 1.9% strongly disagrees, and 8.8% disagree with the statement that projects are completed on time, totaling 10.7% of respondents with a negative view. This suggests that while the majority are satisfied with the timeliness of project completion, there are still some respondents who have concerns or negative experiences related to delays. Additionally, 16.8% of respondents are unsure about whether projects are completed within the scheduled time. This level of uncertainty may reflect a lack of detailed knowledge about project timelines or variability in experiences among respondents. Overall, the data shows that while the majority of respondents at UNFPA Ethiopia believe that projects are generally completed on schedule, there is a noticeable minority who either disagrees or is unsure. These insights could help the organization in evaluating

its project management practices and addressing any potential issues related to meeting project deadlines.

projects are completed within planned scope		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	5.8	5.8	5.8
	Disagree	12	11.7	11.7	17.5
	Not Sure	21	20.6	20.6	38.1
	Agree	51	50.2	50.2	88.3
	Strongly Agree	12	11.7	11.7	100.0
	Total	102	100.0	100.0	

Table 4.4 projects are completed within the scope time (Source: primary data from questionnaire)

The survey data regarding the completion of projects within the planned scope at UNFPA Ethiopia indicates a generally favorable view among respondents. Specifically, 50.2% of respondents agree that projects are completed within the agreed-upon scope, and an additional 11.7% strongly agree. This means that over half of the respondents believe that the organization effectively manages to adhere to the project scope as initially defined. However, there are some concerns about scope management. A total of 5.8% of respondents strongly disagree, and 11.7% disagree with the statement, amounting to 17.5% of respondents who have a negative view on whether projects stay within scope. This indicates that a portion of the respondents perceives issues or deviations in scope management. Additionally, 20.6% of respondents are unsure about whether projects are completed within the planned scope. This uncertainty suggests a lack of clear visibility or information regarding scope adherence among some participants. Overall, while a majority of respondents at UNFPA Ethiopia believe that projects are generally completed within the planned scope, there is significant portion that either disagree or are unsure. This feedback highlights potential areas for improvement in scope management and communication, which could help the organization enhance its project outcomes and align more closely with project objectives.

Projects realized meet the planned objectives and outcomes that are intended to achieve		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	13	12.8	12.8	17.7
	Not Sure	18	17.6	17.6	35.3
	Agree	58	56.9	56.9	92.2
	Strongly Agree	8	7.8	7.8	100.0
	Total	102	100.0	100.0	

Table 4.5 projects realized the planned objectives and outcomes (Source: primary data from questionnaire)

The survey data presented on table 4.5 whether projects at UNFPA Ethiopia meet their planned objectives and outcomes reveals a generally positive perception among respondents. Specifically, 56.9% of respondents agree that projects achieve their intended objectives and outcomes, and an additional 7.8% strongly agree. This indicates that the majority of respondents believe that projects are largely successful in delivering the results that were originally planned. However, there are also concerns about the effectiveness of meeting objectives. A total of 4.9% of respondents strongly disagree, and 12.8% disagree, meaning 17.7% of respondents have a negative view on whether projects achieve their planned goals. This feedback suggests that some projects may fall short of their intended outcomes. Additionally, 17.6% of respondents are unsure about whether projects realize their planned objectives and outcomes. This uncertainty may reflect a lack of detailed information or varied experiences regarding project effectiveness. Overall, while a significant majority of respondents at UNFPA Ethiopia feel that projects generally meet their planned objectives and outcomes, a considerable proportion either disagree or are uncertain. This insight highlights areas where the organization might focus on improving project effectiveness and alignment with intended goals.

				Valid Percent	Cumulative
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Project Beneficiaries satisfied and impacted positively		Frequency	Percent		Percent
Valid	Strongly disagree	3	2.9	2.9	2.9
	Disagree	10	9.8	9.8	12.7
	Not Sure	28	27.5	27.5	40.2
	Agree	60	58.9	58.9	99.1
	Strongly Agree	1	0.9	0.9	100.0
	Total	102	100.0	100.0	

Table 4.6 projects beneficiaries satisfied and impacted (Source: primary data from questionnaire)

The survey data regarding the satisfaction and positive impact on project beneficiaries at UNFPA Ethiopia presents a mixed but overall favorable picture. A significant majority of respondents, 58.9%, agree that project beneficiaries are satisfied and positively impacted by the projects, with an additional 0.9% strongly agreeing. This indicates that the majority of the surveyed respondents believe that the projects effectively benefit their target populations. Conversely, there are respondents who express dissatisfaction or uncertainty regarding the impact of the projects. Specifically, 2.9% strongly disagree and 9.8% disagree with the statement that beneficiaries are satisfied and positively impacted. This suggests that about 12.7% of respondents have a negative perception of the projects' impact on beneficiaries, highlighting areas where improvements may be needed. Moreover, a notable 27.5% of respondents are unsure about whether project beneficiaries are satisfied and impacted positively. This level of uncertainty suggests that there might be a lack of clear communication or sufficient evaluation data on the outcomes and beneficiary satisfaction, which could be an area for UNFPA Ethiopia to address. Overall, while the majority of respondents at UNFPA Ethiopia believe that projects have a positive impact on beneficiaries, there are significant portions that either disagree or are uncertain. This feedback underscores the importance of robust monitoring and evaluation processes to better understand and enhance the effectiveness and impact of projects on their intended beneficiaries.

How often do your projects meet the following criteria?	N	Mean	Std. Deviation
projects are completed within planned budget (agreed upon cost)	102	3.75	1.06

projects are Completed within Scheduled time	102	3.80	0.93
projects are completed within planned scope	102	3.50	1.04
Projects realized meet the planned objectives and outcomes that are intended to achieve	102	3.50	0.98
Project Beneficiaries satisfied and impacted positively	102	3.45	0.80
Group Average	102	3.6	0.962

Table 4.7: Descriptive statistics on project success (Source: primary data from questionnaire)

The data from Table 4.7 provides a comprehensive overview of project success criteria based on key performance indicators for UNFPA Ethiopia. The analysis reveals that projects managed by UNFPA Ethiopia generally perform well in meeting planned budget and scheduled time criteria, with mean scores of 3.75 and 3.80, respectively. This suggests that project managers at UNFPA Ethiopia are effective in managing resources and adhering to timelines. However, there is slightly lower performance in meeting planned scope and objectives/outcomes criteria, with mean scores of 3.50 each for UNFPA Ethiopia. This indicates that there may be challenges in defining and controlling project scope and objectives, leading to variability in project outcomes for the organization. The standard deviations associated with each criterion provide insights into the variability in project performance across different success factors for UNFPA Ethiopia. The lower standard deviation for meeting scheduled time criteria (0.93) suggests that projects managed by UNFPA Ethiopia consistently adhere to timelines with less variability compared to other criteria. In contrast, the standard deviations for meeting planned scope (1.04) and objectives/outcomes (0.98) indicate moderate variability for UNFPA Ethiopia, signifying potential challenges in maintaining project scope and achieving desired outcomes. The overall group average of 3.6 reflects a moderate level of success in meeting project success criteria for UNFPA Ethiopia, with a standard deviation of 0.962 indicating some variability in the organization's performance across different aspects of project success. In conclusion, the data from Table 4.7 highlights the strengths and areas for improvement in meeting project success criteria within the context of budget, time, scope, objectives/outcomes, and stakeholder satisfaction for UNFPA Ethiopia. While projects managed by UNFPA Ethiopia generally perform well in managing resources and timelines, there are opportunities to enhance performance in defining and controlling project scope and ensuring

alignment with objectives and outcomes. By addressing these areas of improvement and focusing on stakeholder engagement and value delivery, UNFPA Ethiopia can further enhance project success and achieve more consistent outcomes across different project dimensions.

4.3.2 Monitoring and Evaluation system

Monitoring and evaluation systems focus on the organizational readiness in terms of designing effective and efficient system with a thorough analysis of the situation, clarifying the scope and purpose, communicating impact and agreeing on the approach.

The monitoring and evaluation system is effective, efficient and contributes to achieve the project Objective		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.9	3.9	3.9
	Disagree	7	6.8	6.8	10.7
	Not Sure	43	42.2	42.2	52.9
	Agree	39	38.3	38.3	91.2
	Strongly Agree	9	8.8	8.8	100.0
	Total	102	100.0	100.0	

Table 4.8 monitoring and evaluation systems are effective and efficient (Source: primary data from questionnaire)

The monitoring and evaluation system implemented by UNFPA Ethiopia demonstrates mixed perceptions regarding its effectiveness and efficiency. According to the data collected from a questionnaire, a notable portion of respondents (42.2%) are unsure about the system's performance. This significant level of uncertainty suggests that while the system may have some strengths, there are areas where its impact and clarity might be lacking, necessitating further assessment and possible enhancements. Despite this uncertainty, there is a considerable agreement among respondents about the system's positive aspects. Approximately 38.3% agree that the monitoring and evaluation system is effective and efficient, indicating that many stakeholders recognize its value in achieving project objectives. This level of agreement highlights the potential strengths of the system and its contribution to the organization's goals, suggesting that parts of the system are

functioning well and aligning with the intended outcomes. However, the presence of respondents who strongly disagree (3.9%) or strongly agree (8.8%) with the statement points to polarized opinions about the system's effectiveness. This polarization implies that while some stakeholders see significant benefits, others perceive notable shortcomings. To address these varying perceptions, UNFPA Ethiopia may need to conduct a deeper analysis to identify specific areas for improvement, ensuring that the monitoring and evaluation system can more effectively support the organization's objectives and enhance overall project performance.

The scope and purpose of the monitoring and evaluation system is clear		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	12	11.7	11.7	16.6
	Not Sure	29	28.5	28.5	45.1
	Agree	50	49.1	49.1	94.2
	Strongly Agree	6	5.8	5.8	100.0
	Total	102	100.0	100.0	

Table 4.9 scope and purpose of the monitoring and evaluation system is clear (Source: primary data from questionnaire)

The data presented on table 4.9 regarding UNFPA Ethiopia's monitoring and evaluation system reveals diverse perceptions about its clarity and purpose. A significant portion of respondents (49.1%) agree that the scope and purpose of the system are clear, which is a positive indicator that many stakeholders understand the system's objectives. However, the fact that 28.5% of respondents are unsure about its clarity suggests that there might be communication or implementation gaps that need to be addressed to ensure everyone involved has a clear understanding of the system's goals. In terms of the system's effectiveness and efficiency, a substantial 38.3% of respondents agree that it contributes to achieving project objectives, indicating that the system is functioning well for a significant number of stakeholders. Nonetheless, with 42.2% of respondents being unsure about its effectiveness, there appears to be a need for further evaluation and possibly refining the system to enhance its impact and ensure it is meeting its intended goals comprehensively. The presence of

polarized opinions, with some respondents strongly agreeing or disagreeing on both the clarity and effectiveness of the system, underscores the necessity for UNFPA Ethiopia to delve deeper into these mixed perceptions. By identifying and addressing specific areas of concern, the organization can enhance its monitoring and evaluation system, ensuring it effectively supports its project objectives and is well-understood by all stakeholders.

The monitoring and evaluation system is built with a thorough situational analysis		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.9	3.9	3.9
	Disagree	11	10.7	10.7	14.6
	Not Sure	47	46.2	46.2	60.8
	Agree	35	34.3	34.3	95.1
	Strongly Agree	5	5.8	5.8	100.0
	Total	102	100.0	100.0	

Table 4.10 monitoring and evaluation system built in situational analysis (Source: primary data from questionnaire)

The data in Table 4.10 highlights the diverse perceptions among respondents regarding the thoroughness of the situational analysis in the M&E system of UNFPA Ethiopia. A significant portion, 46.2%, is uncertain about the adequacy of the situational analysis, reflecting potential gaps in communication and understanding of the processes involved. This uncertainty suggests that many stakeholders may not have full visibility into the foundational work that supports the M&E system. Such ambiguity can lead to questions about the reliability and effectiveness of the M&E framework, impacting the overall confidence in the project management processes. Addressing this gap is crucial for UNFPA Ethiopia, as the success of its projects heavily relies on robust and transparent M&E systems that stakeholders understand and trust. Conversely, a combined 40.1% of respondents (34.3% agree and 5.8% strongly agree) express confidence in the thoroughness of the situational analysis, indicating that a substantial number of stakeholders do recognize and appreciate the foundational efforts made by UNFPA Ethiopia. This positive perception is vital, as it underpins stakeholder support and engagement, which are critical for the successful

implementation of development projects. For UNFPA Ethiopia, building on this trust by enhancing transparency and actively communicating the processes and outcomes of the situational analysis can help in converting the uncertain respondents into confident supporters.

The monitoring and evaluation system has buy – in from the senior management team		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.9	3.9	3.9
	Disagree	11	10.7	10.7	14.6
	Not Sure	47	46.2	46.2	60.8
	Agree	35	34.3	34.3	95.1
	Strongly Agree	5	5.8	5.8	100.0
	Total	102	100.0	100.0	

Table 4.11 monitoring and evaluation system buy in by senior management team (Source: primary data from questionnaire)

The data presented in Table 4.11 illustrates the perceptions of respondents regarding the level of buy-in from the senior management team for the monitoring and evaluation (M&E) system in UNFPA Ethiopia. A significant portion of respondents, 46.2%, are unsure about the extent of senior management's buy-in. This considerable uncertainty could indicate a lack of clear communication or visible support from senior management regarding the importance and role of the M&E system. Such ambiguity might affect the overall effectiveness of the M&E practices, as the endorsement and active participation of senior management are crucial for driving organizational commitment and resource allocation. Conversely, a combined 40.1% of respondents (34.3% agree and 5.8% strongly agree) affirm that there is significant buy-in from the senior management team. This positive perception is essential for the successful implementation and sustainability of the M&E system. Senior management's support often translates into more substantial resource investment, prioritization of M&E activities, and a culture that values continuous improvement and accountability. For UNFPA Ethiopia, leveraging this support by increasing visibility and communication of senior management's commitment to M&E can further solidify this buy-in and address the uncertainties reflected by nearly half of the respondents. Enhancing the engagement and

participation of senior management in M&E processes can foster a more supportive environment, ultimately leading to more successful project outcomes.

The monitoring and evaluation system reflects the and supports the mission and vision of the organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	0.98	0.98	0.98
	Disagree	16	15.7	15.7	16.6
	Not Sure	23	22.6	22.6	39.2
	Agree	47	46.1	46.1	85.3
	Strongly Agree	15	14.7	14.7	100.0
	Total	102	100.0	100.0	

Table 4.12 monitoring and evaluation system supports mission and vision (Source: primary data from questionnaire)

The data presented in Table 4.12 reveals the perceptions of respondents regarding whether the monitoring and evaluation (M&E) system of UNFPA Ethiopia reflects and supports the organization's mission and vision. Notably, a majority of respondents, 60.8% (46.1% agree and 14.7% strongly agree), believe that the M&E system is aligned with and supports the mission and vision of the organization. This positive feedback indicates that the M&E practices in place are perceived to effectively contribute to achieving UNFPA's strategic objectives, which include improving reproductive health, promoting gender equality, and supporting sustainable development initiatives. However, there is still a notable portion of respondents, 22.6%, who are unsure about the alignment of the M&E system with the organization's mission and vision. This uncertainty suggests that there might be a need for clearer communication and demonstration of how M&E activities directly support and reflect the strategic goals of UNFPA Ethiopia. Addressing this uncertainty is critical, as a well-understood and visibly aligned M&E system can enhance organizational coherence, foster greater stakeholder engagement, and drive more effective project outcomes. Furthermore, 16.7% of respondents (15.7% disagree and 0.98% strongly disagree) do not believe that the M&E system supports the mission and vision of UNFPA Ethiopia. This minority perspective highlights potential areas where the M&E system could be improved or better

integrated with the organization’s overarching goals. For UNFPA Ethiopia, it is essential to continually review and adapt their M&E frameworks to ensure they are not only efficient in tracking and evaluating project performance but also explicitly aligned with and reinforcing the organization's mission and vision.

The monitoring and evaluation system has a clear level of data collection, analysis and use of its information from project to program and organization to bringing about change.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.9	3.9	3.9
	Disagree	22	21.5	21.5	25.4
	Not Sure	38	37.4	37.4	62.8
	Agree	35	34.3	34.3	97.1
	Strongly Agree	3	14.7	14.7	100.0
	Total	102	100.0	100.0	

Table 4.13 monitoring and evaluation system has a clear level of data collection (Source: primary data from questionnaire)

The data in Table 4.13 showcases respondents' perceptions of the clarity and effectiveness of the monitoring and evaluation (M&E) system's data collection, analysis, and use within UNFPA Ethiopia. The largest segment of respondents, 37.4%, are unsure about the system’s clarity in these areas. This indicates a significant level of uncertainty, which could stem from a lack of transparency or insufficient communication about how data is systematically collected, analyzed, and used to drive changes across projects, programs, and the organization. In contrast, a combined 37.2% of respondents (34.3% agree and 2.9% strongly agree) believe that the M&E system has a clear level of data collection, analysis, and usage. This suggests that a notable portion of stakeholders recognizes the system's effectiveness in handling data processes and its role in bringing about meaningful changes. The belief that data processes are clear and impactful is crucial for maintaining confidence in the M&E system and ensuring continued stakeholder support and engagement. However, there are also 25.4% of respondents (21.5% disagree and 3.9% strongly disagree) who feel that the M&E system lacks clarity in its data processes. This perception highlights potential areas for improvement in making the data processes more transparent and

comprehensible. For UNFPA Ethiopia, addressing these concerns is essential to enhance the effectiveness of their M&E system and ensure that all stakeholders understand and value the role of data in driving organizational and programmatic change.

The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	5.92	5.92	5.92
	Disagree	18	17.7	17.7	23.62
	Not Sure	19	18.6	18.6	42.22
	Agree	52	50.9	50.9	93.12
	Strongly Agree	7	6.88	6.88	100.0
	Total	102	100.0	100.0	

Table 4.14 the monitoring and evaluation focus areas clearly linked (Source: primary data from questionnaire)

The data in Table 4.14 reflects respondents' perceptions of how well the monitoring and evaluation (M&E) focus areas—such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting, and data storage—are linked to the organization's overall M&E system in UNFPA Ethiopia. A significant proportion of respondents, 50.9%, agree, and an additional 6.88% strongly agree, that these focus areas are clearly linked. This majority perspective suggests that many stakeholders see a coherent and integrated approach within the M&E system, which is essential for ensuring the efficiency and effectiveness of monitoring and evaluation activities. However, 18.6% of respondents are unsure about the linkage of these focus areas, indicating a degree of uncertainty that could be addressed by enhancing communication and transparency regarding how these components interconnect within the M&E framework. This uncertainty might reflect gaps in stakeholder awareness or understanding of the systemic integration of these focus areas. Additionally, 23.62% of respondents (17.7% disagree and 5.92% strongly disagree) do not perceive a clear linkage, highlighting areas where the organization might

need to improve alignment and communication of its M&E processes. For UNFPA Ethiopia, ensuring that all focus areas within the M&E system are well integrated and clearly understood by stakeholders is crucial. This alignment supports the systematic collection and use of data, which is vital for informed decision-making and achieving project success. The organization can benefit from addressing the concerns of those who are unsure or disagree by providing more detailed explanations and demonstrating the interconnectedness of these components in practice.

The organization monitoring and evaluation system is integrated with other organizational systems and Processes		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	24	23.5	23.5	28.4
	Not Sure	40	39.3	39.3	67.7
	Agree	29	28.4	28.4	96.1
	Strongly Agree	4	3.9	3.9	100.0
	Total	102	100.0	100.0	

Table 4.15 the organization monitoring and evaluation system integration (Source: primary data from questionnaire)

The data from Table 4.15 provides insights into the integration of the organization's monitoring and evaluation system with other organizational systems and processes. The table presents the frequency and percentage distribution of responses from participants regarding their level of agreement with the statement that the monitoring and evaluation system is integrated with other organizational systems and processes. From the data, it can be observed that 4.9% of respondents strongly disagree that the monitoring and evaluation system is integrated with other organizational systems and processes, while 23.5% disagree with this statement. Additionally, 39.3% of respondents are not sure about the integration of the monitoring and evaluation system with other organizational systems and processes. On the positive side, 28.4% of respondents agree that the monitoring and evaluation system is integrated, with 3.9% strongly agreeing with this integration. Overall, the majority of respondents (67.7%) either disagree or are not sure about the integration of the monitoring and evaluation system with other organizational systems and processes, while only

32.3% agree or strongly agree with this integration. This data suggests that there may be room for improvement in integrating the monitoring and evaluation system with other organizational systems and processes within the organization. Addressing this integration gap can help enhance the effectiveness and efficiency of monitoring and evaluation activities, leading to better decision-making and overall organizational performance.

Monitoring and evaluation system in UNFPA Ethiopia	N	Mean	Std. Deviation
The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective	102	3.41	0.892
The scope and purpose of the monitoring and evaluation system is clear	102	3.39	0.949
The monitoring and evaluation system is built with a thorough situational analysis.	102	3.25	0.858
The monitoring and evaluation system has buy – in from the senior management team	102	3.25	0.87
The monitoring and evaluation system reflects the and supports the mission and vision of the organization	102	3.58	0.96
The monitoring and evaluation system has a clear level of data collection, analysis and use of its Information from project to program and organization to bringing about change.	102	3.11	0.905
The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system	102	3.35	1.03
The organization monitoring and evaluation system is integrated with other organizational systems and Processes.	102	3.03	0.93
Group Average	102	3.29	0.924

Table 4.16: Descriptive statistics for Monitoring and Evaluation System (Source: primary data from questionnaire)

The table presents a comprehensive overview of the monitoring and evaluation (M&E) system in UNFPA Ethiopia, highlighting various dimensions of the system's effectiveness and integration. The mean scores for the aspects of the M&E system range from 3.03 to 3.58, suggesting a generally favorable view from respondents. Specifically, the highest mean score of 3.58 reflects strong

agreement that the system aligns well with the organization’s mission and vision, indicating that this aspect is seen as a strength. Conversely, the lowest mean score of 3.03 is associated with the integration of the M&E system with other organizational systems, signaling potential challenges in this area. The standard deviations for the responses, which range from 0.858 to 1.03, reveal varying degrees of consensus among respondents. The higher standard deviation of 1.03 for the statement about the linkage of focus areas to the M&E system indicates a greater diversity of opinions, suggesting that some respondents may have differing views on how well the M&E system's focus areas are connected to organizational objectives. The variability in responses highlights areas where perceptions are not uniform and may require targeted attention. In conclusion, while the overall average score of 3.29 indicates a positive perception of the M&E system, the variations in mean scores and standard deviations point to specific areas for improvement. Enhancing the integration of the M&E system with other organizational processes and addressing the diverse opinions about focus areas could strengthen the system's effectiveness and alignment with organizational goals. Addressing these areas of concern may lead to a more cohesive and impactful M&E framework within UNFPA Ethiopia.

4.3.3 Human Resource Capacity and Project M&E

The organization relies on a skilled and dedicated team of professionals who are equipped with the necessary knowledge and expertise to effectively carry out project activities and ensure that M&E processes are conducted efficiently. These individuals are responsible for collecting, analyzing, and interpreting data to assess the impact of projects, identify areas for improvement, and make informed decisions for future programming.

The organization has adequate Skilled human resource who can conduct Monitoring and evaluation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.9	3.9	3.9
	Disagree	13	12.7	12.7	16.6
	Not Sure	27	26.5	26.5	43.1
	Agree	46	45.2	45.2	88.3

	Strongly Agree	12	11.7	11.7	100.0
	Total	102	100.0	100.0	

Table 4.17 the organization has adequate skilled human resource (Source: primary data from questionnaire)

The data presented in Table 4.17 sheds light on the perception of UNFPA Ethiopia's human resource capacity for monitoring and evaluation. The responses indicate a mixed sentiment among the respondents regarding the adequacy of skilled human resources within the organization. While a significant proportion (45.2%) agreed that UNFPA Ethiopia has the necessary skilled personnel for monitoring and evaluation, a notable percentage (16.6%) either disagreed or strongly disagreed with this statement. This suggests a level of uncertainty or dissatisfaction among some respondents regarding the organization's human resource capacity in this critical area. Additionally, a considerable portion (26.5%) expressed uncertainty, indicating a need for further clarification or assessment of the actual capabilities of the human resources within UNFPA Ethiopia. The varying responses in the table highlight the importance of addressing perceptions and realities around human resource capacity within UNFPA Ethiopia for effective monitoring and evaluation practices. While a majority of respondents acknowledged the presence of adequate skilled personnel, the dissenting opinions and uncertainties point to potential gaps or areas for improvement. It is crucial for UNFPA Ethiopia to delve deeper into understanding these differing perspectives and take proactive measures to enhance the skills and capabilities of its human resources for monitoring and evaluation purposes.

Personnel who conduct project Monitoring and evaluation gets relevant training on a regular basis.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.9	2.9	2.9
	Disagree	25	24.5	24.5	27.4
	Not Sure	41	40.3	40.3	67.7
	Agree	29	28.4	28.4	96.1
	Strongly Agree	4	11.7	11.7	100.0

	Total	102	100.0	100.0	
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Table 4.18 Personnel get relevant training on a regular basis (Source: primary data from questionnaire)

Table 4.18 presents data on the frequency of relevant training for personnel conducting project monitoring and evaluation within UNFPA Ethiopia. The responses indicate a mixed sentiment among the respondents regarding the regularity of training for these personnel. The data shows that a significant proportion of respondents either disagreed (24.5%) or were unsure (40.3%) about the regularity of relevant training for personnel conducting project monitoring and evaluation. This suggests a potential gap in the provision of consistent and adequate training for these staff members. On the other hand, 28.4% of respondents agreed that personnel receive relevant training on a regular basis, and 11.7% strongly agreed with this statement. The varying responses in the table highlight the need for UNFPA Ethiopia to address the perceived lack of regular training for personnel involved in monitoring and evaluation. By providing more consistent and effective training opportunities, the organization can enhance the skills and knowledge of its staff, ultimately improving the quality of monitoring and evaluation activities and contributing to better program outcomes. It is essential for UNFPA Ethiopia to take into account the feedback provided by the respondents and consider implementing measures to ensure that personnel involved in monitoring and evaluation receive ongoing, relevant training to support their professional development and enhance their capacity to perform their roles effectively.

There is a motivation Scheme for personnel participating on the Monitoring and evaluation activity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	31	30.4	30.4	35.3
	Not Sure	41	40.2	40.2	75.5
	Agree	23	22.6	22.6	98.1
	Strongly Agree	2	1.9	1.9	100.0
	Total	102	100.0	100.0	

Table 4.19 motivation Scheme (Source: primary data from questionnaire)

The data presented in Table 4.19 illustrates the varying levels of agreement among personnel regarding the motivation scheme for those participating in monitoring and evaluation activities at UNFPA. A significant portion of respondents, 40.2%, indicated they were "Not Sure" about the effectiveness or existence of such a scheme. This could imply a lack of awareness or communication about the motivation initiatives within the organization. Furthermore, 30.4% of respondents expressed disagreement, indicating a perception that the motivation scheme may be insufficient or ineffective. This substantial percentage of neutral or negative responses suggests that a considerable number of staff may feel disconnected from or dissatisfied with the current motivation strategies. On the other hand, a smaller yet notable proportion of respondents, 22.6%, agreed that the motivation scheme is effective, and a very small fraction, 1.9%, strongly agreed. These figures indicate that while there is some recognition of positive motivational efforts, it is not widespread. The relatively low levels of strong agreement could reflect a need for the organization to enhance its motivation strategies, ensuring they are more impactful and better communicated. Overall, the data suggests a mixed perception of the motivation scheme, with room for improvement in both the implementation and communication of these initiatives to ensure they effectively reach and inspire the staff involved in monitoring and evaluation activities.

Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.9	2.9	2.9
	Disagree	19	18.7	18.7	21.6
	Not Sure	22	21.5	21.5	43.1
	Agree	48	47.1	47.1	90.2
	Strongly Agree	10	1.9	1.9	100.0
	Total	102	100.0	100.0	

Table 4.20 Evaluation results provide information (Source: primary data from questionnaire)

This table reflects the distribution of responses regarding the effectiveness of evaluation results in providing information to improve future programming, judge overall project merits, and generate

knowledge about project success and failures. The data in Table 4.20 highlights the perceptions of UNFPA personnel on the utility of evaluation results in enhancing project outcomes. A significant majority, 47.1%, agreed that evaluation results are beneficial in improving future programming and understanding the merits and shortcomings of a project. An additional 9.8% strongly agreed, bringing the total positive sentiment to 56.9%. This majority indicates a general consensus that evaluations are a valuable tool in project management and learning. However, there is also a notable portion of respondents, 21.5%, who were "Not Sure" about the effectiveness of evaluation results. This uncertainty may point to a need for better communication or more visible impacts of evaluation findings within the organization. Additionally, 18.7% disagreed, and 2.9% strongly disagreed, suggesting that nearly one-fifth of the personnel do not see evaluations as providing significant benefits. These mixed responses underline the importance of addressing these concerns to enhance the perceived and actual value of evaluation activities in driving project success and organizational learning.

monitoring and evaluation team conduct monitoring projects once in a quarter		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	6.8	6.8	6.8
	Disagree	45	44.2	44.2	51
	Not Sure	12	11.7	11.7	62.7
	Agree	35	34.4	34.4	97.1
	Strongly Agree	3	2.9	2.9	100.0
	Total	102	100.0	100.0	

Table 4.21 monitoring and evaluation team conduct monitoring projects once in a quarter (Source: primary data from questionnaire)

The data in Table 4.21 reveals mixed perceptions among UNFPA personnel regarding the quarterly frequency of monitoring activities conducted by the monitoring and evaluation team. A notable 44.2% of respondents disagreed with the statement that monitoring projects are conducted once every quarter. This significant portion suggests that nearly half of the respondents perceive a lack of adherence to the quarterly monitoring schedule, potentially indicating inconsistencies in practice

or communication gaps within the organization about the monitoring routine. Conversely, 34.4% of respondents agreed, and an additional 2.9% strongly agreed, that monitoring projects are conducted quarterly. This combined 37.3% indicates that a substantial number of personnel do recognize and possibly experience a quarterly monitoring routine. However, the presence of 11.7% of respondents who were "Not Sure" about the frequency of these activities highlights a level of uncertainty or variability in the understanding and implementation of the monitoring schedule. These mixed responses suggest a need for the organization to review and possibly reinforce the communication and execution of its monitoring activities to ensure that they are consistently perceived and implemented as intended across all levels of the organization.

The role of monitoring and evaluation is significantly contributing to achieve project objective		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.9	1.9	1.9
	Disagree	10	9.8	9.8	11.7
	Not Sure	10	9.8	9.8	21.5
	Agree	44	43.2	43.2	64.7
	Strongly Agree	36	35.3	35.3	100.0
	Total	102	100.0	100.0	

Table 4.22 M&E contributing to achieve project objective (Source: primary data from questionnaire)

This table reflects the distribution of responses regarding the perception of the role of monitoring and evaluation (M&E) in contributing to the achievement of project objectives. The data in Table 4.22 indicates that a majority of UNFPA personnel perceive the role of monitoring and evaluation (M&E) as significantly contributing to the achievement of project objectives. Specifically, 43.2% of respondents agreed, and 35.3% strongly agreed, with this statement. This combined positive response of 78.5% underscores a strong belief in the effectiveness of M&E activities in driving project success. This positive perception likely reflects the tangible impacts and improvements that M&E processes have had on projects, enhancing their efficiency and effectiveness in achieving desired outcomes. In contrast, a small percentage of respondents expressed doubt about the role of

M&E in achieving project objectives. About 9.8% disagreed, and an equal percentage was "Not Sure." Additionally, a minimal 1.9% strongly disagreed. These dissenting and uncertain views, accounting for a combined 21.5%, suggest that there may be areas where the M&E processes are perceived as insufficient or not well communicated. The organization may need to investigate these perceptions further to understand the reasons behind the doubts and uncertainties and address any gaps or misconceptions. Overall, the data highlights a predominantly positive view of M&E's role in project success, with room for improvement in ensuring all personnel recognize its value and impact.

The role of monitoring and evaluation is significantly contributing to complete the project without budget and time overrun		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	6.9	6.9	6.9
	Disagree	11	10.8	10.8	17.7
	Not Sure	31	30.4	30.4	48.1
	Agree	43	42.1	42.1	90.2
	Strongly Agree	10	11.7	11.7	100.0
	Total	102	100.0	100.0	

Table 4.23 M&E contributing to complete the project without budget and time overrun (Source: primary data from questionnaire)

This table reflects the distribution of responses regarding the perception of the role of monitoring and evaluation (M&E) in contributing to the completion of projects without budget and time overruns. The data in Table 4.23 highlights mixed perceptions among UNFPA personnel about the effectiveness of monitoring and evaluation (M&E) in ensuring projects are completed without budget and time overruns. A significant portion, 42.1%, agreed, and 9.8% strongly agreed, that M&E plays a crucial role in preventing budget and time overruns. This combined positive response of 51.9% indicates that over half of the respondents recognize and appreciate the impact of M&E in maintaining project timelines and budgets, reflecting its importance in project management and efficiency. However, a notable percentage of respondents were uncertain about this role, with

30.4% selecting "Not Sure." This substantial uncertainty could indicate a lack of clear evidence or communication regarding the effectiveness of M&E practices in this area. Additionally, 10.8% disagreed, and 6.9% strongly disagreed, that M&E significantly contributes to avoiding budget and time overruns. This combined 17.7% of negative responses suggests that there are perceived shortcomings or inconsistencies in the application or effectiveness of M&E processes. Overall, while there is a majority positive perception of M&E's role in preventing budget and time overruns, the significant levels of uncertainty and disagreement indicate room for improvement. Enhancing the visibility and communication of successful M&E practices and their impacts could help reduce uncertainty and increase overall confidence in these processes.

Human Resource Capacity and Project M&E	N	Mean	Std. Deviation
The organization has adequate Skilled human resource who can conduct Monitoring and evaluation	102	3.48	0.98
Personnel who conduct project Monitoring and evaluation gets relevant training on a regular basis.	102	3.06	0.89
There is a motivation Scheme for personnel participating on the Monitoring and evaluation activity	102	2.86	0.87
Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well	102	3.42	1.00
The monitoring and evaluation team and program staffs conduct monitoring projects once in a quarter	102	2.82	1.08
The role of monitoring and evaluation is significantly contributing to achieve project objective	102	3.98	1.01
The role of monitoring and evaluation is significantly contributing to complete the project without budget and time overrun	102	3.37	1.03
Group Average	102	3.284	0.98

Table 4.24: Descriptive statistics for Human Resource Capacity and Project M&E (Source: primary data from questionnaire)

The analysis of the descriptive statistics reveals critical insights into the organization's monitoring and evaluation (M&E) capabilities. Starting with Table 4.17, the mean score of 3.48 indicates a generally positive perception among respondents regarding the availability of adequately skilled

human resources to conduct M&E activities. However, the standard deviation of 0.99 suggests some variability in responses, indicating that while a majority agree, there is a significant portion of respondents who are either unsure or disagree. This highlights a potential area for the organization to focus on, ensuring consistent and sufficient skilled personnel across the board. In Table 4.18, the mean score of 3.06 for regular training suggests a moderate level of satisfaction with the training provided to M&E personnel. The relatively lower standard deviation of 0.90 indicates that opinions are slightly more uniform here compared to the availability of skilled personnel. This consistency could reflect a structured training program in place, but the moderate mean also implies there is room for improvement. Meanwhile, the motivation scheme for M&E personnel (Table 4.19) has a mean of 2.86 and a standard deviation of 0.89, signaling a general dissatisfaction or ambivalence towards the motivation provided. This low score could negatively impact the effectiveness and enthusiasm of the M&E teams, pointing to a critical need for enhancing motivational strategies. The effectiveness of M&E results in improving project outcomes is also scrutinized in the study. With a mean score of 3.42 and a standard deviation of 1.00 in Table 4.20, respondents generally believe that evaluation results are useful for ongoing and future projects. However, this belief is not uniformly held, as indicated by the variability in responses. Regarding the frequency of project monitoring (Table 4.21), a mean of 2.82 suggests that many respondents feel that quarterly monitoring is insufficient, as reflected in the higher standard deviation of 1.08, which points to divergent opinions on this aspect. The mean score of 3.98 in Table 4.22 signifies strong agreement that M&E significantly contributes to achieving project objectives, yet a standard deviation of 1.01 indicates that this belief is not universally held. Lastly, the role of M&E in preventing budget and time overruns (Table 4.23) has a mean score of 3.37 and a standard deviation of 1.03, illustrating that while M&E is seen as beneficial, its impact is perceived inconsistently. These findings suggest the need for more robust and uniformly implemented M&E practices to fully realize their potential benefits in project management.

4.3.4 Management Support and Project M&E

Monitoring and Evaluation (M&E) is a critical component of project management that helps organizations like the United Nations Population Fund (UNFPA) in Ethiopia assess the progress, effectiveness, and impact of their programs. Effective M&E practices are essential for ensuring accountability, learning, and continuous improvement in project implementation. In this context, it is important to understand the level of management support and the M&E practices employed by

UNFPA Ethiopia. The following table provides an overview of key aspects related to management support and project M&E in UNFPA Ethiopia:

How do you rate your level of Satisfaction in relation to management’s Support given to the Monitoring and evaluation practice?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	36	35.3	35.3	40.2
	Not Sure	25	24.6	24.6	64.8
	Agree	32	31.4	31.4	96.2
	Strongly Agree	4	3.8	3.8	100.0
	Total	102	100.0	100.0	

Table 4.25 level of Satisfaction to management’s Support (Source: primary data from questionnaire)

The data presented in Table 4.25 reveals a diverse range of perceptions regarding the management’s support for monitoring and evaluation (M&E) practices at UNFPA Ethiopia. Notably, a substantial portion of the respondents expressed dissatisfaction, with 40.2% (5 respondents strongly disagreeing and 36 disagreeing) indicating that they perceive the management's support as lacking. This could point to potential gaps in leadership communication, resource allocation, or active involvement in M&E processes. The 24.6% of respondents who are uncertain about the management’s support further highlight this ambiguity. This ambivalence might be due to unclear policies, inconsistent management actions, or insufficient visibility of support initiatives, which in turn, affects the overall effectiveness of the M&E practices. On the other hand, a notable 35.2% of the respondents (32 agreeing and 4 strongly agreeing) acknowledge and appreciate the management's efforts in supporting M&E activities. This positive feedback suggests that there are indeed effective support mechanisms in place that some employees find beneficial. These supportive actions might include regular training, resource availability, and proactive engagement by the management in M&E practices. However, given that the satisfaction is not overwhelmingly positive, it suggests room for improvement. UNFPA Ethiopia could benefit from addressing the concerns of the dissatisfied and uncertain employees by enhancing communication

strategies, increasing transparency in M&E processes, and ensuring consistent support across all levels of the organization. This approach would not only improve overall satisfaction but also potentially enhance the effectiveness and efficiency of the M&E practices within the organization.

Top Management Give High attention for the organization’s project Monitoring and evaluation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	8.8	8.8	8.8
	Disagree	50	49.1	49.1	57.9
	Not Sure	25	24.5	24.5	82.4
	Agree	13	12.7	12.7	95.1
	Strongly Agree	5	4.9	4.9	100.0
	Total	102	100.0	100.0	

Table 4.26 level of attention to monitoring and evaluation (Source: primary data from questionnaire)

The data in Table 4.26 concerning the level of attention top management at UNFPA Ethiopia gives to the organization’s project monitoring and evaluation (M&E) presents a compelling insight into staff perceptions. A significant majority, 57.9%, of respondents (9 strongly disagreeing and 50 disagreeing) believe that top management does not give high attention to M&E activities. This substantial percentage indicates a perceived lack of priority or emphasis on M&E from the highest levels of the organization, which could potentially hinder the effectiveness and success of projects. Additionally, 24.5% of respondents are unsure, suggesting that nearly a quarter of the employees are uncertain about management's commitment to M&E. This uncertainty could stem from inconsistent communication, sporadic involvement, or a general lack of visible actions supporting M&E efforts by the top management. Conversely, only 17.6% of respondents (13 agreeing and 5 strongly agreeing) feel that top management pays high attention to M&E. This minority indicates that some employees do recognize and appreciate the efforts made by the management to support M&E, which could involve periodic reviews, dedicated resources, and strategic oversight. However, the relatively low percentage of positive responses highlights a significant opportunity for UNFPA Ethiopia to improve. By increasing transparency, consistently demonstrating

commitment to M&E, and actively involving top management in these processes, the organization can enhance the overall perception of its M&E practices. This improvement is crucial for fostering a culture of accountability, continuous learning, and project success within the organization.

Top Management Is committed to respond to project demands and Improvements identified through Monitoring and evaluation?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	10.8	10.8	10.8
	Disagree	40	39.2	39.2	50
	Not Sure	25	24.5	24.5	74.5
	Agree	22	21.6	21.6	21.6
	Strongly Agree	4	3.9	3.9	100.0
	Total	102	100.0	100.0	

Table 4.27 Top Management commitment to project demands (Source: primary data from questionnaire)

The data from the survey of UNFPA Ethiopia indicates that the commitment of top management to respond to project demands and improvements identified through monitoring and evaluation is perceived largely negatively by the staff. Specifically, 39.2% of respondents disagree, and 10.8% strongly disagree that top management is committed to these improvements. This suggests that nearly half of the respondents feel that there is a significant lack of responsiveness from leadership in addressing project needs and integrating feedback from monitoring and evaluation processes. The high percentage of disagreement could imply underlying issues in communication, resource allocation, or strategic alignment within the organization. On the other hand, 21.6% of respondents agree, and 3.9% strongly agree that top management is committed, indicating that there is still a portion of the staff that perceives positive efforts from leadership. Additionally, 24.5% of respondents are not sure, reflecting uncertainty or lack of clarity regarding management’s commitment. This mixed perception highlights potential inconsistencies in leadership actions or visibility, which could affect overall staff morale and the effectiveness of project implementation.

Management Support and Project M&E	N	Mean	Std. Deviation
How do you rate your level of Satisfaction in relation to management’s Support given to the Monitoring and evaluation practice?	102	2.94	1.01
Top Management Give High attention for the organization’s project Monitoring and Evaluation	102	2.56	0.98
Top Management Is committed to respond to project demands and Improvements identified through Monitoring and evaluation?	102	2.69	1.05
Group Average	102	2.73	1.01

Table 4.28: Descriptive statistics for Management Support and Project M&E (Source: primary data from questionnaire)

The survey results for UNFPA Ethiopia reveal insights into staff perceptions regarding management's support, attention, and commitment to monitoring and evaluation practices. The mean satisfaction level with management’s support for monitoring and evaluation practices stands at 2.94, slightly below the neutral midpoint of 3 on a 5-point scale, with a standard deviation of 1.01. This suggests that while some staff may feel adequately supported, a significant portion perceives a lack of support from management, as indicated by the high standard deviation reflecting varied responses. This variation underscores the presence of both positive and negative experiences among the staff, highlighting a need for more consistent and visible support from management across the organization. Regarding the attention given by top management to monitoring and evaluation, the mean rating is 2.56, with a standard deviation of 0.99, indicating a generally negative perception. The low mean score, coupled with the relatively high standard deviation, suggests that many staff members feel that management does not prioritize these practices adequately. Similarly, the mean score for management’s commitment to responding to project demands and improvements identified through monitoring and evaluation is 2.69, with a standard deviation of 1.05, further illustrating a perceived lack of commitment. These findings collectively point to a critical area for improvement for UNFPA Ethiopia. Enhancing management’s visible engagement and responsiveness in monitoring and evaluation processes could foster greater trust and satisfaction among staff, ultimately leading to more effective project implementation and success.

4.3.5 Stakeholder Engagement and Project M&E

Stakeholder engagement and project monitoring and evaluation (M&E) are critical components of UNFPA Ethiopia's operations, ensuring that programs and initiatives effectively meet the needs of the communities they serve. The following tables provide valuable insights into the perceptions of UNFPA Ethiopia staff regarding stakeholder engagement.

Stakeholders are adequately involved in Project Monitoring and evaluation activities.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	5.9	5.9	5.9
	Disagree	19	18.6	18.6	24.5
	Not Sure	37	36.3	36.3	60.8
	Agree	31	30.4	30.4	91.2
	Strongly Agree	9	8.8	8.8	100.0
	Total	102	100.0	100.0	

Table 4.29 Stakeholders Involvement on M&E (Source: primary data from questionnaire)

The survey results on stakeholder involvement in project monitoring and evaluation at UNFPA Ethiopia reveal varied perceptions among respondents. Substantial portions, 36.3%, are unsure about the adequacy of stakeholder involvement, indicating a significant level of uncertainty or lack of awareness regarding this aspect of project activities. This suggests that communication and visibility of stakeholder engagement efforts may need to be improved. On the positive side, 30.4% of respondents agree, and 8.8% strongly agree that stakeholders are adequately involved, reflecting that nearly 40% of the respondents perceive a satisfactory level of involvement. However, there are still notable concerns, as 18.6% disagree, and 5.9% strongly disagree, totalling 24.5% who feel that stakeholder involvement is lacking. These findings point to a need for UNFPA Ethiopia to enhance and clarify stakeholder engagement strategies, ensuring that all staff are aware of and satisfied with the levels of involvement in monitoring and evaluation processes. This could lead to more effective collaboration and better project outcomes.

Stake holders properly perform their Responsibility in the organization's project Monitoring and evaluation.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	36	35.3	35.3	40.2
	Not Sure	25	24.6	24.6	64.8
	Agree	32	31.4	31.4	96.2
	Strongly Agree	4	3.8	3.8	100.0
	Total	102	100.0	100.0	

Table 4.30 Performance of Stakeholders towards M&E (Source: primary data from questionnaire)

The data from the survey on stakeholder performance in project monitoring and evaluation at UNFPA Ethiopia presents a nuanced picture. A significant portion of respondents, 35.3%, disagree that stakeholders properly perform their responsibilities in monitoring and evaluation activities. This is the largest group, suggesting that a substantial number of staff perceive deficiencies in stakeholder performance. Additionally, 4.9% strongly disagree, reinforcing the view that there are notable gaps in stakeholder contributions. Conversely, 31.4% of respondents agree, and 3.8% strongly agree that stakeholders are fulfilling their roles effectively, indicating that around 35% of the staff have a positive perception of stakeholder performance. However, the high percentage of respondents who are not sure (24.6%) highlights a significant level of uncertainty or lack of visibility regarding stakeholder responsibilities. This distribution suggests that while there are positive aspects, there is a clear need for UNFPA Ethiopia to improve stakeholder engagement and performance. Enhancing training, communication, and accountability mechanisms could help ensure that all stakeholders are adequately prepared and motivated to fulfill their roles effectively in monitoring and evaluation activities, ultimately leading to better project outcomes and organizational success.

Stakeholders participate in the organization's planning of formal meetings for monitoring and evaluation	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly disagree	3	2.9	2.9	2.9
	Disagree	25	24.5	24.5	27.4
	Not Sure	41	40.3	40.3	67.7
	Agree	29	28.4	28.4	96.1
	Strongly Agree	4	11.7	11.7	100.0
	Total	102	100.0	100.0	

Table 4.31 Stakeholders participation in planning (Source: primary data from questionnaire)

Table 4.31 presents the responses from stakeholders regarding their participation in UNFPA Ethiopia's planning of formal meetings for monitoring and evaluation. A majority of respondents, 40.3%, expressed uncertainty about their involvement in the planning process, indicating a significant proportion of stakeholders are unsure of their role or influence in these activities. This uncertainty is compounded by the fact that 24.5% of respondents disagreed with the statement, suggesting a notable group of stakeholders feel excluded or inadequately involved in the planning stages. Only a combined 40.1% of respondents agreed or strongly agreed with their participation, reflecting that while some stakeholders are engaged, a substantial number feel that their involvement is either insufficient or unclear. The distribution of responses highlights a potential gap in stakeholder engagement and communication within UNFPA Ethiopia. The fact that nearly two-thirds of the respondents either disagree or are unsure about their participation suggests a need for the organization to enhance its strategies for stakeholder involvement. Improving stakeholder engagement in the planning of formal meetings could foster greater inclusivity, address concerns about lack of involvement, and ultimately improve the effectiveness of monitoring and evaluation processes.

Stakeholders are involved in monitoring and evaluation decision making process		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	6.9	6.9	6.9
	Disagree	11	10.8	10.8	17.7
	Not Sure	31	30.4	30.4	48.1

Agree	43	42.1	42.1	90.2
Strongly Agree	10	11.7	11.7	100.0
Total	102	100.0	100.0	

Table 4.32 stakeholder’s involvement in decision making (Source: primary data from questionnaire)

Table 4.32 provides insights into stakeholder involvement in the decision-making process for monitoring and evaluation at UNFPA Ethiopia. The data reveals that 42.1% of respondents agree that stakeholders are involved in these decision-making processes, while an additional 11.7% strongly agree. This indicates a positive perception among a majority of respondents regarding their participation and influence in shaping monitoring and evaluation decisions. However, there remains a significant portion of respondents (30.4%) who are unsure about their involvement and 17.7% who either disagree or strongly disagree with the notion that stakeholders are effectively involved. The high level of uncertainty and the substantial proportion of respondents who feel excluded or inadequately involved suggest that while there is some degree of stakeholder engagement, there is room for improvement. Addressing these concerns and increasing transparency and inclusion in the decision-making process could enhance stakeholder satisfaction and effectiveness in monitoring and evaluation activities. By clarifying roles and improving engagement strategies, UNFPA Ethiopia could foster a more collaborative environment and leverage diverse perspectives in its decision-making processes.

Monitoring and evaluation results and findings are communicated to the stakeholders		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.9	4.9	4.9
	Disagree	24	23.5	23.5	28.4
	Not Sure	40	39.3	39.3	67.7
	Agree	29	28.4	28.4	96.1
	Strongly Agree	4	3.9	3.9	100.0
	Total	102	100.0	100.0	

Table 4.33 M&E results communicated to stakeholders (Source: primary data from questionnaire)

Table 4.33 shows the stakeholders' perspectives on whether monitoring and evaluation (M&E) results and findings are communicated to them by UNFPA Ethiopia. The data reveals that 39.3% of respondents are unsure about the communication of M&E results, while 23.5% disagree and 4.9% strongly disagree that results are shared. This suggests a significant portion of stakeholders feel either uninformed or uncertain about the dissemination of M&E findings. In contrast, 28.4% of respondents agree, and a small percentage (3.9%) strongly agrees that results are communicated effectively. The findings indicate a gap in the communication of M&E results to stakeholders. While some level of agreement exists, the high percentage of uncertainty and disagreement highlights the need for improved transparency and more effective communication strategies. Enhancing how M&E results are shared with stakeholders could improve their engagement and trust in the process, ensuring they are informed about the outcomes and implications of the evaluations.

Stakeholder engagement on monitoring and evaluation	N	Mean	Std. Deviation
Stakeholders are adequately involved in Project Monitoring and evaluation activates	102	3.18	1.08
Stake holders properly perform their Responsibility in the organization’s project Monitoring and evaluation	102	2.94	1.02
Stakeholders participate in the organization’s planning of formal meetings for monitoring and evaluation	102	3.06	0.88
Stakeholders are involved in monitoring and evaluation decision making process	102	3.37	1.03
Monitoring and evaluation results and findings are communicated to the stakeholders	102	3.03	1.02
Group Average	102	3.115	1.006

Table 4.34: Descriptive statistics for Stakeholder Involvement and M&E (Source: primary data from questionnaire)

For UNFPA Ethiopia, the results from the questionnaires highlight a diverse perception of stakeholder involvement and communication within project monitoring and evaluation (M&E). The mean values indicate a generally moderate agreement on various aspects of stakeholder engagement. Specifically, Table 4.29 shows a mean of 3.18 with a standard deviation of 1.08,

reflecting a mixed but slightly positive view on stakeholders' involvement in M&E activities. Despite some positive responses, the relatively high standard deviation suggests considerable variability in opinions, indicating that while some stakeholders feel adequately involved, others do not. Similarly, Table 4.30, with a mean of 2.94 and a standard deviation of 1.01, reveals that stakeholders' performance in M&E is perceived as somewhat less satisfactory, with a significant spread in responses. This variability might point to inconsistent performance or varying expectations among stakeholders. Table 4.31, showing a mean of 3.06 and a standard deviation of 0.89, suggests a moderately positive sentiment towards stakeholders' participation in planning formal meetings for M&E. This lower standard deviation indicates more consensus among respondents compared to the previous tables. Conversely, Table 4.32, with a mean of 3.37 and a standard deviation of 1.03, points to a more favorable view of stakeholders' involvement in decision-making processes, though still with notable variability in opinions. Lastly, Table 4.33, with a mean of 3.03 and a standard deviation of 1.03, highlights that communication of M&E results to stakeholders is perceived as moderately effective, yet the substantial standard deviation implies that improvements in consistency and transparency might be necessary. Overall, these findings suggest that while there are some positive aspects of stakeholder involvement in M&E at UNFPA Ethiopia, there is considerable room for improvement in ensuring consistent and effective engagement and communication.

4.3.6 Budget allocation and Monitoring and evaluation

Budget allocation and Monitoring and Evaluation (M&E) are essential components of effective project management and resource utilization in UNFPA Ethiopia. A well-planned budget allocation ensures that resources are allocated efficiently and effectively to achieve project goals, while M&E processes provide critical insights into the progress, impact, and effectiveness of these initiatives.

The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	8.8	8.8	8.8
	Disagree	50	49.1	49.1	57.9
	Not Sure	25	24.5	24.5	82.4

Agree	13	12.7	12.7	95.1
Strongly Agree	5	4.9	4.9	100.0
Total	102	100.0	100.0	

Table 4.35 Budget allocation for Project M&E (Source: primary data from questionnaire)

The data from Table 4.35 indicates a prevalent concern about the adequacy of the budget allocated for monitoring and evaluation (M&E) activities at UNFPA Ethiopia. With a mean of approximately 2.85 and a standard deviation of 1.19, the results show that a significant majority of respondents perceive the budget as insufficient for effective M&E. Specifically, nearly half of the respondents (49.1%) disagree and 8.8% strongly disagree with the notion that the budget is adequate. This reflects a widespread sentiment that the current financial resources are inadequate to support comprehensive and effective M&E activities. In contrast, only a small fraction of respondents feel that the budget is sufficient, with just 12.7% agreeing and 4.9% strongly agreeing. The high percentage of respondents who are unsure (24.5%) further emphasizes the uncertainty or lack of clarity about budget sufficiency. The substantial standard deviation highlights the varied perceptions among respondents, suggesting that there may be discrepancies in budget allocation or its perceived effectiveness. These findings underscore a critical need for UNFPA Ethiopia to reassess and potentially increase its budget for M&E to ensure that monitoring and evaluation efforts are well-supported and can meet the organization's needs effectively.

There is a separate budget allocation for M&E		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.9	3.9	3.9
	Disagree	7	6.8	6.8	10.7
	Not Sure	43	42.2	42.2	52.9
	Agree	39	38.3	38.3	91.2
	Strongly Agree	9	8.8	8.8	100.0
	Total	102	100.0	100.0	

Table 4.36 Separated Budget for M&E (Source: primary data from questionnaire)

Table 4.36 illustrates the perceptions regarding the presence of a separate budget allocation for monitoring and evaluation (M&E) at UNFPA Ethiopia. The mean for this table is approximately 3.14 with a standard deviation of 1.05, indicating a generally positive yet mixed view on whether M&E has a dedicated budget. The data shows that 38.3% of respondents agree and 8.8% strongly agree that there is a separate budget allocation for M&E, suggesting that a portion of respondents perceive that M&E activities are financially supported through dedicated funds. However, the high percentage of respondents who are unsure (42.2%) reflects a significant level of uncertainty or lack of information regarding the existence of a separate M&E budget. Only 3.9% strongly disagree and 6.8% disagree with the idea of a separate budget, indicating that while a small minority rejects the notion, the overall sentiment is not overwhelmingly negative. The high standard deviation points to variability in responses, suggesting that some respondents might be unaware or have different interpretations of how M&E funding is allocated. This variability underscores the need for clearer communication about budget allocations to ensure that all stakeholders are informed and confident about the financial resources dedicated to M&E activities.

The organization ensures there is timely provision of funds for M&E		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	6.8	6.8	6.8
	Disagree	45	44.2	44.2	51
	Not Sure	12	11.7	11.7	62.7
	Agree	35	34.4	34.4	97.1
	Strongly Agree	3	2.9	2.9	100.0
	Total	102	100.0	100.0	

Table 4.37 provision of funds for M&E (Source: primary data from questionnaire)

Table 4.37 examines perceptions of the timeliness of fund provision for monitoring and evaluation (M&E) at UNFPA Ethiopia. The data reveals a mean of approximately 2.97 with a standard deviation of 1.19, reflecting a generally critical view on the timeliness of fund allocation for M&E activities. Specifically, 44.2% of respondents disagree and 6.8% strongly disagree with the assertion that funds for M&E are provided in a timely manner. This substantial proportion indicates

widespread concern about delays or inefficiencies in the financial processes related to M&E. Conversely, only 34.4% of respondents agree and 2.9% strongly agree that the funds are provided in a timely manner. The relatively small percentage of positive responses, coupled with 11.7% of respondents who are unsure, highlights significant dissatisfaction or uncertainty about the timeliness of fund provision. The high standard deviation underscores a broad range of opinions on this issue, suggesting that while some respondents may feel satisfied with the current processes, many others experience delays or inefficiencies. This variability and the predominant negative feedback emphasize the need for UNFPA Ethiopia to improve its financial management practices to ensure timely availability of funds for effective M&E operations.

Budget allocation for Project Monitoring and evaluation	N	Mean	Std. Deviation
The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities.	102	2.56	0.87
There is a separate budget allocation for M&E	102	3.41	0.95
The organization ensures there is timely provision of funds for M&E	102	2.82	0.91
Group Average	102	2.93	0.91

Table 4.38: Descriptive statistics for Budget allocation for Project Monitoring and evaluation (Source: primary data from questionnaire)

In UNFPA Ethiopia, perceptions about the financial aspects of monitoring and evaluation (M&E) reveal significant concerns. Respondents generally feel that the allocated budget for M&E activities is insufficient, with a mean score of 2.56 and a low standard deviation of 0.87 indicating widespread dissatisfaction. This sentiment is compounded by uncertainty about whether there is a separate budget specifically for M&E, though a moderate percentage believes there is. Additionally, respondents are critical of the timeliness of fund provision, with a mean score of 2.82 and a standard deviation of 0.91 highlighting issues with delays in funding. Collectively, these responses suggest that UNFPA Ethiopia faces challenges in ensuring adequate and timely financial support for its M&E activities, pointing to a need for improved budget management and communication.

4.3.7 Monitoring and Evaluation Functions towards Project Success

The descriptive statistics was used to examine mean, standard deviation of dependent and independent variables. Table 4.39 below contains mean and standard deviations for the five project success factors subscales, eight monitoring and evaluation practices, seven monitoring and evaluation team competency, three assessment of management Support for Monitoring, five Stakeholder engagement on monitoring and three budgets allocated for monitoring and evaluation. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

Variables	Mean	Std. Deviation
Project success (Dependent Variable)	3.6	0.962
Monitoring and evaluation system functions in UNFPA Ethiopia	3.29	0.924
Human resource and Monitoring and Evaluation	3.284	0.98
Management Support for Monitoring and evaluation	2.73	1.01
Stakeholder engagement on monitoring and evaluation	3.115	1.006
Budget allocated for monitoring and evaluation	2.93	0.91

Table 4.39 M&E Functions towards Project Success (Source: primary data from questionnaire)

The mean score for project success is 3.6 with a standard deviation of 0.962, indicating a moderate perception of project success among respondents. Among the independent variables, the monitoring and evaluation system functions received a mean of 3.29 and a standard deviation of 0.924, suggesting that while the system is perceived as somewhat effective, there is room for improvement. Human resources and M&E are viewed slightly less favourably, with a mean of 3.284 and a higher standard deviation of 0.98, pointing to variability in opinions about human resource effectiveness in M&E. Management support for M&E scores the lowest at 2.73 with a standard deviation of 1.01, highlighting concerns about insufficient managerial backing. Stakeholder engagement has a mean of 3.115 and a standard deviation of 1.006, reflecting

moderate support with considerable variability. The budget allocated for M&E, with a mean of 2.93 and a standard deviation of 0.91, is also seen as inadequate. Overall, the data suggests that while project success is perceived positively, significant challenges remain in M&E system effectiveness, management support, stakeholder engagement, and budget allocation, all of which may impact overall project outcomes.

The researcher wanted to look at monitoring and evaluation practices and its contribution towards project success in UNFPA Ethiopia. In all cases, the distribution of scores for the sample contained acceptable standard deviation and showed normality for use in subsequent analyses. Hence, the disparity amongst the data collected for each variable is acceptable with various degrees. Most of the mean values are three and above and this justifies how close to the central tendency expressing the contribution of monitoring and evaluation functions to the project success. The project success factors have a higher value which implies that most of the developmental projects in UNFPA Ethiopia are successful. However, the management Support for Monitoring and evaluation and budget allocated for monitoring and evaluation are less than three and it shows there is a gap in allocating budget for monitoring and evaluation as well as the organization management team gives less attention to monitoring and evaluation.

4.3.8 Correlation Analysis

The correlation was done to assess the relationship between monitoring and evaluation dimensions with the project success. A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 field (2005). A correlation analysis with Pearson's correlation coefficient (r) was calculated for all variables in this study to explore the relationships between variables in order to interpret the strengths of the relationship between variables guideline of field and the researcher has made all required tests to check the regression model fitness. As presented in the Table below, Pearson's correlation indicated that there was a positive relationship between monitoring and evaluation systems and project success at a significant level with a confidence level of 0.01. To this effect, this correlation responds one of the research questions that is what is the contribution of monitoring and evaluation system in achieving project success in UNFPA Ethiopia. Given the analysis results, stakeholder engagement is the first, monitoring and evaluation system, is the second, human resource capacity

is the third and top management support is the fourth and budget allocation is the fifth contributor towards achieving project success.

Variables	project success
project success	1
Monitoring and evaluation system	0.425**
Human resource capacity	0.322**
stakeholder engagement	0.427**
Management support	0.314**
Budget allocation	0.204**

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

Table 4.40: Correlations of project success factors with monitoring and evaluation (Source: primary data from questionnaire)

Table 4.40 shows that all listed factors have a positive correlation with project success, with stakeholder engagement showing the highest correlation (0.427), followed closely by the monitoring and evaluation system (0.425). Budget allocation has the lowest correlation (0.204), although it is still statistically significant. Human resource capacity is positively correlated (0.358) to project success. The correlation analysis reveals that all examined factors significantly contribute to project success, with stakeholder engagement and the monitoring and evaluation system being the most influential, as indicated by their strong positive correlations of 0.427 and 0.425, respectively. This suggests that projects with robust stakeholder involvement and effective monitoring and evaluation practices are more likely to succeed. Human resource capacity (0.322) and management support (0.314) also show meaningful positive impacts, highlighting the importance of skilled personnel and supportive leadership. Budget allocation, while still significant (0.204), has a comparatively lower correlation, indicating that while financial resources are important, they are less critical than the other factors in driving project success. Overall, these findings underscore the multifaceted nature of project success, emphasizing the need for a

comprehensive approach that includes stakeholder engagement, monitoring and evaluation, human resources, management support, and adequate budgeting.

4.3.9 Regression Analysis

To meet the objective of the study multiple linear regression analysis is applied by running the obtained observation data on SPSS version 24.0. Multiple linear regressions are a method of analysis for assessing the strength of the relationship between each of a set of explanatory variables (Landau and Brian, 2004). In this study regression was conducted in order to determine the explanatory power of the independent variables (M&E system, human resource capacity, stakeholder engagement, budget allocation and management support) in the variance of the dependent variable (project success). Adjusted R square was used to measure the percentage of variance in the dependent variable explained by the independent variables. From the multiple linear regression analysis, the standard regression coefficient (beta weight) was also determined to compare the relative effect of each independent variable had on the variability of the overall project success and the result has been shown in model summary below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.652	0.425	0.412	0.35

Table 4.40: Model summary (Source: Researcher`s calculation)

- a. Predictors: (Constant) Monitoring and Evaluation system, human resource capacity, stakeholder Engagement, management support and Budget allocation
- b. Dependent variable: Project success

The multiple correlation coefficients, R, represent the overall strength of the relationship between the independent variables (monitoring and evaluation system, human resource capacity, stakeholder engagement, management support, and budget allocation) and the dependent variable (project success). An R value of 0.652 indicates a moderately strong positive relationship between the predictors and project success. R Square represents the proportion of variance in the dependent variable (project success) that can be explained by the independent variables in the model. An R Square value of 0.425 means that 42.5% of the variance in project success is explained by the

combined effect of the monitoring and evaluation system, human resource capacity, stakeholder engagement, management support, and budget allocation. This suggests that these factors collectively have a substantial impact on project success. Adjusted R Square adjusts the R Square value for the number of predictors in the model, providing a more accurate measure of the model's explanatory power, especially when multiple predictors are involved. An Adjusted R Square value of 0.412 indicates that after accounting for the number of predictors, 41.2% of the variance in project success is explained by the model. This adjustment helps prevent overestimation of the model's explanatory power. The standard error of the estimate measures the typical distance that the observed values fall from the regression line. A standard error of 0.35 indicates that, on average, the observed project success values deviate from the predicted values by 0.35 units. Lower values of the standard error of the estimate indicate a better fit of the model to the data. The model summary indicates that the combination of monitoring and evaluation system, human resource capacity, stakeholder engagement, management support, and budget allocation explains a significant portion (42.5%) of the variance in project success. The adjusted R Square value (41.2%) confirms that the model remains robust even after accounting for the number of predictors. The correlation coefficient ($R = 0.652$) signifies a moderately strong positive relationship, and the standard error of the estimate (0.35) suggests a reasonable fit of the model to the data. This analysis highlights the critical role these factors play in determining the success of projects within UNFPA Ethiopia.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p-value)
	B	Std. Error	Beta		
(Constant)	1.234	0.320		1.287	3.856
monitoring and evaluation system	0.362	0.076	0.425	2.366	4.763
Human resource capacity	0.228	0.070	0.322	0.948	3.257
Stakeholder engagement	0.383	0.075	0.427		5.107
Management support	0.209	0.071	0.314		3.071
Budget allocation	0.137	0.067	0.204		2.046

Table 4.41: Regression table (Source: Researcher's calculation)

The β - value tells us about the relationship between project success and each predictor. If the value is positive, we can tell that there is positive relationship between the predictor and the outcome, whereas a negative coefficient represents negative relationship. For these data, all the five predictors had a positive β - value, which indicates positive relationship. Therefore, the hypotheses for the five variables were confirmed as M&E system, human resource capacity, stakeholder engagement, and management support and budget allocation showed a positively significant effect on project success.

From the regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \text{St. Error} = \alpha + \beta_1 (\text{MES}) + \beta_2 (\text{HR}) + \beta_3 (\text{SE}) + \beta_4 (\text{MS}) + \beta_5 (\text{B}) + \text{St. Error}$$

Where: Y = Project Success (PS)

MES= Monitoring and Evaluation System HR = Human Resource Capacity SE = Stakeholder Engagement MS = Management Support B = Budget

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ & β_6 = The Regression standardized coefficient of each variable

The regression analysis presented in Table 4.41 highlights key factors contributing to the success of projects within UNFPA Ethiopia, as calculated by the researcher. The unstandardized coefficients (B) and standardized coefficients (Beta) provide insight into the relative importance of each predictor. The constant term (B = 1.234, $p < 0.001$) suggests a significant baseline level of project success even without the influence of the measured factors. Among the independent variables, the monitoring and evaluation system has a substantial positive effect (B = 0.362, Beta = 0.425, $p < 0.001$), indicating that robust monitoring and evaluation significantly enhance project outcomes. This is supported by a high t-value (4.763), emphasizing its critical role. Human resource capacity also positively impacts project success (B = 0.228, Beta = 0.322, $p < 0.001$), with a notable t-value (3.257), highlighting the importance of skilled personnel in achieving project objectives. Stakeholder engagement emerges as another crucial factor, with a high unstandardized coefficient (B = 0.383, Beta = 0.427, $p < 0.001$) and the highest t-value (5.107) among the variables, underscoring its paramount importance. Management support (B = 0.209, Beta = 0.314, $p < 0.001$)

and budget allocation ($B = 0.137$, $Beta = 0.204$, $p < 0.001$) also significantly contribute to project success, with t-values of 3.071 and 2.046, respectively. These results imply that effective leadership and adequate financial resources are essential for the success of UNFPA Ethiopia's initiatives. Overall, the findings from Table 4.41 suggest that a well-rounded approach involving strong monitoring and evaluation, capable human resources, active stakeholder engagement, supportive management, and sufficient budget allocation is critical for the successful execution of projects within the organization.

4.4 Discussion

The discussion sections evaluate and interpret the research implications focusing on qualitative and quantitative results. The results of the findings are examined, interpreted, and qualified. Then, inferences were drawn from them. The researcher would also emphasize the theory as well as the validity of the conclusion to take positions addressing the research question.

4.4.1 Monitoring and Evaluation System

The average mean result shows a weighted mean of 3.29 which means UNFPA Ethiopia's monitoring and evaluation system are perceived good. This goes without forgetting some dimensions getting least value in companion with other dimensions such as a weak systemic integration amongst and between other organizational system and processes. The researchers came in to conclusion that the role of leadership in resourcing, supporting and also become leading in strengthening the monitoring and evaluation system is crucial. The integration of the monitoring and evaluation system with other organizational systems has given low rate and the researchers came in to conclusion that the role of leadership in resourcing, supporting and also become champion in strengthening the monitoring and evaluation system is crucial (DPME, 2013).

4.4.2 Human resource competency

UNFPA Ethiopia's monitoring and evaluation team are competent as witnessed by the average mean weighted score of 3.284 with a variation on the dimension. Least score is given the UNFPA project staffs and program staffs conduct monitoring projects once in a quarter, low training given for M&E as well as there is no motivation Scheme for personnel participating on the Monitoring and evaluation activity. Monitoring and evaluation are a key phase to achieve project purpose; the organization should work seriously in conducting M&E at least once in the quarter. The study

revealed that the organization is very weak in delivering different training for project management and M&E staffs. Therefore, the organization should need to work in capacitating project management and M&E staffs. In terms of the monitoring and evaluation team against the demand, the percentage ratio is unmatched which implies that it is not about numbers but it is a weak system that hinders us from using human resources (Ghere G. et al. 2006).

4.4.3 Management Support for Monitoring and evaluation

Management support in UNFPA Ethiopia is less functioning and the respondents have given 2.73 weighted average mean rates implying that there is low support from the management. The importance of management support for monitoring and evaluation towards project success is highly reinforced from the respondents though they face challenges. The organization should work seriously in supporting monitoring and evaluation.

4.4.4 Stakeholder engagement

There are a clear and vivid results showing that UNFPA Ethiopia involve stakeholders in monitoring and evaluation process scoring a 3.56 weighted mean result. Amongst the dimensions Stakeholders participate in the organization's planning of formal meetings for monitoring, evaluation and Stake holders properly perform their Responsibility and stakeholder's involvement in decision making process in the organization's project monitoring and evaluation is low. The organization should work on increasing stakeholder involvement which agrees with that a unit increase in stakeholder participation increases the effectiveness of monitoring and evaluation (Mwangi, et al., 2015).

4.4.5 Budget Allocation

The management in UNFPA Ethiopia does not have enough budget to allocate for monitoring and evaluation and the respondents have given 2.93 weighted average mean rate implying that there is low attention is given from the management. The qualitative result revealed that the organization has more than 110 projects and have only one monitoring and evaluation programs coordinator. In fact, the organization raised budget shortage for hiring more monitoring and evaluation experts and to cope this, program staffs are responsible to monitoring and evaluation. Even the amount of budget allocated for monitoring and evaluation is not known specifically. Therefore, the researcher finds out that the organization should take these issues seriously and work on it which agrees with

budgeting and resource allocation affects M&E and this is required to be planned well to ensure the monitoring and evaluation of community projects is done effectively (Mugambi& Kanda, 2013).

4.4.6. Project Success

The quantitative results have reached in to conclusion that UNFPA Ethiopia projects are successful (with the average weighed mean value of 3.98).

4.47 The Contribution of Monitoring and Evaluation to Achieve Project Success

The discussion reveals that UNFPA Ethiopia's monitoring and evaluation (M&E) system plays a crucial role in achieving project success, as indicated by the average mean weighted score of 3.29. Despite this positive perception, the integration of the M&E system with other organizational processes remains a challenge. The research emphasizes the importance of leadership in resourcing and supporting the M&E system. Effective leadership can drive systemic integration, enhancing the M&E system's effectiveness and ensuring that it contributes meaningfully to project outcomes. The findings suggest that UNFPA Ethiopia must prioritize leadership engagement to strengthen its M&E system, which is vital for successful project execution. Human resource competency within the M&E team is another critical factor, with an average mean weighted score of 3.284. However, issues such as infrequent project monitoring, inadequate training, and lack of motivation schemes indicate areas needing improvement. Increasing the frequency of M&E activities, providing regular training, and implementing motivation schemes are essential steps to enhance the M&E team's effectiveness. The study also reveals that the ratio of M&E personnel to the demand is mismatched, underscoring the need for a more robust system that maximizes human resource utilization. Improving these aspects will ensure that the M&E team can effectively contribute to achieving project success. Additionally, the discussion highlights the need for better management support and stakeholder engagement, as well as addressing budget allocation issues. Management support is crucial but currently perceived as low, with a weighted mean of 2.73. Stakeholder engagement, while moderately effective with a score of 3.56, can be improved to increase M&E effectiveness. Furthermore, budget constraints, evidenced by a score of 2.93, hinder the hiring of additional M&E experts and the allocation of necessary resources. The quantitative results indicate that UNFPA Ethiopia's projects are generally successful, with an average weighted mean value of 3.98. However, addressing these areas comprehensively will bolster the M&E system, ultimately enhancing the success rate of UNFPA Ethiopia's projects.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of key findings of the study presented according to the objectives of the study. Conclusions are drawn from the findings and recommendations are provided to help investigate the role of monitoring and evaluations functions in achieving project success and also assess the monitoring and evaluation practices.

5.2. Summary

This study aimed to evaluate the impact of the Monitoring and Evaluation (M&E) system on project success at UNFPA Ethiopia, focusing on key factors such as human resource capacity, stakeholder engagement, management support, and budget allocation. Data collected through questionnaires and interviews revealed that these factors significantly influence project outcomes. For instance, the regression analysis showed a combined effect of 42.5% on project success, indicating a substantial impact of the independent variables on the dependent variable. Specifically, the monitoring and evaluation system had a Beta value of 0.425, human resource capacity 0.322, stakeholder engagement 0.427, and management support 0.314, and budget allocation 0.204. The data gathered from respondents, represented in various tables, highlighted specific areas of strength and opportunities for improvement within UNFPA Ethiopia's M&E practices. The questionnaire results indicated varying levels of agreement on the effectiveness of the M&E tools and processes used. Notably, 10.8% of respondents disagreed with the current M&E practices, while a larger proportion, around 83.2%, agreed or strongly agreed on the positive impact of these practices on project success. This demonstrates a general consensus on the importance of robust M&E systems, although there is room for enhancements. The research concluded that the Monitoring and Evaluation (M&E) system significantly contributes to the success of projects at UNFPA Ethiopia. The study's specific objectives were met by assessing the M&E tools and procedures, evaluating their impact on project success, and identifying the challenges faced during implementation. The results indicated a strong positive relationship between the M&E system and project success, with a correlation coefficient (R) of 0.652, and an R Square value of 0.425, signifying that 42.5% of the variance in project success can be explained by the independent variables. Human resource

capacity, stakeholder engagement, management support, and budget allocation emerged as critical factors influencing project outcomes. The standardized coefficients from the regression analysis highlighted the significant impact of these variables, with stakeholder engagement having the highest Beta value of 0.427, followed by the M&E system (0.425), human resource capacity (0.322), management support (0.314), and budget allocation (0.204). These findings underscore the importance of investing in robust M&E systems and adequate resource allocation to enhance project success. Moreover, the study identified several challenges that hinder the effective implementation of M&E systems at UNFPA Ethiopia. These included inadequate human and material resources, insufficient stakeholder engagement, and lack of consistent management support. Addressing these challenges is crucial for improving the M&E practices and, consequently, the success rates of development projects within the organization. The findings also pointed out the challenges faced by UNFPA Ethiopia in implementing effective M&E systems. These included insufficient resources, both human and material, and the need for better stakeholder engagement and management support. Addressing these issues is critical to improving the overall effectiveness and success rates of projects. The study's comprehensive analysis provides valuable insights into the existing gaps and potential strategies for enhancing the M&E system's effectiveness.

5.3. Conclusion

The research problem that this study intends to address was that the contribution of monitoring and evaluation functions in achieving project purpose. In response to the research problem and hence answering the research questions, this study gathered and analyzed data which has led to this conclusion. This research then concluded that generally projects implemented by UNFPA Ethiopia are successful. The success of these projects was the results monitoring and evaluation system, competent Human resource, good stakeholders' involvement, management support and budget allocation.

The study also concluded that stakeholders' participation has a positive influence on effectiveness of a monitoring and evaluation system. However, it was noted that participation is only limited to some lower-level activities and stakeholders are not adequately involved in key areas and higher-level activities. It was found out that increased stakeholders' participation results to an increase in

effectiveness of monitoring and evaluation system concurring with Patton (2008) who argues that stakeholders' involvement is paramount for a monitoring and evaluation system to be effective.

The study found out that the level of commitment of top leadership and management in the organization determines to a great extent the effectiveness of monitoring and evaluation system for projects. The study revealed that leaders do not have proper commitment in ensuring monitoring and evaluation system to be effective, always and clearly communicate M & E results and also do not take active part in strengthen the M & E systems. Majority of the respondents also disagreed that management ensures sufficient resources are allocated to M & E. This is against World Bank (2011) which states that the role played by the organization leadership dictates the effectiveness of the M&E system. The organization leadership is like the central nerve to an effective M&E system. It coordinates the processes of the M&E system ensuring its success and manages the M&E human resource. Furthermore, organization leadership as a factor has tremendous effect on how effective M&E practices will be successful to a project as it is through these trainings that relevant skills and other M&E gaps are addressed to staff in order to increase their understanding and project performance. Leaders should therefore work closely with employees and all stakeholders to ensure that they provide required support and guidance to ensure the M&E system is effective and operates maximally (Shapiro, 2011). The study also revealed that the organization does not allocate enough budget for monitoring and evaluation. This will create a great gap in supporting projects to meet the stated purpose. Unless organization allocate enough budget for M&E purpose it is hard to carry the expected follow up and track where the project is it. Therefore, the organization leadership should take serious action in providing enough budgets for M&E work. In conclusion, the research provides a comprehensive analysis of the factors affecting project success at UNFPA Ethiopia, highlighting the critical role of an effective M&E system. The insights gained from this study can inform future strategies and interventions aimed at enhancing the effectiveness of M&E practices and ensuring the successful implementation of development projects.

5.4 Recommendations

Based on the research findings, the following recommendations are suggested for UNFPA Ethiopia:

1. Allocate Resources for Timely Project Completion: UNFPA Ethiopia should ensure that adequate resources are available to complete projects on time. This may involve assessing resource needs and allocating them accordingly to prevent delays.
2. Conduct Mid and End-Year Evaluations: Project staff should conduct mid-year and end-year evaluations to assess project progress and outcomes. The findings from these evaluations should be effectively communicated to stakeholders to foster transparency and facilitate informed decision-making.
3. Foster Collaboration Among Managers: It is recommended that UNFPA Ethiopia promotes collaboration among managers at different levels. This can help in aligning project goals, sharing best practices, and ensuring effective coordination of activities.
4. Review Monitoring and Evaluation Tools: UNFPA Ethiopia should review its monitoring and evaluation tools to ensure they are aligned with project objectives and capable of capturing relevant data. This may involve updating or modifying existing tools to enhance their effectiveness.
5. Provide Training and Capacity Enhancement: Continuous training and capacity enhancement programs should be provided to staff and implementing partners. This will help in ensuring that they have the necessary skills and knowledge to effectively implement the M&E system and contribute to project success.

6. **Regularly Review Targets and Baselines:** UNFPA Ethiopia is recommended to regularly review project targets and baseline data to ensure they remain relevant and aligned with project needs. This can help in adjusting goals and strategies based on evolving circumstances.

Implementing these recommendations can contribute to strengthening the M&E system at UNFPA Ethiopia and ultimately improve project success and outcomes.

5.5 Suggestions for further study

Future researchers could consider conducting in-depth studies on the following areas related to project management and success at UNFPA Ethiopia:

1. **Project Cycle Management and Project Success:** Research could explore the relationship between effective project cycle management practices, such as planning, implementation, monitoring, and evaluation, and project success. This could involve examining how adherence to project management processes influences project outcomes and impacts.
2. **Reporting and evaluation framework system for project success:** Developing a robust reporting and evaluation framework system is crucial for ensuring project success. A study could examine the development and utilization of impact evaluation frameworks to assess the long-term effects and outcomes of UNFPA Ethiopia's projects.
3. **Resources Management and Technical Project Success:** A study could investigate how the efficient allocation and utilization of resources, including financial, human, and material resources, impact technical project success. This could involve analyzing the role of resource management strategies in achieving project objectives and delivering desired results.

By delving deeper into these areas, future researchers can provide valuable insights into the factors that contribute to project success at UNFPA Ethiopia and inform the development of strategies to enhance project performance and effectiveness.

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ANNEXES 1

Questionnaire for Monitoring and Evaluation and Project Management Expert

Addis Ababa University School of Commerce

Questionnaire on “Assessment of monitoring and evaluation system in achieving project success” in UNFPA Ethiopia.

Questionnaire

Dear Respondent,

I am conducting a research on “Monitoring and evaluation system and project success: The case of UNFPA Ethiopia”. The purpose of the study is merely academic. The general objective of the research is to assess the contribution of monitoring and evaluation in project success in UNFPA Ethiopia. The specific objectives are to assess the monitoring and evaluation practices and examine its contribution to project success.

Your participation in this questioner is voluntary; you will not be paid for your participation. You may withdraw from the study at any time without penalty or harm of any type. If you decline to participate in or choose to not complete the questionnaire, the researcher will not inform anyone of your decision, and no foreseeable negative consequences will result. There are no known risks associated with completing the questionnaire. If, however, you feel uncomfortable in any way during this process, you may decline to answer any question, or not complete the questionnaire. The researcher will not identify you by name in any report using information obtained from your questionnaire; your confidentiality as a participant in this study will remain secure. Subsequent uses of data generated by this questionnaire will protect the anonymity of all individuals.

Thank you very much for your time and cooperation.

Part I: General information about the respondent

Instruction: Put 'X' mark in the box's respective to the question items.

1. Sex: Male Female
 2. Current academic qualification
 PHD MA/MSc BA/BSc DIPLOMA
 Certificate High School Graduate
Specify if other,
-
3. Experience (Service Years);
 1 – 2 Years 3 – 6 Years 7 – 9 Years ≥10 Years
 4. Your Position in the Organization
 Program Manager Project manager/director/coordinator
 Program officer M&E coordinator

Part II Assessment of project success factor

S/N	How often do your projects meet the Following criteria?	Response (Rating)				
		Strongly agree	Agree	Not sure	disagree	Strongly disagree
		5	4	3	2	1
1	projects are completed within planned budget (agreed upon cost)					
2	projects are Completed within Scheduled time					
3	projects are completed within planned scope					
4	Projects realized meet the planned objectives and outcomes that are intended to achieve					
5	Project Beneficiaries satisfied and impacted Positively					

Part III: Monitoring and Evaluation Effectiveness Determining Factors

Monitoring and evaluation system, human resource capacity, management support, budget allocation and stakeholders' participation.

Instruction: Please, read each question and give appropriate answer regarding the Monitoring and evaluation system of the organization.

S/N	1. monitoring and evaluation system within UNFPA Ethiopia	Response (Rating)				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
		5	4	3	2	1
1	The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective					
2	The scope and purpose of the monitoring and evaluation system is clear					

3	The monitoring and evaluation system is built with a thorough situational analysis.					
4	The monitoring and evaluation system has buy –in from the senior management team					
5	The monitoring and evaluation system reflects the and supports the mission and vision of the organization					
6	The monitoring and evaluation system has a clear level of data collection, analysis and use of its Information from project to program and organization to bringing about change.					
7	The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system					
8	The organization monitoring and evaluation system is integrated with other organizational systems and Processes.					

S/N	2. Human resource competency	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1
1.1	The organization has adequate Skilled human resource who can conduct Monitoring and Evaluation					
1.2	Personnel who conduct project Monitoring and evaluation get relevant training on a regular basis.					
1.3	There is a motivation Scheme for personnel participating on the Monitoring and evaluation					
	Activity					

1.4	Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well					
1.5	The monitoring and evaluation team and program staffs conduct monitoring projects once in a quarter					
1.6	The role of monitoring and evaluation is significantly contribute to achieve project Objective					
1.7	The role of monitoring and evaluation is significantly contributing to complete the project without budget and time overrun					

S/N	3. management Support for Monitoring and evaluation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1
2.1	How do you see your Satisfaction in relation to management's Support given to the Monitoring and evaluation practice?					
2.2	Top Management Give High attention for the organization's project Monitoring and evaluation					
2.3	Top Management Is committed to respond to project demands and Improvements identified through Monitoring and evaluation?					

S/N	4. Stakeholder engagement on Monitoring and evaluation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1

3.1	Stakeholders are adequately involved in Project Monitoring and evaluation activities					
3.2	Stake holders properly perform their Responsibility in the organization's project Monitoring and evaluation					
3.3	Stakeholders participate in the organization's planning of formal meetings for monitoring and evaluation					
3.4	Stakeholders are involved in monitoring and evaluation decision making process					
3.5	Monitoring and evaluation results and findings are communicated to the Stakeholders					

S/N	5. Budget allocation for Project Monitoring and evaluation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1
4.1	The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities					
4.2	There is a separate budget allocation for Monitoring and evaluation					
4.3	The organization ensures there is timely provision of funds for Monitoring and Evaluation					

THANK YOU FOR YOUR COOPERATION

ANNEXES 2
Addis Ababa University
School of Commerce

**Interview Guide Questions for Concerned Directors and
program managers**

Date of Interview:

Introduction

The purpose of this interview is to collect required information regarding the monitoring and evaluation practices and the factors that its effectiveness as well as its contribution to the Success of projects in UNFPA Ethiopia. I would like to get your experience and perspectives in this regard.

Thank you for giving me your valuable time!

1. Do you think UNFPA Ethiopia have a well – established project Monitoring and evaluation system?
2. If yes, is it effectively practiced or implemented?
3. How do you explain the contribution of Monitoring and evaluation to the success of the projects?
4. If your answer for question 1 is no, what is the reason behind and how it affects the success of the projects?