



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
GRADUATE PROGRAM IN PROJECT MANAGEMENT**

**Assessment of the Practices and Effectiveness of Monitoring and
Evaluation System in Integrated Service in Health Development
Organization, Ethiopia (ISHDO)**

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**A Research project submitted to Ababa University School of Commerce
Graduate Program as in Partial Fulfillment of the Requirements for the
Degree of Master of Arts in Project Management**

Advisor: Teklegiorgis Assefa (Asst. Professor)

**Addis Ababa University School of Commerce
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Declaration

I, Mieraf Wondwossen, declare that the thesis entitled “Assessment of the Practices and Effectiveness of Monitoring and Evaluation System in Integrated Service in Health Development Organization, Ethiopia (ISHDO) is my own work and has not been presented for any Degree or Master program in this or any other institution. All sources of materials used for this thesis have been properly acknowledged. It is offered for the award of Degree of Master of Arts in Project Management with guidance and support of the research advisor Teklegiorgis A.

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CERTIFICATION

This is to Certify that the thesis prepared by *Mieraf Wondwossen*, entitled: Assessment of the Practices and Effectiveness of Monitoring and Evaluation System in Integrated Service in Health Development Organization, Ethiopia (ISHDO) submitted in partial fulfillment of the requirements for the degree of Degree of Master of Arts in Project Management Complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
PROGRAMME OF PROJECT MANAGEMENT

**Assessment of the Practices and Effectiveness of Monitoring and Evaluation System in
Integrated Service in Health Development Organization, Ethiopia (ISHDO)**

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

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Acronyms/Abbreviations

ANOVA- Analysis of Variance

CBO- Community Based Organization

CHRC-Canadian Human Right Commission

HIV/AIDS- Human Immune Virus / Acquired Immune Deficiency Syndrome

IFAD- International Fund for Agricultural Development

ISHDO- Integrated Service on Health and Development Organization

M & E- Monitoring and Evaluation

NGO- Non Governmental Organization

PMO- Project Management Office

PLHIV-People Living with HIV/AIDS

UNDP- United Nations Development Programme

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ABSTRACT

Project monitoring and evaluation is the most important part of the project life cycle. The purpose of this study is assessing the M&E practices of Integrated Service in Health Development Organization (ISHDO) regarding to skilled staff, budget allocation and management participation and their relationship with effectiveness of M&E. A descriptive research was used and both primary and secondary data were collected. A total of 45 respondents were targeted by the study and a questionnaire was used as a data collection tool. SPSS was used to analyze the data that are collected using questionnaire. In order to determine the relationship between the variables, Pearson correlation and regression analysis was conducted. Based on the results of the study, the variables; skilled staff, budget allocation and management participation has got a positive relationship in ISHDO. Hypothesis test was conducted by checking the significant value of the independent variables and from those variables skilled staff was rejected and the others were supported. Also the study tries to assess how the three factors are being practiced in the organization. The finding of this research shows that even if the three factors have a significance effect on the effectiveness of M&E systems, but they are poorly practiced and there is a gap regarding to their implementation. So the study recommends that frequent formal trainings, timely planning and submission of budget request and also an active managements' participation are recommended in order to have an effective M&E.

Key words: *Project Monitoring and Evaluation, Effectiveness of M&E, ISHDO, Ethiopia*

CHAPTER ONE: INTRODUCTION

This chapter discusses background of the study, problem statement, research questions and objectives. Also significance and scope of the study and some terms that are used in the study are defined. Finally the overall organization of the paper is presented.

1.1 Background of the study

The health sector in Ethiopia has showed some improvements in the last decades .Ethiopia's Federal Ministry of Health has been working on providing a support for a community based health care. Because it was the only way for developing countries to improve health services by building an operation starting from their communities. Also the governments' concern on deploying sufficient resources and making sure that there are being used efficiently and also the priority given to the health extension programme results on providing a cost effective service for the community. Also it results an opportunity for hiring and training 30,000 health extensions to provide a health care service particularly on maternal and newborn health for the rural community. The MDG performance fund of Ethiopia also provides opportunities for different development partners to finance different activities that can bring sustainable health care services at low administrative costs and with low risks. NGOs are one of these partners.

NGOs play an important role in improving the health status of the population and in general health sector of Ethiopia. The so called sensitive health needs like STDs, unsafe abortion, family planning, reproductive health and other health needs are mostly met by these NGOs. Also they ensure responsiveness, flexibility, efficient and effective performance in the health sector. If there is scarce of trained health worker in a certain community, they will hire health an also managerial staff outside of the public sector. This will results in the increment of the number and capacity of skilled personnel in the country. Not only this when compared to the government and private health sectors, they play a great role in establishing a warning system for detecting public health problems early. But these organizations might work effectively at the first referral level. They might suffer from lack of coordination from the government. WHO recommends that there

must be a good relation between the government and these NGOs in order to have an effective health system (WHO, 1987). Different researches show that the number of NGOs in Ethiopia is increasing for different reasons. They work on education, community development, health and others and also provide financing and general preventive, curative and rehabilitative healthcare services (Wamai 2008).

So in order for these NGOs provide better healthcare services for the community, they have to deliver their projects on time and budget and also must give the intended results. NGOs in the health sector with an effective performance are acceptable by the government, civil society organizations (CSO) and donors (Crawford, 2011). For every project to be completed successfully and bring the expected results, an effective monitoring and evaluation system is very essential.

Monitoring and evaluation is a continuous process that runs through the entire life cycle of the project. Both are independent practices dedicated to assessing overall project performance. Monitoring is a systematic long-term process that collects information about the progress of implemented projects. The evaluation is for a specific time and is used to judge whether the project has achieved its goals and delivered the expected content according to its original plan. They are very important for helping project implementers to objectively assess the extent to which the project has produced the expected impact, in which areas it is effective, and where corrections should be considered. In addition, M&E shows whether the project is achieving its goals or not. M&E can be used to determine the strengths and weaknesses of the project and the areas that require some kind of review. Monitoring and evaluation are also important for drawing lessons from project implementation to assist other future projects and plans (Mark, 2007, p. 14).

Monitoring and evaluation helps an organization to check whether the project is proceeding as planned or not (UNDP, 2009). It is a way of checking whether progress and success can be claimed. Also and to see whether the project goals can be achieved based on the organization's current performance. They provide management with the information they need to make decisions about the necessary changes in the project or organization strategy or plan. Doing

something wrong is not a crime, but it is worse not to learn from past mistakes due to not monitoring and evaluating (Shapiro, 2004, p. 5).

M&E has an importance for different stakeholders of a project. It enables an organization to track organizational development, personnel, costs, financial and economic results and compare to the original planned objective (Emmanuel, 2015). In the case of Non Governmental Organizations (NGOs), M&E is used in order to determine how effectively the allocated funds are being used and also assess impacts and benefits the project has brought. According to World Bank (2008) currently different NGOs are reviewing the M&E processes in order to have an effective and consistent M&E system. Also donors of a certain project will use M&E in order to examine how effectively the organization is using the fund that they have allocated. M&E is related to donors who need to assess whether their NGO is a reliable partner. By reviewing the milestones and final results of their projects, donors will determine the responsibilities of their NGOs and establish further cooperation in this regard. Therefore, it is essential to develop a reliable M&E plan. In addition, M&E helps donors evaluate the effectiveness of their funds on projects, which will affect their current and future funding plans.

The effectiveness of M&E can be measured using different aspects. An effective M&E will be completed within the schedule, cost and there will be an economical use of resources. The planned objectives of the project will also be achieved. Not only will this every team member have a clear responsibility so that each and every process will be performed effectively. Also the results and feedbacks that are attained from the M&E process have to be delivered and used timely in order to have a successful M&E activity. Before designing a M&E plan, it is very important to know a project in and out. Project goals and objectives have to be clearly defined and also the problem that the project is going to solve has to be known. Availability of the necessary resources and time frame to complete the project also must be defined. After all these and other points are defined the M&E plan can be designed. The M&E plan has to be integrated with the project's strategic plan. This results an effective resource allocation, identification of roles and responsibilities and so on. Monitoring and evaluation have to be conducted parallel with project. This will help to see the whole history of the project and also enable to give a response when some issues arise. In order to have an effective M&E system, methodologies and approaches that

are used in the process must fit with the scope of the project. The other important point regarding to having an effective M&E is setting up relevant indicators. Since indicators are backbone of M&E, specific, relevant and timely indicators have to be chosen. In every phase of project every output or impact must have its own indicators in order to measure their performance.

There are several factors that affect the effectiveness M&E system. Funds disbursement, stakeholder and managements' participation, skilled staff, budget allocation and so on. For this study three determinant factors are selected: skilled staff, budget allocation and managements' participation. Sufficient qualified staff and available financial resources are essential in order to develop and have an effective M&E system (Harold Kerzner, 2000). Human resource management is very important in project management. In particular, they are essential for effective monitoring and evaluation. The technical capacity and organizational knowledge to carry out the evaluation, the participation of human resources in the decision making processes and also their motivation to implement the decisions made can have a significant impact on the evaluation (Vanessa and Gala, 2011). On the other hand, activities related to monitoring and evaluation (M&E) requires an adequate budget in the early stages of project implementation.. Establishing appropriate institutional policies can help the project team provide a justification for M&E expenditures and can be used as a planning guide. All project operations are carried out around the project budget. The amount of available cash determines the duration and extent of the intervention, the choice of resources, the number of employees, etc. Magondu (2013) also pointed out that in terms of human resources and other resources; financial availability is the main resource of any functional organization. Funds are needed to establish a monitoring department. Early in the project design process, financial resource estimates should be made during the planning phase of monitoring and evaluation (Dyason, 2010). The monitoring and evaluation planning phase includes making an estimation of the cost, staffing and some other resources that are essential for the M&E process. The M&E experts have to weigh the budget that is required for the implementation of the M&E process during the project design (Ahsan and Gunawan, 2010) In most developing countries, due to lack of control over its financing, their projects face challenges while they try to implement a strong M&E (IFAD, 2012). So in order for projects achieve their goals and have a sustainable impact on the society, attention has to be given while allocating funds for a project.

The first organizations that can be defined as non-governmental organizations in Ethiopia are traditional self-help systems. They had existed in this country for centuries before they began to develop a certain structure. Over time, further development, some were registered as suitable organizations, and today are better known as community based organizations (CBO). There are different local and international NGOs in Ethiopia that work on different areas. Integrated Health Service and Development Organization (ISHDO) is one of them. ISHDO is a local nongovernmental organization which was established on October 7/1997. The main goal of the organization is to fight the spread of HIV/AIDS in Ethiopia. The subject areas of ISHDO are health, education and development. In each subject area, we target high-risk groups such as children, youth, women, families, and people living with HIV, the disabled, sex workers and their clients, and waitresses who live and work across the country.

In ISHDO a Result- Based M&E system is used and a baseline survey will be conducted in order to assess the situation before starting any project. M&E staffs will be assigned at all levels: federal, regional and woreda levels. When we come to their M&E practices, information for monitoring is collected through periodic supervisions and quarterly annual performance reports. Quarterly and annual performance reports are prepared at all levels based on reporting outlines that are prepared at the federal level. Project woredas prepare their own quarterly and annual performance reports and share to the regional institutions. The regional quarterly and annual performance reports are prepared by the regional project staff by compiling the performances of the woredas. Finally the project level quarterly or annual performance report will be prepared by the federal staff based on the regional performance reports and disseminated to the stakeholders.

Following the approval of the performance report, a regional performance review and planning workshop will be held in the presence of representatives of the woredas, zones and regional sector bureau. Federal staff will participate in each regional performance review and planning workshop and share the experience of other regions to improve the implementation rate and quality of the project interventions for different regions. In this workshop the review focuses on the performance of the preceding fiscal year and the planning will be made for the upcoming fiscal year. This will be the biggest learning forum of the stakeholders of the project where selected woredas, zones and regional sector bureau present their performance reports and their draft plan for the next fiscal year. Mid-term evaluation will be made after one and half year of

implementation of the project and end line survey will be conducted to assess the attainment of the targets planned based on the baseline information.

1.2 Problem Statement

The successful completion of projects in different sectors and industries is one of the most important factors that determine the development and growth of many countries (Maylor et al., 2006). According to Kusek and Rist (2004), good M&E is one of the most relevant tools in order projects work better and increase ownership of stakeholders. It can also be a requirement for getting funds from donors. Inadequate and weak M&E practices results project failure no to meet the planned goals and objectives. Hyvai (2006) found that due to ineffective monitoring and evaluation system, more than 60% of substantive projects failed. This leads to the execution of the project exceeding the budget, being delayed in the schedule and time frame, which affects the quality and performance of the project (Ike, Diallo & Thuillier, 2012). Not only this, the results that are discovered will be misleading and objective of the project will not be achieved. For local NGOs to conduct M&E practices effectively and deliver the intended results, allocation of sufficient resources is very essential. But not only allocating, efficient effective utilization of these resources have to be taken into account. According to FMOH (2015) everyone have to get an appropriate health service that meets the required quality and safety. This could happen if the health care projects are completed sucessfully.

According to Chesos (2010) and Mamer (2010), most organizations will have ineffective monitoring and evaluation system because of insufficient resources, poor planning, conflicts of interest, and poor communication to meet mandatory requirements; therefore, despite the monitoring and evaluation system, it does not provide results that cannot meet the needs of the stakeholders. Therefore, the M&E system requires sufficient resources to function normally. These resources are the human, capital and / or material necessary to successfully execute and complete the project. According to World Bank(2011), adequate budget allocation, identification of appropriate indicators, skilled experts, timeliness, support from the management and other factors are needed in order for having an effective M&E.

Studies that assess practices and effectiveness of M&E practices in local NGOs especially in Ethiopia are limited and few in number. So this study will assess the extent in which skilled staff, budget allocation and managements' participation affects effectiveness of M&E in ISHDO.

1.3 Research Questions

1. What are the effects of skilled staff on the effectiveness of M&E?
2. What are the effects of budget allocation on the effectiveness of M&E?
3. What are the effects of management participation on the effectiveness of M & E?

1.4 Research Objectives

1.4.1 General Objective

The main objective of this study is assessing the practices of monitoring and evaluation system of ISHDO and to identify the determinants of effectiveness of the M&E system.

1.4.2 Specific Objectives

1. To identify the effects of skilled staff on effectiveness of M&E at ISHDO.
2. To identify the effects of budget allocation on effectiveness of M&E at ISHDO.
3. To identify the effects of management participation on effectiveness of M&E at ISHDO.

1.5 Significance of the Study

The findings of this research will provide an important points regarding to skilled staff, budget allocation and management participation in M & E of a project. Since these three points are important to have an effective M & E system, the study will enable the project team understand the influence of these practices on project performance. Not only this it might help NGOs, project managers, stakeholders of a project and others to better have an understanding regarding to M&E practices and enable them to make decisions on how to improve these practices in order to achieve project results and also achieve accountability and transparency.

1.6 Scope of the Study

This study focuses on the assessment of practices and effectiveness of M&E system in ISHDO. Three M & E practices; technical expertise, budget allocation and management participation and their influence on M&E effectiveness will be discussed. It is delimited to HIV/AIDS projects that are conducted within the Oromia region: South West Shoa Zone, Wolisso town, West Shoa Zone, Ambo town and Addis Ababa Surrounding Oromia Special Zone Burayu town. The M&E department of ISHDO has 45 staffs so the study will be conducted on these 45 staff members.

1.7 Limitation of the Study

One of the limitations of the study was the employees of the organization were out of town for work and it was very difficult to communicate them especially at the time of data collection. The other limitation was time constraint. Because of the unavailability of employees of the organization, there was a problem of not going within the schedule

1.7 Definition of Terms

- **Local NGOs:** The reference to NGOs in this study implies, social services rendering and development promoting non-governmental and non-profit initiative outside the framework of commercial enterprise (UNECA, 2007)
- **Effectiveness of monitoring and evaluation:** The ability of M&E process in order to achieve the project objectives and give the expected results.
- **Evaluation:** is the process of assessing the design, implementation, result and also the effectiveness and impact of a completed or ongoing project (Uitto, 2004).

- **Monitoring:** is an ongoing process of data capture and analysis for primarily project control with an internally driven emphasis on efficiency of project (Crawford and Bryce (2003)).

1.8 Organization of the study

The study has five chapters. The first chapter deal with introduction, problem statement, research objectives, research questions and hypothesis, significance, scope and limitation of the study, definition of terms and organization of the study. The second chapter consists of literature review which discusses conceptual definitions, theoretical review, empirical analysis and conceptual frame work. Chapter three will contain the research methodology which comprise of the research design, study area, research population, sampling design, and data collection methods. Chapter four will highlight the presentation and interpretation of data as well as discussing of findings. Chapter five will contain the summary of the study, recommendations and conclusion.

CHAPTER TWO: LITERATURE REVIEW

This section attempts to discuss different theories that are related to different factors that influence the effectiveness monitoring and evaluation system (**Theoretical Frameworks**). Some previously conducted studies that are related to the research are discussed in this chapter. (**Empirical Literature Review**) and lastly the chapter will also give an insight into different terminologies that are associated with the variables of the study (**Conceptual Framework**).

2.2 Theoretical Frameworks

2.1 Monitoring and Evaluation

Monitoring and evaluation are independent practices in the project life cycle which are used in order to assess the overall project performance. Monitoring focuses on the project processes and tracks how well the project is being implemented. It provides a constant feedback on the overall project performance. On the other hand evaluation examines whether the project activities has met the project objectives or not. It is also used to select and design future projects. They both can be conducted in order to ensure an efficient use of resources, examine progress of project, identify lessons for improvement and gather information for early warning. In order to ensure the reliability and independence of M&E, it should be relevant to the organization (Gaarder & Briceno, 2010) and must offer information that can be used effectively in order to successfully complete a project.

An effective M&E system allows learning from past experiences and also contributes to transparency and accountability of a project. Key to the monitoring and evaluation system is to identify indicators that are going to be monitored. Indicators are standard measures which are used to measure findings of a project by evaluating whether a project has met its intended objectives or not. An indicator must be clear and concise and must focus on information which is used for an effective planning and decision making. In addition good indicators must accurately measure what they are intended to measure. Otherwise they will have little or no use at all.

In 2000, the New Economics Foundation identified criteria for indicators in order to decide if an indicator is a good indicator. The first one is that they have to be action focused which means they have to lead to action. The person who is going to conduct the monitoring has to exactly know what to do with the data from the indicator. The other one is that the indicator and the data that is going to be generated have to be significant and relevant. Also the data collection methodology has to be feasible and measurable.

Indicators have to be defined before the project starts and they can be qualitative or quantitative. **Quantitative indicators**, also known as output indicators, tell us whether the project activities that are planned are happening or not. But they don't explain the effect that the output has brought. They are always expressed in number. Some examples of quantitative indicators are:

- The number of people attending a training
- Rates of HIV Infection
- Infant mortality rate
- Increase in household income and so on.

On the other hand **qualitative indicators** (performance indicators) are non numerical factors and these indicators are based on peoples' opinions or viewpoints on a specific subject. Ease of access to a facility, managements' participation in decision making, level of satisfaction with the services and so on can be some examples of qualitative indicators.

Also indicators have to be:-

- **Reliable**-have to be consistent when they are measured by different data collectors over time
- **Precise**- have to be defined by clear terms
- **Clarity**-have to be clear and easily understandable
- **Measurable**-have to be quantifiable (qualitative/quantitative)
- **Valid**- must measure accurately the outcome of a project

2.2.1 Types of Monitoring

There are different types on monitoring and some of them are listed below.

- **Process Monitoring**

It is also referred as activity monitoring. This type of monitoring is implemented at the initial stage of project and use of resources, progress of the activities and also delivery of outputs will be examined.

- **Compliance Monitoring**

Compliance monitoring ensures whether a project is acting according to the standards of donor regulations, contract requirements, local governmental regulations and ethical standards or not.

- **Context Monitoring**

This type of monitoring is also known as situation monitoring. It is used to identify and measure risks that may arise during the overall project cycle. Also it examines the overall process in which the project is operating.

- **Beneficiary Monitoring**

Beneficiary monitoring is also referred as Beneficiary Contact Monitoring. This type of monitoring can take place at any stage of a project. It tracks the overall perception of different beneficiaries and stakeholders of a project. It includes their satisfaction and complaints regarding to their participation, access to resources and their overall experience in the project.

- **Financial Monitoring**

This type of monitoring is used to track the expenses that are spend on a project in comparison with the allocated budget and it can be used by the project teams to maximize outputs and minimize inputs. Financial monitoring can be conducted in combination with process and compliance monitoring.

- **Organizational Monitoring**

It is used to assess the capacity building, institutional development and collaboration within an organization and with its stakeholders and partners of a project.

- **Results Monitoring**

Results monitoring is used to assess if the project is achieving its intended results or not. Also information will be collected to demonstrate the impact of a project on the target population.

2.2.2 Types of Evaluation

Evaluation can be classified based on the person who conducts the evaluation, methodology and evaluation timing. Some of them are discussed below.

- **Formative Evaluation**

Formative evaluation is conducted before implementing the project and it might continue through the implementation phase based on the nature of a project. The initial project status and the need to conduct the project will be assessed. Recommendations and areas of concern will also be identified. Also it is used to improve the design and strategy of a project.

- **Process Evaluation**

This type of evaluation is conducted when the project implementation phase starts. The project activities will be assessed and also shortcomings of the project will be identified while the project is taking place. This will help in order to make the necessary improvements based on the evaluation results,

- **Outcome Evaluation**

It will take place after a project is implemented and measures the outcomes of the project on the target population. It also helps to make some improvements in order to increase effectiveness of a project.

- **Summative Evaluation**

It compares outcome of the project with the planned objective regarding to bringing the intended results to the target population. This type of evaluation will determine whether a project is completed successfully or failed in order for the stakeholders decide to invest more money and time and extend the project duration or not.

- **Impact Evaluation**

This type of evaluation is conducted during the final stage of a project life cycle. It can take place whenever there is a need for an impact evaluation. It assesses the long term impact and sustainability of a project on the target population. The degree in which the project meets its goals will also be evaluated.

- **Real time Evaluation**

It is conducted during the project implementation phase in which an immediate modification is required in order to improve the projects' implementation.

- **Participatory Evaluation**

This type of monitoring is conducted together with stakeholders, partners and beneficiaries of a project and enable them to become aware of their strength and weakness.. It will build capacity, ownership, and consensus and also improves project implementation. people become more aware and conscious of their strengths and weaknesses.

- **Cluster/Sector Evaluation**

This type of evaluation is implemented by different organizations that work on similar areas .Different interconnected activities within different projects will be assessed and it strengthens partnership while improving their accountability and coordination.

- **Meta Evaluation**

In this case the evaluation process by itself will be assessed. It will enable to select different evaluation types for future evaluation activity and check compliance with the evaluation policy and good practices.

2.2.3 Theory of Change (TOC)

The Theory of Change (TOC) was proposed by Carol Weiss in 1995. The theory discusses the way and the reason why an initiative becomes effective. It is also "an ongoing process that generates impact perception based on the analysis of discussion and learning to strengthen design, evaluation, strategy, implementation, and evaluation of the impact of the project taught through drawings. And they are accompanied by regularly updated narrative summaries (Vogel, 2012). If this theory is applied on the monitoring and evaluation phase of a certain project, a feedback whether the project is on track to achieve the desired goals can be provided. The theory of change indicates that if the preferred results are to be recognized, there is an urgent need to modify current methods to improve M&E capacity development.

According to (Brest, 2010), long term goals of a project can be defined and we can see whether the project is meeting the intended objectives or not using this theory. It helps develop a clear monitoring and evaluation framework (James, 2011). Accordingly, to change, there must be

some necessary resources, which is called the theory of change hypothesis. The main concern of TOC is not only to generate knowledge about whether the program is correct, but also to explain that the methods it uses are effective (Chris et al., 2011). The theory of change describes why and how certain behaviors are modified in a specific environment. Most of the time they are expressed as IF THEN statements: if a certain activity is performed then some change will occur (Corlazzoli & White, 2013).

2.2.4 Program Theory

Program theory is used to check whether a program is achieving its objectives or not. It is a guiding theory in project evaluation because it reveals the ability of the program on solving a specific problem. It also suggests areas that have to be focused while doing the assessment (Donaldson, 2012). The program theory is very advantageous because it provides different information that can give some additional explanations for the stated problems, their solution and actions that have to be undertaken in order to get the intended results. In addition, it can be used to improve decision making and broaden the concept of solution to any project problem (McClintock, 1990). However, this theory has limitations in its approaches that it is much more dependent on data collection in which it can be costly for a program to operate under tight budget allocation conditions.

2.3 Empirical Literature Review

The study by Hardlife et al. (2013) on the use of M&E systems by development agencies, the UNDP case in Zimbabwe states that monitoring and evaluation needs skilled and appropriate expertise and other resources in order to manage the system. Because each level of a project has to be monitored and evaluated, having the right and skilled expertise is very essential. It will be difficult to accomplish the M&E task without having the qualified people. Kawonga (2012) conducted a study in South Africa on the HIV assessment and monitoring system and the study shows that users of especially the health information system (HIS) don't have the skill to use the system and therefore need training. The respondents of the study who are program directors and directors of health facilities are not M&E specialists; therefore do not know about the M&E system. According to CHRC (2011), employing and maintaining a sufficient number of trained

and competent M&E professionals are essential to carry out M&E activities and manage the M&E system. The training provides the skills and knowledge needed to fully and effectively use the system correctly and also manage the M&E objectives.

Mushori (2015) conducted a study in Nakuru, Kenya, on the determinants of M&E effectiveness for government-funded infrastructure development projects. The researcher finds that few financial resources are allocated for the M&E processes and suggests that the allocated budget for the M&E processes must not be too small which results in decreasing the accuracy and reliability of the results. Also it must not be too costly that it interferes with other government activities in the country. In addition, Njama(2015) has conducted a study on the determinant factors of effectiveness of M&E and concluded that there is a positive relationship between effectiveness of M&E and resource availability. The researcher points out that if funds are available, the M&E can be performed appropriately.

Ofer conducted a study in 2008 at the Victoria School of Management, New Zealand. The study aimed to find out how senior management involvement in project management affects project implementation. The objective of the study was to examine the support and effectiveness of senior management. 17 senior management support processes were identified, a total of 213 software development project managers with their supervisors in Japan, Israel as well as New Zealand. For each of these countries, the impact of top management support processes on project implementation was analyzed in order to identify critical processes. The defined procedural level of the primary and secondary senior management support processes by the manager is compared. Research shows that key management support processes have significantly improved project performance.

2.4 Conceptual Framework

The conceptual framework describes a research question, shows the relationship between the independent and dependent variables under study, and helps focus the research on its objectives. In addition, the framework is summarized in a diagram showing the relationship between the variables and their assumptions.

2.4.1. Staff technical skills and effectiveness of M&E system

For the M&E process to be effective there must be sufficient and trained personnel with the appropriate combination of skills and knowledge. The strength of an organization depends on the capacity of its human resources, that is, an organization without the right people and the right training cannot achieve its objectives. According to the World Bank (2011), effective M&E human resource capacities are required in terms of quantity and quality. According to CHRC (2011), hiring and retaining a sufficient number of well-trained and knowledgeable M&E experts is essential for conducting M&E activities and operating the M&E system. M&E faces different challenges in effectively delivering results. Therefore, there is a great demand for well-trained professionals, M&E system capacity building and training course coordination, and technical advice (Gorgens et al., 2009). According to Jones et al. (2009), assessment must be conducted with sufficient skills, sufficient resources, and transparency. This means that employee training essentially determines the effectiveness of M&E. In order to cultivate the capabilities of M&E personnel, a wide range of activities have been carried out, including formal training, on-the-job training, mentoring, coaching and internships. These activities can enable people to make better decisions and provide better quality goods and services. Magondu (2013) stated that the number and skills of staff are also very important for the effective implementation and sustainability of monitoring and evaluation. Without the relevant skills, it is difficult to master the rules of any game. Therefore, employees must have skills related to performance and success.

2.4.2. Budget allocation and effectiveness of the monitoring and evaluation system

In addition to formulating a monitoring and evaluation plan, it would not be meaningful, effective and efficient if the required resources needed to transform project's practices into concrete and practical results are not available (Mavhiki et al., 2013). We can't have a successful M&E process if there is lack of resources. So organizations must ensure that they have sufficient

budget allocation in order to support the monitoring and evaluation process (Gwadoya, 2011). Also, lack of sufficient funds will obstruct the performance of the monitoring and evaluation system (Oluoch, 2012). If the allocation of resources for monitoring and evaluation is limited or not allocated, then there will be few opportunities to understand and understand the processes, systems, and opportunities for monitoring and evaluation. The organization's ability to translate these opportunities into actions and results (including project performance evaluation) will be limited (Agusti, 2012).

Financial availability is the key to the implementation and operation of a robust and effective monitoring and evaluation system. The M&E activities and their costs must be properly estimated and planned and this must be done at the project design phase so that the M&E tasks can be performed appropriately (Chaplowe, 2008). In some organizations, although there is sufficient project funding, no funds are allocated specifically for M&E. This leads to poor performance of the M&E system, which in turn leads to poor performance and project failure (Chaplowe, 2008). In Mushori's (2015) study on the determinants of effective M&E, it is stated that even if the M&E process has a budget but it is not allocated for its activities specifically. IFAD (2002) pointed out that due to lack of control over its financial resources, most developing countries face the challenge of implementing strong monitoring and evaluation. Therefore, donors should pay more attention to establishing a sound monitoring and evaluation system and include it in the scope of funding (World Bank, 2002). This will lead the project to achieve the set goals and have a lasting and sustainable impact on the beneficiaries.

2.4.3 Management participation and effectiveness of the monitoring and evaluation system

Organizational leadership plays an important role in the effectiveness of monitoring and evaluation. The involvement of management improves the credibility of the M&E process and ensures that more people accept the survey results (Khan, 2003). Organizational leaders must support and participate in M&E activities to make the process effective and successful. Because the administration plays an important role in the allocation of resources, the design of the system, the communication of results and the making of key decisions that affect the projects and the monitoring and evaluation process, the commitment of the manager to the implementation of the M&E is very essential.

Wanjiru (2013) observed in her research that the role of the leader in M&E is very important to ensure that the process is effective and successful. Management must use M&E information in decision making. The monitoring and evaluation system will become ineffective if the organization’s management don’t support and participate in the M&E process (World Bank, 2011).

The participation of organizational leaders in the implementation and the entire project or planning cycle can ensure the information and lessons learned that are going to be used in future interventions and decision-making (Chaplowe, 2008).

Independent Variables

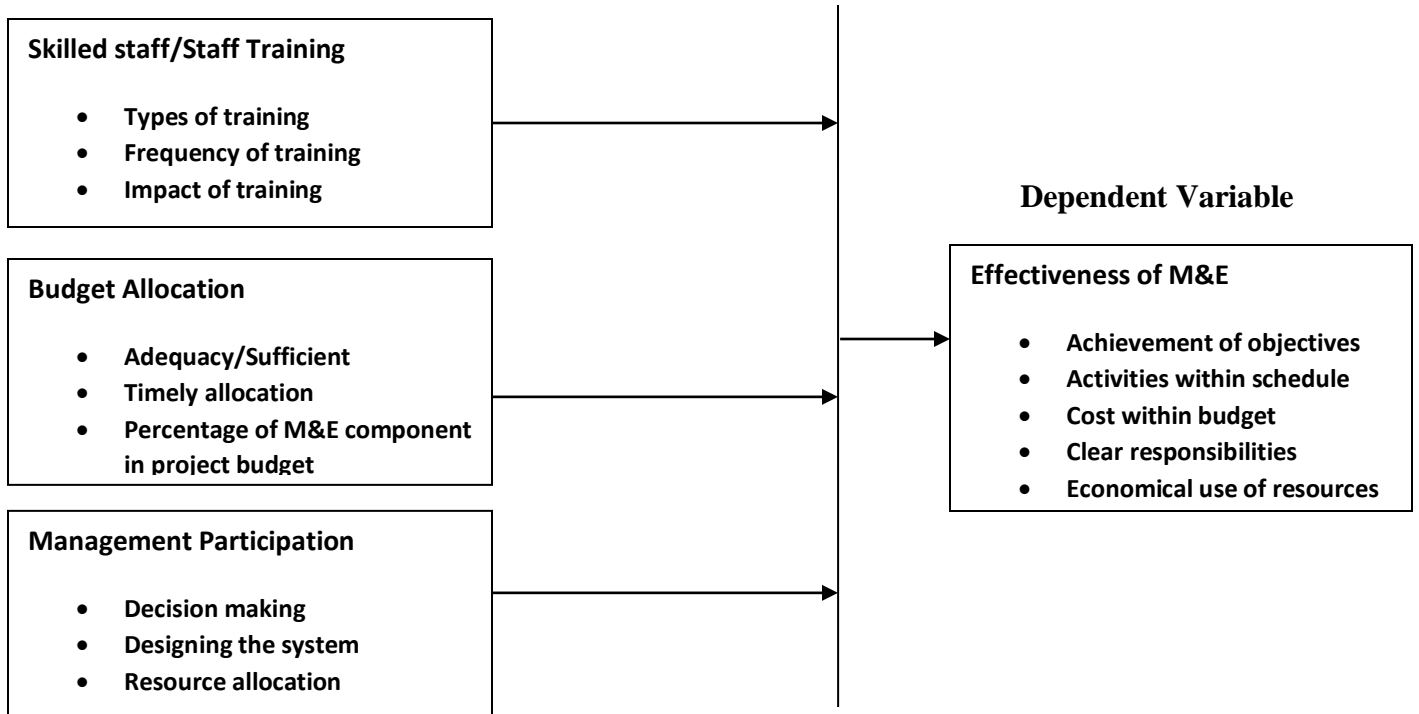


Figure 2. 1 conceptual framework/ Modified from Njama (2015)

2.5 Hypothesis

H1: Skilled staff is expected to have a positive effect on the effectiveness of M & E in ISHDO.

H2: Budget allocation is expected to have a positive effect on the effectiveness of M & E in ISHDO.

H3: Management participation is expected to have a positive effect on the effectiveness of M & E in ISHDO.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that was used for this study. It addresses the research design, research approach, target population, sample design, and sampling size, data collection instruments, validity and reliability of research instruments, data analysis techniques and ethical considerations.

3.2 Research Design and Approach

Research design is intended to provide an appropriate framework for a study (Sileyew, 2019). Since one of the objectives of this study is to describe the practices of the M&E system of ISHDO, descriptive research design is suitable to address this objective. The study also aims to identify the determinants of effectiveness of M&E system. Therefore a casual design is adopted to examine the relationship between the independent variables staff technical skill, budget allocation and management participation in monitoring and evaluation on one hand and effectiveness of M&E system which is the dependent variable on the other. This study used a quantitative approach and information was collected through a questionnaire.

3.4 Research Population and Sampling Technique

A population is a well defined large collection of people who share some characteristics in common and is the main focus of a research (Creswell, 2005). The target populations of this study were the M&E department staffs of ISHDO which are 45 in number. These people were expected to have knowledge about M&E system of the organization through career structure and training given or due to the responsibility and accountability they assumed.

For this study a census survey was conducted in which each and every unit of the population which is the 45 M&E department staffs were selected for data collection.

3.5 Data Collection

Both primary and secondary data were used in this study in order to meet the intended objectives of the research. A questionnaire was used for collecting primary data. It has contained mainly closed ended and few open-ended questions which addressed all the research objectives. Different documents like the organizations' technical proposal and project description were used as a secondary data. Reference materials like data research reports, published literatures, thesis papers, journals were also reviewed.

3.6 Realibility and Validity

Validity is the ability of the instrument to measure what it is designed to be measured. Saunders et al (2009), states that validity is the strength of our conclusions, implications or propositions. It is concerned with whether an instrument is on target in measuring what is expected to measure. To ensure validity for this study the questionnaire were given and reviewed by the research advisor and also by the M&E officer from ISHIDO whether the questions are well understandable, answerable and acceptable

Reliability is the extent in which the data collection methods give consistent results (Easterby Smith et al, 2008). This implies that the measurement procedures produce similar results for other cases. Furthermore, reliability was tested using Cronbach's Alpha. Cronbach alpha, α (coefficient of alpha) is used to determine how variables are correlated to each other and also measures the reliability of the likert scale questions (Andrew et al, 2011). It is computed using SPSS. Cronbach's alpha between 0.8 and 0.95 is considered to have a very good reliability. Scales with 0.7 and 0.8 have a good reliability and cronbach's alpha value between 0.6 and 0.7 shows fair reliability (Zikmund et al, 2010). As it is indicated below, the cronbach's alpha for this study is found out to be 0.863 which is acceptable and have good reliability. The cronbach's alpha value of each variable is presented below.

Table 3.1 Reliability Analysis

Variable	Reliability Statistics	
	Cronbach's Alpha	No of items
Skilled Staff	0.74	7
Budget Allocation	0.08	5
Management Participation	0.79	10
Effectiveness	0.88	7

Reliability Statistics	
Cronbach's Alpha	No of items
0.863	4

3.7 Data Analysis

Data analysis is the process of analyzing and converting the collected data in order to drive useful information that results proposing some recommendations and decisions. The qualitative data that were collected from the questionnaire were coded in the SPSS and were analyzed based on the results generated. Results obtained from the software were analyzed in the form of frequencies and percentages. Descriptive statistics was represented using means, standard deviation and percentages. Correlation and regression analysis were used to test hypothesis. A linear regression analysis model was used to measure the relationship between the dependent and independent variables. Conclusions and recommendations were made based on the results obtained from the analysis.

3.8 Ethical Considerations

Louis Cohen et al. (2007) have remarked that in research full attention should be given for moral and ethical issues. Therefore, the researcher should give a particular consideration to ethical principles developed by this and other scholars, particularly regarding ensuring informed consent and developing confidentiality, maintaining anonymity and other related ethical issues. In this research the purpose of the study was explained clearly for the respondents and their information was treated as confidential, and their names were not revealed. Not only this information that is obtained from any secondary sources was referenced appropriately either by in-text citation or reference listing was used.

CHAPTER FOUR: RESULT AND DISCUSSION

This chapter discusses the interpretation and analysis of the collected data. This chapter has four parts. The first part describes the general information of the respondents. The second part shows the result for reliability analysis. Descriptive, Correlation and Regression analysis are discussed on the third and forth section.

As it is stated earlier a questionnaire for 45 employees was distributed and total 45 questionnaires were returned with a response rate of 100%.

4.1 General information of the respondents

The general information of the respondents, which is their gender distribution, level of education and their work experience is presented below.

Table 4.1 General Information of the respondents

Demographic Information		Frequency	Percentage
Gender	Female	13	28.9%
	Male	32	71.1%
Level of Education	Undergraduate	7	15.6%
	Postgraduate	38	84.4%
Work Experience	<1 year	7	15.6%
	1-3 years	7	15.6%
	4-6 years	15	33.3%
	7-9 years	13	28.9%
	>9 years	3	6.7%

Source: Field Study, 2021

As it is shown above, from the 45 respondents, 13(28.9%) of them are females and the rest 32(71.1%) are males. From the research finding, 7(15.6%) of them are at the undergraduate level and the rest 38(84.4%) are at the postgraduate level. When we come to their work experience, 7(15.6%) of the respondents have worked in ISHDO form less than a year. Another 7(15.6%) of them have worked there for 1-3 years. 15(33.3%) of the respondents have worked in the

organization for 7-9 years. The rest 3(6.7%) of them have worked in the organization for more than 9 years.

4.2 Descriptive Analysis

This part will summarize the characteristics of a sample. The mean and standard deviation of each variable is analyzed below.

Table 4. 2 Descriptive Analysis

Variable	N	Mean	Std Dev
Effectiveness	44	3.79	.78
Skilled Staff	45	3.14	.41
Budget Allocation	45	3.66	.86
Management Participation	45	3.61	.65

Source: Field Study, 2021

From the above finding, budget allocation has got the highest mean which is 3.66. This implies that from the three independent variables, budget allocation is the strongest determinant factor of the effectiveness of M&E system.

4.3 Correlation Analysis

The correlation analysis provides information about the relationship between the variables. If two variables have a positive correlation, it shows that both variables will change in the same direction which means that one variable will increase when the other increase and also one will decrease when the other does. If there is a negative correlation between the variables, it shows that the variables will not have an effect on each other. When one variable increases, the other

the other will decrease and vice versa. The value of correlation lies between -1 & 1. If the correlation value is +1, this shows a perfect correlation. If it is between 0.75-1, this means that there is a high correlation between the variables. Correlation value between 0.5-0.75, this shows a moderate relationship. If it is between 0.25-0.5, the relationship between the variables will be low. Finally if the correlation value is between 0-0.25, this implies that there is no relationship between the variables. The correlation analysis for this study is shown below.

Table 4. 3 Correlation Analysis

		Correlations			
		Effectiveness	Budget_Allocation	Skilled_Staff	Managment_Participation
Effectiveness	Pearson Correlation	1	.694**	.536**	.830**
	Sig. (2-tailed)		.000	.000	.000
	N	44	44	44	44
Budget_Allocation	Pearson Correlation	.694**	1	.602**	.649**
	Sig. (2-tailed)	.000		.000	.000
	N	44	45	45	45
Skilled_Staff	Pearson Correlation	.536**	.602**	1	.627**
	Sig. (2-tailed)	.000	.000		.000
	N	44	45	45	45
Managment_Participation	Pearson Correlation	.830**	.649**	.627**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	44	45	45	45

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

Source: Field Study, 2021

The findings show a strong positive correlation between budget allocation and effectiveness of M&E systems which is 0.694. This implies that if budget is readily and adequately available, the effectiveness of M&E system will also increase. Also there is a positive relationship between skilled staff and effectiveness of M&E with a correlation value 0.53. This implies that if there are

skilled staffs in an organization, the effectiveness of M&E system will also increase. Managements' participation and effectiveness of M&E system will also have a strong positive relationship with the correlation value of 0.83. This shows that the commitment of the management in the implementation of the M&E process can significantly improve the effectiveness of M&E.

4.4 Regression Analysis

Like correlations, regression examines the association or relationships between the independent variables (skilled staff, budget allocation and management participation) and dependent variable (effectiveness of monitoring and evaluation system). Before the regression analysis, normality and multi co linearity test was conducted. The findings of the test are presented below.

4.4.1 Normality Test

Normality test is used to determine whether a sample data is drawn from a normally distributed population or not. If the significant value of the Shapiro-Wilk is greater the 0.05 the data is normally distributed. Otherwise it is not normally distributed. The findings of the study show that the significant value of the Shapiro-Wilk is 0.014 which is less than 0.05. This implies that the data is not normally distributed.

Table 4.4 Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Effectivness	.167	45	.003	.935	45	.014

Source: Field Study, 2021

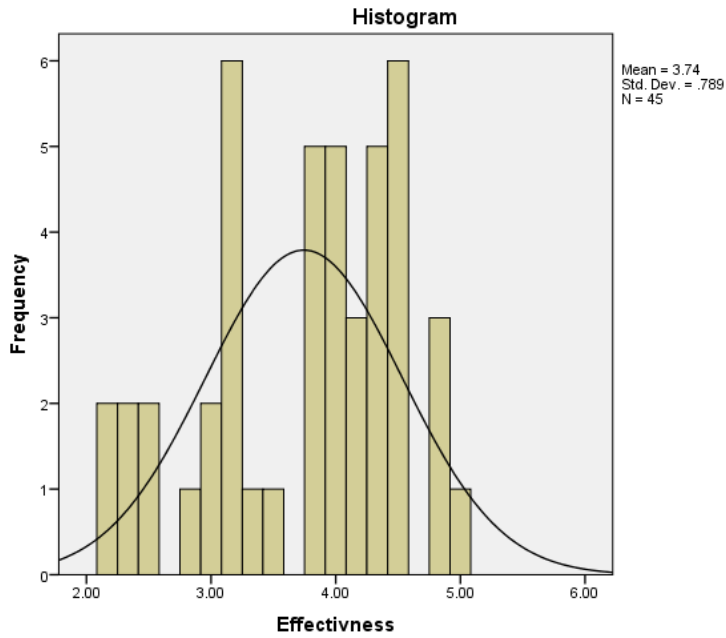


Fig 4.1 Histogram
Source: Field Study, 2021

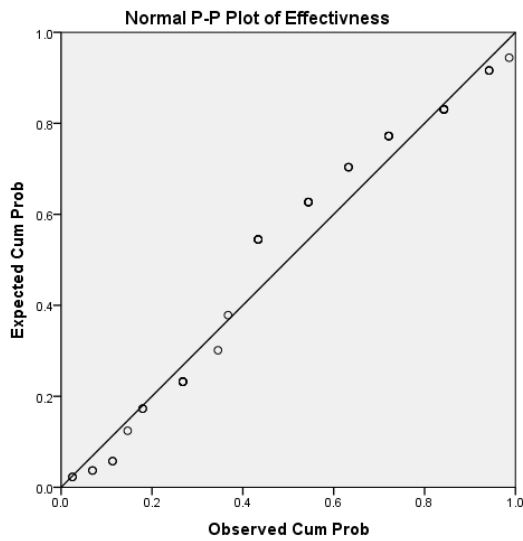


Fig 4.2 Normal P-P plot of effectiveness
Source: Field Study, 2021

A normal probability plot (p-p plot) is a graphical representation for examining whether a data is normally distributed or not (Chambers et al., 1983). A P-P plot for normally distributed data falls along the line. A straight or diagonal line shows that the data is normally distributed. A data which is not normally distributed will either be skewed to the left or right. The p-p plot for effectiveness falls outside of the line. So this shows that the data is not normally distributed. Also the histogram and the scatter plot below indicate that the data for effectiveness is not normally distributed. The normality test in general shows that the data is not normally distributed. This is because effectiveness is in likert scale and likert scale can never generate a normally distributed data.

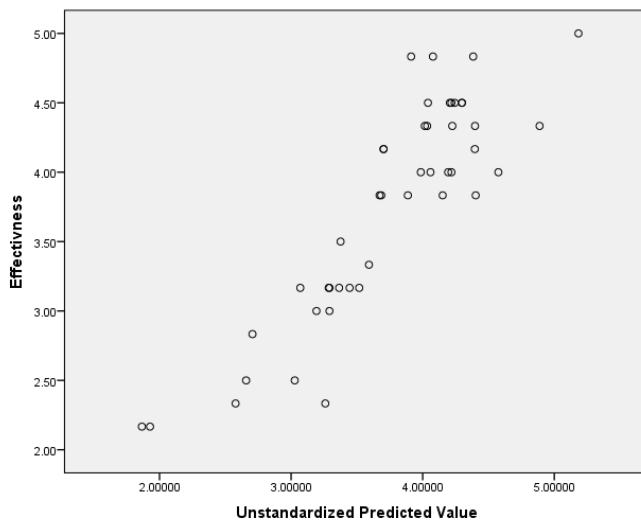


Fig 4.3 Scatter Plot

Source: Field Study, 2021

4.4.2 Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model are highly linearly related. It can cause a problem while fitting the model and interpret results if their degree of correlation is high enough. If the correlation coefficient is greater than 0.8 then Multicollinearity problem exists. The results of the correlation matrix in Table 4.8 show that there is no correlation above 0.8. The highest significance value is between budget allocation and

managements' participation which 0.649. This indicates that there is no multicollinearity problem.

The next one is the **regression analysis**. The table below shows the result of the regression analysis. The strength of the relationship between the dependent and independent variables is based on R statistic. The R statistic 0.867 shows a strong positive relationship between skilled staff, budget allocation and management participation and effectiveness of M&E system. Thus the three independent variables in aggregate are significant predictor of M&E system effectiveness.

From the table above, the coefficient of determination (R Square) equals 0.751 which means skilled staff, allocation of budget and management participation explains 75.1% effectiveness of M & E system and the remaining 24.9% of the variance is explained by other factors.

Table 4.5 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.751	.733	.40318

a. Predictors: (Constant), Management_Participation, Skilled_Staff, Budget_Allocation

Source: Field Study, 2021

Table 4.6 ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.640	3	6.547	40.275	.000 ^p
	Residual	6.502	40	.163		
	Total	26.142	43			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Management_Participation, Skilled_Staff, Budget_Allocation

Source: Field Study, 2021

An ANOVA (Analysis of Variance) is a way to find out a survey or experiment results are significant. In this study the significant value F has the value of .000 which is smaller than 0.05. So this implies that there is a strong significant relationship between the independent variables (skilled staff, budget allocation and managements' participation) and dependent variable (effectiveness of M & E system).

Table 4.7 Estimation of the Coefficients of the variables determining effectiveness

		Coefficients ^a		Standardized		
		Unstandardized Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.411	.435		-.945	.350
	Skilled_Staff	.036	.119	.030	.308	.760
	Budget_Allocation	.285	.098	.300	2.905	.006
	Management_Participation	.820	.134	.635	6.102	.000

a. Dependent Variable: Effectiveness of M&E system.

Source: Field Study, 2021

The coefficient distribution table shows that skilled staff has the regression coefficient value of 0.36 which means skilled staff has a positive relationship with effectiveness of M&E. Budget allocation has a regression coefficient value of 0.285. This implies that budget allocation and effectiveness of M&E system has a positive relationship that having sufficient budget allocation will increase the effectiveness of M&E system. The other variable is managements' participation and this variable has a regression coefficient value of 0.820 which results a positive relationship with the effectiveness of M&E system. An improvement in organizational leadership leads to an effective M&E system.

Hypothesis Testing

Hypothesis testing will be done based on the significant value of the independent variables. If the significance value of an independent variable is lower than 0.05, then the hypothesis will be supported. Otherwise it will be rejected. As it is shown in Table 4.9 the significance value for skilled staff is greater than 0.05 which means it is found to be statistically insignificant and has no effect on M&E effectiveness in ISHDO. The other two variables budget allocation and managements' participation have a significant value less than 0.05. This implies that they have a significant effect on M&E effectiveness in the organization.

Table 4.8 Hypothesis Testing

Hypothesis	Statement	Result(Supported/Rejected)
H1	Skilled staff is expected to have a positive effect on the effectiveness of M & E in ISHDO.	Rejected
H2	Budget allocation is expected to have a positive effect on the effectiveness of M & E in ISHDO.	Supported
H3	Management participation is expected to have a positive effect on the effectiveness of M & E in ISHDO.	Supported

Source: Field Study, 2021

In general the findings of the research show that budget allocation and management participation have a positive effect on the effectiveness of M&E system in ISHDO and both are one of the determinant factors for having an effective M&E system. On the other hand the results of the study show that having skilled staff is not that much significant for an effective M&E system.

Chapter Five: Summary, Conclusion and Recommendation

5.1 Introduction

This chapter is the last chapter and summarizes the findings of the study that are presented in chapter four presents the summary of the findings of the study presented in chapter four. Conclusion and recommendation for the study will also be discussed in this chapter.

5.2 Summary

This section presents the summary of the findings of the study. As it is stated on the first chapter, the objective of this research aims at determining and assessing the effect of the three variables (skilled staff, budget allocation and management participation) have on the effectiveness of M&E in ISHDO. From the results discussed in chapter 4 efficient and timely budget allocation and managements' participation have found to be the most significant factors in order to increase the effectiveness of M&E system in ISHDO.

5.3 Conclusion

- There are different factors that affect the effectiveness of M&E system in projects. According to this study only three of these factors were discussed and this is because as it is stated in the problem statement, the organization has some gaps regarding to these factors. So that is why the study gives attention on the three factors and aims at providing some recommendations in order to solve these problems. As it is stated in the study the effect of having a skilled staff in M&E system of ISHDO is rejected. This doesn't mean skilled staff is not totally needed. We can see different researches that prove the effect of skilled staff in M&E system. So it is important to note this conclusion is made based on this study.
- According to the findings of the study, both budget allocation and managements' participation has got a positive effect on the effectiveness of M&E system in ISHDO. They are found to be one of the determinant factors for having an effective M&E system.

5.4 Recommendation

- The findings of the study show that from the three determinant factors of effectiveness of M&E, skilled staff has got the smallest mean and also its hypothesis got rejected. This doesn't mean that it is not necessary to have a skilled staff. Different studies show that staff members should have to undertake trainings and also must have the necessary skills and knowledge in order to successfully complete project. Trainings will enable them to have the required skill and knowledge in order to manage the M&E activity effectively. In general having skilled staff have a positive effect on effectiveness of M&E system.
- Since M&E have a number of advantages for a successful completion of a project, it will become hard and impossible to get other resources that are essential for the M&E activities if sufficient budget is not allocated. So a separate and sufficient budget which is 5%-10% from other project activities has to be allocated at the right time for having an effective M&E system.
- On the other hand the managements' participation in the M&E activity is very important. It is through their participation the necessary funds and other resources are going to be allocated for M&E activities. They should be part of the M&E designing stage and they must give the necessary support to the projects' staff.

5.5 Recommendation for further study

Since this study has focused on these three factors, further researches should be done on some other factors that have an effect on the effectiveness of M&E system other than availability of skilled staff, budget allocation and managements' participation in M&E activities. In this study only a questionnaire is used as a data collection method. It will be better if an interview was conducted with some employees in order to fill some information gaps, which are not addressed by the questionnaire.

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Appendix A: Questionnaire

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE GRADUATE PROGRAM
MA IN PROJECT MANAGEMENT

This questionnaire aims at assessing the monitoring and evaluation practice in ISHIDO. Kindly respond to all items to reflect your opinion and experience. Please answer all questions freely and your honesty and co-operation in responding to the questions will highly be appreciated. All information provided will be treated with utmost confidentiality and will be used purely for academic purposes.

INSTRUCTIONS:

Please READ each question carefully.

Thick on the option you think best suits you or give short description where necessary

N.B You do not need to write your name and address

PART I: Personal Information

1. Gender of the respondent

A. Male B. Female

2. Level of Education

A. Primary C. Diploma E. Postgraduate
B. Secondary D. Undergraduate

3. Job experience in the organization (ISHDO)

- A. Less than 1 year C. 4-6 years E. 9 years and above
 B. 1-3 years D. 7-9 years

Part II Work Related Questions

A) Skilled Staff for M&E Activities

4. What type of training the organization provides?

- A. Formal training C. Formal and on the job training
 B. On the job training D. Never trained

5. How many M&E trainings have you attended within last two years?

- A. None C. Trained twice
 B. Trained Once D. Trained more than two

6. How effective was the training to equip the staff to perform M&E system responsibilities effectively?

- A. Very effective C. Moderate E. Not Effective
 B. Effective D. Less Effective

7. Select the appropriate values concerning Skilled Staff for M&E.

5= Strongly Agree, 4= Agree, 3= Neutral, 2=Disagree, 1=Strongly Disagree

Area of Proficiency	1	2	3	4	5
M&E skills and knowledge play a major role in providing guidance in development of effective M&E system					
The number of trainings provided to M&E personnel determine the performance of M&E system					
Trainings given are important to my work.					
Level of trainings have an influence on the ability to perform M&E effectively.					

It is important to have a well trained officials for M&E perform well.					
Effectiveness of M&E system is influenced by human capacity.					

B) Budget Allocation for M&E Activities

8. ISHIDO allocates funds for M&E activities.

A. Yes B. No

9. Select the appropriate values concerning Skilled Staff for M&E.

5= Strongly Agree, 4= Agree, 3= Neutral, 2=Disagree, 1=Strongly Disagree

Area of Proficiency	1	2	3	4	5
Budget allocates for M&E activities is sufficient.					
Budget for M&E activities is provided in ISHDO.					
There is a separate budget for M&E activities.					
Effectiveness of M&E system is influenced by the allocated budget					

C) Management Participation for M&E Activities

10. The level of commitment of managements' participation determines the effectiveness of M&E system.

A. Very great extent C. Moderate extent E. Not at all
 B. Great extent D. Less extent

11. Select the appropriate values concerning Managements' participation for M&E.

5= Strongly Agree, 4= Agree, 3= Neutral, 2=Disagree, 1=Strongly Disagree

Area of Proficiency	1	2	3	4	5
The M&E findings will be used in decision making.					
M&E results are communicated by the leaders.					
M&E is supported by the organization's policy.					
The role of M&E is recognized and supported by the senior management.					
The management takes part in some of the M&E activities					
Leaders give a supportive supervision and guidance.					
Leaders ensure that staffs are getting M&E trainings regularly.					
Management ensures sufficient resources are allocated to M&E.					
Mnagement take active part in designing the M&E systems					

D) Effectiveness of M&E Systems

12. Select the appropriate values concerning effectiveness of M&E.

5= Strongly Agree, 4= Agree, 3= Neutral, 2=Disagree, 1=Strongly Disagree

Effective M&E systems	1	2	3	4	5
The M&E activities are being carried out the specified schedule.					
Expenses of M&E activities are allocated within the budget.					
Goals of M&E are mostly accomplished.					
Results and findings that are obtained from M&E are relevant.					
Resources of M&E are economically utilized.					
Responsibilities and duties of M&E is clearly outlined.					
Results and feedback from M&E are timely					

Thank you for your participation