

**MONITORING AND EVALUATION PRACTICES AND CHALLENGES OF LOCAL
NONGOVERNMENTAL ORGANIZATIONS EXECUTING EDUCATION PROJECTS
IN ADDIS ABABA**

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Table of Contents

	Page
Acknowledgments.....	I
Table of Contents.....	II
List of Table.....	V
List of Figure.....	VI
Acronyms/Abbreviations.....	VII
Abstract.....	VIII

CHAPTER ONE

1. INTRODUCTION.....	1
1.1. Back ground of the study.....	1
1.2. Statement of the Problem.....	3
1.3. Theoretical framework.....	5
1.4. Research Questions.....	7
1.5. Objectives of the Study.....	7
1.6. Significance of the Study.....	8
1.7. Delimitations of the Study.....	9
1.8. Limitations of the Study.....	9
1.9. Operational Definition of Terms.....	10
1.10. Organization of the Study.....	10

CHAPTER TWO

2. RELATED LITERATURE REVIEW.....	11
2.1. Introduction.....	11
2.2. Major Development Problems in Addis Ababa.....	11
2.3. Responses of Local NGOs to Development Problems.....	12
2.4. Monitoring and Evaluation.....	15
2.5. Disparities' & Complimentary Features of Monitoring and Evaluation.....	20
2.6. The Need for Monitoring &Evaluation in Project Management.....	21
2.7. Approaches of Monitoring &Evaluation.....	21

	Page
2.8. Designing Monitoring & Evaluation Systems	22
2.9. Establishing log frame	23
2.10. Methods of M&E Data Collection	25
2.11. Policy guidelines for conducting Monitoring Evaluation.....	27
2.12. Challenges of local NGOs in Monitoring & Evaluation.....	28
2.13. Expected standards of excellence in Monitoring & Evaluation by Local NGOs.....	32

CHAPTER THREE

THE RESEARCH DESIGN AND METDOLOGY	35
3.1. Description of the study area.....	35
3.2. Research Design and Methods	36
3.3. The Population	36
3.4. Sample size determination	37
3.5. Sample size	38
3.6. Data Collection Instruments.....	39
3.7. Pilot Test	40
3.8. Methods of Data Analysis	40
3.9. Ethical considerations	40

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA.....	41
4.1. Characteristics' of Respondents	41
4.2. Presentation, Analysis and Interpretation of data.....	45
4.2. 1. Local NGOs Monitoring and evaluation practices	45
4.2.2. Local NGOs project monitoring and evaluation effectiveness	62
4.2.3. M&E policy environment local NGOs operating in.....	72
4.2.4. Challenges local NGOs faced in implementing M&E.....	74
4.2.5. Coping mechanisms adopted to overcome the challenges.....	79

	Page
CHAPTER FIVE	
SUMMARY, CONCLUSION AND RECOMMENDATIONS	81
5.1. Summary of findings	81
5.2. Conclusion	83
5.3. Recommendations	84
References	86
Annexes	

LIST OF TABLES

	Page
Table 1. Major Disparities of M&E.....	20
Table 2. Logical Framework Matrix.....	24
Table 3. Summary of Sample and Sampling Techniques.....	38
Table 4. Respondents Profile in terms of operational area.....	43
Table 5. Full time Staff.....	48
Table 6. Volunteers.....	48
Table 7. NGOs capacity building & data management practices.....	52
Table 8. M&E report analysis & sharing practices.....	53
Table 9. M&E Findings dissemination modes.....	55
Table 10. Project assessment intervals.....	57
Table 11. Aspects incorporated in M&E Plans.....	62
Table 12. Kinds of resources assigned for M&E	64
Table 13. M&E Staff roles and responsibilities.....	67
Table 14. Types of evaluations employed by NGOs.....	79

LIST OF FIGURES

	Page
Figure 3.1 Administrative map of Addis Ababa.....	35
Figure 4.1 Respondents profile in terms of major areas of intervention.....	42
Figure 4.2 Respondents Affiliations to umbrella organizations.....	44
Figure 4.3 size of NGOs budget in past five years.....	46
Figure 4.4 NGOs alternative sources of funding.....	47
Figure 4.5 NGOs culture of conducting need assessment.....	49
Figure 4.6 M&E plan types	51
Figure 4.7 NGOs lessons documentation.....	54
Figure 4.8 NGOs M&E experiences.....,,.....	56
Figure 4.9 M&E staff assessment.....	58
Figure 4.10 Data acquisition methods.....	59
Figure 4.11 Persons Evaluating projects.....	61
Figure 4.12 Share of M&E Budget.....	65
Figure 4.13 M&E Scheduling.....	66
Figure 4.14 Stakeholders involved in M&E	68
Figure 4.15 Participatory M&E	71
Figure 4.16 NGOs Knowledge on proc.621/2009.....	72
Figure 4.17 Endured effects due to proc.621/2009.....	73
Figure 4.18 Major M&E barriers.....	74
Figure 4.19 Donors M&E reporting requirement.....	75
Figure 4.20 Frequency of change in donors reporting formats.....	76
Figure 4.21 Government bodies M&E report expectation	77
Figure 4.22 Donors sentiment to straightforward M&E reports.....	78
Figure 4.23 NGOs coping mechanisms' for challenges.....	79
Figure 4.24 Benefit Vs Challenges of M&E	80

Acronyms/Abbreviations

AAU	Addis Ababa University
ACCG	Addis Ababa City Government
AACIP	Addis Ababa City Government Capital Investment plan
AAHDP	Addis Ababa Housing Development Program
BEN-E	Basic Education Network-Ethiopia
BoFED	Bureau of Finance and Economic development
CCRDA	Consortium of Christian relief and Development Associations
ChSa	Charities and Societies Agency
CoRH	Consortium Reproductive Health Associations
BoFED	Bureau of Finance and Economic Development
DFID	Department for International Development
EMI	Ethiopian Management Institute
ESAPII	Ethiopian Social Accountability Program phase II
FDGE	Federal Democratic Government of Ethiopia
GDP	Gross Domestic Product
IGA	Income Generating Activities
MA	Management Agency
MDG	Millennium Development Goals
MoFED	Ministry of Finance and Economic Development
MWUD	Ministry of Works and Urban Development
PMC	Project Management Cycle
SSNPR	Southern Nations, Nationalities and Peoples Region
UNECA	United Nations Economic Commission for Africa
UNDP	United Nations Development Program
ULGDP	Urban local Development Program
USAID	United States Agency for International Development
WB	The World Bank

Abstract

It is not known how and to what extent local nongovernmental organizations practicing project monitoring and evaluation and the challenges they encountered in Addis Ababa. Fragmented evaluations, progress reports and studies by previous authors on the functioning of local NGOs project implementation monitoring and evaluation show that short term project objectives of local NGOs have been achieved with positive, but often scattered micro-results. Yet, these studies have repeatedly said little beyond the more immediate effects of the projects, particularly they did not address monitoring and evaluation practices and challenges of local NGOs executed education projects in Addis Ababa. The purpose of this research is to fill this gap. Following a review of the literatures related to the problem understudy, a survey questioner was developed, pilot tested, modified and distributed to 88 local NGOs. Finally, 56 respondents filled in and returned the questioner properly. This research employed simple random sampling technique for acquisition of quantitative data and to substantiate quantitative data six local NGO directors included using availability sampling technique. The data were analyzed using SPSS and interpreted in percentage, mean and standard deviations. The findings of this study revealed that: a large majority of subjects (63 %) confirm encountered challenges such as scarce finance, inadequate baseline data, and deficiency of expertise to monitor and evaluate projects effectively, They adopt mechanisms such as introducing participatory M&E, relocating budget for M&E and abstain from working in areas located far away from their head offices to mitigate the challenge. This study in general shows local NGOs were ineffective in practicing monitoring and evaluation though expected outcomes of their projects articulated clearly mainly due to inadequate planning for monitoring and evaluation. The implication of these findings is that there is a critical need to enhance the capacity of both local NGOs and pertinent stakeholders in areas of monitoring and evaluation. The suggested approach requires clear understanding on importance of M&E, commitment to monitoring & evaluation for learning and ensuring beneficiary's involvement.

CHAPTER ONE

INTRODUCTION

This chapter presents the introductory part of the study. It attempts to highlight the background of the study, statement of the problem, research questions and objectives, significance of the study, delimitation of the study, limitation of the study and operational definitions of terms used. It then presents summary of the other chapters that make up the thesis report.

1.1. Background of the Study

The main development agenda of the Ethiopian Government is poverty eradication and reach level of middle income economy as of 2020-2023. All the country's development policies and strategies geared towards this and at most effort is exerted by the government and development partners' to attain this end in an integrated manner (MoFED, 2012). All stakeholders in the country have instituted collaborative interventions to meet the stated goal; among the key players in development intervention are nongovernmental organizations, particularly the local ones. So far local nongovernmental organizations are playing critical roles in bringing services closer to beneficiaries.

Majority of the donors channel development assistances through nongovernmental organizations and its amounts have been increased considerably over the last decades, and so has the number of registered nongovernmental organizations. As the reform of development cooperation has gained momentum in the 21st century, there is a new critique of nongovernmental organizations/civic society organizations, particularly, with the impetus of the Paris Declaration of 2005, many have felt that the operations of nongovernmental organizations/civic society organizations should be critically analyzed, bearing in mind the need for local ownership, alignment and harmonization in the support given to civil society (NORAD, 2013).

In accordance with the newly enacted federal charities and societies proclamation 621/2009 an important premise of allowing development partners' to channel development assistances through NGOs/CSOs is the organizations' ability to manage funds efficiently and effectively, and to deliver and document results. In order to meet such expectations, the proclamation demands these organizations have systems for monitoring and evaluation as components of an overall approach to project management.

Local Nongovernmental organizations were supposed to be people-centered and participatory in their approach, and their projects built on partnerships. Yet studies of NGO/CSO performance gave rise to increasing skepticism about their assumed comparative advantages. Fragmented evaluations and progress reports often show that short-term project objectives have been achieved with positive, but often scattered micro-results. Yet, these studies have repeatedly said little beyond the more immediate effects. The literature draws attention to problems relating to monitoring, and evaluation. Efforts to assess accurately the impact of discrete projects have often been hindered by the cumulative effect of a number of common weaknesses, including: lack of clarity concerning the precise objectives of projects and how they might best be assessed; poor or non-existent base-line data; inadequate monitoring and project completion reports; the low priority given to assessment and the related problems of inadequate in-house skills (NORAD, 2013).

Likewise, the size of resources mobilized and total amount of public funds being spent through local nongovernmental organizations in Addis Ababa has grown dramatically, but, given the hundreds of millions of money that have been spent by local nongovernmental organizations over the past decades in the metropolis, due to lack of research in areas of local NGOs executed projects monitoring and evaluation, it is difficult to come to persuasive conclusions about the results of their work and the associated reasons for deviance of achievements.

Therefore, this study intended to determine monitoring and evaluation practices and challenges from the operations and development efforts of currently active local nongovernmental organizations in Addis Ababa.

1.2. Statement of the problem

Working through NGOs/ CSOs is often seen as modality of cooperation that offers opportunities different from state-to-state cooperation, and is a way of addressing poverty that has more immediately visible effects. Similarly local nongovernmental organizations in Addis Ababa mobilized a lot of donors and public resources to implement development interventions including education projects. Yet despite huge resources these local nongovernmental organizations mobilize and spent, except scattered reports from external studies and from reviews and evaluations commissioned by the organizations themselves, there is relatively little known about the monitoring and evaluation practices and related challenges on projects executed by local NGO in the study area.

Whether monitoring and evaluation activities carried out effectively on projects implemented by local nongovernmental organizations in Addis Ababa and scanning its associated challenges and the coping mechanisms adopted is an important research question due to the following basic reasons.

- 1.2.1. For nongovernmental organizations whether international or local, to meet their intended objectives as per the agreement with the government and the community the collection, analysis and dissemination of data relating monitoring and evaluation is an essential part of overall project management.
- 1.2.2. Monitoring and evaluation strengthens organizations own creditability, legitimacy and accountability to the public and communities it work with.
- 1.2.3. To the researcher's knowledge studies' linking practices of monitoring and evaluation of projects executed by local NGOs and its associated challenges not existent in Addis Ababa.

The extent to which a development intervention has contributed to the achievement of desired targets should not only be examined after its completion, it requires continues monitoring during its implementation, in contrary to this Addis Ababa Bureau of Finance and Economic development (2013) report criticize an inadequacy of monitoring practices on development projects implemented by local NGOs operating in the metropolis.

Article 90 of the Charities and Societies Agency Proclamation (Proclamation 621/2009) provides, “Any charity or society shall allocate not less than 70%t of the expenses in the budget year for the implementation of its purposes and an amount not exceeding 30% for its administrative activities”. Administrative cost according to this proclamation include budgets allotted for monitoring and evaluation which in turn urge NGOs to minimize or cut out their M&E costs to keep administrative expenses within the 30% limit.

Studies show that in recent times many local NGOs in the city were unable to solicit sufficient resources for their projects for the reason they are minimizing M&E budget while donors insist them to include M&E budget component in the programs/projects that they fund to ensure accountability, transparency, value for money and lesson learning (TECS, 2013). Federal Charities and Societies Agency has canceled licenses’ of ten local nongovernmental organizations in the 1st half of 2006 E.C due to the fact that these local nongovernmental organizations run their projects with none or loose monitoring and evaluations (ChaSa, 2014).

Article 43.2 of the constitution of federal democratic republic of Ethiopia (proc. 1, 1987) states that citizens have the right to participate in the national development and in particular to be consulted with respect to polices and projects affecting their communities, but contrary to this majority of the local NGOs had target beneficiaries and the community has not been consulted about the projects executed in the city (AABoFED, 2013).

The central argument of this research work is to examine the existing monitoring and evaluation practices and challenges of local NGO supported education projects executed in Addis Ababa.

1.3. Theoretical framework

In development cooperation, current trends define M&E as an integral part of project cycle management. It is concerned with systematically measuring variables and processes over time and its main purpose is:

“to provide ... better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to stakeholders.” (World Bank 2004)

M&E is an important instrument for the management of development projects and employs quantitative and qualitative measurement tools. As such, it contributes to improving the implementation of projects by enabling continuous feedback of their performance, allowing for the identification of problems as they arise. Furthermore, based on the Development Assistance Committee, Evaluation Quality Standards, M&E contributes to the quality of project management by providing information on: *How results (output, outcome, impact) are achieved and by assessing effectiveness, efficiency and relevance of a specific development intervention.* (Fekadu, 2011). Likewise, M&E can help assess how beneficiaries use project inputs and outputs, measure their satisfaction with progress, and identify ways by which project interventions can become sustainable.

Based on these premises, it is important that project managers and teams participate actively in the M&E of their projects for they are permanently on the field, are related to the various stakeholders and have a better idea as to how the project is being implemented. However, since M&E tends to put them on the ‘spot’ for they are the ones in charge of the ‘positive’ outcomes of the project – they might be hesitant and resistant to value and accept the learning objectives of M&E. In that respect, project staff and managers have to be prepared to conduct M&E of the projects by acquiring concepts and skills and by learning to accept it as a knowledge generating and sharing tool.

In M&E literature, many authors emphasize the need for training the team as part of the system adopted. Formal training contributes to ensuring that goals, limitations, pre-conditions, requirements and components of M&E are understood, and allows staff to develop the necessary implementation skills. Some authors argue that all team members should practice M&E in the field in order to assure the appropriate learning of techniques.

However, formal training ‘cannot replace the learning process of project teams, which is necessary to internalize their own participatory approach, experiences demonstrates that knowing concepts and techniques of M&E is necessary, but does not automatically lead to committed practice’ (Samuel J. 2001). It is important then, to establish a stimulating and knowledge generating and sharing environment where staff members and managers reflect, analyze and assume responsibility for the M&E process and its results. Thus, by carrying out M&E, staff members will be able to observe and reflect upon results on the spot, and to plan and act upon them while becoming participatory facilitators. This form of learning contributes to the ability of staff members and managers to handle resistance to M&E in a constructive manner. While implementing M&E, they learn to identify for themselves and with other stakeholders those factors that might have influenced the project. For instance, they have the chance to observe the adverse effects, reflect upon them, and then act accordingly. Likewise, they will be able to observe positive outcomes of the intervention and act upon their enhancement.

Finally, literature reflects that knowledge can be generated and shared by people through the assistance of an external facilitator in terms of his or her ability to provide feedback to participants and bring a balance into their communication rhythms. Therefore, an external facilitator engaged in M&E processes implemented by project staff and managers can, through his or her relative distance to the project, help pinpoint biases, pre-conceptions, limitations and blind spots that emerge throughout the process.

Based on these premises, the following basic research questions guide the study:

1.4. Research Questions

1. How and to what extent are monitoring and evaluations of projects practiced in local NGOs in Addis Ababa?
2. What policy procedures & structures are in place to facilitate monitoring and evaluation of projects implemented by local NGO's in Addis Ababa?
3. What major challenges do local NGO's encountered while monitoring and evaluating their projects?
4. What are the coping mechanisms local NGOs adopt to overcome challenges they face in relation with monitoring and evaluation?

1.5. Objectives of the study

1.5.1. General Objective

The general objective this study was to examine experiences and challenges of Addis Ababa based local nongovernmental organizations in monitoring and evaluating their executed projects.

1.5.2. Specific Objectives

- 1.5.2.1. To assess local NGOs project monitoring & evaluation practices in Addis Ababa.
- 1.5.2.2. Identify challenges local NGO's encountered in the process of monitoring and evaluating projects.
- 1.5.2.3. To determine coping mechanisms local NGOs adapt to overcome challenges related with monitoring& evaluation.
- 1.5.2.4. Provide findings and recommend this study to local NGOs, umbrella organizations and the City government.

1.6. Significance of the study

Given the importance of monitoring and evaluation on projects executed by local nongovernmental organizations to augment their developmental contributions, the question that arises at city level was;

1. Is there enough rooms and organizational capacity to practices effective monitoring and evaluations and
2. What are the practical challenges encountered and remedies' followed by such organizations?

A clear answer to these questions is difficult. This is because of the scarcity of comprehensive researches particularly on local nongovernmental organization executed projects monitoring and evaluation in the metropolis. There are, however, fragmented pieces of reports, which throw some light on the contribution of monitoring and evaluation as discipline in different sectors. This research paper is important for the following reasons:

- ❖ Findings of the study will provided to Donors and umbrella organizations such as CCRDA, CoRHA, BENE to assist them in understanding the monitoring and evaluation aspect of projects implemented by their guarantees' or/and member organizations.
- ❖ Will provide via E- mail to all local NGO's operating in the city to help them understand the existing realities and improve their monitoring and evaluations systems as thereof.
- ❖ It will help umbrella organizations share the existing monitoring and evaluation practices with in their member organizations.
- ❖ It helps to raise awareness of government officials at different level on monitoring and evaluation status of local NGO executed projects in the metropolis.
- ❖ Explain the main changes that local NGOs have made to meet Charities and societies agency's 70/30 threshold and reason out the cost reduction in M&E has made with regard to issues of transparency, accountability and lesson learning.
- ❖ It could be used as a reference by other interested body that may need to conduct similar research.

1.7. Delimitations of the study

Addis Ababa is structured in ten sub cities which totally consist of 287 nongovernmental organizations (224 local and 63 international) signed formal project agreement with Addis Ababa city government Bureau of Finance and Economic Development (AABoFED, 2014).

Though it is valuable to explain the existing monitoring and evaluating practices and all factors that may obstruct the achievements of local nongovernmental organizations supported projects in the city, this study delimited to those randomly select local NGOs' implementing development projects related to education.

1.8. Limitations of the study

Due to resource constraints the research addressed only 56 local nongovernmental organizations whose interventions focus on education. As a result the research finding may not be generalized for all local nongovernmental organizations executing development projects in Addis Ababa.

Some other limitations of the work include lack of research findings specifically on NGO supported projects monitoring and evaluation; Lack of adequate and formally organized available data, frequent change of office by some local nongovernmental organizations; high staff turnover in local NGO's; delay of responses; and problems of measurement and the difficulty to quantify some variables.

1.9. Operational definition of terms

Essential concepts frequently mentioned in this thesis are defined in order to give better understanding to the subject matter. The main terms are:

Civil society organizations: Refers to the arena where citizens come together to pursue common interests through collective actions neither for profit nor for the exercise of political power (TECS, 2013).

Non-governmental organization: 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, political parties, the state and parastatal apparatus (UNECA, 2007).

Local Non-governmental organization: Are those organizations formed under the laws of Ethiopia. This study considers only Ethiopian charities/Ethiopian societies and Ethiopian resident charities/ Ethiopian resident societies as local nongovernmental organizations. Other organizations such as mass based societies, religious organizations, community based organizations, chamber of commerce etc... were excluded because the newly enacted charities and societies law not applied to these organizations (TECS, 2013).

Monitoring: Monitoring is a tool for project managers to use in judging and influencing the progress of implementation, it is a management activity carried at different levels aimed at ensuring that the progress of a project conforms to its plan (EMI, 2014).

Evaluation: A systematical and periodical gathering, analyzing and interpreting of inputs, information on the effects and impacts of development interventions in order that it may be adjusted where and when necessary(EMI,2014)

1.9. Organization of the paper

The study has been organized and presented in five chapters. Chapters I, II and III consist of Introduction, Review of Literature and Research Methodology respectively. The Presentation and Analysis of the data have been presented in Chapter IV while the last chapter (chapter 5) contains the Summary, Conclusions and Recommendations.

CHAPTER TWO

RELATED LITERATURE REVIEW

2.1. Introduction

This chapter presents the related literatures on the study so as to have an insight in to the research topic and briefly expose the readers to some of the major areas of the subject matter under consideration. The chapter is presented under the following sections: Major development problems in Addis Ababa, Responses of local NGOs to Development problems, Monitoring and evaluation practices of projects executed by local NGOs, Challenges local NGOs faced while monitoring and evaluating their projects, Expected standards of excellence in M&E and Coping mechanisms adopted by local NGOs in overcoming the challenges. Each presented below:

2.2. Major development problems in Addis Ababa

Addis Ababa is one of the fastest growing cities in Sub-Saharan Africa. The city's population is increasing from year to year. Due to this circumstance the city is currently facing with varied socio-economic challenges. Some of the challenges include poor infrastructure development, unemployment, and insufficient basic social services (AAULGDP, 2014). There is a severe shortage of housing in Addis Ababa as well; over 44% of housing units are overcrowded and the demand for housing from the city's growing population far outstrips supply (AAHDP, 2013).

To address the aforementioned and other related problems with existing meager financial and material resources, the city government has prioritized the problems and set clear development goals in its revised second half five year's strategic plan for 2006-2007 EFY (AABoFED, 2014). Similarly, in response to these problems and contributes to the city government's priority areas, the number of local NGOs proposing and submitting alternative development projects to Addis Ababa Bureau of Finance and Economic Development has increased from year to year (AABoFED,2014).

2.3. Responses of local NGOs to development problems

2.3.1. Overview of NGOs

Ethiopia was hit with two devastating famines almost in a decade. The first famine occurred in 1973/74 and the second more devastating occurred in 1984/85 causing involuntary mass migration and huge loss of lives and properties. These famines have largely contributed for the influx and emergence of NGOs in Ethiopia (CCRDA, 2009).

The first indigenous organizations that were functioning apparently similar to the present NGOs were traditional self-help groups. Iddir and Equb are the most common indigenous ones that existed for generations' in Ethiopia serving as funeral& saving associations, respectively. These organizations' are today known as community based organizations (Addis Finance, 2011).

In the study period, Ethiopia was hosting about 3,056 re-registered civil society organizations of which 2,650 are local and the remaining 406 are international organizations operating in different parts of the country (ChSa, 2014). Likewise the Addis Ababa city government in the same period host about 700 NGOs of which 224 are local ones that signed formal project operational agreement with the respective bureaus of the city government (AABoFED, 2014).

2.3.2. Code of Conduct and regulatory Framework for NGOs in Ethiopia

A clear indicator of a more sophisticated carriage on the part of the NGO community in Ethiopia is provided by the adoption of the Code of conduct for NGOs at the culmination of a collaborative effort on the part of diverse leaders of the sector. The code is meant as a proactive statement of principles by the sector and serves as a symbol that it is capable of self-regulation, monitoring, and evaluation (Jeffrey, 2007).

The code of conduct for NGOs in Ethiopia was formally adopted in March 1999, when the overwhelming majority of NGOs operating in the country swore to uphold its principles and its formation is considered one of the major achievements for the sector since the onset of the

contemporary era for NGOs in 1991 (Debebe, 2012). The regulatory framework for CSOs/NGOs in Ethiopia is in a state of transformation. The provisions of the 1960 Civil Code and a 1966 Internal Security Act issued by the then Ministry of Interior were used to govern the establishment and operation of the whole range of ‘civil society organizations’. On January 6, 2009, the Charities and Societies Proclamation No. 621/2009 of Ethiopia was enacted and defines two categories of formal CSOs in Ethiopia: Charities and Societies (Debebe, 2010).

Charities are institutions established exclusively for charitable purposes and provide public benefit. Societies, on the other hand, are associations or persons organized on a non-profit making and voluntary basis for the promotion of the rights and interests of their members and to undertake other similar lawful purposes as well as to coordinate with institutions of similar objectives. Charities and Societies are given one of three legal designations, Ethiopian Charities or Societies, Ethiopian Resident Charities or Societies or Foreign Charities, based on where the organization was established, its source of income, composition of membership, and membership residential status (Chasa, 2014).

Ethiopian Charities or Societies are institutions formed under the laws of Ethiopia, whose members are all Ethiopians, generate income from Ethiopia and are wholly controlled by Ethiopians. These organizations may not use foreign funds to cover more than 10% of their operational expenses. Similar institutions that receive more than 10% of their resources from foreign sources or whose members include Ethiopian residents are designated Ethiopian Resident Charities or Societies. Foreign Charities, on the other hand, are those formed under the laws of foreign countries, or whose membership includes foreigners, or foreigners control the organization, or the organization receives funds from foreign sources (Chasa, 2011).

The provisions of the Proclamation are applicable to charities or Societies that operate in more than one regional state or Societies whose members are from more than one regional state; foreign Charities and Ethiopian Resident Charities and Societies even if they operate only in one regional state; and, charities or Societies operating in the City Administration of Addis Ababa or Dire-Dawa. This research identified and target Ethiopian Charities and Ethiopian Resident Charities operating in Addis Ababa as local NGOs.

2.3.3. Local NGOs contributions to development

This section will illustrate local NGOs contributions in the development of Addis Ababa focusing on human capital development (education).

Nongovernmental organizations often respond to development problems via projects and all their activities theoretically bounded by defined time frame, need allocation of scarce resources and have objectives to achieve. Local nongovernmental organizations in Addis Ababa generally undertake multi-sectoral interventions. The most frequent projects executed are human capital development and service delivery (CCRDA, 2009).

Local nongovernmental organizations have been engaged in diverse activities nationwide. According to a survey report by CCRDA (2011) in the period 2004 to 2008, about 9,096,800 people were directly reached, more than 251 schools and 10 public libraries built, 58,000 orphans' supported, and about 887,100 peoples were benefited from education projects of local nongovernmental organizations. Similarly in the period in question, some 88 projects were implemented by local NGOs and about 2.85 million persons benefited from the development interventions in Addis Ababa. Local NGOs create employment opportunities as well, as at December 2009, local NGOs operating in Addis Ababa, had a total of 3,094 employees (CCRDA, 2011)

One important area of NGOs engagement that is often ignored mainly because of the difficulty of putting a monetary value on it is Education (André M, 1991: 116). All the available evidence indicates that over the last decade basic social services such as health, education and water/sanitation have attracted the largest share of investment by the voluntary sector. A study by CCRDA (2011:30) indicates that 37.6% of the local NGOs expenditure in five years (2004-2008) goes to education sector.

Growth and Transformation Plan, the government's current poverty eradication strategy document, recognizes that the NGO sector will have to participate actively & provide considerable resource input if the goals set in the document are to be met (BoFED, 2014).

Findings of a study by Basic Education Network Ethiopia (2010) attest that local NGOs have proved to be worthwhile partners in education sector because they often come up with innovative approaches. This study recommended that local NGOs usually involve at all stages of education activities including program formulation, implementation and monitoring & evaluation.

In addition results of an assessment made by Desalegn. etal, (2008), highlighted potential areas of investment and support that local NGOs provided to education sector including construction, expansion and renovation of school infrastructures; Provision of needed materials; managing schools and Capacity building.

Monitoring and Evaluation is one among key tools help projects meet their intended objectives. The next section discusses in detail what monitoring and evaluation entails.

2.4. Monitoring and Evaluation

The experience of development projects is fraught with problems; their implementation has frequently run into serious difficulties and their results are far from always having met the hopes placed in them (Magen, 1991).

Studying past experience, specialists have become aware that the lack of reliable information on the implementation conditions and results of programmes and projects was often at the heart of repeated problems and failures. Specialists noted that in the absence of appropriate information:

- ❖ Managers can neither detect improper functioning, nor of course take early decisions.
- ❖ Decision-makers can neither analyze the causes of problems, nor choose more appropriate objectives and implementation strategies on the basis of good understanding.

The need to develop and apply practical M&E system is increasingly recognized as an indispensable tool for programme/project management, both to support the implementation and to get feedback for the design of new initiatives (EMI, 2014).

Monitoring and evaluation of development interventions provides government officials, funders, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Monitoring and evaluation is a critical and donor often required means of determining whether or not development assistance programs are achieving their planned targets (USAID, 2012).

Though different scholars made effort to define monitoring and evaluation, yet there is often confusion about what it entails. The next sub section defines the terms monitoring and valuation separately, Explain why we engage in monitoring and evaluation and clarify what both entails.

2.4.1. Monitoring

Project management has the task of establishing sufficient control over a project to ensure that it stays on track to achieve its objectives.

As defined by USAID (2012), Monitoring is an ongoing process that indicates whether desired results are occurring or not. It aims to measure progress toward planned results, usually through preselected indicators.

Magnen(1991:118) defined Monitoring as a system of continuous information for the use of a project manager. In view of monitoring, implementation is seen as a continuous learning process where experience gathered is analyzed and fed back into planning and updated implementation approaches.

Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results (UNDP, 2009, 16).

This research adopts EMI's definition of Monitoring that reads as:

Monitoring is a tool for project managers to use in judging and influencing the progress of implementation, it is a management activity carried at different levels aimed at ensuring that the progress of a project conforms to its plan' (EMI,2014).

This research argues that, the following are among the major items that have to be closely monitored by local nongovernmental organizations while executing their development projects. These are: Physical progress, work plan, resource utilization, and project out puts against the plan. To convene monitoring and evaluation results the most widely used means of communication employed in projects are reports, meetings, and site visits (EMI, 2014).

2.4.2. Evaluation

As of monitoring, evaluation is defined differently by different scholars. This subsection illustrates some:

The Management agency, for ESAP II (2013) defines Evaluations as the systematic and objective assessment of ongoing or completed interventions, covering the design, implementation and results.

UNDP (2009) define evaluation as a selective exercise attempts to systematically and objectively assess progresses toward achievement of outcome, meaning evaluation is not a one-time event, but an exercise involving assessments of differing scope and depth carried out at several points in time in response to evolving needs for evaluative knowledge and learning during the effort to achieve an outcome. Evaluation ensures assessment of the projects and their variables in terms of their: relevance to expected outcomes, effectiveness in dealing with identified problems, efficiency of the use of resources, impact of the project outcome, and sustainability.

Evaluation in this research is defined contextually as:

A systematical and periodical gathering, analyzing and interpreting of inputs, information on the effects and impacts of development interventions in order that it may be adjusted where and when necessary.

Evaluation can broadly be seen in two ways: - In periods of evaluation and persons conducting the evaluation.

In terms of the periods of evaluation four types of evaluation are commonly distinguished: Ex-ante evaluation, mid-term evaluation, terminal evaluation and ex-post evaluation, details of each presented below:

- 1. Ex-ante evaluation (Start-up evaluation):** A form of evaluation conducted prior to start up of implementation of a project/program. It is carried out in order to determine the needs and potentials of the target group and its environment, and to assess the feasibility, potential effects and impacts of the proposed programme/project. At a later stage the effects and impacts of the programme/ project can be compared with this base line data (EMI, 2014).
- 2. Mid-term evaluation:** This type of evaluation takes place while the implementation of the planned project is on-progress. Such evaluations are conducted relatively early in the mid-way of the project life and are usually external assessments. What distinguishes it from terminal and ex-post evaluations is that correction to the current project still can be made on the basis of findings and recommendations (EMI, 2014).
- 3. Terminal/Summative evaluation:** It is conducted when the funding for the intervention or the whole project activity comes to an end. But this may not mean that the services and inputs being supplied by the programme/project terminate. In the terminal evaluation, in addition to the existing records, documents and outputs, an inquiry should be made for secondary data that are relevant for comparison. Recommendations from terminal evaluation are primarily directed to improve the planning and design of future projects.
- 4. Ex-post /Impact evaluation:** It is designed as in-depth studies of the sustainable impact of a programme/project that has been already executed. It is carried some time (in most cases 3-5 years) after the programme/project activity has been terminated in order to determine its impact on the target group and the local area. However, it is rarely done due to lack of willingness to fund from the financiers of the program/project.

On the other hand based on persons evaluating, scholars classified evaluation into two: internal and external.

1. Internal evaluation:

It is performed by persons who have a direct role in the programme/project. On-going or formative evaluation can be done by the management team or persons assigned from the implementing agency. Majority of local nongovernmental organizations engaged in this type of evaluation because it cuts expenses.

2. External evaluation:

The type of evaluation carried out by persons from outside the programme/project. Terminal and ex-post evaluations often conducted by external evaluators. In most cases in local NGOs evaluation is conducted by the funding agencies. Donors often prefer external evaluators because it is believed that they can bring a range of expertise and experience that might not be available within the organization, and they may have more independence and credibility than an internal evaluator.

In general monitoring and evaluation is a management tool that helps to judge if work was going on in the right direction, whether progress and success could be claimed, and how future efforts might be improved. It assists organizations to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, re-orientation and planning (UNDAF, 2011, 58).

With regard to purposes of M&E, The Ethiopian management institute summarized the multiple purposes of M&E as:

Monitoring and Evaluation used to forecast performance, gather information for early warning, identify lessons, asses beneficiaries, asses output/results, track progress, check schedule, asses project activities, asses objectives, enhance team work, mobilize stakeholders, plan program improvement, practice benchmarking, ensure accountability, and ensure quality management(EMI, 2014).

2.5. Disparities & complementary features of monitoring & evaluation

Although monitoring and evaluation are essential component of development intervention usually described as one and the same functions, the two have major differences.

Monitoring as depicted in table 2.1, is a basic part of project management objectively focus on determining efficiency so as to facilitate an early adjustment, is a continues feedback system, involve tracking of inputs, process, output and work plan, whose result primarily used by project implementers.

Evaluation on the other hand objectively focuses on assessing impact, carried out periodically, and its result usually is used by donors and other stakeholders in future program/project design.

Table 2.1 Major disparities of monitoring and evaluation.

	Monitoring	Evaluation
Objectives	To determine the efficiency. To facilitate an early adjustment	To determine whether objectives set were realistic or not and assess impacts of project activities
Frequency	Continuous	Periodical
Focus	Inputs, process, output & work plan	Relevance or impact and cost-effectiveness
Primary users	Mainly project implementers	External such as donors, Government
Type of data	Primarily quantitative	Primarily qualitative
Actors	Internal	Internal/external
Analysis	Simple	In-depth & Comparative

Source: - USAID/Ethiopia, Performance Monitoring Workshop Handout, March 1997.

Though monitoring and evaluation as illustrated on table 2.1 are two separate activities they have complementary function in development programs/projects. EMI (2014) classifies the common features which highlight the relationship and complimentary between the two as follows:

1. Both monitoring and evaluation employ similar data collection and analysis system
2. Indicators for monitoring could be included in the range of information required for evaluation.

After highlighting Disparities & complementary features of monitoring and evaluation it is imperative to show need of considering monitoring and evaluation in planning.

2.6. The need for monitoring & evaluation in project management

Whenever development plans are updated as per the evolving context, it is necessary to document the rationale for such changes. Monitoring and evaluation is important as it provides evidence to base such changes through informed management decisions (UNDP, 2009: 82).

In development interventions, current trends employ monitoring and evaluation as an integral part of project management. But contrary to this some development partners' while planning pay little or no attention for it (World Bank, 2004). Monitoring and evaluation plan, as an integral part of the overall project plan, depending on the size of the project, could include: - responsible parties for M&E, issues to monitor & evaluate, and methods employed, resources and plan for dissemination of findings (MA, 2013).

For all organization, either governmental or nongovernmental having a clearly defined monitoring and evaluation plan prior to execution helps to ensure resource allocation, scheduling, determine M&E staff roles and responsibility, identify information sharing tools, identify salient stakeholders, decide data collection tools, forecast possible M&E related challenge and set coping mechanisms in advance.

2.7. Approaches of monitoring and evaluation

Apart from describing purpose of monitoring and Evaluation and need of incorporating it while designing a project, it is imperative to consider the prevailing M&E approaches available for project management. There are two types of approaches to monitoring and Evaluation: Traditional approach and participatory approach.

2.8.1. Traditional Approach

The traditional approach to monitoring and Evaluation according to the World Bank (2004) is an approach to monitoring and evaluation where by specially trained experts involve. This approach is criticized by planners by the fact that it understates the central idea that projects belongs to beneficiaries.

2.8.2. Participatory Approach

Sustainability of any project ultimately depends on how much concerned beneficiaries and stakeholders are able to monitor and evaluate the process and performance of any interventions carried out. Because it is accepted that projects belong to targeted beneficiaries.

Jerry & Anne (2008) define participatory M & E as a process in which primary and other stakeholders collaborate and take an active part in assessing and evaluating the performance and achievement of a project or an intervention. In this approach, ideally all the stakeholders are involved in identifying the project, setting objectives, and identification of indicators that will be used in monitoring and evaluation. Participation could be enhanced if Monitoring and Evaluation systems are simple and easy for application by the stakeholders. Thus, during project formulation stage organizations need to give adequate attention to design simple and locally applied systems and tools.

2.9. Designing monitoring & evaluation systems

Monitoring and evaluation system is the primary document to guide the design of the monitoring system in terms of the detailed tasks and resources that need to be controlled in order for the project to achieve its time, cost, and performance goals.

Samuel J. et.al (2001) define monitoring and evaluation system as an action plan that identifies what is being done, when, and the planned level of resource usage for each task and sub task in the project. Setting up monitoring and evaluation system is an important management tool because it helps in providing insights in achievement and lessons learned on what works and what does not.

The main elements of an M&E system, according to VNG international are: logical framework, instructions for data collection, timeframes and frequency of data collection, Reporting system as well as the responsible persons for data collection. The common errors in setting up monitoring systems are monitoring easy measures instead of relevant measures, monitoring activity in place of results, monitoring inputs as surrogates for outputs, and monitoring measures that don't change from one period to the next.

2.10. Establishing log frame

According to the document by the world conservation (2000) broadly there are three main approaches to project monitoring and Evaluation in use by major donor agencies, these are:

1. The logical framework approach which is the most common and widely used.
2. The German ZOPP, a close derivative of LFA.
3. Results Based Management, which has become the favored model of the Canadians and Americans in recent years.

However, while there are certainly differences between the approaches, the underlying principles of project monitoring and evaluation each trying to promote are remarkably similar. This sub section illustrates the log frame, its establishments and its drawbacks in guiding monitoring and evaluation systems.

The Ethiopian Management Institute (2014:85) define logical frame work as a 4 by 4 matrix that shows the relationship of inputs, processes, outputs, outcomes and goals of the project plus underlying assumptions.

The logical framework approach has evolved from the 1960's as methodologies for improving the systematic planning of development projects. Over time, they have evolved from simply a framework for structuring project objectives to more sophisticated, process orientated, approaches for involving stakeholders in project design and management (WC, 2000).

Despite a requirement by donor community to pay attention to log frame, majority of local nongovernmental organizations in Ethiopia, usually fail to use log frame because of lack of expertise (Samuel T. 2010).

In establishing log frame though the terms used vary between organizations, the basic four by four matrixes is a common pattern (EMI, 2014). Table 2.2 shows the structure of the logical framework used by DFIED.

Table 2.2: A logical framework matrix

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
Goal	Impact indicators	Survey	
Purpose	Outcome indicators	Survey/Reports	Goal - out come
Outputs	Output indicators	Project reports	Out put-out come
Activities	Activity/process indicators	Project reports	Activity – out put

Source: - Adopted from EMI (2014)

As shown on table 2.2 the vertical logic clarifies the causal relationships between the different levels of objectives, and specifies the important assumptions and uncertainties beyond the activity manager’s control. The horizontal logic defines how the activity objectives specified in columns of the log frame will be measured and the means by which the measurement will be verified.

Though logical frame work approach has become widely accepted as useful tools for project planning, Monitoring and Evaluation, however, it does have weaknesses that include: Focus too much on problems rather than opportunities and vision; If used too rigidly lead people into a ‘blueprint’ approach; Limited attention to problems of uncertainty where learning and an adaptive approach to project design and management is required; and Key elements of analytical process skipped. Despite these limitations and provided due attention given to participation of stakeholders & is not used rigidly the logical frame work approach remains a very valuable tool for project monitoring and evaluation.

On the process of setting log frame, once the objectives of a project established, for monitoring and evaluation what often makes confusion particularly with less experienced local nongovernmental organizations is identification and application of appropriate indicators: the key tools that enable managers to track progress, demonstrate results and take corrective actions to improve project/program performance (EMI, 2014).

2.11. Methods of M&E Data Collection

The core of monitoring and Evaluation, in general, comprises data gathering and analysis and so as to gather data properly one need to employ appropriate methods.

Addis Ababa University (2009:17) defines Methods as the range of approaches used in research to gather data which are to be used as a basis for inference and interpretation, for explanation and prediction.

There are many kinds of methods to gather monitoring and evaluation data. Some are used to monitor & evaluate the progress of the project targets; some help to asses project/program structure and organization and others serve to assess the effects of the program activities on people.

Depending on the type of data in need two major categories of methods can be employed: Qualitative& quantitative. Each of the methods discussed below:

1. Qualitative Methods

Projects do not only consist of factors that can be counted and/ or measured. They also consist of factors that are hard to count or measure. Qualitative factors are important because they help to explain the why questions of projects. Some of the tools categorized under qualitative methods include Focus group discussion, in-depth interviews and participant observation each holding merits and demerits.

Local nongovernmental organizations can apply all the above mentioned methods to collect data on perceived effectiveness of an intervention.

2. Quantitative Methods

Quantitative methods concerned with the measurements of attitudes, behaviors' and perceptions and include interviewing methods such as telephone, intercept and door-to-door interviews as well as self completion methods such as mail outs and online surveys (AAU, 2009:95).

Local NGOs for acquisition of quantitative monitoring and evaluation data often employ the following three methods (Samuel, 2010). These are:

1. Material distribution registry books: - These are records of materials that were distributed during implementation of the project. It is applicable in local NGOs project monitoring and evaluation process in order to track the distribution of material inputs and valuing how inputs were distributed.

2. Service recording: - This method entails recording attendance of participants in project activities, for instance health service beneficiaries, awareness creation campaign participants etc... It helps to determine how many beneficiaries have reached by the services of the project.

3. Questioners: - This method is very handy in determining the perceptions of the project stakeholders about the implementation and can be used in monitoring and evaluating progress and impacts of the project.

Addis Ababa University (2009) defines a questioner as a formal set of statements designed to gather information from respondents.

Monitoring and evaluation data collection methods could generate better results if they are simple, clear, short and focused. Hence appropriate methods have to be identified and used based on the extent and the type of information expected.

The next sub section highlights importance of policy back up to undertake project monitoring and evaluation.

2.12. Policy guidelines for conducting monitoring and evaluation

As it is not likely to be a spontaneous uptake by individuals or institutions simply because it has a rational and persuasive appeal, understanding the existing prevailing policy situation is essential to carry out monitoring and evaluation (Rachel H., et al., 2013).

This sub section illustrates policy issues that support initiation, formation, operation and regulation of nongovernmental organizations and their supported projects in light of monitoring and Evaluation.

Over the last decades NGOs, networks and platforms have increasingly been recognized as important actors in development and their rights enshrined in international declarations. Among the recent international efforts to create an enabling environment for NGOs include a resolution supported unanimously and approved by many states was that of the UN Human rights council on freedom of peaceful assembly and association passed in September 2010 (TECS, 2013).

In line with this international recognition of the roles of NGOs, Ethiopia has set clear legislative and constitutional frameworks for the sector. Thus analyzing pros and cons in 2009 the government has established Federal Charities and Societies Agency and enacted Proclamation 621/2009 under the logic of decreasing dependency on foreign funds and ensuring NGOs accountability. The Proclamation specifies that no more than 30% of the project budget should be used for administration, the major project component where monitoring and evaluation budget belongs (ChaSa, 2011). The impact of such assertion is that M&E gets reinforced at different levels and becomes accepted as a politically, administratively and socially acceptable approach to promote.

Carrying out appropriate monitoring and evaluation is a key requirement set by the city government. But Addis Ababa Finance and Economic Development Bureau, and the relevant government offices were reported that they were challenged by poor performance of nongovernmental organization projects in monitoring and evaluation. In relation to this in the first half of 2006 EFY only, the Federal charities and society's agency in collaboration with the bureau had obliged to cease licenses' of seven nongovernmental organizations (Chasa, 2014).

2.13. Challenges of Local NGOs in monitoring and evaluation

The challenges that local NGOs encountered related to M&E categorized into two broad parts; external and internal.

1. External Challenges

Although there are various external challenges that local NGOs face today. The major ones include:

❖ Government Attitude

The governance system in the past regimes, both the Imperial and the Derge, gave little space for the establishment of a strong and a vibrant civil society in Ethiopia (Desalegn, 2008). According to the recent charities and societies proclamation (621/2009:57), except those authorized actors such as mass based organizations, all other NGOs are not allowed to execute projects related to right of people and advocacy, meaning the government fail to entertain all NGOs equally. Due to this proclamation and the associated guidelines local nongovernmental organizations while monitoring and evaluating projects they are overlooked by government representatives and the beneficiaries in fear of interference (TECS, 2013).

❖ Bureaucracy

The recently enacted charities and societies agency guideline sometimes create ambiguity among government officials and professionals particularly with budget components allotted to administration, for instance though article 14 of the guideline define administrative cost as those costs incurred for emoluments, allowances, benefits, purchasing goods and services, traveling and entertainments necessary for the administrative activities of a charity or society, it fails to noticeably state the budget line for monitoring and evaluation (TECS, 2013).

It is possible to mention more similar challenges in addition to the aforementioned ones but for this study what is worth mentioning, is that the external constraints particularly those impact in monitoring and evaluation are the major bottlenecks that remain the most difficult to overcome at present.

2. Internal Challenges

Internal challenges refer to limitation in the resource and managerial capacity within the local NGOs themselves. These include:

2.1. Limitations of M&E capacity

A significant capacity limitation particularly in human resource and budget constraints are the prominent features of local NGOs. Coz of such capacity limitations local NGOs often fail to set clear objectives, conduct baseline survey, set compatible data collection tools and are in line with policy/legal frameworks (MA, 2013).

Local NGOs due to their minimal salary scale unable to recruit skilled personnel's. Because of poor salary structure high staff turnover prevails in local nongovernmental organizations as well.

2.2. Undefined M&E staff roles& responsibilities

The role of M&E staff varies at different organizations, but typically designing projects, analyzing problems, developing log frames, indicator tracking tables, and evaluation frameworks, managing valuations, utilizing evaluations, rolling up indicators, and conducting operations research (ULGDP, 2009).

Local NGOs often lack well-defined roles for M&E both at head office and project offices. Coz of this Staffs frequently lack clarity regarding their M&E responsibilities. It leads to confusion about “who, what, when and why questions of staff roles and responsibilities (action aid, 2009).

2.3. Loose M&E planning

Local nongovernmental organizations often cut out M&E during the planning process because donors less likely take an interest in and commit to M&E activities (MLYAM, 2011). Failure to plan M&E activities at the beginning of a project may result in loss of data that staff cannot make up at a later stage.

2.4. Insufficient stakeholders' involvement

Neglecting pertinent stakeholders in monitoring and evaluations could lead to a low degree of ownership of findings and reduces the likelihood that project implementers will incorporate findings in decision-making processes. It also can lead to lack of collaboration, or even the development of an adversarial relationship, among beneficiaries, Monitoring and Evaluation experts, the government, donors, stakeholders and implementers (EMI, 2014).

2.5. Infrequent Monitoring and Evaluation

Local NGOs expected to regularly conduct monitoring and evaluations focused on inputs, progress, outputs, and changes, but due to lack of expertise and budget rarely engage in such activities as per the requirement by donors and Governments. NGOs need to monitor physical progresses at least quarterly and financial progresses monthly.

2.6. Insufficient budget for M&E

So as to achieve their intended objective local nongovernmental organizations need to allocate adequate budget for M&E. but donors contrary to this while appraising and approving local nongovernmental budgets cut out the monitoring and evaluation component of the budget so as to attain the 70/30 threshold of proclamation 621/2009 (TECS, 2013). Therefore local nongovernmental organizations forced either to quit their services or produce fake monitoring and Evaluation reports.

2.7. Irregularity of reporting formats

Monitoring and evaluation reports are tools through which we know what happened or what we got from project/program activities. While monitoring report mainly focuses on what goes in to a project, evaluation report deals with what we got out from the interventions (EMI, 2014:97).

Though it is apparent good M&E reports need to be well planned, systematic and presented in simple, clear and logical manner, local NGOs usually struggle to adopt reporting formats to their context. What mostly challenge local nongovernmental organizations especially small NGOs is the fact that donors and the government frequently change monitoring and evaluation reporting (WB, 2004).

2.8. Low level of data analysis

Monitoring and evaluation practice of development partners in developing countries including Ethiopia often focuses heavily on data collection while neglecting putting appropriate system for data analysis, interpretation and meaning (WB, 2004).

In Ethiopian context as of all other development actors a large majority of nongovernmental organizations often pay attention to collect a dump of data so as to fulfill donor requirements, but do not have a strategy as well as capacity to analyze and use the collected data meaning fully (CRDA, 2009).

2.17. Expected standards of excellence in M&E by Local NGOs

This sub section seeks to highlight standards of excellence on monitoring and evaluation practices and approaches of local NGOs. Nongovernmental organizations so as to ensure downward and upward accountability, theoretically expected to practice locally adoptive monitoring and evaluation practices and approaches. Some of the standards of excellences highlighted below:

1. Carryout need assessment for all projects

Need Assessment is a way to investigate complicated situations in which issues are not yet well defined and where there is not sufficient time or other resources for long-term, traditional qualitative research. It gives a picture of the situation before the inception of the project, and results can then be compared with a follow-up assessment towards the end of the project, in order to understand the effects that the program has had on the target population. It is a key requirement by government, donors, and the community at large and hence local NGOs prior to projects execution need to carry out need assessment (MA, 2013).

2. Defined work structure

Local NGOs as clearly defined on charities and societies proclamation need to have board of directors which comprises five to nine members depending on contexts. The function of the board of directors is to give general guidance on over all activities of the NGO, reviews annual budgets and programs, new project proposals, annual progress reports, external evaluation reports, and audit reports.

Local NGOs should also have an administrative council as a policy making body composed of the Executive director, the manager, and department heads major decisions need to be passed by this body. Local NGOs need to have well defined written staff roles including M&E staff as well (ChaSa, 2011).

3. Allocate resource for monitoring & evaluation

Providing sufficient time and resources for M&E activities in the beginning stages of project design can make M&E more effective, more efficient, and more useful. Among the key components of resources need allotted for monitoring and evaluation is financial resource. Some organizations such as Family health international (2007), recommend for monitoring and evaluation budget to be about 5% to 10% of the total budget. Charities and society's agency and donors expected that local NGOs in all their projects allot sufficient resource including budget, logistics, time, personnel's early in project planning (ChaSa, 2012).

4. Job evaluation and capacity building schemes

Job evaluation as a key tool in reward management provides the basis for achieving equitable pay and is an essential means of dealing with equal pay- for work of equal value issues.

Michael (2007) defines job evaluation as a systematic process for defining the relative worth or size of jobs within an organization in order to establish internal relativities. Local NGOs so as to smoothly execute their projects need to have Job evaluation and capacity building schemes. As charities and societies agency and AABoFEDs requirements local NGOs expected to have schemes to at least bi-annually asses' capacity gap of staffs and have a plan to fill gaps if any.

5. Methods of data acquisition & frequency

As there are many kinds of methods to gather Monitoring and evaluation data, local NGOs expected to adopt some depending on contexts. With respect to M&E frequency so as to review work progress of projects and departments, local NGO boards need to meet at least quarterly and the management expected to meet every month for team inspection of ongoing projects which helps to take timely corrective action when the need arises and ensure there effective implementation(Chasa,2014).

6. Stakeholders involvement

Participatory approach to monitoring and evaluation is viewed as an empowerment tool particularly for the beneficiaries. It gives them a sense of ownership and contributes to sustainability (MA, 2014). Local NGOs expected by the city government to actively involve all stakeholders including beneficiary representatives, Because of their direct participation in the affairs of the projects destined to meet their needs, the beneficiaries have the opportunity to contribute to the success and sustainability of the projects.

7. Documentation and information sharing

Lessons learned from the implementation including what went right and what went wrong and why should be documented as lesson for incorporation in to the subsequent projects and shared with other actors and stakeholders. Local NGOs with an objective to identify opportunities for improvement of existing projects and incorporation in future projects need to facilitate compilation of lessons learned and information sharing (chasa,2014).

8. Culture of disseminating M&E findings

Monitoring and Evaluation findings unless communicated with Beneficiaries', stakeholders and the community at large by way of either formal or informal reporting fail to improve project implementation and leads organization repeat the same mistakes they made on other projects(EMI,2014).

According to a requirement by Addis Ababa Finance and economic development bureau NGOs support desk, local NGOs depending on the type of monitoring and evaluation findings need to disseminate monitoring and evaluation same to donors, beneficiaries, government bodies and other stake holders. For instance, all NGOs(local and international) executing projects in geographic territory of Addis Ababa city government, used to have consultative meetings via NGO-GO forums at least quarterly at sub city levels and bi-annually at the city level (AABoFED, 2014).

CHAPTER THREE

THE RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research design and methodology of the study. It is presented under the following sections namely: Description of the study area, define the research design and highlight the method employed, the population, sample, data collection and analysis methods.

3.1. Description of the Study Area

The study was carried out in Addis Ababa, the biggest city in the country having total physical land area of 526.99 km² and population size of about 3,103,999(CSA, 2013 estimate). Located at the central Ethiopian highlands, currently, is serving as a seat for the Federal Government, African Union and various national and international organizations and as the primate city is characterized by concentration of economic, social and related facilities. Addis Ababa is an autonomous chartered city comprising 10 Sub cities namely, Addis Ketema, Akaki-Kality, Arada, Bole, Gulele, Kirkos, Kolfe-Keranio, Lideta, Nifasilk Lafto, and Yeka sub-cities and 116 Woredas(AA year book, 2014).

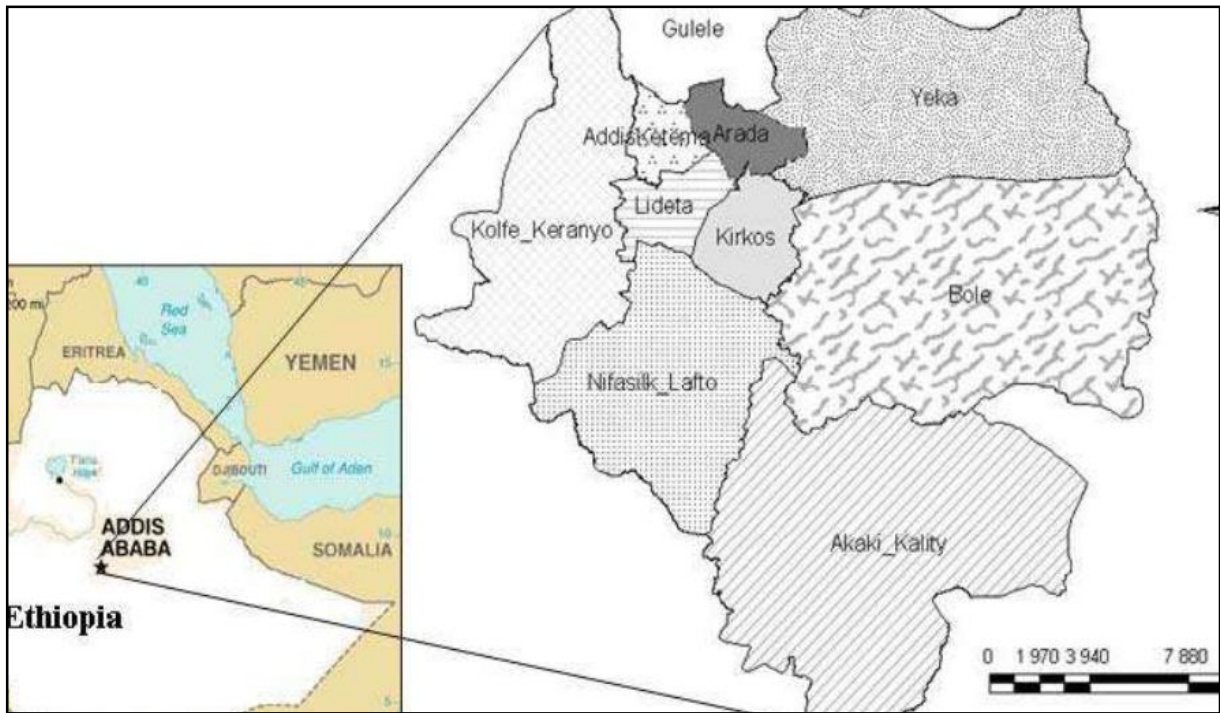


Figure 3.1: Administrative map of Addis Ababa

Source: Adopted from soft copy of Addis Ababa City Year Book, 2014.

3.2. The Research Design and Method

Generally, there are two main categories of research design: observational and experimental. While in the case of observational study, the researcher stand apart from events taking place in the study and simply observe and record, in case of experimental the researcher introduce an intervention and observe the events which take place in the study(AAU,2009)

Comparing the cons and pros of other methods, the researcher employed an observational study design, because this design is handy to carry out small scale study of relatively short duration, which is carried out when little is known about a problem (AAU, 2009).

With regard to methods though there are different methods under the umbrella of observational design, this research employed descriptive survey method because the aim of the study was to describe the existing practices and the associated challenges of monitoring and evaluation in local nongovernmental organizations executed projects.

3.3. The Population

Addis Ababa belongs to the major regions in the country reported to have a high concentration of nongovernmental organizations following Oromiya National Regional state (Rahimto, 2008).

The total population of local nongovernmental organizations in the study period signed appropriate project agreement and were operational in Addis Ababa as extracted from a report produced by NGO support desk of Addis Ababa Bureau of Finance and Economic Development was 224 (AABoFED,2014).

3.4. Sample Size Determination

Since no comprehensive study has been conducted in area of monitoring and evaluation with regard to local NGOs, the previous practices and challenges of monitoring and evaluation of projects executed by local NGOs is not known in the study area.

Hence 50% local NGOs which have operational agreement with AABoFED were taken to obtain sufficiently large sample size and 5% added to compensate for non response and with level of confidence interval 95% (possible error 5%).

$$n = z^2 p (1-P) / e^2$$

n= the sample size

p=0.5 (in the absence of similar previous study& to achieve the maximum possible sample size)

Z²= Number of standard errors units which is found from the normal probability table to correspond to be 1.96

e²= Margin of error or limit of accuracy tolerated = 8%

$$n = p (1-p) Z^2 / e^2$$

n = 0.5 (1-0.5) (1.96) / (0.08)² + 5% = 76.56 + 5% of the total population (224 local NGOs)

Considering a 5% non-response rate, the sample size is 88.

The organizations identified and defined as local NGOs' were selected from existing NGO directories of AABoFED, BEN-E, CCRDA and CoRHA. The criteria used for selection were:

1. Registration and legal certificate from Charities and Societies agency
2. Working with more than one beneficiary group in Addis Ababa;
3. Have operational office with full time program and full time employees

These criteria filtered out unregistered local NGOs with limited experience or part-time staff. Local NGOs with head offices in the city that worked exclusively with areas outside the geographic territory of Addis Ababa were excluded; as were NGO networks, consortiums and umbrella bodies. Subject local NGOs were further selected using simple random sampling techniques from each cluster of umbrellas. The research employed simple random sampling technique to get representative local NGOs from each umbrella organization.

3.5. Sample Size

At the time the field research was conducted the total number of local NGOs signed project agreement with Addis Ababa bureau of finance and economic development was 224. Of the total population 88 samples were selected randomly. Table: 3.1 show the details.

Table 3.1: Summary of Sample Population and the Sampling Technique

NO	UMBRELLA ORGANIZATION	POPULATION	SAMPLE SIZE	SAMPLING TECHNIQUE
1	CCRDA	94	37	Simple Random sampling
2	BEN_E	63	24	Simple Random sampling
3	CoRHA	41	16	Simple Random sampling
4	Multiple Membership	26	11	Simple Random sampling
	TOTAL	224	88	

Source: Population: Adopted from registries' of BoFED and respective umbrellas.

Sample size: Derived statistically

For acquisition of quantitative data six local NGO directors was selected based on availability sampling. Accordingly three directors approached from local NGOs worked in the sector for more than 20 years and the remaining three directors selected from those local NGOs in service from 5 to 19 years. In other words from each umbrella organizations listed in table 3.1 two directors identified based on their respective organizations service in the sector.

3.6. Data Collection Instruments

Both primary and secondary data have been generated in this study towards the achievement of intended objectives. The primary data collected using both quantitative and qualitative methods. Specifically questioners, semi-structured interviews and document analysis were employed as instruments of data collection.

3.6.1. **Questionnaire:** Quantitative data were collected using a structured questionnaire, which was hand delivered to each of the subject local NGOs designed specifically for the study. The survey questionnaire contained both open-and close-ended questions (Appendix I) which were used to collect data and information addressing all the research objectives.

The questionnaire was pre-tested in order to evaluate the compatibility of the questionnaire with the objective of the study and modifications were made based on the lesson gained. The questionnaire covered different topics to capture relevant information about the Back ground information of participating local NGOs, over all Monitoring and Evaluation Systems, M&E practices in past five years, the challenges they face in past five years and the coping mechanisms they adopted. Five enumerators' were trained and deployed in filling the questioners.

3.6.2. **Semi Structured Interview:** for collecting the qualitative data, semi- structured questionnaire were prepared (Appendix II). Directors of six local NGOs were interviewed focusing on type of M&E undertaken by their NGOs, major M&E achievements, methods and the extent of M&E employed, constraints and challenges in project M&E.

3.6.3. **Document Review:** so as to get full picture of the issue an in-depth review of related documents were made. Scholarly published literatures; journals, books, series papers, thesis, and different reports were examined.

3.7. Pilot Test

Piloting has paramount importance for setting out the difficult, vague and ambitious items and concepts. Before the administration of questionnaire to the actual subjects, pilot test was conducted by the researcher himself to check whether the prepared questioner can generate the desired information (Validity) and to judge its internal consistency (relevance). To this in effect 11 copies of designed questioners were hand delivered to executive 11 local NGOs.

The result of the pilot test shows that the reliability alphas for overall M&E system, local NGOs M&E practice in past five years, and the challenges local NGOs faced while carrying out M&E were 0.84, 0.78, and 0.73 respectively. All alphas fail in acceptable range, because an acceptable range of reliability coefficient for most instruments according to scholars in the field of statistics is 0.70 to 0.90. The validity of the questioner was checked by the thesis advisor and colleagues from local nongovernmental organizations. All comments incorporated and modifications were made before actual implementation of the tools.

3.8. Methods of Data Analysis

Quantitative data were entered and processed using the Statistical Package for Social Science Version 20. The responses were filtered & edited before analysis. Descriptive statistics used to analyze data leading to the identification of technical information. The quantitative data is presented in frequency and percentage distribution tables.

The qualitative data after being collected were edited and organized based on the need the research required. There was a systematic and intensive data analysis phrase by phrase of field notes for semi structured interviews to identify common themes that ran through the research.

3.9. 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 gives a particular consideration to ethical principles developed by this and other scholars, particularly regarding ensuring informing consent and developing confidentiality, maintaining anonymity and other related ethical issues. For instance, all the research participants through interview were coded like Sp1, Sp2 and Sp3 so as to protect their identity.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRITATION OF DATA

In this part of the study, data gathered from different sources were presented, analysis and interpreted. Respondents profile in terms of (major areas of intervention, geographic area and affiliation to umbrella body), Monitoring and evaluation systems, Local nongovernmental organizations past five years monitoring and evaluation practices, Challenges and adopted coping mechanisms was discussed in detail.

4.1. Characteristics of Respondents

Understanding profile of the sample respondents is necessary for the overall discussion of detail research activities. In order to understand their background subjects were requested to answer questions pertaining to their major areas of intervention, year in service, affiliation to any umbrella body, legal back ground, Geographic areas of operation, number and type of staffs, funding history etc.

Questioners were hand delivered to 88 local nongovernmental organizations whose addresses collected from registration books of AABoFED, CCRDA, BEN-E and CoRHA. It is central that a survey must have a good response rate in order to produce accurate and useful results, hence so as to increase the response rate to an acceptable level recurrent revisits were made to offices of respondent local nongovernmental organizations to persuade them to participate in the study.

Accordingly of the 88 research subject local nongovernmental organizations that were targeted for this study 56 (66%) completed and returned the questioner. Though acceptable response rates vary by how the survey is administered, Jack E. (2014) argues that the response rates approximating 60% for most research should be the goal of researchers. The response rate of this study is higher than the average rate of academic surveys' done among organizations. Hence it is an acceptable response rate.

To highlight their back ground respondents were profiled using their Major areas of intervention, Geographic areas of operation and in terms of their affiliation to umbrella organizations in carrying out their projects. Each explained below:

4.1.1. Characteristics of Respondents in terms of their major areas of interventions

Respondent local nongovernmental organizations were asked about their projects major areas of development intervention. Figure 4.1 illustrate the findings:

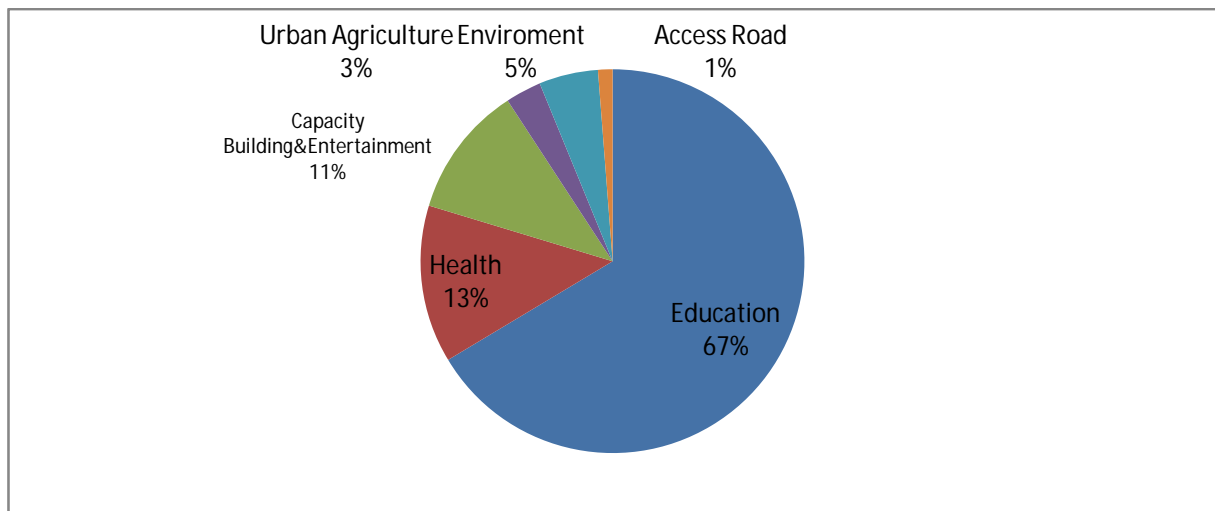


Figure 4.1. Respondent NGOs profile in terms of major areas of intervention

Source: field data

Figure 4.1, shows that majority of the respondents were involved in multi sectoral activities. While 91 % of the respondent NGOs reported their projects had involved in more than three different thematic areas namely education, Health and capacity building, 80% of the respondents NGOs were involved in at least two intervention areas. It further shows that of the total respondent's bulk i.e. 67% were objectively worked on education only. To explain the benefit of multi-sectoral interventions to respondent NGOs one local NGO director has claimed that:

The single sectoral approach does not work in an urban setting such as Addis Ababa. If you take a small geographical area and engage in multi-sectoral activities, you can start to develop a clear model for interaction. If you start in one sector, you often see that the cause of the problem exists in another sector. The beneficiaries and stakeholders know this and they come and ask us to address it (May 6, 2014).

4.1.2. Characteristics of respondents in terms of their geographic areas of operation

In addition to their major areas of interventions to get insight on the major concentration of local nongovernmental organizations in the city respondents were profiled using their geographic areas of operation. Table 4.1 shows the profile of the respondent's in terms of their geographic areas of operation, the geographic area in this respect used to delineate sub cities where the NGOs operate rather than merely indicating their head offices.

Table 4.1 Profile of respondent's in terms of operational area (spatial)

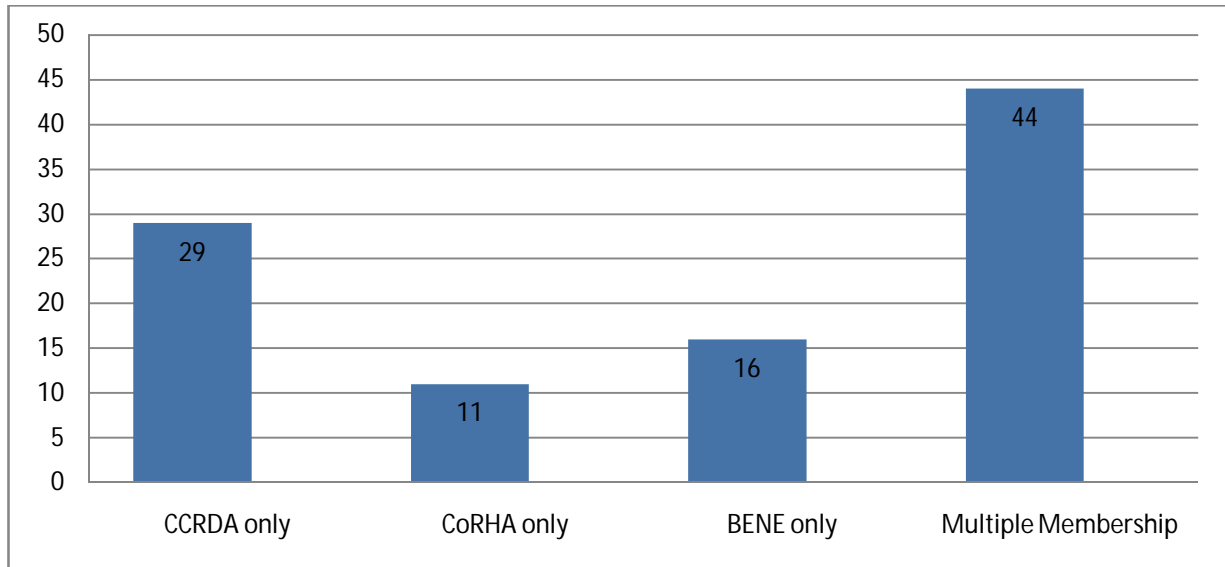
Geographic areas of operation (sub-cities)	Frequency(n)	%
Addis Ketema	17	16.08%
Akaki Kality	11	10.37%
Arada	19	17.92%
Bole	9	8.49%
Gullele	14	13.20%
Kirkose	7	6.60%
Kolfe Keraniyo	5	4.71%
Nefas Silk Lafto	7	6.60%
Lideta	6	5.66%
Yeka	11	10.37%
Total	106	100%

The 106 frequency as depicted on table 4.1 shows that majority of the respondent local NGOs implemented their development projects/programs in more than one sub city. Table 4.1 further shows that the sub cities in inner city namely Arada, Addis Ketema, Gullele and yeka hosted about 58 % of respondent local nongovernmental organizations in the city. Of the outer sub cities while Kolfe Keraniyo hosted a least percentage (4.71%) Akaki Kality sub city discovered served as a home for 10.37% of the respondents.

So as to support the study finding respondents were also profiled in terms of the duration in service, accordingly the majority (83.9%) of the respondent NGOs had been in the sector for 5 to 20 years, and only a small number of local NGOs (16.10%) had been in the sector for more than 20 years.

4.1.3. Characteristics of respondent NGOs affiliation in relation to umbrella organizations

With regard to NGOs affiliation to umbrella organizations, the study result indicated that of the total 56 respondents 44(80%) were reported they were affiliated to more than one umbrella bodies, the remaining 11(20%) were not. Figure 4.2 illustrates the finding.



Source: Field data

Figure 4.2 NGOs affiliation to Umbrellas.

Figure 4.2 shows that 51.78% of the respondent local NGOs were affiliated only to CCRDA; 28.57% of the respondent local NGOs were affiliated only to BENE and the other 19.64% affiliated to CoRHA only.

4.1.4. Characteristics of Qualitative data sources

As qualitative data source 6 executive directors were interviewed of which 1 was female and the remaining 5 were males holding minimum of BA degree in management or related areas. The respondents were served in NGO sector in average for more than 10 years in different capacities.

After examining the profiles of the respondents, the next sub sections discuss the findings of the research presented under the various themes of the investigative questions.

4.2. Presentation, analysis and interpretation of data

This part deals with the presentation, analysis and interpretation of the data collected from the respondents. Local NGOs overall capacity measured and presented under parameters such as amount of fund solicited, funding sources and staffing, then local NGOs over all M&E systems measured via parameters M&E planning, capacity building, data management and information sharing will be presented, then after local NGOs past five years M&E practices, the challenges they faced while carrying out M&E and the coping mechanisms adopted in the year in question presented respectively.

Finally, to substantiate results of quantitative analysis qualitative data retrieved via semi-structured interview guide was incorporated. Issues addressed in relation to each of the research questions made at the beginning of the research presented next:

4.2.1. Research question one: Local NGOs monitoring & evaluation practices

This part presents result of investigative questions sought to determine local NGOs capacity, their M&E systems, and monitoring and evaluation practices employed in their projects executed in the past five years. For the purpose of analysis & interpretation frequency and percentages employed.

1. Local NGOs Capacity in terms of resources

Local NGOs were asked questions to explore their financial and human resources capacity to execute their projects. The findings discussed next:

1.1. Financial resources

Investigative questions sought to determine the extent of budget mobilized by local NGOs in past five years and major funding sources posed to subject NGOs. The findings related to the size of NGO budget mobilized in the past five years discussed next:

Figure 4. 3 illustrates the response to the question that sought to determine the size of the budget in Addis Ababa that was mobilized and spent on local NGO supported projects executed in the past five years.

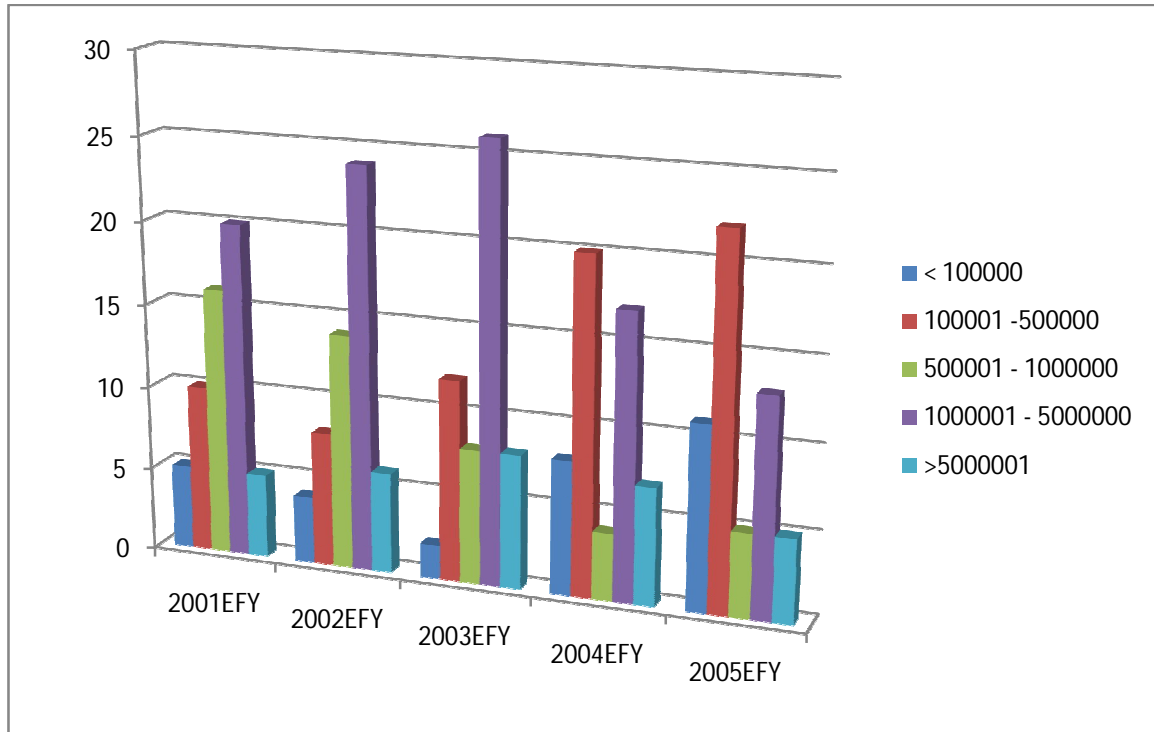


Fig. 4.3 Size of the respondent NGO budget in the past five years (2001 – 2005 EFY)

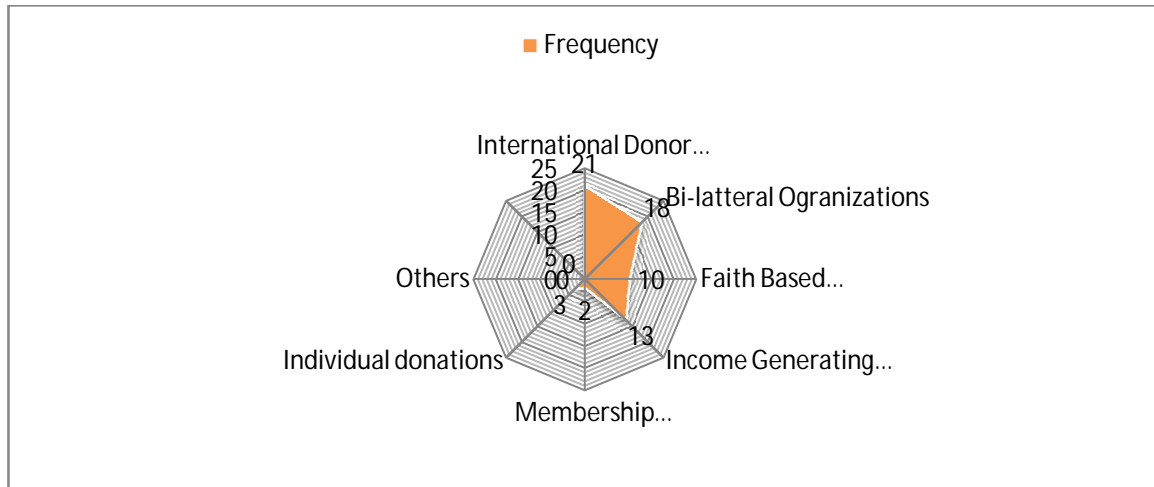
Source: - field data

Figure 4.3 shows that in the year in question majority (89 %) of the respondent NGOs had secured annual budget of less than 5000,000 ETB and only 11% of the respondents had found they were mobilized budgets amounted 5000,000 ETB and above. From this one can conclude that majority of the local NGOs had meager financial resource to execute their development projects.

The qualitative data collected from director of one local nongovernmental organization indicates that lack of financial support could be attributed to the recently enacted 621/2001 guideline of Charities and societies agency (April 27, 2014).

1.2. Local NGOS Funding Sources

Figure 4.4 illustrates responses to the question that sought to identify major sources of funding to the NGOs.



Source: field data

Figure 4.4 NGOs alternative sources of fund (2001—2005 EFY)

The majority of local NGOs in the study were dependent upon funding from international donor agencies and bilateral organizations. Figure 4.4 illustrates that, more than 31.34% of the NGOs studied receive their funds from international donor agencies; this was the most frequent sources of funds in the past five years. Around 26.86 % of the NGOs sampled received funding from bilateral organizations. Only 2.98% of the NGOs reported they were receiving funding from Membership contribution. A further 14.92% of NGOs claim that they were received funding from faith based organizations. A promising percentage of respondent NGOs (19%) were reported that they were received funding from IGA. 4.47% of respondents received funding from, individual donations as well. So as to substantiate this, the finding of the discussions made with sample directors indicated that, there was a positive correlation between the duration of project grants and the year in service of the NGO.

Directors of newly established small NGOs claim that the meager financial resource challenged them to plan for effective long-term monitoring and evaluation strategy (April 27, 2014).

1.3. Human resources

The organizations were probed for the number of full time and volunteer staffs they had in accomplishing their objectives. The findings to questions regarding local NGOs full time staff and volunteer staff's shown in table 4.2A and table 4.2B respectively.

Table 4.2A: Full time Staffs on projects

Table 4.2B: Volunteers on projects

Full time staff	NGOs(N)	%	Volunteer staff	NGOs(N)	%
Less than 5	13	23.21%	None	12	21.42%
5 - 10	34	60.71%	Less than 5	7	12.5%
11 - 20	5	8.93%	5 - 20	9	16.07%
Above 20	4	7.14%	Above 20	28	50%
Total	56	100%	Total	56	100%

Source: field data

Source: field data

As shown on Table 4.2A that over 93% of the respondent NGOs in Addis Ababa employ less than twenty full time staff members. The majority of local NGOs studied (60 %) in average had 5 to 10 full time staff members. Four organizations, however, reported they were employed over 20 full time staff members. Likewise twelve respondent NGOs reported they had no volunteer staff, whilst 50% of NGOs reported they had over 20 volunteer staffs in implementing their projects. One can infer in terms of human resource that respondent local NGOs did not have adequate number of personnel for the project they executed. This is explained by the fact that they could not attract a lot of permanent staff since they could not be able to adequately remunerate them as illustrated by the findings of the research which showed that a significant percentage (50%) of the NGOs had over all project budgets of 5000,000 Ethiopian birr and below. It could be explained by the fact that proclamation No 621/2009 of ChaSa limit NGOs administrative cost including staff salaries to 30% of total budget.

From the above discussion, in general, one can conclude that majority of the local NGOs had meager financial resource to execute their development projects, were dependent upon funding from international donor agencies and bilateral organizations and did not have adequate number of personnel's for the project they executed.

2. Local NGOs monitoring and evaluation systems

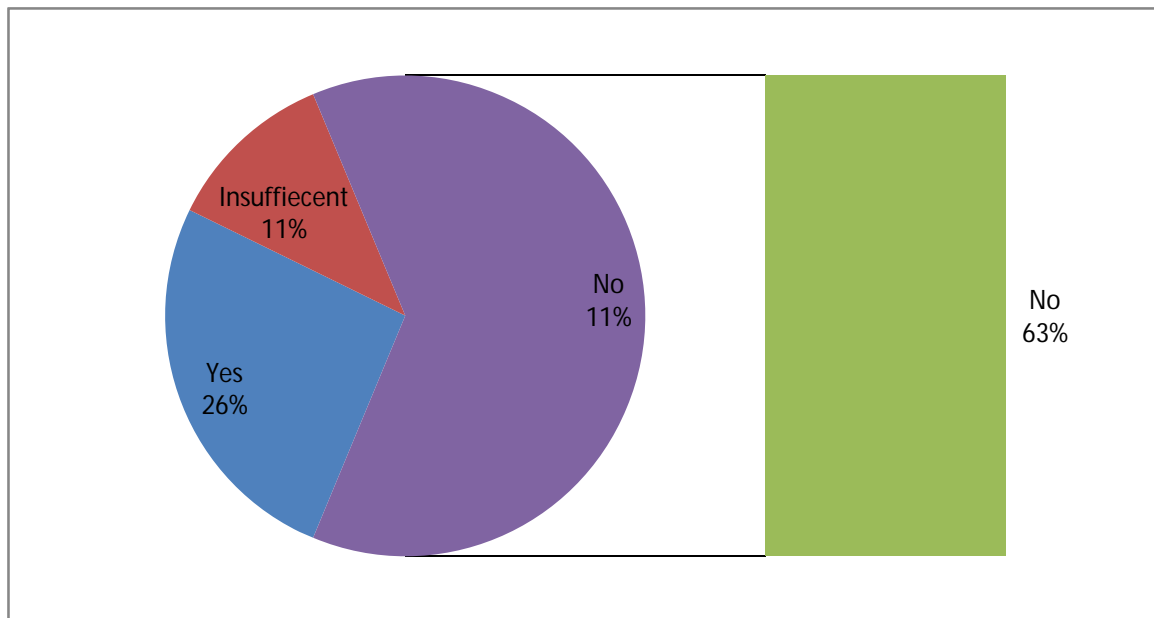
This section shows findings to the questions that sought to determine the practice of developing monitoring and evaluation plans for project executed by respondent NGOs. This section is divided in to three sub sections: Monitoring and evaluation planning, Capacity building and Data management and Information sharing. Finding of each explained next:

2.1. Planning for Monitoring and evaluation

The respondents were asked questions to investigate their practices related to the design of monitoring and evaluation plans for the project they implemented. The findings presented section by section below:

2.1.1. Need assessment/Base line studies

Questions pertaining to determine how often the NGOs conducted need assessments to establish the baseline data before they implemented their projects sought respondents. Figure 4.5 shows the findings.



Source: Field data

Figure 4.5 NGOs Culture of conducting needs assessment

Figure 4.5 shows that only 26% of the respondents were conducted baseline surveys prior to implementation of their projects. It further shows that 11% of the respondents were conducted the baseline surveys but were not sufficient, the remaining 63 % never conducted any on the projects they were implemented. This was a very serious gap identified by respondents.

Respondents were also probed for incorporation of beneficiaries' ideas to their M&E plan. Of the respondent NGOs 80 % stated that they were incorporated all the views and needs of relevant beneficiaries but 20% of respondent NGOs fail to reflect the results of the need assessment in their monitoring and evaluation plans.

This finding contradicts the idea of management agency (2013) stated under sub section 2.17 (expected standards of excellence in monitoring and evaluation by local NGOs) reads as need assessment is a key requirement by all actors because it gives a picture of situations prior to project implementation and help as base line in measuring the effects that the program has had on the target population. Failure to incorporate beneficiaries' ideas could lead sustainability of the projects in question because beneficiaries could deter project activities (UNDP, 2009).

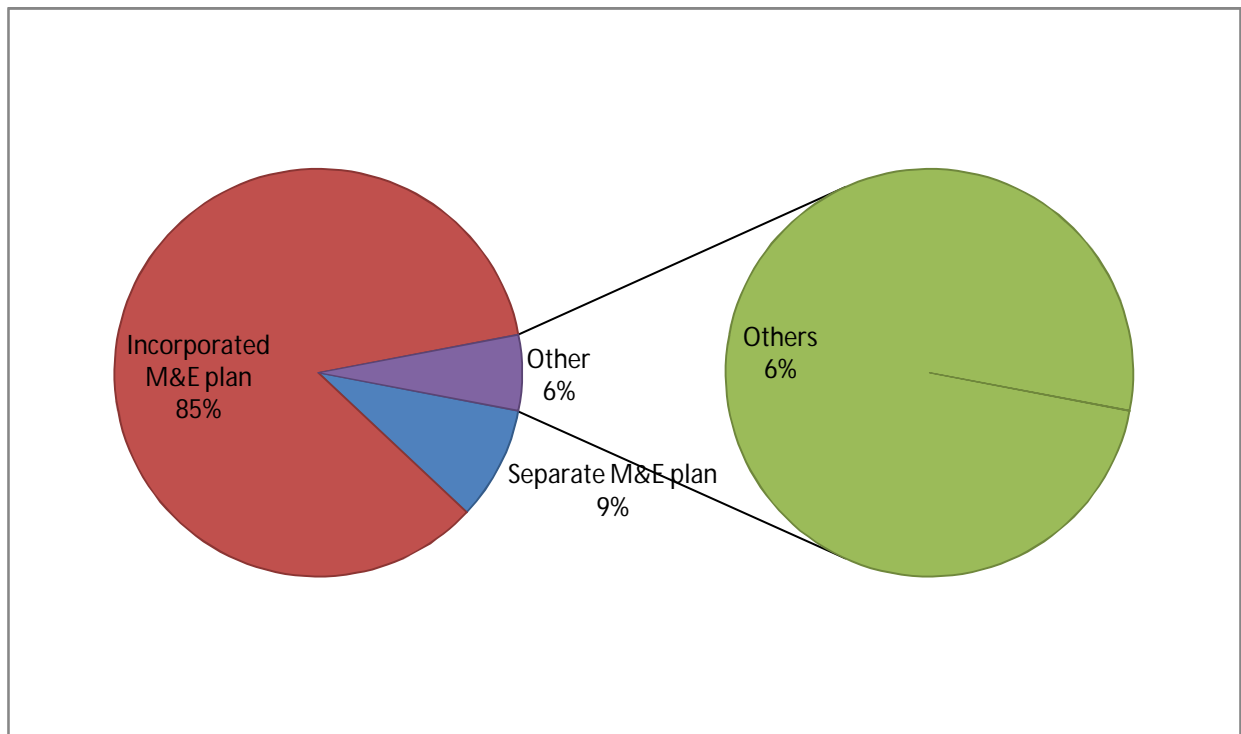
2.1.2. Written Monitoring and evaluation plan

Respondents were asked whether the respondent NGOs had a written plan guided monitoring and evaluation of the projects they were implementing. With a mean score of 1.55, this practice was consistently done by the respondents. A standard deviation of 0.57 implies there is not such difference in practice among the respondents.

Though they were minimal(3.57%), all those NGOs that never had written monitoring and evaluation plan stated that they did not had expertise help them in designing monitoring and evaluation plan, their projects were too small to had written monitoring and evaluation plan. None of the respondent NGOs hesitated on relevance of M&E plan.

2.1.3. Type of monitoring and evaluation plan employed

A question aimed at investigating the type of monitoring and evaluation plan NGOs employed while executed their projects were posed to the organizations responded as they had written monitoring and Evaluation plan. Figure 4.6 show the findings.



Source: field data

Figure 4.6: Type of M&E plan employed

Figure 4.6 shows that about 85% of the respondents employed the type of M&E plan that incorporated in the main project document, and 9% of the respondent NGOs employed separate monitoring and evaluation plan. The remaining 6% found that they were employed a mix of two, depending on the size of their project and funding organizations interest.

One local NGO director stated that the larger the amount of fund the higher degree of interest from funders and even the government for such NGOs had separate monitoring and Evaluation plan(May 6, 2014).

2.2. Capacity building and data management

This sub-section (Section B) sought to determine opinion of respondents on how effective their data management and capacity building activities were. Table 4.3 shows response to questions 1-5 related to M&E training, whether information recorded at spot, whether disaggregated data collected or not, systems assisting staff in capturing data and documentation methods implemented by the respondents.

Table 4.3 NGOs capacity building and data management practices

Attributes	Responses			
	Yes	%	No	%
Provide M&E training for Program and M&E staff	28	50%	28	50%
Is information recorded at spot	42	75%	14	25%
Is data age and gender disaggregate	40	71%	16	29%
Is there system assist staff in capturing, managing and analyzing data	26	46%	30	54%
Availability of properly documented data	36	64%	20	36%

Source: Field data

Table 4.3 shows that half of the respondents did provide monitoring and evaluation training for their staff and the other half did not. With reference to time for recording information only 75% of the respondent NGOs record it on the spot, meaning the reaming 25% of the respondents fail to fulfill the assertion that for quality data management organization should provide reliable, accurate, complete and timely data, and ensure that appropriate quality control measures are taken at all levels. The table also illustrates that 71% of the respondents acquire gender and age disaggregated data and the remaining 29% not. Failure to have disaggregated data might attribute to those local NGOs not record information at spot when and where a project activity is implemented.

With regard to the availability of monitoring and evaluation system that assist staff in capturing, managing and analyzing data 54% of the respondents report that they did not have such a system. Table 4.3 also asserts that while 64% of the respondents had properly documented project implementation data the reaming 36% did not. Inconsistency in capturing and documenting data means the projects may leads to duplication of efforts and mistakes made on previous or existing project may repeated on other projects.

2.3. Information Sharing

Monitoring and Evaluation data should be analyzed, used for decision-making and planning, and shared with either internal or external stakeholders. In this sub section (sub section C) respondents nongovernmental organizations were probed for their experience and the methods they employed to share monitoring and evaluation findings of their projects to stakeholders.

2.3.1. M&E report analysis & sharing with program staff

Respondents were requested if their organizations regularly analyze M&E reports so as to assess achievements and challenges and share the same with program staff to assist decision making. Table 4.4 shows the findings.

Table 4.4 M&E report analysis & sharing practices

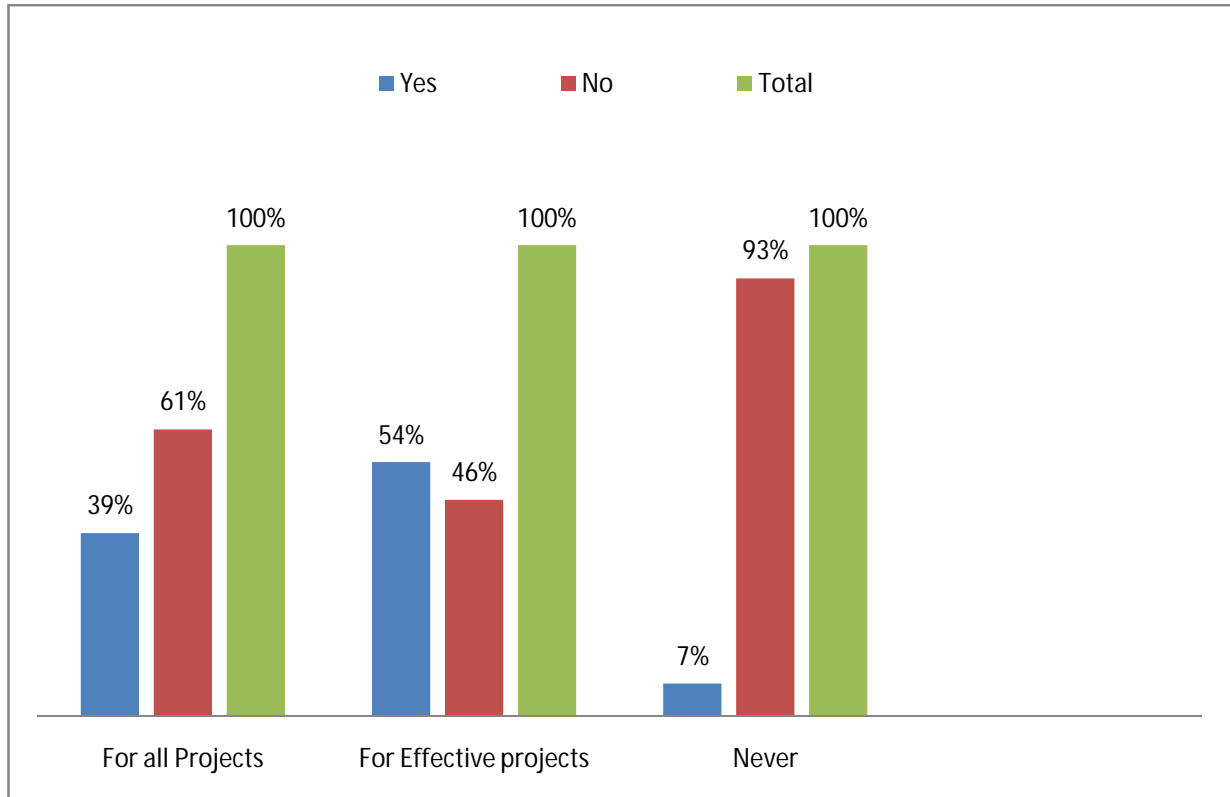
Attributes	Response rate			
	Yes		No	
	Number	%	Number	%
Culture of regular report analysis	50	89%	6	11%
Whether M&E findings shared with program staff	12	12%	44	78%

Source: Field data

Table 4.4 shows that though 89% of respondent local nongovernmental organizations had experience of regular report analysis, only 12% of the respondents reported that they were shared the findings with other program staffs to use it as an input in decision making and planning. This implies that local nongovernmental organizations undertake monitoring and evaluation not for learning and informed decision making but to either camouflage targets of the government or to produce bogus monitoring and evaluation reports so as to simply satisfy funding agencies reporting requirements.

2.3.2. Documenting lessons

Respondents were further probed for culture of documenting lessons for projects they implemented. Figure 4.7 shows the findings.



Source: Field data

Figure 4.7 NGOs lessons documentation practices

Figure 4.7 illustrates that of the respondent local nongovernmental organizations only 39% were documented lessons learnt from their projects implemented in the city. A large majority of respondent NGOs did not document lessons properly; this contradicts the assertion that lessons are backbones for subsequent projects.

The respondents also requested if their organizations had systems that help staffs ensure lessons incorporated in future projects, the finding shows that only 55% of respondent local nongovernmental organizations had such system but the remaining 45% did not.

2.3.3. Monitoring & evaluation findings disseminations modes

Respondents were asked for the methods they employ to disseminate monitoring and evaluation findings of their executed projects to stakeholders and the wider community. Table 4.5 shows the findings.

Table 4.5 M&E findings dissemination modes

Question	Frequency	Percent
No dissemination	4	2.78%
Notice board	17	11.80%
Newsletters/Broachers	16	11%
Workshops/Meetings	35	24.30%
Reports to donors ...	51	35.42%
Web pages/Internets	19	13.19%
Others	2	1.51%
Total	144	100%

Source: Field data

From Table 4.5 one can infer that respondent nongovernmental organizations had employed more than one method in disseminating monitoring and evaluation findings. The table shows that majority of the respondents (35.42%) disseminated the findings by way of a report to donors; government, etc... followed by work shop/Meetings, web pages/internets and notice board 24.30%, 13.19%, and 11.80% respectively. Only 2.78% of the respondents found were not disseminating their findings to the wider community.

From the modes of disseminations it is evident that a lot emphasis was given to the donors, it could be explained by the fact that reporting was donors prerequisites to funding to projects executed by nongovernmental organization. Focusing on fulfilling interests of donors, though helps to secure project budget, could not guarantee sustainability.

The survey found out a serious gap in that more than 63 % of the respondents never carryout need assessments, some respondents were reported never had written monitoring and evaluation plan, half of the respondents did not provide monitoring and evaluation training for their staff ,only 75% of the respondent NGOs record data on the spot, 29% of the respondents fail to acquire gender and age disaggregated data, 54% of the respondents did not have monitoring and evaluation system that assist staff ,88% of the respondents did not share monitoring and evaluation findings with other program staffs, 65% of respondent did not document lessons properly.

While disseminating data a lot emphasis was given to the donors ignoring the beneficiaries as well. From these one can conclude that local NGOs M&E system were structured poorly and their M&E practices on projects executed in past five years were insufficient.

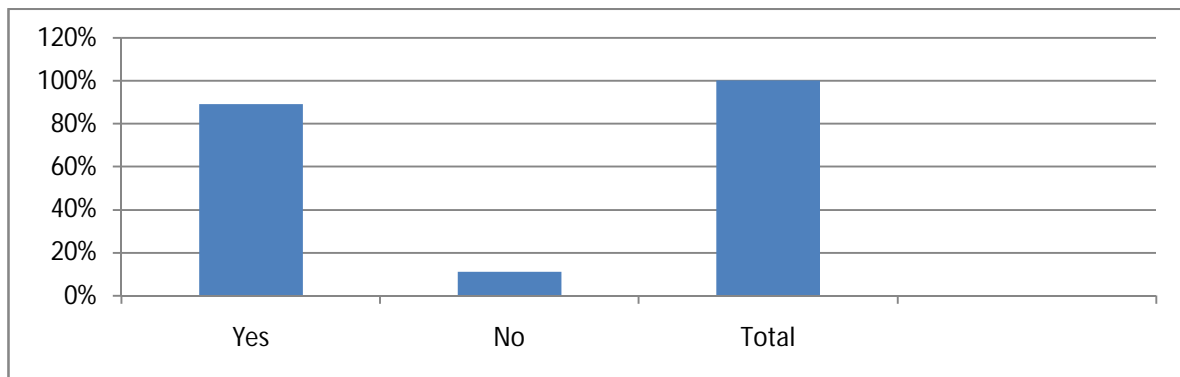
3. Past five years monitoring & evaluation practices of local NGOs

The respondents were asked questions exploring their organizations monitoring and evaluation practices in the past five years (2001 – 2005 EFY). Findings each discussed next using frequencies and percentages.

3.1. Monitoring and Evaluation experience

A question aimed to determine whether local nongovernmental organization were conducting a monitoring and evaluation practice for the last five years or not was posed to respondents.

Figure 4. 8 show the findings:



Source: Field data

Figure 4.8 NGOs monitoring and evaluation experiences

Figure 4.8 shows that 89% of respondent NGOs were performing monitoring and evaluation practice on their projects in the past five years and the remaining 11% did not. The high score in experience of monitoring and evaluation may be because of the fact that donors may set an annual monitoring and evaluation and reporting plan during budget approval as prerequisite. The Federal charities and society's agency and respective regional bureaus responsible for coordinating and governing NGO activities require monitoring and evaluation reports strictly as well.

3.2. NGOS progress monitoring experiences

Table 4.6 below shows findings to questions 3.3 & 3.4 that sought to determine how often the respondent local nongovernmental organizations monitored physical progress and financial performances of their projects implemented in the past five years.

Table 4.6 interval for comparison of project plan against actual progress and budget

Monitoring interval	Physical progress		Financial performance	
	Frequency	%	Frequency	%
Fortnightly	3	3.89%	1	1.23%
Monthly	13	16.88%	24	29.63%
Quarterly	49	63.64%	45	55.56%
Bi-annually	11	14.29%	10	12.35%
Never	1	1.30%	1	1.23%
Total	77	100%	81	100%

Source: Field data

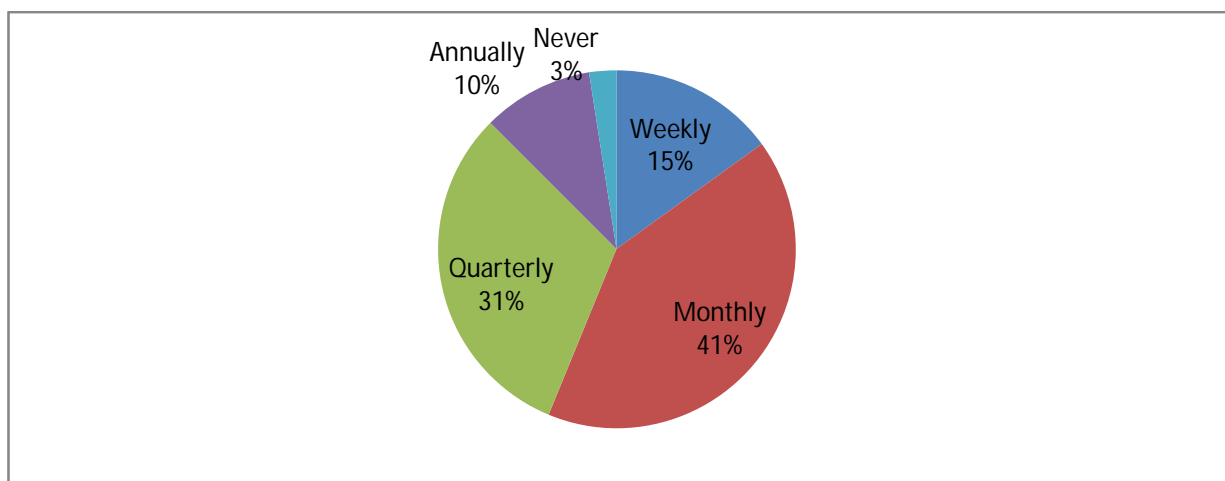
Table 4.6 shows that about 64% of the respondent local NGOs were compared their projects over all physical progress against the plan on quarterly basis. Followed by monthly, bi-annual and fortnightly which were 16.88%, 14.29% and 3.89% respectively. Only 1.30% of the respondent local nongovernmental organizations were found never monitored physical progress of their projects implemented in the past five years. The reason why majority of respondent local nongovernmental organizations used to monitor their projects could attribute to the fact that the city government via its NGO-GO forum request activity reports from all nongovernmental organizations on quarterly basis (AABoFED, 2014).

Likewise the table shows that only 29.63% of the respondents were compared their actual expenditures against the planned project budget on monthly basis. This was a bad practice and contrary to the law because it is against the requirement by ministry of finance and economic development that all NGOs and government agencies need to asses and prepare reports stating financial status each organizations had at least once in a month.

The table further shows that 55.56% and 12.35% of the respondent local NGOs had compared their projects expenditure with actual budget on quarterly and Bi-annual basis respectively. Only 1.23% of respondents were found used to monitor their actual expenditure with project budget Fortnightly and the remaining 1.23% were found never monitor their project expenditures at all. Comparing the actual expenditure against the planned project budget enables project managers and other decision makers to take corrective actions on time (MA, 2014). But the study result reveals that majority of the respondents (70%) did carry out this practice on time interval either quarterly or more.

3.3. M&E staff performance assessment

Since it is difficult to determine the extent to which NGOs working in Addis Ababa are contributing for development endeavors of the city without understanding how often they monitor their staffs, the respondents of this study were probed for how often they monitored activities of their M&E staffs. Figure 4.9 shows the findings.



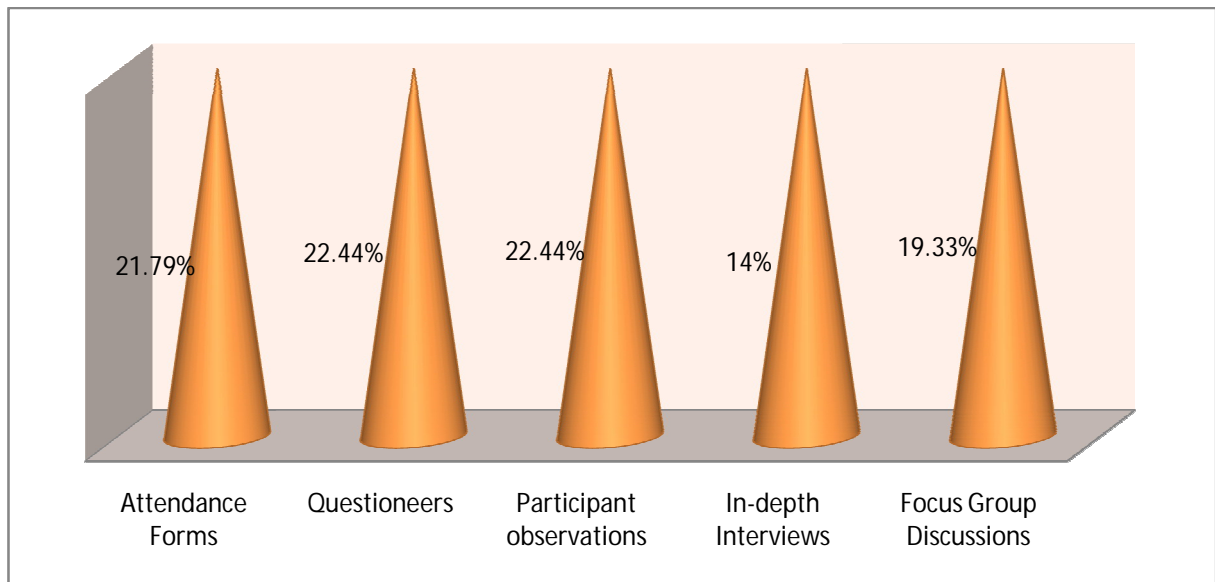
Source: Field data

Figure 4.9: NGOs M&E staff assessment

Figure 4.9 shows that while 41% of respondent local nongovernmental organizations used to assess their monitoring and evaluation staffs members on monthly basis 31% found were carry out this activities quarterly. The findings also indicate that 15% of the respondents were conducting monitoring and evaluation staff assessment weekly followed by annual assessment which was 10%. Only 4% of respondents reported that the never carry out M&E staff assessment at all.

Failure to carry out continues and proper staff assessment means that respondent local nongovernmental organizations unable to identify training and development needs of their staff, hence poor project implementation that could lead to failure of the overall development objective of the NGOs could occur.

3.4. Data acquisition methods



Source: field data

Figure 4.10 NGOs data acquisition methods.

Figure 4.10 shows 21.79% of respondent local nongovernmental organizations were use attendance forms to collect monitoring and evaluation data of their projects implemented in the past five years. Consistent use of attendance form enables the project manager and other decision makers to the reach of the project activities in terms of the number of peoples accessing the project services.

The figure further shows that respondent NGOs in collecting their past five years executed projects monitoring and evaluation data employed questioner and participant observations at equally 22.44% each.

Though questioner method is very handy in assessing and determining the views, perceptions and knowledge of stakeholders about the project, this study found that 77.56 % (100-22.44) of the respondents did not use this method, hence project managers could not able to made appropriate decisions. Likewise participant observation methods though help in capturing lively and full picture of the project activities not employed by majority of the respondent local NGOs.

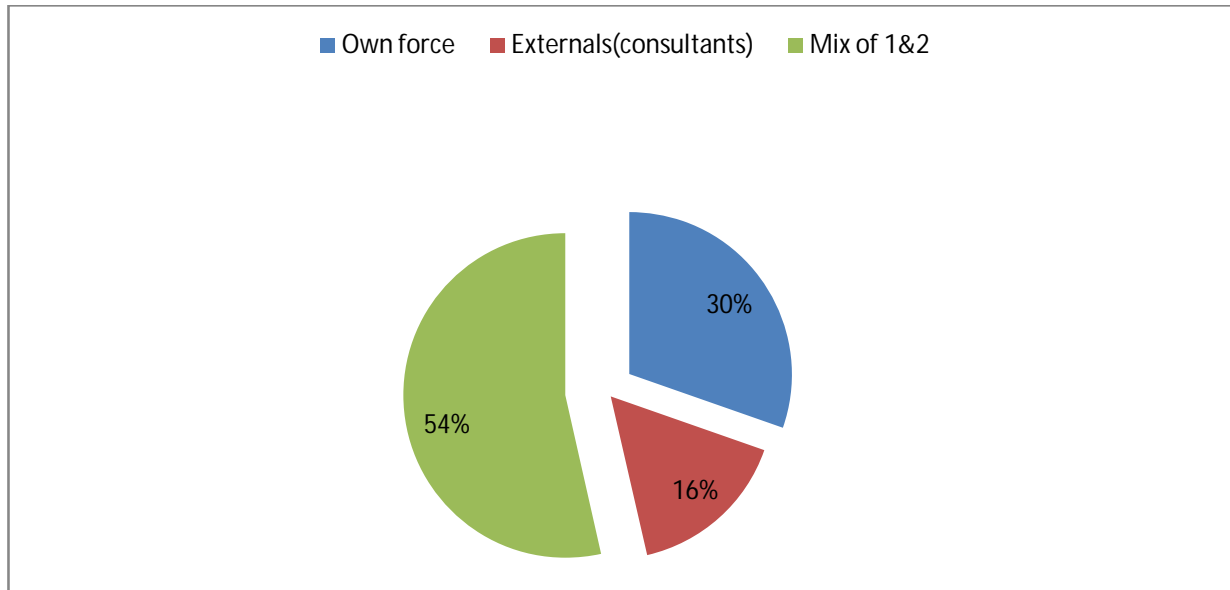
Focus group discussion method is a qualitative data collecting method that enables the project managers to have an in-depth understanding of the issues pertaining to the implementation of their projects, the study found that only 19.23% of the respondents were employed focus group discussion as a monitoring and evaluation data collecting method for their projects executed in the past five years. The remaining 80.77% were not.

The result of this survey contradicts the fact that project managers should get the full picture of the implementation status of their projects from the perspectives of different stakeholders including representatives of the wider community to make informed decisions.

Figure 4.10 also shows that only 14% of the respondents were use in depth interviews as monitoring and evaluation data collection method for their projects executed in the past five years. Although, this method could have given the project managers an in-depth understanding of project implementation, the study found that about 96% of the respondents fail to employ it.

3.5. Persons evaluating NGOs projects

Question 3.8 sought to determine persons involved in evaluating projects implemented in the past five years. Figure 4.11 shows the findings



Source: Field data

Figure 4.11 Persons evaluating NGO projects

Figure 4.11 shows that 30% of the respondent local nongovernmental organizations were carry out evaluation of their projects executed in the past five years by own force, whilst only 16% claimed they were commissioned the services to consultants external to the project. A further 54% of respondent NGOs said that they have employed a mix-the two methods (own force and external facilitators) in evaluating their projects executed in the past five years.

Respondent local nongovernmental organizations were further probed for the reason why they involve external parties or did the evaluation by own force. The major reasons behind conducting the evaluation by own force was lack of finance to recruit a capable external consultant and the reason of commissioning the service to external consultant was donor's requirement.

4.2.2. Research question two: Local NGOs Project M&E effectiveness.

In this part, major aspects illustrating how effective local NGOs were in monitoring and evaluating their projects executed in past five years presented. For the purpose of analysis & interpretation frequency and percentages was used.

1. Major monitoring and evaluation planning aspects

Local NGOs reported had written monitoring and evaluation plan were questioned on whether they incorporated the following major aspects of monitoring and evaluation in their plan or not. Table 4.7 Illustrates the findings.

Table 4.7 NGOs M&E plan aspects that constitute M&E plan.

M&E aspects	Frequency	%
Data to be collected	48	22.87%
Frequency of data collection	30	14.28%
Individuals in charge of M&E	34	16.19%
M&E schedule	34	16.19%
Plan for dissemination of findings	26	12.38%
Budget and logistics	38	18.09%
Total	210	100%

Source: Field data

Table 4.7 shows that specification of the type of data to be collected was the most frequent aspect of monitoring and Evaluation planning respondent NGOs used. 22.87% of respondents reported that they were consistently specified it in monitoring and evaluation plans of their executed projects. The table further show that 18% of respondents stated budget and logistics allocation as the second frequently aspect they practice in their M&E plan. This aspect of monitoring and evaluation plan of the projects implemented by the respondents was consistently specified. However 82% of the respondents found although had monitoring and evaluation plan did not allocate resource, hence monitoring and evaluation practices not done effectively.

Respondents were also requested whether they incorporate in their monitoring and Evaluation plan specification of individual in charge of monitoring and evaluation, accordingly only 16.19% of respondents were reported incorporated this aspect. The remaining 84% though had M&E plan did not identified an individual in charge of M&E.

With regard to incorporation of scheduling in monitoring and evaluation plan, as depicted on table 4.7, more than 83.81% of respondents did not consider it. Failure to schedule monitoring and evaluation could have a couple of deficiencies on projects implemented by local NGOs, first it gives upper hand for project managers/coordinators by that monitoring and evaluation activities could be done at the impulse of them, and coz monitoring and evaluations would be done by chance or if NGOs get some leftover budgets in tightened timeframes with less attention for data quality some important information could be missed.

In relation to the question sought to determine how often respondent NGOs undertake data collection, the table further states 14.28 % of respondents consistently specified this aspect and incorporated in their monitoring and evaluation plans of their projects. Failure to specification of the frequency of data collection implies that the collection of monitoring and evaluation data was not consistently done. Hence project managers, funders, the government and other stakeholders may fail to take corrective measures on time or may made wrong decisions due to lack of timely data.

The study further found that only 12.38% of respondents were reported that they had plan for dissemination of findings to stakeholders. Inconsistency in this practice had the implication that though monitoring and evaluation data collected on time there results may not have been communicated to the wider world.

2. Kind of resources assigned for monitoring& evaluation

The question probed to investigate the type of resource to 45 NGOs reported had assigned resources for monitoring and evaluation so that one can assume monitoring and evaluation activities with no deficiencies of resources. Table 4.8 shows the findings to the question.

Table 4.8 Kind of resource assigned for M&E

Kind of resources	Frequency	%
Skilled staff	39	33.34%
Financial resources	50	42.73%
Software's	12	10.25%
Equipments	16	13.68%
Total	117	100%

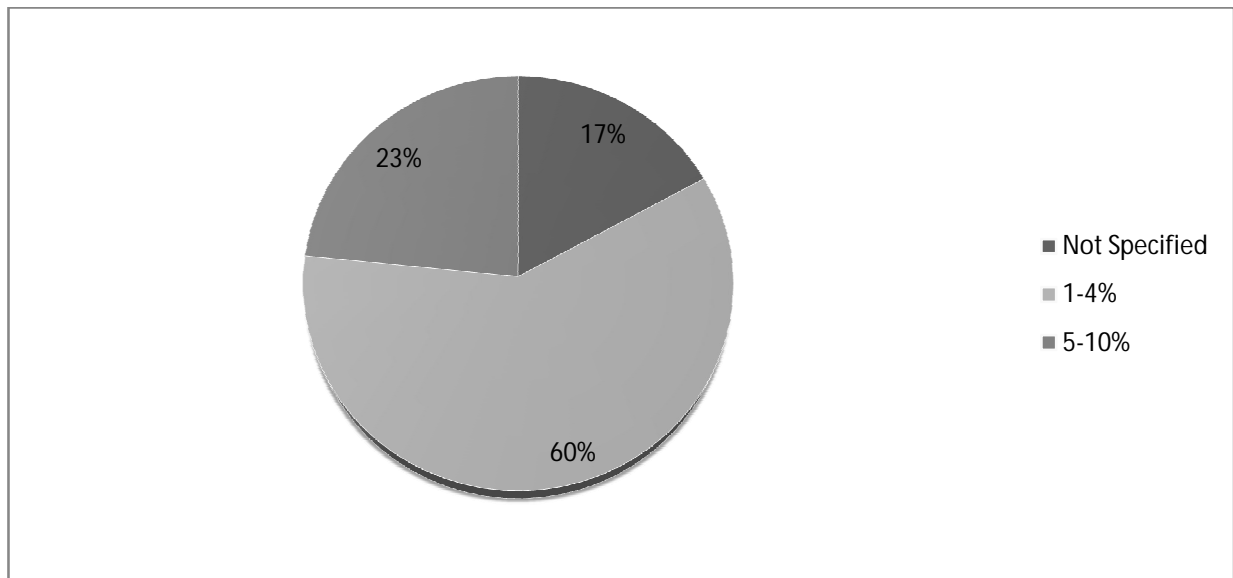
Source: Field data

As shown on table 4.8 among the type of resources assigned for monitoring and evaluation financial resource is the most frequent resource assigned by respondent NGOs (42.73%), on the other hand software accounts the least frequent resource NGOs assigned for monitoring and evaluation (10.25%).

The table further indicates that skilled staff deployment was the second most frequent resource assigned for monitoring and evaluation by subject NGOs. Only 13.68% of the respondents found assigned necessary equipment for monitoring and evaluation. From the study one can conclude that though local nongovernmental organizations had M&E plan, majority (66.67%) were not assigned skilled M&E staff appropriately. Meaning they did not carry out monitoring & evaluation as required.

3. Share of monitoring and evaluation budget

Respondents NGOs reported had assigned financial resources for monitoring and evaluation were further probed for percentage share of their monitoring and evaluation budget to the overall project budget. Figure 4.12 illustrate the findings to this question.



Source: Field data

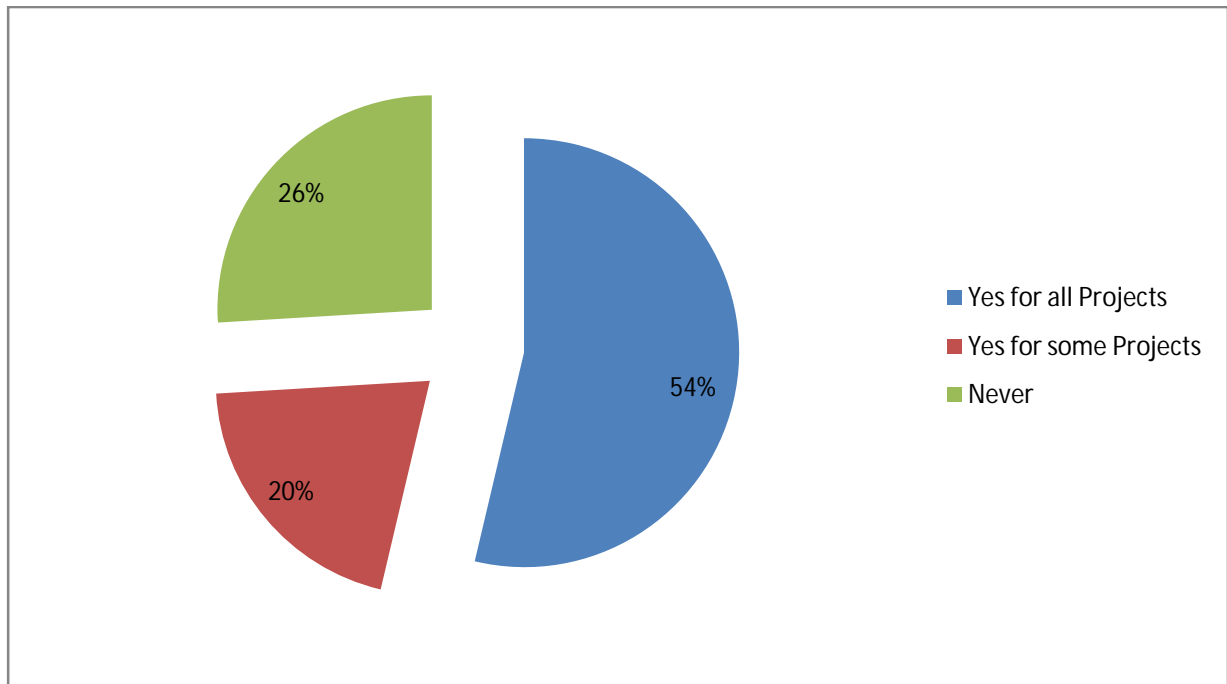
Figure 4.12 share of monitoring and evaluation budget

Figure 4.12 shows that 17% of the respondent NGOs did not have a specific percentage of budget allocated specifically for monitoring and evaluation of their projects. The figure further shows that the majority of respondent local NGOs (60%) had budgetary allocation between 1% to 4% of their total project budget to monitoring and evaluation.

In addition Figure 4.12 shows that of the respondents only 23.40% had found allocated the scholarly recommended range of 5% to 10% budget to monitoring and evaluation activities. From this one can conclude that more than 77% of the respondent NGOs were fail to assign the scholarly recommended budget rate to monitoring and evaluation. Meaning local NGOs did not carry out M&E effectively.

4. Scheduling for monitoring and evaluation

Question A-15 sought to determine whether respondent local nongovernmental organizations treat monitoring and evaluation activities as part of their project implementation schedules. Figure 4.13 illustrates the findings.



Source: Field data

Figure 4.13 NGOs M&E scheduling

Figure 4.13 shows that only 54% of the respondent local NGOs plan for monitoring and evaluation activities together with their project implementation schedule. It means that this practice was either not used or conditionally used by local NGOs. The figure further shows while 20% of local NGOs employ M&E scheduling in line with their project implementations, a large number of local NGOs (26%) reported they did not have monitoring and evaluation schedule consistent with their respective project implementation schedule.

Failing to have monitoring and evaluation schedule implies though there were a monitoring and evaluation plan decision for its implementation merely is at the hand of program managers hence could generate irrelevant data or not help for informed decision making.

5. Defining M&E staff roles and responsibilities

Respondents were also asked if they have clearly defined roles and responsibilities for their monitoring and evaluation staffs. Table 4.5 shows the findings to the question.

Table 4.9: M&E staff roles and responsibilities

Monitoring and evaluation staff roles & responsibilities	Number of NGOs	%
Yes	36	64.29%
Not yet	20	35.71%
Total	56	100%

Source: - field data

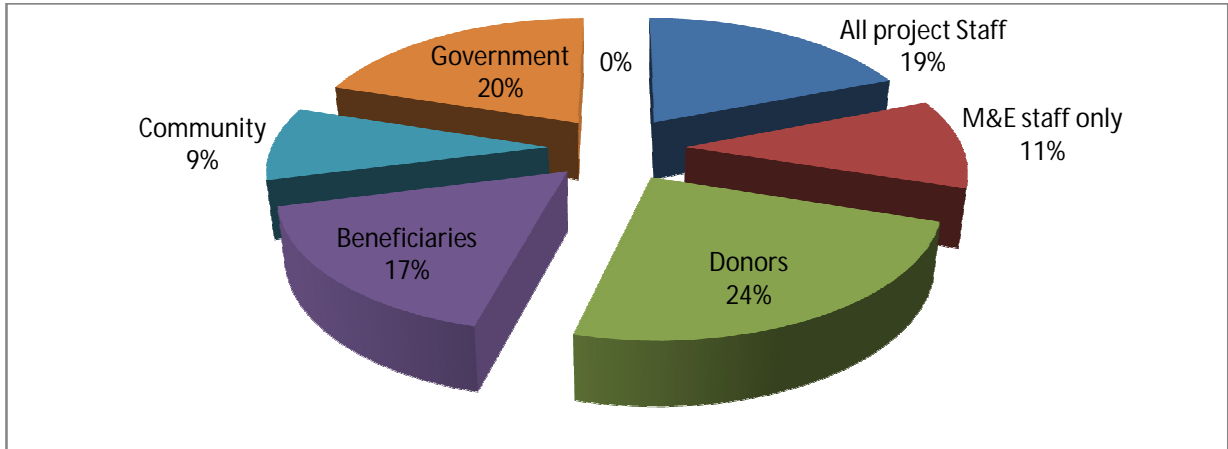
Table 4.9 shows that majority of the respondent NGOs (64.29%) had defined roles and responsibilities for their monitoring and evaluation staffs while the remaining 35.71% did not.

It implies that absence of a clearly defined role and responsibilities for monitoring and evaluation staff could lead them to confusion about who, what, when and why questions of monitoring and evaluation practices.

Generally monitoring and evaluation planning among the respondents was found to be adequate. Most local nongovernmental organizations did not have adequately designed plans, neither they allocate sufficient resource for its implementation nor sufficiently conduct need assessments prior to project inception. Most of the aspects necessary for monitoring and evaluation not incorporated in the plans as well. The implication is that due to their low quality of planning for monitoring and evaluation the projects were not adequately monitored and evaluated.

6. Salient stakeholders involved in M&E

The respondents were also asked which salient stakeholders were involved in monitoring and evaluation practices of their executed projects in the past five years. Figure 4.14 shows the findings.



Source: Field data

Figure 4.14 stakeholders involved in monitoring and evaluation

As shown on figure 4.14 donors were involve in about 24% monitoring and evaluation practices carryout on projects executed by local NGOs in the past five years, followed by the government(20%). donors involve in such a large degree because they were the one who finance projects of these local NGOs, they were there to track use of their resources. Figure 4.10 also shows that 19 % of respondents reported all project staffs involvement in monitoring and evaluation of projects implemented by local nongovernmental organization in the years in question. Beneficiaries' involvement in monitoring and evaluation was 17% only. This shows that projects executed by respondents did not fully demonstrate downward accountability to the beneficiaries.

The figure further illustrates that while significant number of projects (11%) executed by local NGOs were monitored and evaluated by respective respondent organizations monitoring and evaluation staff members only, 9% were monitored and evaluated with the involvement of community implies that majority of the monitoring and evaluation practices on projects executed by local nongovernmental organizations did not involve the community that could deter sustainability of project results.

7. Evaluations types NGOs employ

Respondents were probed for the type of evaluation they used in their projects executed in the past five years and how often they used them. Table 4.10 shows the findings.

Table 4.10 Type of evaluation employed by NGOs

Evaluation type	Respondents employ the type for			
	All projects	Some projects	Never used	Total
Ex-ante evaluation	16.07%	21.43%	62.5%	100%
Ongoing/ Mid-term evaluation	51.79%	33.93%	14.28%	100%
Terminal/End of project evaluation	57.14%	19.64%	23.22%	100%
Ex-post Evaluation	23.21%	14.29%	62.5%	100%

Source: Field data

Table 4.10 shows that 62.5% of respondent local nongovernmental organizations did not carry out ex-ante evaluation of the projects they execute in the past five years. 21.43% of respondents reported that they were conducted ex-ante evaluation for part of their projects and only 16.07% of the respondents were found that they were carryout ex-ante evaluation for all projects. It contradicts with the assertion that project documents at this stage could used to compare the effects and impacts of the implemented project at latter stage respondent local NGOs fail to benefit from this.

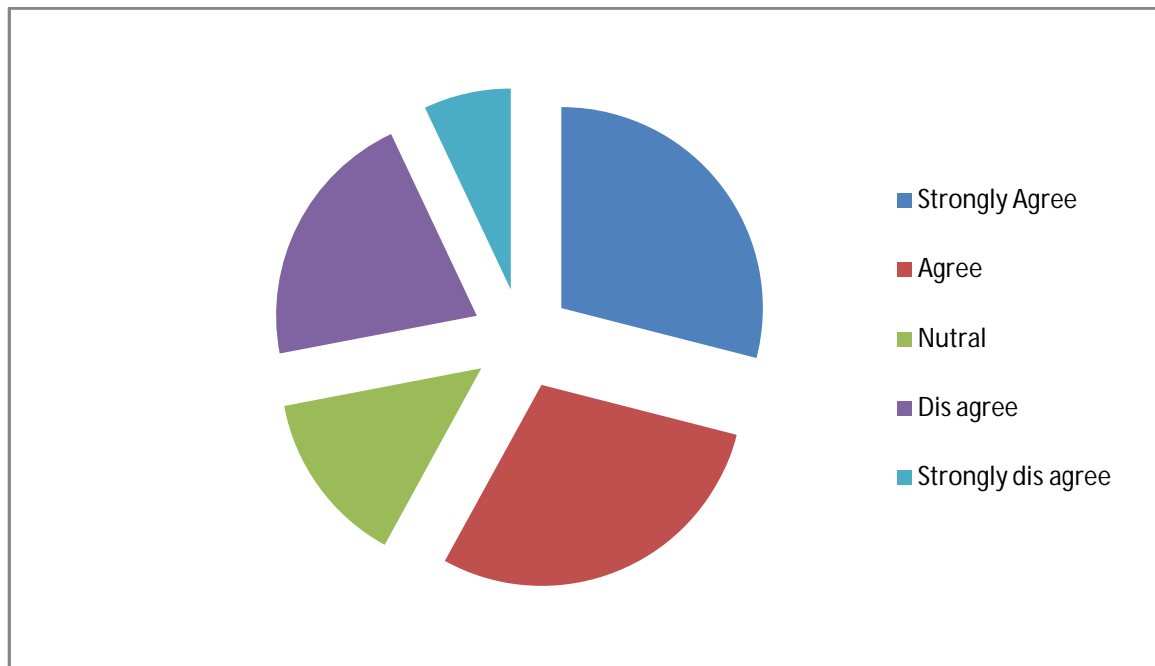
Respondents were also probed for how often they carry out on going/mid-term evaluation on the projects they implemented in the past five years. About half of the respondents (51.79%) were found conducting midterm evaluation for all their projects. Donors such as UNDP (2009) were argued that midterm evaluation enables project managers to assess the performance of the project status before its completion, but this research found that 48.21% of the respondent NGOs did not carry out midterm evaluations for all of their projects meaning projects managers could continue with deficiencies that the project could avoid if midterm evaluations carried on. The table also illustrates that while 33.93% of the respondents found they were carry out midterm evaluation for some of their projects, the remaining 14.28% were found never carry out such an evaluation.

Respondents were further asked for how often they carried out terminal/end of project evaluation. The findings as depicted on table 4.10, above indicate that 57.14% of the respondents were employed terminal evaluations. In addition 19.64% of respondents reported that they were carrying out it only on some of their projects executed in the past five years. A significant percent (23.22%) of local NGOs found they were never conducted terminal evaluations on their projects implies that managers of these local nongovernmental organizations miss the benefit of incorporating lessons learnt from previous projects to future projects.

Table 4.10 further shows that 62.5% of the respondents were never conduct ex-post evaluations on all of their projects. While 23.21% found they were conducted ex-post evaluation on all their executed projects the remaining 14.29% of respondents carry out on some of their projects. Failure to carryout terminal evaluation means primarily planners and decision makers miss recommendations that could improve the planning of future projects.

8. Participatory monitoring & evaluation

Question 4.9 sought to determine whether pertinent stakeholders actively take part in monitoring and Evaluation of the projects executed by respondents. Figure 4.14 illustrates the findings.



Source: Field data

Figure: 4.15 Participatory monitoring and evaluation

Figure 4.15 shows that 58 % of respondent NGOs were strongly agreed and/or agreed that project stakeholders were not actively involved in monitoring and evaluation of their executed projects. The survey found out that 14% of respondents were reported stakeholders to some extent were involved in monitoring and Evaluation of their executed projects.

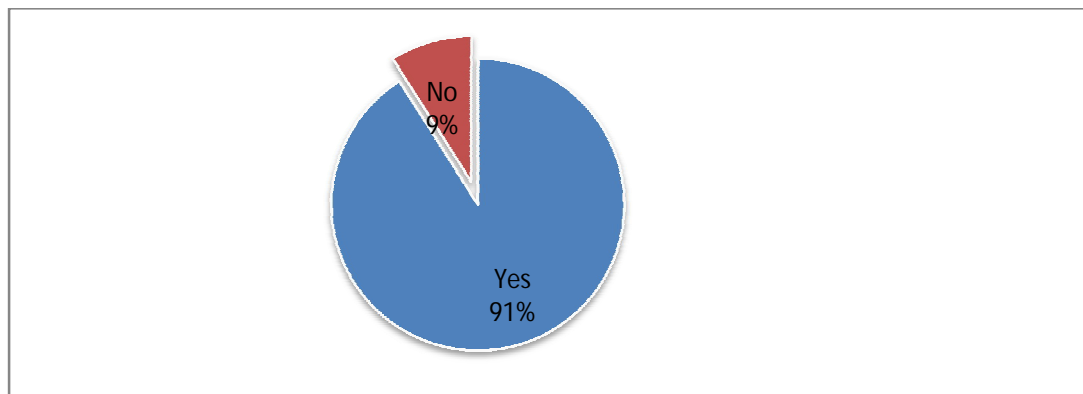
The Figure further shows 21% of respondents were reported that they were disagreed with this and only 7% of the respondents reported they were strongly disagreed, meaning stakeholders were actively involved.

4.2.3. Research question three: M&E policy environments local NGOs operating in

Respondents were probed for the overall policy frameworks their organizations operating in, the major policy issue treated by this thesis was the newly enacted charities and societies proclamation (Proclamation N^o 621/2009). Findings presented next:

1. Local NGOs Knowledge about proclamation 621/2009

Question 4.1 sought determine the level of knowledge respondent local NGOs had on proclamation 621/2009 of the newly established charities and societies agency law enacted to govern activities of all NGOs in the country. Figure 4.15 shows the Findings.



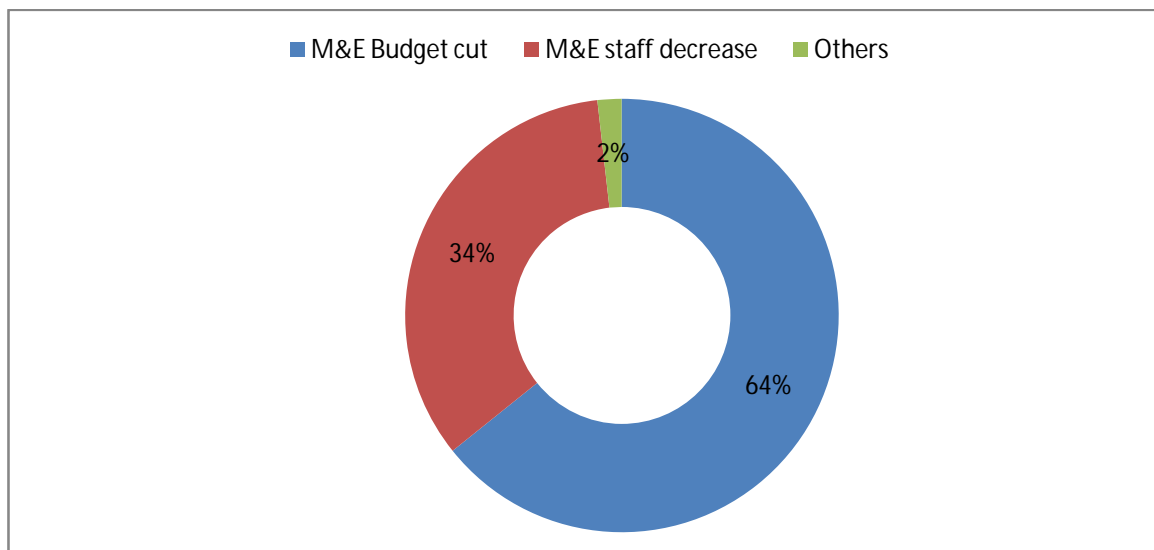
Source: Field data

Figure 4.16 NGOs Knowledge on proclamation 621/2009

Figure 4.16 shows that while 91% of respondent local nongovernmental organizations reported they had heard about proclamation number 621/2009 of charities and societies agency, the remaining 9% reported they did not. Though this 9% seems negligible, this is a serious gap. This implies that charities& society's agency& other government bodies responsible to ensure realization of this proclamation did not work in creating NGOs awareness at required level.

Those respondents reported that they were knowledgeable about the proclamation were further probed for their opinion on whether it promote or prohibit monitoring and evaluation practices of their projects executed in the past five years. The finding of this question show that 30.36% of the respondents were reported the proclamation promotes monitoring and evaluation while the remaining 69.64% were reported it did not.

Question 4.2.2 sought to determine the endured effects proclamation number 621/2009 bear on monitoring and evaluation practices of projects executed by respondents in the past five years. Figure 4.17 shows the finding.



Source: Field data

Figure 4.17 Proc.621/2009 endured effects on M&E

Figure 4.17 shows that 64% of respondent local NGOs were unable to solicit sufficient budget for monitoring and evaluation due to the proclamation. This shows that NGOs on one hand were required to monitor and evaluate their projects not only because the donors demand but also because it was an essential component of a project, on the other hand since the costs related to M&E fall under the 30% administrative expense threshold, they were pressurized to keep M&E costs to the minimum. As a result due to minimal budget allocation for monitoring and evaluation these organizations were not able to monitor and evaluate their projects effectively.

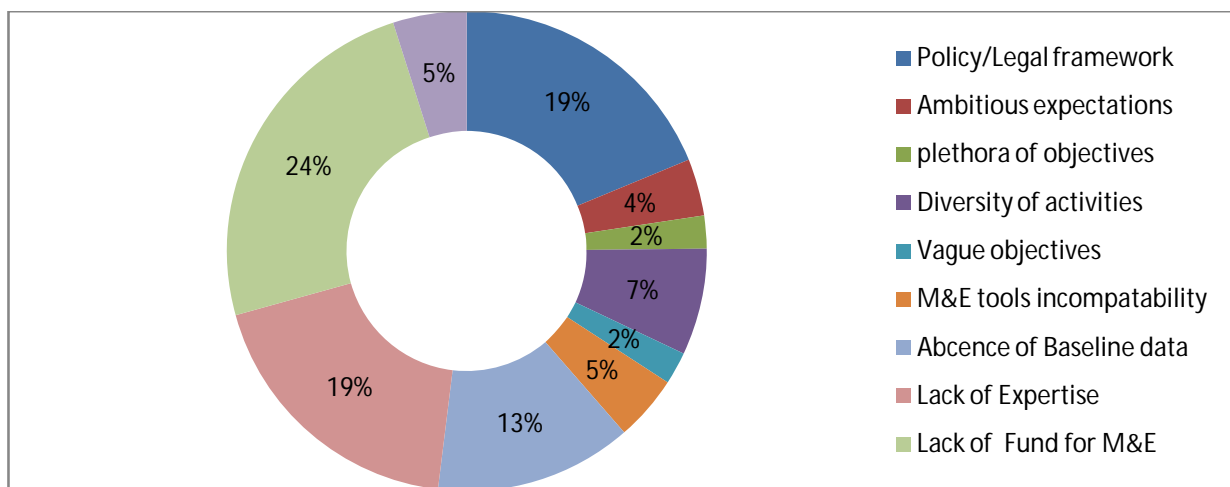
Figure 4.17 further states that 34% of respondent NGOs forced to decrease their monitoring and evaluation staff because of the proclamation. This means respondent NGOs either carry out the activity by non expertise or they produce bogus reports to the benefit of donors and the government. This production of bogus reports is absolutely against the development philosophy of the NGO sector.

4.2.4. Research question four: Challenges local NGOs faced in implementing M&E.

The respondents were probed for the challenges their organizations encounter while monitoring and evaluating projects they executed in the past five years.

1. Monitoring and evaluation barriers

The respondents were further probed for the major barriers of monitoring and evaluation that hinder them not effective and efficient in monitoring and evaluating their executed projects in the past five years. Figure 4.18 shows the findings.



Source: Field data

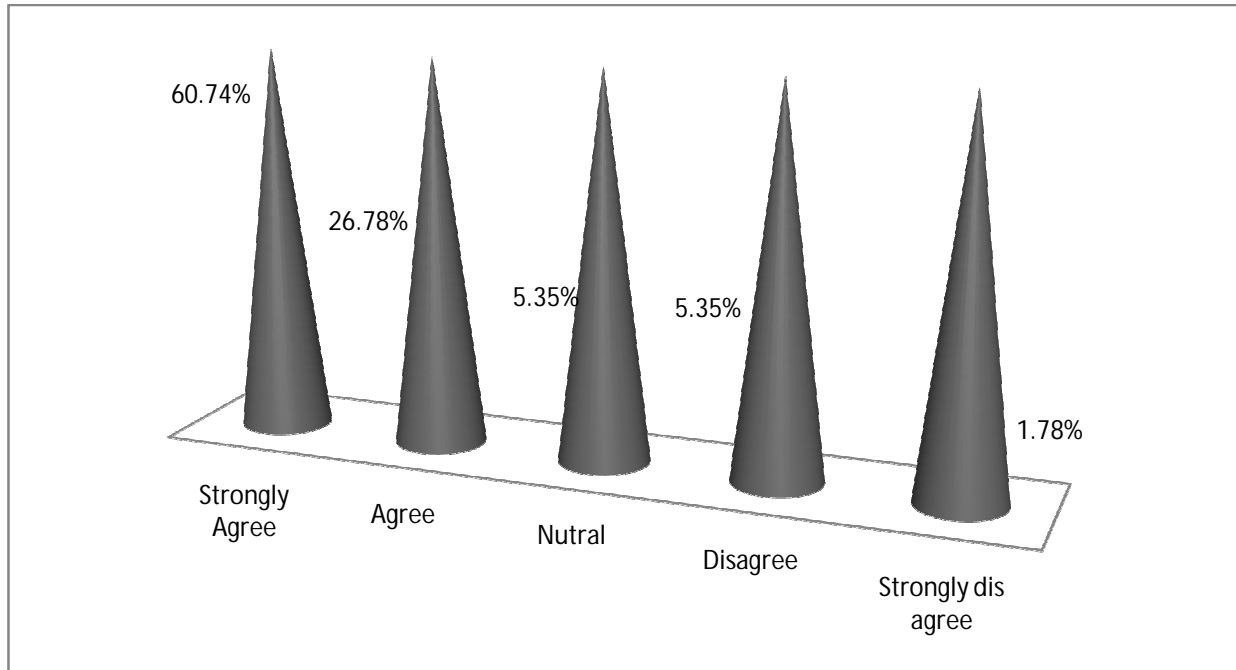
Figure: 4.18 Monitoring & evaluation barriers

Figure 4.18 shows 24% of respondents' were lack sufficient financial resource to effectively carry out monitoring and evaluation activities on the projects they implemented in past five years. Respondent NGOs reported as the next barriers that hinder their monitoring and evaluation practice were reasons related with policy issue and lack of expertise (19% each). Figure 4.18 further shows 13% of respondent local nongovernmental organizations rate lack of baseline data as a third most important barrier had effect on their M&E efforts.

In addition the study found that 7% of the respondents were challenged by diversity of their activities while monitoring and evaluating their projects. About 16% of respondent NGOs were reported that they were challenged by monitoring and evaluation barriers such as ambitious expectations, plethora of objectives, vague objectives, and incompatibility of M&E tools.

2. Donors reporting requirements

Question 4.6 sought to determine opinion of respondent local nongovernmental organizations on monitoring and evaluation reporting requirements of different donors. Figure 4.19 illustrates the findings.



Source: Field data

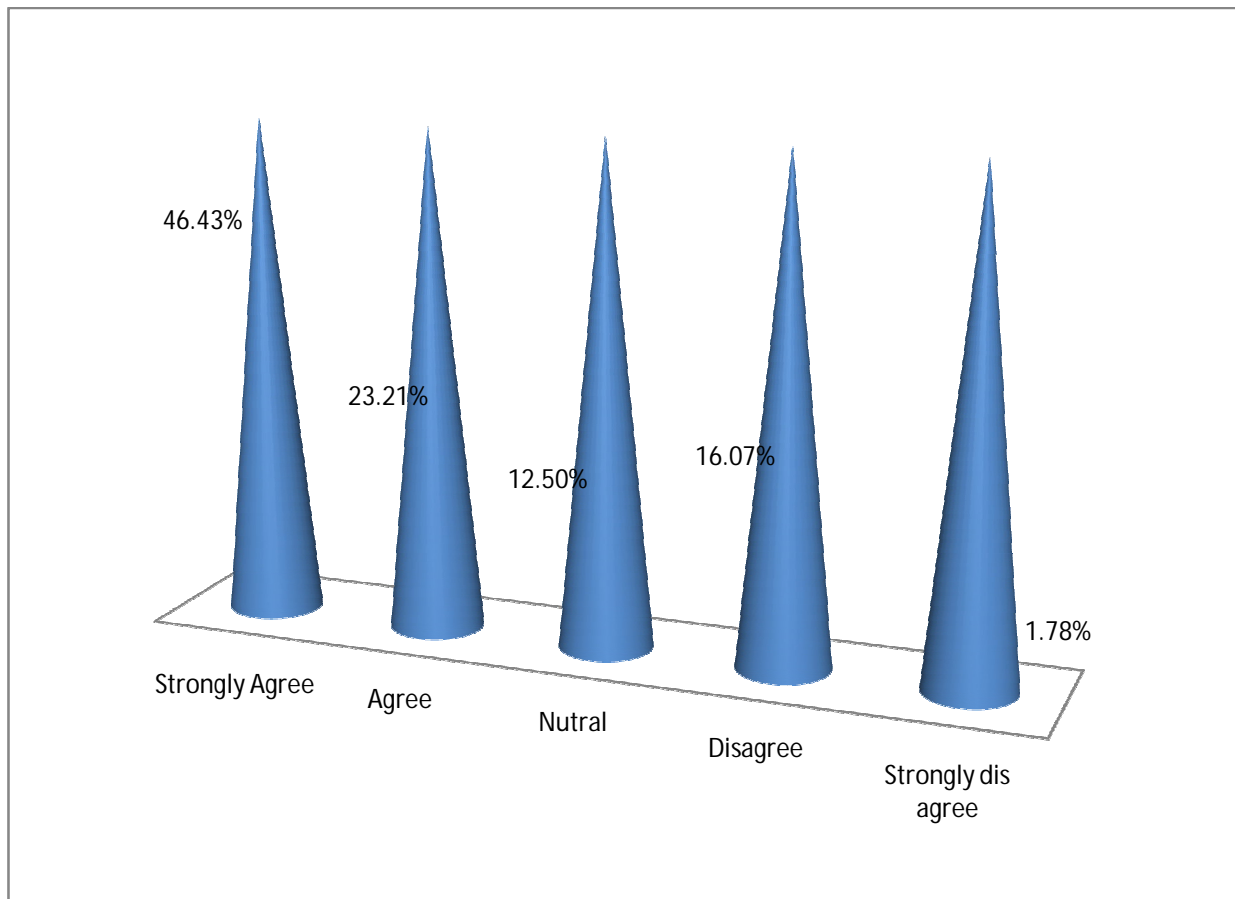
Figure 4.18 Donors M&E reporting requirements

Figure 4.19 shows that 87.49% (26.78% +60.71%) of the respondent local nongovernmental organizations were agreed or strongly agreed with the argument that different donors required different reports. This high tendency of requiring different reports for the same work by different donors could create excessive burden on local nongovernmental organizations to conform to these different requirements.

The figure also shows that 5.35% of respondents had neither agree nor disagree meaning they prefer to keep silent on the issue, this could be due to the fact that in the period when field data for this research was collected majority of the subject NGOs were in the process of renewing their license. Only 7.16% of respondent NGOs were hold strongly disagree and/or disagree position.

3. Frequent change in donors M&E reporting format

Question 4.7 sought to determine opinion of respondents on frequency of change in donor's reporting formats used by local NGOs in preparing monitoring and evaluation reports of their projects executed in past five years. Figure 4.20 illustrates the findings.



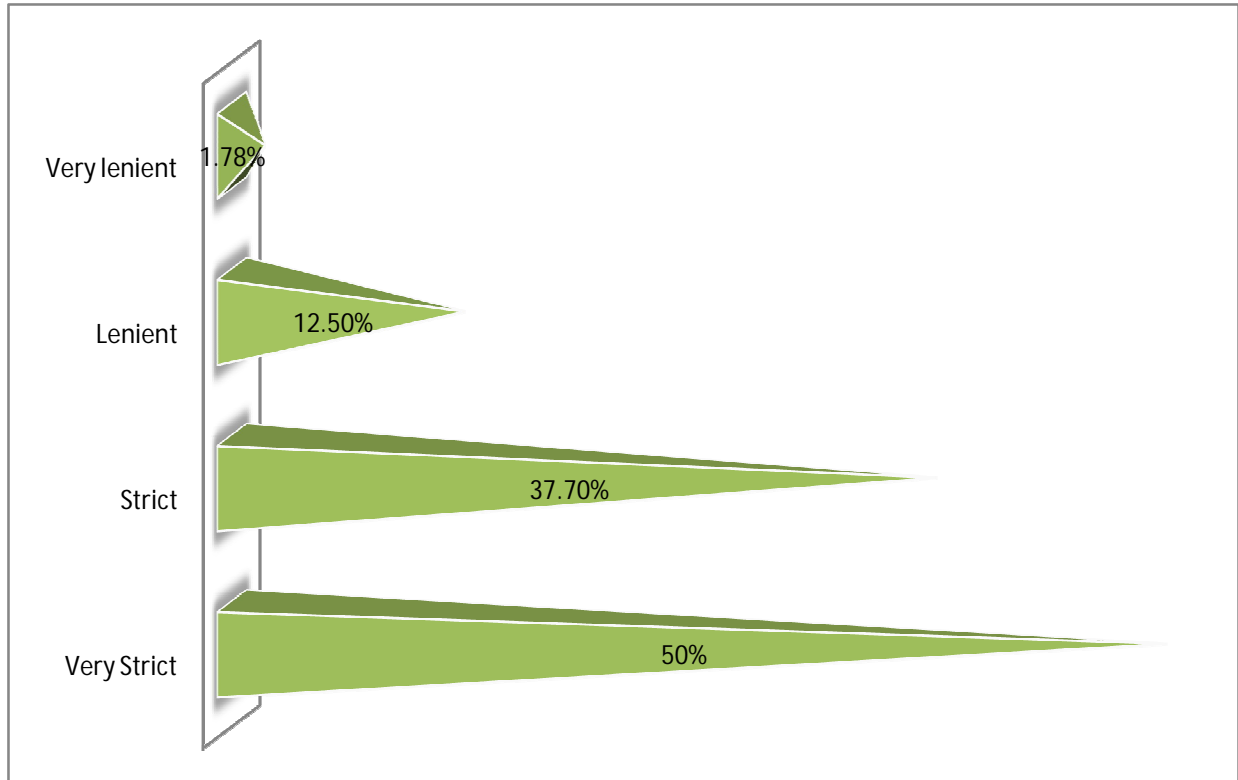
Source: Field data

Figure 4.20 Frequency of change in donors reporting formats

Figure 4.20 shows 69.64% of the respondent local nongovernmental organizations were agreed or strongly agreed with the theme that donors frequently had changed their monitoring and evaluation formats. Frequent change of reporting format could lead to tedious of Monitoring and evaluation activity. The figure also shows that significant percent (16.07%) of respondent local NGOs were disagreed with the theme and the about 12.50% were neither agree nor disagree with this. Only 1.78% of the respondent NGOs were strongly disagrees.

4. Government M&E reporting expectations

Question 4.8 sought to determine how strict the monitoring and evaluation expectations from Federal charities and society's agency and local government counterparts were. Figure 4.21 illustrates the findings.



Source: Field data

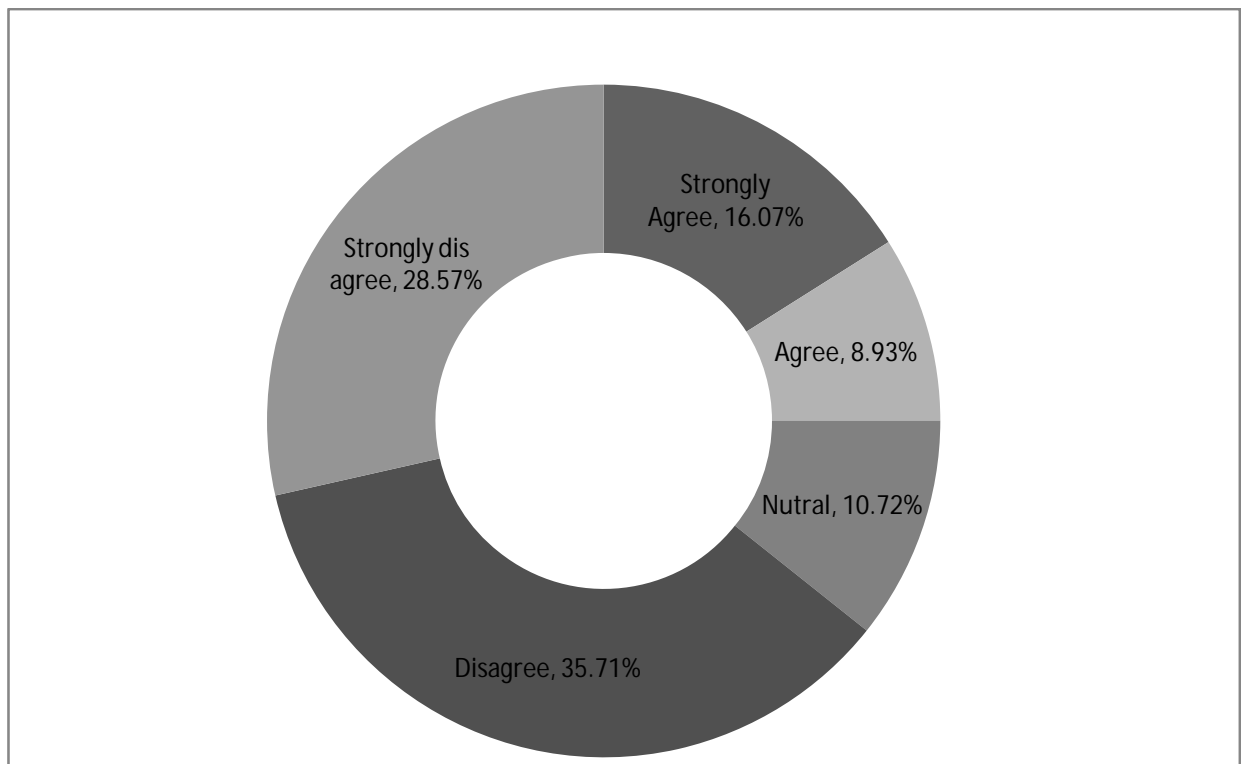
Figure: Governments M&E reporting expectations

Figure 4.21 shows that 87.70 % of respondent NGOs were in agreement with theme that charity and society's agency and its local government counter parts monitoring and evaluation report expectations were very strict or strict.

The figure further shows that 12.50% and 1.78% of respondents were agreed with the themes charities and societies' agency and its local government counter parts monitoring and evaluation reporting expectations were lenient and very lenient respectively.

5. Donors sentiment to strait forward reports

Question 4.10 sought to determine opinion of respondent local nongovernmental organizations on donor sentiment to straight forward monitoring and evaluation finding reports. This question was posed by the intention that local NGOs even if their executed projects fail to meet intended objectives could feel free to forward reality to projects funders or not. Figure 4.22 illustrates the findings.



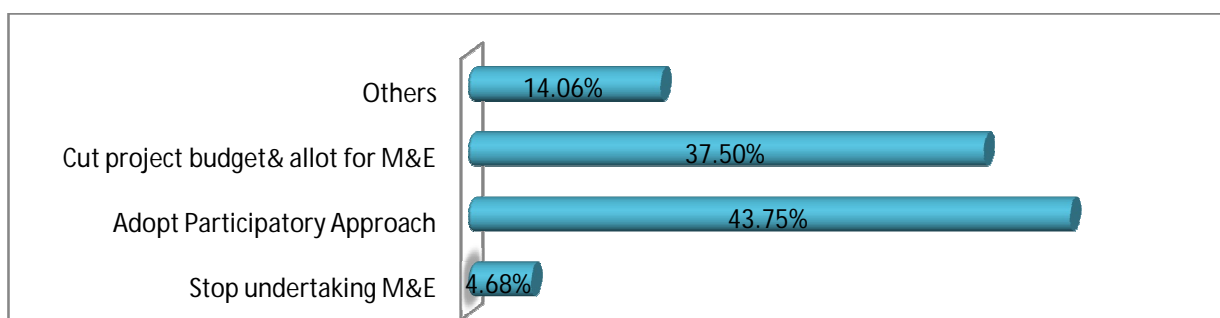
Source: Field data

Figure 4.22 Donors sentiment to straightforward reports

Figure 4.22 shows 64.29% of the respondent local nongovernmental organizations had strongly disagree and/or disagrees that donors support strait forward reports that convey reality. This means donors in addition to their non relaxed strict, time consuming and laborious reporting requirements, were never appreciate reports conveying project realities to stakeholders, donors and the community. The figure further shows 35.71% of the respondents agreed strongly agreed or were neutral.

4.2.5. Research question five: Coping mechanisms adopted to overcome the challenges

Question 4.3 sought to determine opinion of respondent local nongovernmental organizations on coping mechanisms they employed for the challenges endured on their projects monitoring and evaluation practices due to proclamation number 621/2009. For the purpose of analysis frequency and percentages employed. Figure 4.23 illustrates the findings.



Source: Field data

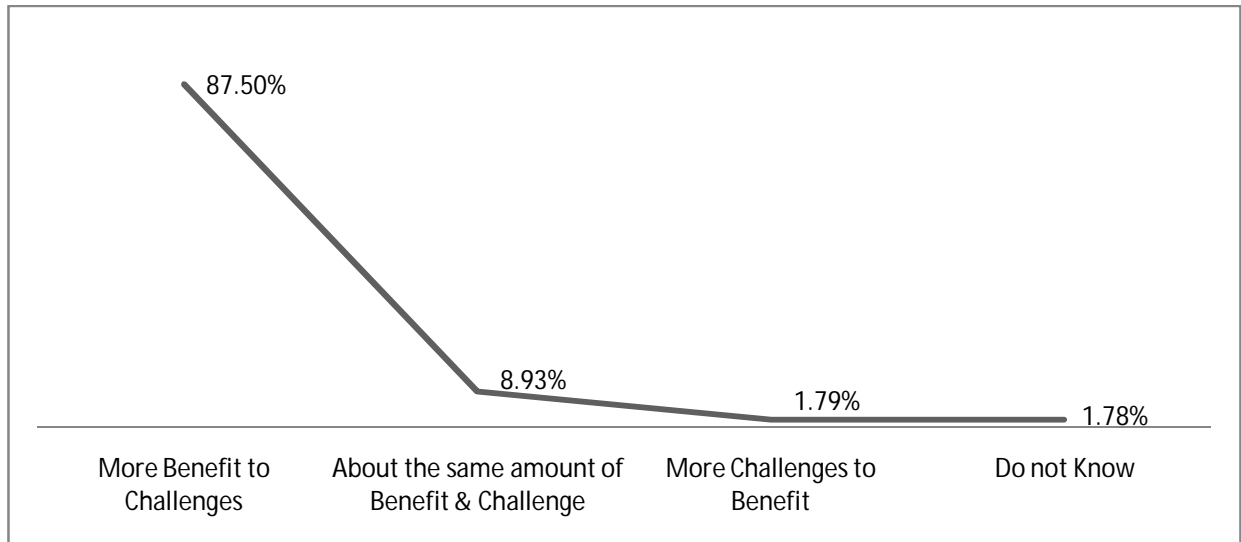
Figure 4.22 NGOs coping mechanisms of challenges

Figure 4.23 shows that while 43.75% of the respondent local NGOs had reported they were adopted participatory M&E approaches in monitoring and evaluation their executed projects in past five years, a significant percent (37.50%) of respondent local nongovernmental organizations reported they were cut part of the finance that assigned for project implementation and allot it for monitoring and evaluation activities they were carry out in their executed projects in the year in question.

The figure further shows that 4.68% of the respondents were reported they quit carrying out monitoring and evaluation activities to keep the 70/30 threshold safe. But failure to carryout monitoring and evaluation means both the implementers' and stakeholders did not know the statuesque of the project. The remaining 4.06% of respondent local nongovernmental organizations employ coping mechanisms including Abstain from working in areas located far away from their head quarters, Burden staff with M&E tasks in addition to their regular work without payment to compensate the load, reduce frequency of monitoring field visits, reduce participants in the project's M&E exercise and select an external evaluator who has proposed low payment in the bidding process.

4.3. Benefits Vs challenges of monitoring and evaluation

Question 4.11 sought to determine opinion of respondent local nongovernmental organizations on comparing challenges Vs benefits of monitoring and evaluation to their projects executed in the past five years. Figure 4.24 illustrates the findings.



Source: Field data

Figure 4.24 M&E challenges Vs Benefits

Figure 4.24 shows 87.50% of the respondent local nongovernmental organizations were rate that they had benefited more by carrying out monitoring and evaluation activities on their development interventions executed in the past five years. This was in agreement with the requirements of both donors and the government for objective monitoring and evaluations report from respondents. In addition 8.93% of respondents stated that carrying out monitoring and evaluation in their projects executed in past five years had cost them as equal benefit with the challenge. Figure 4.24 further shows that negligible number of respondents (1.79%) had seen carrying out monitoring and Evaluation rather challenges them to benefit. 1.78% of the respondent reported they do not know whether benefit of conducting monitoring and Evaluation was less or more of its challenge.

Chapter four has presented the research findings from the field work phase backed by relevant literature. The next chapter (chapter 5) will conclude these findings and draw recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

As outlined in chapter one, the primary aim of this thesis is to examine experiences and challenges of Addis Ababa based local nongovernmental organizations in monitoring and evaluating their executed projects. This chapter seeks to situate the findings from chapter four in to the context of the aim and objectives, which represent the original motivation of the study.

The next sub section presents summary of findings, concluding statements and then makes recommendations.

5.2. Summary of Findings

Without full understanding of local NGOs M&E practices, how effective they are in employing M&E and M&E related challenges they faced, it is difficult to conclude about the level of impact their projects brought in Addis Ababa. The following were the major research findings.

5.2.1. Generally, most local NGOs did not have adequately designed plans, neither they allocate sufficient resource for its implementation nor sufficiently conduct need assessments prior to project implementations. Most of the aspects necessary for monitoring and evaluation not incorporated in the plans as well. It could be concluded from the finding that the projects executed by local NGOs were not adequately monitored and evaluated due to low quality monitoring and evaluation plans.

5.2.2. Though available literatures reveal that local NGOs face a number of challenges while carrying out monitoring and Evaluation, there is a distinct lack of literature which specifically examines the role of local NGO executed projects M&E in the city. The findings present the main challenges in chapter four as follows: lack of sufficient funding, lack of expertise, absence of plan for dissemination of M&E findings, and local NGOs fail of assigning necessary equipment for M&E. It was clear that each of these challenges were affected M&E practices of all the local NGOs that participated in the study.

- 5.2.3. Despite the seemingly insoluble local NGO challenges associated with monitoring and evaluation in Addis Ababa, the literatures reveal a growing civil society sector. For instance there were 224 local NGOs signed project agreement with AABoFED in 2005 EFY but this number reached 300 in 2006 EFY.
- 5.2.4. The research question further helped to identify challenges that local NGOs were faced while monitoring and evaluating their executed projects in the past five years. It is evident that given the intensity of the challenges, mitigating the challenges is something that local NGOs alone cannot overcome.
- 5.2.5. The government of Ethiopia has outwardly expressed its priority through the introduction of new policies such as charities and societies guideline that direct the work of all nongovernmental organizations including locals in Addis Ababa and the country at large, but findings of this research shows 9% of the respondents found not knowledgeable on proclamation 621/2009, the key document on NGOs formation and management.
- 5.2.6. The findings of this study support the development idea that local NGOs can create development solutions from the ground up, since they often have better access to communities and they are able to be fluid, flexible, adopt quickly to change.
- 5.2.7. Beneficiaries' involvement in monitoring and evaluation practices of projects executed by local NGOs in the past five years was 17% only; it contradicts with the assertion that projects belongs to beneficiaries.
- 5.2.8. Majority of local NGOs (58.20%) depend on international donors and bi-lateral organizations in terms of financing the projects they implemented. This heavily reliance on external sources could affect sustainability if donor organizations cut their funding.
- 5.2.9. The monitoring and evaluation practices of the local NGOs were found inadequate in comparison with the expected standards of excellence in monitoring and evaluation by local NGOs discussed under chapter four. Most of the expected standards of excellences were not applied on projects executed by respondents in past five years.

5.3. Conclusion

The intention of this research was to examine experiences and the challenges Addis Ababa based local nongovernmental organizations faced by while monitoring and evaluating their executed projects in past five years. In order to address the primary aim of this research, three key research conclusions can be discerned.

Firstly, projects implemented by the local nongovernmental organizations in Addis Ababa were not effectively monitored and evaluated. This is due to various obstacles such as lack of M&E expertise, minimal budget allocation for M&E; poor involvement of stakeholders etc... This gap could pose serious consequences both for particular projects and the wider NGO sector.

Secondly, this thesis has been inspired by the conviction that the overall policy framework, in which nongovernmental organizations are operating in, should be clear and flexible enough. Though the government of Ethiopia through Federal charities and societies agency has passed proclamation 621/2009, and its associated guidelines that fix the 70/30 threshold of NGOs operational and administrative cost, for the benefit of the sector, However, the result of this study shows that, local NGOs were not able to enjoy it, mainly due to lack of clarity among government officials and experts and novice NGO officers' on defining administrative components of the project.

Finally local NGOs executed projects can only be effective if they are able to work with pertinent stakeholders this research has highlighted. Whilst respondents were highly acknowledged for benefit of participatory monitoring and evaluation their financial capacity to incorporate pertinent stakeholders while carrying out M&E in Addis Ababa was completely inapt.

5.4. Recommendations

5.4.1 Recommendations of the study

In support of the highlighted conclusions, the researcher makes the following recommendations to address some of the key findings of the study.

- 5.4.1.1. It is imperative that the NGOs start involving themselves more in income generating activities in order to reduce their over reliance on the donors for funding their activities as means of ensuring sustainability of their activities in event that the donors cease funding, but NGOs prior to engagement in IGA, are strongly advised to, consult charities and societies agency and its regional counterparts because it is mandatory for NGOs to have separate license for their IGA activities.
- 5.4.1.2. The findings of the research also highlight the fact that there is not much involvement of beneficiaries in monitoring and evaluation activities of NGOs executed projects. As a means of fostering sustainability beneficiaries should be more involved in activities of the NGOs.
- 5.4.1.3. The study result shows a critical lack of expertise in monitoring and evaluation of projects implemented by the NGOs. There is need for training in this aspect of monitoring and evaluation. Hence it is advisable if concerned parties including higher educational institutions propose and provide scholarly viable training areas that could help in filling the gap.
- 5.4.1.4. Majority of the donors have inflexible, time consuming and laborious reporting requirements. There is need for donors to identify simpler and friendly reporting formats for the recipients of their funds without compromising essential requirements.
- 5.4.1.5. The government's enactment of legislation to regulate NGO activities has enforced the regional government to recognize the necessity of service delivery by NGOs. However, the extent to which NGO functions such as Monitoring& evaluation, grass-roots capacity-building, social mobilization and research are recognized by the government remains unclear.

5.4.2. Recommendations for Future Research

Due to the distinct lack of related researches about the experiences and challenges Addis Ababa based local NGOs faced in monitoring and evaluating their projects, it seems premature at this stage to make any suggestion particularly on policy issues. Instead, of more value would be additional research on the subject area.

This study was very limited in terms of scope and time; whilst it presents a glimpse of the issue a more in depth analysis would be highly beneficial. It would be relevant to seek the experiences of more NGOs both local & international, working within the city, since in this way increased accuracy regarding the sector could be gained.

The charities and Societies proclamation was only implemented for about five years (since 2009), so it is relatively new in terms of its operational implications on monitoring and evaluation. A long time study of its effects would enable researchers to identify its endured effects and benefits.

Further research would be required to determine empirically the actual impact of in appropriate monitoring and evaluation on the performance of local NGO executed projects in the city.

Since monitoring and evaluating as key management tools should be integrated with in project planning's. Further research could help in investigating the project planning practices of the sector.

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APPENDICES

Addis Ababa University

College of education and behavioral studies

Department of Educational planning and Management

Educational leadership stream

(Appendix A)

INTRODUCTION

The purpose of this questionnaire is to gather information on practices and challenges local nongovernmental organizations face in monitoring and evaluating their projects. Hence, You are kindly requested to provide only thoughtful and honest responses that will give the most valuable information for the research. The data collected here will be combined to provide a picture of how local NGOs look like in Monitoring and Evaluation perspectives. Finally, the researcher wants to assure you that this research is intended fully for academic purpose and all information's that you provide will be used only for research purpose and kept confidential.

INSTRUCTION

This questionnaire has four parts.

- ✓ The first part deals with background information's.
- ✓ The second part deals with subject local NGOs over all Monitoring and Evaluation systems.
- ✓ The third part focuses on exploring monitoring & Evaluation practices in the past Five Years.
- ✓ Part four assess challenges local NGOs face in monitoring & evaluating their projects in the past five years.

There is no right or wrong answers to the questions. Try to answer all the questions carefully to the best of your knowledge. Follow the guide under each question for choices more than one. In a situation where there are issues that are not pertinent to your case, consider the "*skip to*" option.

CODE:- _____

No	QUESTIONS	RESPONSES	SKIP TO
PART-1 BACKGROUND INFORMATION			
1	What is/are the major areas of your intervention (You can circle more than one)	1. Education only 2. Health 3. Capacity Building & empowerment 4. Urban Agriculture 5. Environment 6. Access roads 7. Others	
2	When was your organization established?	---- Years ago.	
3	When was your organization Registered by ChSa?	In ----- Ethiopian Calendar	
4	Is your organization affiliated to any network/umbrella organizations? If Yes please specify-----	1. Yes 2. No	
5	In which sub-city do your organization operate (You can circle more than one)	1. Addis Ketema 2. Akaki Kality 3. Arada 4. Bole 5. Gullele 6. Kirkose 7. Kolfe Keraniyo 8. Nefas Silk Lafto 9. Lideta 10. Yeka	
6	Source of fund (You can circle more than one)	1. International donor agencies 2. Bi-lateral Organizations 3. Faith based Organizations	

		4. Income Generating Activities' 5. Members Contribution 6. Individual donations 7. Other(Specify) _____	
7	What is the total number of full time staff your organization has?	1. Less than 5 2. 5 – 10 3. 11 – 20 4. Above 20	
8	What is the total number of volunteers serving your organization?	1. None 2. Less than 5 3. 5 – 20 4. Above 20	

9	What was the total Budget in Birr Your organization Mobilize and Spent for projects implemented in Addis Ababa in the past five years?					
	Fiscal Year	< 100,000	101,000 – 500,000	501,000 to 1000,000	101,000,000 to 5000,000	>5,000,000
	2001					
	2002					
	2003					
	2004					

PART-2 THE FOLLOWING QUESTIONS DEALS ON ASSESSING YOUR ORGANIZATIONS OVER ALL MONITORING AND EVALUATION SYSTEMS.

A. MONITORING AND EVALUATION PLANNING

1	Does your organization conduct a needs assessment/Baseline survey before implementing program/project planning?	1. Yes 2. Insufficient 3. No	If No skip to 4
2	If yes, Are the views and needs of relevant beneficiaries and Vulnerable groups incorporated into this assessment?	1. Yes 2. No	
3	Does the design of your program/project reflect the results of the needs assessment?	1. Yes 2. No	
4	Do your program/projects have objectives that are time-bound, measurable and in line with the relevant Strategies?	1. Yes 2. No	

5	Does your organization have a written Monitoring and Evaluation plan that guide project execution?	<ol style="list-style-type: none"> 1. Yes, for all projects 2. Yes, for Some Projects 3. Never 	
6	If your response to Q 5 is Never, what is the reason that prompts not to have it?	<ol style="list-style-type: none"> 1. It is irrelevant 2. Projects are too small 3. Lack of expertise 4. Other, specify 	
7	Is your plan incorporating the following aspects that help in guiding M&E? (You can circle more than one)	<ol style="list-style-type: none"> 1. Data to be collected 2. Frequency of data Collection 3. Individuals in charge of M&E 4. Schedule of M&E activities 5. Plan for dissemination of Findings 6. Budget and logistics 	
8	The type of Monitoring and Evaluation plans your program's/projects employ?	<ol style="list-style-type: none"> 1. Separate 2. Incorporated with main proposal 3. Other----- 	
9	For your M&E plans are there indicators that are clearly linked to the objectives of the program/project?	<ol style="list-style-type: none"> 1. Yes 2. No 	
10	Are M&E indicators linked to inputs, outputs, outcomes and impact of the program/project?	<ol style="list-style-type: none"> 1. Yes 2. No 	
11	Do your organization use log frame in M&E	<ol style="list-style-type: none"> 1. Yes 2. No 	
12	Are resources allocated for planned M&E activities?	<ol style="list-style-type: none"> 1. Yes 2. No 	

13	Which resources assigned for your planned M&E activities (You can circle more than one)	1. Skilled staff 2. Financial resources 3. Software's 4. Equipments 5. Others-----	
14	In financial terms, What portion of the total project/Program budget allocated to Monitoring and Evaluation?	1. None 2. 1 – 4 % 3. 5 – 10 % 4. Above 10%	
15	Are Monitoring and Evaluation activities part of the project schedule?	1. Yes for all projects 2. Yes for some projects 3. Never	
16	Are the roles and responsibilities of staff in monitoring & evaluation clearly defined and documented?	1. Yes 2. Not yet	
B. CAPACITY BUILDING AND DATA MANAGEMENT			
1	Does your organization provide M&E training for program and M&E staff?	1. Yes 2. No	
2	Is information recorded at spot when and where an activity is implemented?	1. Yes 2. No	
3	Is data age- and gender- disaggregated?	1. Yes 2. No	
4	Is there a system that assists staff in capturing, managing and analyzing program data?	1. Yes 2. No	
5	Is there a properly documented data?	1. Yes 2. No	
C. INFORMATION SHARING			
1	Does your organization regularly analyze reports in order to assess achievements and challenges?	1. Yes 2. No	

2	Is Monitoring and Evaluation information provided to program managers/officers to assist in decision-making and planning?	1. Yes 2. No	
3	Your organization has documented lessons learned on project execution?	1. For all projects 2. For effective projects 3. Never	
4	Does your organization have a system to ensure that lessons learned applied to future programs?	1. Yes 2. No	
5	How Do you disseminate monitoring and Evaluation findings? (You can circle more than one)	1. No dissemination 2. Notice board 3. Newsletters/ broachers' 4. Workshops/Community meetings 5. Report to Donor, Beneficiaries and the government 6. Internet & web pages 7. Other, Specify ----- ---	
PART-3:- THE FOLLOWING QUESTIONS FOCUS ON EXPLORING YOUR ORGANIZATIONS MONITORING AND EVALUATION PRACTICES IN THE PAST FIVE YEARS.			
1	Does your organization have any monitoring and Evaluation experience in the past 5 years?	1. Yes 2. No	If No skip to 3
2	If yes, Who are the salient stakeholders involved?	1. All Project Staff	

	(You can circle more than one)	2. M&E staff only 3. Donors 4. Beneficiaries 5. Community 6. Government 7. Other -----		
3	Over all progress of the projects monitored comparing the planned activities with actual accomplishment?	1. Fortnightly 2. Monthly 3. Quarterly 4. Bi-annually 5. Never		
4	Financial performance of the projects monitored comparing the planned budget with actual expenditure?	1. Fortnightly 2. On monthly bases 3. Quarterly 4. Bi-annually 5. Never		
5	How often do you monitor the activities of staffs executing projects?	1. Weekly 2. Monthly 3. Quarterly 4. Annually 5. Never		
6	Of the following methods, which are the major ones your organization employs in collecting monitoring and evaluation data? (You can circle more than one)	1. Attendance forms 2. Questioners 3. Participant Observation 4. In-depth interviews 5. Focus group discussions		
7	Which type of Evaluation do you carry out on projects executed by your organization?			
	Type of Evaluation 7.1. Ex-ante Evaluation	For all Projects <input type="checkbox"/>	For Some projects <input type="checkbox"/>	Never <input type="checkbox"/>

	7.2. Ongoing/Mid term	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	7.3. Terminal/End of project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	7.4. Ex-post	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do you carry out evaluation of your projects by own force or commission for external consult/facilitators?	1. Own force 2. External Consultants 3. Mix `of 1 and 2		
9	If you carry out evaluation by own force, please explain why?----- ----- ----- ----- ----- -----			
10	If you commission for external consultant, please explain why? ----- ----- ----- ----- ----- ----- ----- -----			

PART- 4 THIS PART AIMS TO ASSES CHALLENGES LOCAL NONGOVERNMENTAL ORGANIZATIONS FACE IN MONITORING AND EVALUATING THEIR PROJECTS IN THE PAST FIVE YEARS.

1	Have you ever heard of a law called Charity and society's proclamation (621/2009)?	1. Yes 2. No
2	Do you think the law promotes practices of Monitoring and Evaluation?	1. Yes 2. No
	2.1. If yes, how does the law promote M&E? _____ _____ _____ _____	

	2.2. If no what were/are the endured effects? 1. M&E Budget Decrease 2. Number of M&E Employees decreased 3. Other-----			
3	If affected by the law, What coping mechanisms does your organization adopt for M&E? (You can circle more than one)	1. Stop undertaking M&E 2. Adopt participatory approach's for M&E 3. Cut project execution budget and allot for M&E 4. Other -----		
4	What were/are the major barriers that hindered you not to be effective and efficient in Monitoring and Evaluation? (You can circle more than one)	1. Policy /legal framework 2. Ambitious Expectations 3. Plethora of objectives 4. Diversity of Activities 5. Vague objectives 6. Incompatibility of M&E tools 7. Absence of base line data 8. Lack of expertise 9. Lack of funds needed for M&E activities 10. Other, Specify_____		
5	Please rate the extent to which each of the barriers you selected presents a problem in your M&E(<i>you can circle more than one box</i>)	Major Problem	Minor Problem	Not a problem
	1. Policy /legal framework	1	2	3

	2. Ambitious Expectations	1	2			
	3. Plethora of objectives	1	2	3		
	4. Diversity of Activities	1	2	3		
	5. Vague objectives	1	2	3		
	6. Incompatibility of M&E tools being used	1	2	3		
	7. Absence of base line data	1	2	3		
	8. Lack of Expertise	1	2	3		
	9. Lack of fund needed for M&E activities	1	2	3		
	10. Other, Specify_____	1	2	3		
6	Different funders/Donors need different M&E reporting formats?	1. Strongly Agree 2. Agree 3. Nutral 4. Disagree 5. Strongly disagree				
7	Donors reporting requirements and formats change frequently?	1. Strongly Agree 2. Agree 3. Nutral 4. Disagree Strongly disagree				
8	Monitoring and Evaluation reporting expectations from Charities and Societies agency and local government counter parts is	1. Very strict 2. Strict 3. Lenient 4. Very lenient				
9	There is lack of participatory monitoring and evaluation practice in local NGOs	1. Strongly Agree 2. Agree 3. Nutral 4. Disagree 5. Strongly disagree				
10	Donors appreciate and support straight forward reports even if the projects fail to meet its intended objectives?	1. Strongly Agree 2. Agree				

		3. Nutral 4. Disagree 5. Strongly disagree	
11	Overall, how would you compare the benefit with the challenges of conducting M&E? <i>(Please circle one only)</i>	1. More benefits than challenges 2. About the same amount of benefits and challenge 3. More challenges than benefits 4. Do not know	

Addis Ababa University
College of education and behavioral studies
Department of Educational planning and Management
Educational leadership stream
(Appendix B)

Interview Guide Questions Presented to local NGOs Executive Directors

Date of Interview: _____

Interview with (Code): _____

Introduction: Good morning / afternoon

Purpose: This interview is being conducted as part of my research examining Monitoring and evaluation practices and challenges of local nongovernmental organizations executing education projects in Addis Ababa. I am interested in your experience and perspectives.

1. What is the general understanding towards NGOs involvement in development activities of the city?
2. Which approach (multi-sect oral or Specialist) local NGOs prefer while executing projects in the city? Why?
3. From your experience how do you rate the contribution of M&E to projects executed by local NGO?
4. What are the main challenges/Barriers/ your NGO ever faced in relation to M&E?
5. In the past five years did your organization solicit sufficient budget for its executed projects? If yes how? If no Why?
6. How can M&E be improved in the future?
7. Any additional issue?

Thank You

DECLARATION

The study is my original work, has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

Name: Wegayehu Huluka

Signature: _____

Date of Approval: _____

This thesis has been submitted for examination by my approval as university advisor.

Name: Mulugeta Tsegai(Dr.)

Signature: _____

Date of Approval: _____