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

**ASSESSING THE PRACTICE OF PROJECT MONITORING AND EVALUATION:  
THE CASE OF COMMERCIAL BANK OF ETHIOPIA PROJECTS**

**A Research Project Work Submitted to the School of Graduate Studies of AAU in Partial  
Fulfillment of the Requirement for the Degree of Master of Arts in Project Management**

**By: Tegbar Workie**

**Advisor: Mengistu Bogale**

June, 2018

Addis Ababa, Ethiopia

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By: Tegbar Workie

Approval board committee

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## **DECLARATION**

I, the undersigned, declare that the study entitled “Assessing the Practice of Project monitoring and evaluation in the case of commercial bank of Ethiopian Projects” is the result of my own effort and study that all sources of materials used for the study have been acknowledged. I have conducted the study independently with the guidance and comments of the research advisor.

This study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Arts Degree in Project Management.

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Tegbar Workie

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Date

## LETTER OF CERTIFICATION

This is to certify that Tegbar Workie has conducted this project work entitled “Assessing the Practice of Project monitoring and evaluation in the case of commercial bank of Ethiopia Projects” is under my supervision.

This project work is original and suitable for the submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Mengistu Bogale (PhD)

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Date and Signature

## **AKNOWLEDGMENT**

First and for most I need to express my deepest gratitude to the almighty God for his unconditional love. Secondly, I would like to appreciate my advisor Mengistu Bogale (PhD) for his greater effort on supporting me, commenting my work and giving valuable advices. Thirdly, I like to thank all the research participants especially CBE project managers, team leaders and others. Finally, much love for my family and friends, for standing on my side on my way of life.

### ***Abstract***

*This paper focuses on assessing the Practices of monitoring and evaluation in CBE projects. The main objective of the research is to describe the monitoring and evaluation of projects in CBE. Descriptive research design is used and both qualitative and quantitative methods are applied purposive sampling technique is used to determine sample and sample size. In a way, the researcher tried to assess the monitoring and evaluation planning, implementation of monitoring and evaluation process and challenges in application of M&E system. Concerning planning of M & E, there are good practices of M & E except the absence of separate budget for monitoring and evaluation. In the process of M & E, finance, activities and schedule are checked at least once in month. The five most challenges in M & E are lack of the right performance indicators, lack of expertise, inaccuracy in data collection, failure to prepare appropriate data collection and failure to process and analyze data. The study recommends that there should be separate budget for monitoring and evaluation of all projects. Because the monitoring and evaluation plan have problem in design, ideas should be forwarded and there should be a committee who can evaluate and revise the plan. The plan should provide the appropriate evaluation design and appropriate performance indicators. The monitoring and evaluation plan should also be given to experts who have both technical skills and experience. These experts shall have the skill on data collection and processing and analyzing the collected data. Further researches are also recommended in this study.*

**KEY WORDS:** *monitoring and evaluation, practices, challenges*

## Acronyms/Abbreviations

CBE	Commercial Bank of Ethiopia
IFRCS	International Federation of Red Cross and Red Crescent Societies
IFC	International Finance Corporation
M & E	Monitoring and evaluation
UNDP	United Nations Development Program

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## **Chapter one: Introduction**

### **1.1. Back ground of the study**

The commercial Bank of Ethiopia which is striving to embark into a world class bank is rendering state of the art and reliable services to its millions of customers both locally and abroad. The business strategies of the bank focus on the stakeholder it serves. The state owned commercial bank of Ethiopia, still dominates the market in terms of assets, deposits, and capital and customer base and branch network, despite the growing completion from private banks over the last 20 years. This makes it one of the most reliable and strong commercial bank, both in the country and region. Its strong capital base, above 75 years of rich experience in the market and having more than 1300 branch networks throughout the country enabled the bank to accommodate large demands for banking services, both from private and public companies, and to increase its overall revenue on a sustainable basis.

The bank engages in different projects to meet its vision (to be a world class commercial bank by 2025). Projects on software and buildings are among the projects undertaken under the owner of commercial bank of Ethiopia. These projects to be effective should be monitored and evaluated. Among those projects, enterprise resource planning project, customer relationship management system, call center project, agent banking project learning management system project, risk management project and upgrade data center project are among the various IT projects in CBE.

As it is mentioned by Ermias H. in 2007, Monitoring is management's continuous examination of progress achieved during the implementation of an undertaking to track compliance with the

plan and to take necessary decisions to improve performance and Evaluation is a systematic and impartial assessment of a project, program, strategy, policy, institutional performance, etc. it focuses on expected and achieved accomplishments, examining the results chain and processes, in order to understand achievements and the lack thereof.

Commercial bank of Ethiopia as the largest commercial bank in Ethiopia, have many projects related to technology and construction of buildings. Furthermore, the bank is working to be world class commercial bank by the year 2025. Having this vision the bank is applying many projects on technologies and construction buildings. Since the deadline for its vision is approaching projects should be on budget and schedule. Effective monitoring and evaluation is one of the important tools to maintain the project on track. To know and understand the challenges that encounter in the monitoring and evaluation of projects undertaken by CBE this paper will contribute a lot.

## **1.2. Statement of the problem**

Monitoring and Evaluation (M&E) provides government officials, development managers, the public and private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocation of resources and demonstrating results as part of accountability to key stakeholders (International Finance Corporation(IFC), 2008). It brings institutional development, refers to the creation or the capacity of an institution to reflect systematically and rigorously upon its role and function, and better enable them to carry out their responsibilities. It reflects an attempt to introduce change and development in the way the institution is organized so that it is better able to meet its mission (World Bank, 2005).

The main aim of monitoring is to be able to detect problems at an early stage where it is still possible to change aspects of the project and thus turn it towards a successful outcome. Furthermore, monitoring contains elements of accountability in that it confirms whether projects conform to agreements and project plans. However, it is important that the problem solving and forward looking perspective is stressed.

According to Ethiopia Country Program Evaluation [ECPE] (2010), in Ethiopia, most of the organizations do not use monitoring and evaluation system in appropriate manner for their projects. Although, existing assessment of monitoring and evaluation capacity in Ethiopia reveal gaps both institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank (2006). There are many misconceptions and myths surrounding M&E like; it's difficult, expensive, requires high level skills, time and resource intensive, only comes at end of a project and it is someone else's responsibility (IFC,2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets (IFC, 2008).

Most projects in developing countries in general and in Ethiopia in particular face a huge cost and time overrun. This cost and time overrun can be minimized by using effective monitoring and evaluation system in projects (Ermias, 2007).

In a situation that there is scarcity of resources especially shortage of foreign currency, projects that consume imported materials and use foreign currency should be monitored and evaluated effectively. Unless projects are monitored in a way that can teach project participants how to save resources or minimize costs and use the available time effectively, the challenges of monitoring and evaluation should be examined. Effective use of opportunities can also help to

improve performance of the project. The effectiveness and efficiency of projects can again contribute for increasing productivity in the company in particular and in the economic system in general.

M&E tracks the results produced (or not produced) by governments and other entities. Monitoring and evaluation improves management of the output and outcomes while encouraging the allocation of effort and resources in the direction where it will have the greatest impact. Therefore, there are two key reasons for undertaking the research on this topic. The first reason is to deal with a current monitoring and evaluation system issues and challenges in the organization and the other reason is to describe the monitoring and evaluation practices and to provide empirical evidence that will inform an improved system. So this study answers the following questions.

### **1.3 Research Questions**

- 1 How are the monitoring and evaluation practices in the CBE projects?
- 2 What are the challenges in monitoring and evaluation of projects?
- 3 How the cost, time and performance of projects are monitored and evaluated?
- 4 What are the areas that need greater attention while monitoring and evaluation of projects?

## **1.4 Objective of the study**

The general objective of the study is to examine and assess the practice of monitoring and evaluation of projects in CBE.

Specific objectives are:

- Identifying factors affecting monitoring and evaluation of projects.
- To explain the cost, time and performance monitoring and evaluation of projects of commercial bank of Ethiopia.
- To identify areas that needs greater attention while monitoring and evaluation of projects in commercial bank of Ethiopia.

## **1.5 Significance of the study**

The study will help to enable project participants of commercial bank of Ethiopia decide on the issues related to monitoring and evaluation of projects. The study is also important in such a way that it can provide ideas on the current practices of monitoring and evaluation of projects so that the project participants can take corrective action to minimize or avoid the challenges and use the opportunities identified in a better way.

Other project owners and participants other than commercial bank of Ethiopia can also benefit from the result of this study. The study can be used as a reference for other studies related to monitoring and evaluation of projects.

## **1.6 Delimitation of the study**

The study is done on the practices of monitoring and evaluation of projects. The study will discuss the monitoring and evaluation issues of projects especially IT projects in commercial bank of Ethiopia. Survey is undertaken on existing projects.

## **1.7 Limitation of the study**

There were challenges while doing this study. Among those challenges shortage of time is predominant. Since the researcher is doing the study together with the normal work load, shortage of time was a great challenge. The other challenge happened in the data collection process. Respondents were too busy to reply to my questions.

## **1.8 Organization of the study**

Chapter one of the study is introduction that focuses on the background of the study, statement of the problem and objectives of the study. Chapter two focuses on literature: both theoretical and empirical literatures. The third chapter is about the methodology by which the study employed. This chapter focuses on the sources of data, sampling techniques and sample size determination and the method of data collection and analysis. Chapter four of the paper discusses findings and presents the results from the sources. The last chapter focuses on conclusion and recommendation of the study.

## Chapter two: Review of literatures

In this chapter literatures related to the study are reviewed. Both theories and empirical literatures are presented in a manner that can show the conceptual framework and relation between the dependent variable and independent variable.

### 2.1. Theoretical review

Monitoring and Evaluation as IFRC (2011) can help an organization getting relevant information from past and current ongoing activities that can be used as the basis for project fine-tuning, reorientation and future planning. "Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved"(UNDP, 2009). Janus (2016) has said "Both monitoring and evaluation assesses achievements, but the emphases differ". So that it is better to define both Monitoring and evaluations.

#### 2.1.1 The Meaning of Monitoring and Evaluation

The Macmillan English dictionary (2007) Defines Monitoring as regularly checking something or watch someone in order to find out what is happening whereas, evaluation as to think carefully about something before making a judgment about its value, importance or quality. Having this in mind let us see what other scholars say about the concept.

Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management.

Monitoring can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives and Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making.(UNDP, 2009).

Monitoring is generally an ongoing process of information collection primarily for program management and it tends to focus on activities. Evaluation takes a wider and long term view of the entire program and involves less frequent programmatic reviews. It tends to concern itself with outcomes (Janus, 2016).

All the above definitions emphasize on periodic follow up of ongoing activities and judging the worth of a project based on clear information and empirical evidences. So that M &E should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of all project stakeholders.

### 2.1.2 Common types of monitoring

Results monitoring- tracks effects and impacts. This is where monitoring merges with evaluation to determine if the project/programme is on target towards its intended results (outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative). For example, a psychosocial project may monitor that its community activities achieve the outputs that contribute to community resilience and ability to recover from a disaster Process (activity) monitoring- tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered – the efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact.

For example, a water and sanitation project may monitor that targeted households receive septic systems according to schedule.

Compliance monitoring- ensures compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards. For example, a shelter project may monitor that shelters adhere to agreed national and international safety standards in construction.

Context (situation) monitoring- tracks the setting in which the project/programme operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project/programme. For example, a project in a conflict-prone area may monitor potential fighting that could not only affect project success but endanger project staff and volunteers.

Beneficiary monitoring tracks beneficiary perceptions of a project/programme. It includes beneficiary satisfaction or complaints with the project/programme, including their participation, treatment, access to resources and their overall experience of change.

Financial monitoring- accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring. For example, a livelihoods project implementing a series of micro-enterprises may monitor the money awarded and repaid, and ensure implementation is according to the budget and time frame

Organizational monitoring- tracks the sustainability, institutional development and capacity building in the project/programme and with its partners. It is often done in conjunction with the

monitoring processes of the larger, implementing organization. For example, a National Society's headquarters may use organizational monitoring to track communication and collaboration in project implementation among its branches and chapters.

IFRC (2011) described a well-functioning M&E system as a critical part of good project/program management and accountability. Additionally Timely and reliable M&E provides information to:

- Support project/program implementation with accurate, evidence- based reporting that informs management and decision-making to guide and improve project/program performance.
- Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards.
- Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.
- Promote and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization.

### 2.1.3 Project Success and M and E

In project management literature, the outcome of a project is frequently conceived of in terms of success or failure although identifying just what constitutes these can be problematic. In general

there is lack of consensus on how to define success, lack of success and failure and despite their frequent use, such terms are perceived to be vague and difficult to measure. Wateridge (1998) further states that success or failure is not an absolute or black and white concept. Projects may be viewed as successful to varying degrees, depending on which success criteria are met.

There have been various attempts over the history of project management to define suitable criteria against which to define and measure project success. Perhaps the most well recognized of these is the long established and widely used “iron triangle” of time, cost and quality (Atkinson, 1999). Ika (2009) argues that although the definition of quality is potentially very broad in relation to the iron triangle, it is often restricted to meeting scope or functional and technical specifications.

Time dimension of assessing project success is the most common aspect brought out in the literature review. Pretorius et al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001; Kariungi (2014). expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, and timely availability of funds and proper utilization of project planning tools.

Completion of the project within the budget is another dimension that is used to measure project success. Chan (2001) states that cost can be computed in form of unit cost, percentage of net variation over final cost and so on. The project monitoring and evaluation team may control the

costs using Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) techniques. Projects often face cost overruns during the implementation phase; hence a proactive approach is essential for monitoring project costs and detection of potential problems (Cheng et al, 2012).

Another important dimension in project success includes customer satisfaction (Dvir, 2005). A project that in the final analysis leads to customer satisfaction would be said to be successful. Evaluating the performance of project is beneficial to both the stakeholders by enabling them to appraise the services received and to project manager by helping them to improve their services (Besner & Hobbs, 2008). Project success relates to the end product's goals in terms of performance and fulfilling the technical requirements, as well as customer satisfaction. Successful projects also contribute to company's success in long term in terms of gaining a competitive advantages; enhancing company's reputation; increasing the market share; and reaching specified revenue and profits

In a nutshell project success can be assessed on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives.

## 2.2 Monitoring and Evaluation Practices

The following which is described below are the best practices associated with monitoring and evaluations these are:

### 2.2.1 Planning, Conducting and Communicating Monitoring and Evaluations

Monitoring and Evaluation planning should begin during or immediately after the project design stage. Early planning will inform the project design and allow for sufficient time to arrange for resources and personnel prior to project implementation. M&E planning should also involve those using the M&E system. Involvement of project staff and key stakeholders ensures feasibility, understanding, and ownership of the M&E system. Here a clear understanding of the log frame's hierarchy of objectives is essential for M&E planning (Chaplowe, 2008).

A comprehensive M&E plan includes an M&E framework, indicators, guidance on how to collect and analyze the indicators, a data quality assurance plan, a data use and reporting summary, an evaluation summary, and a budget (PATH, 2013). Peersman, (2014) adds baseline data on these planning components that initially collected data which serves as a basis for comparison with data which is acquired at a later stage. For example, data collected before an intervention is implemented for later comparison with data collected after the intervention is implemented. Peersman also justified data collection and analysis, a conducting process in M&E which involves the collection of data by different collection tools and analyzing with different models. The challenge here is poor choice of methods and choosing the 'same old' methods regardless of their suitability to the specific evaluation are the common challenges.

An indicator matrix is a critical tool for planning and managing data collection, analysis, and use. It expands the log frame to identify key information requirements for each indicator and summarizes the key M&E tasks for the project (chaplowe , 2008)

Communicating Monitoring and evaluation results Zarinpoush (2006) explained three major things in communicating monitoring and evaluation results; preparing reports, presenting result in person and using the media to communicate results.

Producing a report is one way to communicate the results with your stakeholders such as project funders, decision makers, planners, project managers, or those who act or modify their actions based on the evaluation results. The report should include those aspects of the project and its evaluation that are, based on your knowledge, important to the readers. The report should also encourage them to use the information and recommendations. Presenting evaluation results to some project stakeholders in a face-to-face two-way method gives your audience an opportunity to ask questions. It also provides you an opportunity to directly communicate with your audience and receive direct feedback not only on the project evaluation and its report but on the other needs, expectations, and concerns that they may have (Zarinpoush, 2006).

The overall purpose of the M&E system is to provide useful information. Therefore, information utilization should not be an afterthought, but a central planning consideration. For this reason, identifying stakeholder informational needs has been a recurring topic throughout all M&E planning steps. (IFRC, 2011)

Using the media is another way to communicate all or part of the results to external stakeholders. By getting your results published, you can increase the visibility of your organization and contribute positively to the way its work is perceived by the public. Target the audience who may be most interested in and find potential benefits from the results (Zarinpoush , 2006).

### 2.2.2 Monitoring and Evaluation Plan

The project should have a monitoring and evaluation plan. The plan should be prepared as an integral part of project plan and design (Palestinian Academic Society for the Study of International Affairs [PASSIA], 2004 & McCoy, Ngari & Krumpe, 2005). The integration is for clear identification of project objectives for which performance can be measured.

Cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities.

An important criticism of many development projects is that they are too inflexible in planning, and that once projects are initiated the initial project plan is adhered to even if significant motivation exists to change it. This undermines the learning ethos of development. Projects should therefore plan for adaptation, specifically by trying to do the following: Design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation, and build in flexibility to respond to unplanned opportunities; Focus on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs; Budget for experimentation and for the unexpected. If the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach. Also leave a portion of the budget and staff time for activities that do not fit into established categories. The

crucial thing to remember is that the development intervention is not about words in a plan, but changes in the lives of people and in particular the intended beneficiaries. It is essential that development managers keep their focus on the intended impact, rather than on the rigidity of the planning format

As we can see, project planning sets the crucial foundation for project M&E, and these can significantly affect the success or failure of an M&E process. Unintentionally, M&E is often set up to fail during the initial project design. Initial project design fundamentally influences M&E through five key design weaknesses. First, during project implementation, the effectiveness of M&E will be greatly influenced by the attitude and commitment of local people and partners involved in the project and how they relate and communicate with each other. A poorly planned project will in most cases not generate positive relationships. The second design fault is when project lacks logic in its strategy or has unrealistic objectives, making good M&E almost impossible. This is because the evaluation questions and indicators often become quite meaningless and will not produce useful information. Furthermore if you don't know clearly where you are heading then you will not know how best to use any information that might be produced. The third is when the design team does not allocate enough resources to the M&E system. Critical resources include: funding for information management, participatory monitoring activities, field visits, etc time for a start-up phase that is long enough to establish the M&E and monitor and reflect, and expertise, such as a consultant to support M&E development. The fourth factor is critical if M&E systems are to generate the learning that helps a group of project partners continually improve implementation and strategy. The more rigid a project design is, the more difficult the project team will have in adjusting it as a result of change in the context and understanding of interim impacts. Fifth, it is important that during design, the broad

framework of the M&E is established. It is still unfortunately the case that most project plans do not pay sufficient attention to M&E planning, with the result that M&E is “tagged on” as an afterthought. Put simply, effective project planning is absolutely critical to the success of an M&E process, and an effective M&E process is a crucial component of successful projects.

### 2.2.3 Coherent Framework

Monitoring and evaluation should be aided by a coherent structured conceptual framework. The framework aids in identifying the logic behind project elements and performance measurement, how they are related and the underlying assumptions. One of the best practices that have been adopted because of its structured approach is the use of the logic framework approach (LFA) as a tool to aid both the planning and the monitoring and evaluation functions during implementation (Aune, 2000 & FHI, 2004). Vann open (1994) as quoted by Aune (2000) argues that the LFA makes the planners of the project from the start to think in terms of measuring performance by identifying the measures and criteria for success during the planning stage. This gives it great leverage in that from the beginning the project design hence implementation are integrated with performance measurement through identification of indicators that will demonstrate how the project is performing during implementation.

### 2.2.4 Monitoring and Evaluation budget

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (McCoy et al., 2005). Some authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget (Kelly & Magongo, 2004). The intention

with this practice is not to be prescriptive of the percentage that is adequate, but to come up with sufficient funds to facilitate the monitoring and evaluation activities. Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function.

### 2.2.5 Schedule of Monitoring and Evaluation

The monitoring and evaluation activities of the project should be included in the project schedule so that they are given the due importance they require, not only done at the whims of the project manager (Handmer&Dovers, 2007; & McCoy et al., 2005).

#### Individuals for Monitoring and Evaluation Activities

There should also be an individual who is directly in charge of the monitoring and evaluation as a main function (Kelly &Magongo, 2004) and an identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings (AusAID, 2006 & McCoy et al., 2005).

### 2.2.6 Stakeholder Involvement

Involvement of all stakeholders (beneficiaries, implementation staff, donors, wider communities) in the monitoring and evaluation process of the project is very important. Participatory approach to monitoring and evaluation is viewed as an empowerment tool for the beneficiaries and other stakeholders of project who in most cases are not consulted in this function. It is also demonstration of downward accountability i.e. accountability to the beneficiaries. There is a lot of emphasis on upward accountability (Aune, 2000). This obsession with upward accountability

creates a barrier between the project and other stakeholders in terms of monitoring and evaluation, this result in the process being geared towards satisfying the demands of the donor at the expense of the other stakeholders. Involvement of the beneficiaries in monitoring and evaluation gives them a sense of ownership and contributes to long term sustainability long after the project donor has ceased financing the project and also increases the chance of more beneficiaries to take up the services of the project. Other key neglected stakeholders are the field staff involved in implementing the project.

### Inputs

The different inputs of the project need to be monitored effectively to ensure that they are used optimally on project the activities in order to produce the desired outputs. The recommended practices for monitoring each of the inputs as identified by the log frame approach include the following:

#### Financial Resources

Financial resources should be tracked with a project budget with the project activities having cost attached to them, with comparison of what has been spent on project activities with what should have been spent as per planed expenditure in the budget (Crawford & Bryce, 2003). This information of expenditure is obtained from the individual in charge of project accounts. This comparison of actual expenditure versus planned expenditure should be done regularly to determine if the project is not going over budget.

## Human Resources

Human resources on the project should be given clear job allocation and designation is suitable to their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the outfield staff (Reijeret,P.,Chalimba,M.&Nakwagala,A.A. 2002).

## Activities

There are activities which are very important for the practicality of monitoring and evaluation system these are described below.

## Project schedule

Processes or activities to be done on the project are tracked with aid of a project schedule or project timeline. At regular intervals actual schedule of activities done is compared with the planned schedule to determine whether the project is within schedule or over schedule (Crawford & Bryce, 2003).

## Outputs

For monitoring outputs of the project, it is important to use a mix of both qualitative and quantitative indicators.

### 2.2.7 Midterm and End of Project Evaluations

For evaluation usually there is midterm and another at end of project implementation, an impact assessment should be scheduled after the project has ended to determine what the impact of the

project was and what the contribution of the project was to the attainment of the goal (Gyorkos, 2002). The midterm evaluation and the one at the end of the project implementation process (process evaluation) to determine how project fared in terms of input use, carrying out the scheduled activities and in terms of how the project fared in terms of level of outputs in relation with the targeted output (Gilliam, Barrington, Davis, Lascon, uhl& Phoenix 2003). The short term outcomes can also be evaluated at this point.

### 2.2.8 Capture and Documentation of Lessons Learned

Lessons learned from the implementation should be captured and documented for incorporation into the subsequent projects and sharing with other stakeholders. The lessons would include what went right in implementation and what went wrong and why so that the mistakes are not repeated in the subsequent projects (Reijeret et al., 2002). These lessons should be shared with the implementing staff. Sustainability of the project should be determined. It is not easy to determine sustainability, but the level of the communities' involvement can give an indication of the continuation of the project activities even at the end of funding period.

### 2.2.9 Dissemination of Monitoring and Evaluation Findings

There should be a monitoring and evaluation findings dissemination plan. Monitoring and evaluation findings should be disseminated to the stakeholder by way of a report to the other depending on his requirement, communication or report to the community and beneficiaries and to the implementing staff to improve on their implementation practices and strategies (McCoy et. al., 2005).

## 2.3 The Challenges of Monitoring and Evaluation System

There are many misconceptions and myths surrounding M&E namely: it's difficult, expensive, requires high level skills, time and resource intensive, it is only comes at the end of a project and it is someone else's responsibility (IFC, 2008). Although, IFC concern that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources skill sets. This might relate to the context within which M&E is designed, who is responsible for designing the processes and who is responsible for the analysis.

### 2.3.1 Lack of Monitoring and Evaluation Expertise

Lack of adequate monitoring and evaluation expertise or capacity is one area that has been highlighted by several scholars (Hughes d'ach, 2002). Monitoring and evaluation requires specific skills and expertise such as monitoring and evaluation design skills particularly log frame design, indicator setting: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus group discussion guides. Other necessary skills include data collection skills such as conducting interviews, conducting focus group discussion, data

### 2.3.2 Inadequate Financial Resources

Lack of adequate financial resources to carry out monitoring and evaluation is another challenge faced. Most organizations lack adequate funding for their activities: this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation are looked at as an expense that they cannot afford. If any is done then it is done superficially, just recording a few activates and irregularly (Hughes d'Aeth, 2002). Lack of funds

means that organizations may not be in passion to bring in external evaluators: they may not be able to adequately collect all the necessary data. It may also mean that they may not be able to afford computers and any other technology to serve the monitoring and evaluation function. Even in the case I am studying, there is no enough attention or if there is there is little attention to go and visit the project site at least once in a year (Hughes d'Aeth, 2002).

#### 2.4 Synthesis of Related studies

Monitoring and Evaluation System is used in a better way in developed country than undeveloped. I tried to find the written document on M&E for financial organization project; however, I found few researches that are in the area of public organization, capacity building, I didn't found the research on the area I am studying. Monitoring and evaluation in financial projects especially in CBE are not well developed. This is because; in Ethiopia most of the time the monitoring and evaluation are used by NGO's task purpose. As a result, no research works are available in the area I am studying now which could tell me about its current status.

In fact there are some investigations done on the area of monitoring and evaluation in Ethiopia at different places, different periods, and different subjects but not in the area of financial projects specially.

So for the purpose of this study the researcher refers studies that are made on the issue of monitoring and evaluation of development projects. These studies will give the researcher ideas on how is these development projects monitored and evaluated and the challenges faced. And the researcher will try to relate the finding of these literatures with his own finding.

M and E of projects are usually faced different challenges while implementing. Despite all of the M&E resources that are available, program managers still face numerous practical M&E challenges. Within the real- life context of implementing M&E, there simply may not be enough funding, staff, time, or political will to support all of the M&E activities a program wants to implement (PATH, 2013).

Accordingly PATH, (2013) identified lack of baseline data, Budget, little time available for evaluation , Weak political will to support comprehensive evaluation as a challenge for M&E and listed their practical field-tested ideas to overcome them. Peersman (2014) agrees on the Common challenges in data collection and analysis can relate to poor choices of methods as well as poor implementation of methods.

Different factors can affect the performance of monitoring and evaluation of projects in different manner. Gitahi Kenneth (2015) financial resources are central in determining the future and the success of M & E processes. M and E needs a separate budget than the project undertaken. Financial resources, availability of expertise on monitoring and evaluation of projects, management commitment and involvement of different stakeholders in the M and E system have an influence in the practices of monitoring and evaluation of projects (Ermias, 2007).

According to Ermias H. 2007 financial challenges, lack of expertise, uncommitted management in the organization and less involvement of stakeholders affect the effectiveness of monitoring and evaluation of projects.

So in this study the existing practices in the monitoring and evaluation of projects in CBE will be described. The challenges will also be identified and examined.

## Chapter three: Research methodology

In this chapter the types of data, sources of data, sampling and sampling techniques that are used are discussed.

### 3.1 Research Design

Descriptive ways of research design is used in this study. The study focuses on describing the existing practices of monitoring and evaluation in the projects. Tables of percentages, charts and other descriptive ways are used in this study.

### 3.2 research approach

Both qualitative and quantitative data and ways of data presentation are used in the study. This helps to better demonstrate the topic under study. The mixed use of both methods provides higher understanding of the research problem.

### 3.3Types and sources of data

In order to get appropriate data the study employed both primary and secondary sources of data. Responses from Open and close ended questionnaire are used as a primary source of data which can help in answering questions related to the study objectives. To check validity of the items, the questionnaires were given to advisor and others those who have research experience. Then, vague words and ambiguous statements were corrected and necessary rearrangement and refinement of the questionnaire items was made. Some relevant items were added while

irrelevant ones were discarded and some lengthy items were shortened. Unclear ideas were paraphrased based on the comments. As a secondary data source document analysis such as relevant books, articles, journals and online information are investigated to supplement and to serve as the bases for the instruments and findings of the study.

### 3.4 Sampling techniques

Stakeholders of projects in the commercial bank of Ethiopia and participants are the very population of the study. Purposive sampling technique is used to select the respondents. According to Walliman (2005), purposive sampling is a useful sampling method which allows a researcher to get information from a sample of the population that one thinks knows most about the subject matter. Thus for the purpose of this study those individuals who are convenient to the issue under research are incorporated under the sample of this study.

### 3.5 Sample size

In this study 35 respondents are selected purposively. These respondents are selected because the researcher thought that they know most about the subject matter. These samples include project managers, team leaders, M & E experts and other experts. These respondents have an involvement on monitoring and evaluation of projects in CBE directly or indirectly.

### 3.6 Method of data analysis

Qualitative and statistical/quantitative methods of data analysis like tables, charts, percentages and others are used to analyze the data collected from different data sources. Creswell (2009),

there is more insight to be gained from the combination of both qualitative and quantitative research than either form by itself. Their combined use provides an expanded understanding of research problems. Thus, with the intention of getting the general picture of the research under study both quantitative and qualitative research designs (mixed research design) are used in conducting the study.

### 3.7 Ethical considerations

Ethical conduct is an important aspect of research and means in respect of showing consideration to the people who participate in the study with us. There are four areas of concern where the rights and dignity of the subject must be preserved. These areas are: consent, harm, privacy and deception. The researcher abided by these ethical issues when conducting the study.

## Chapter four: Data Analysis and Findings

This chapter focuses on presentation, analysis and interpretation of findings from the collected data through questionnaire. The findings are presented in the form of figures, tables, charts and other descriptive ways.

### 4.1 Characteristics of the respondents

The total number of samples selected for participating in this study is 35. Those respondents are working in CBE IT and construction project in activities directly related to M & E or indirectly participate in monitoring and evaluation of projects. Those are middle level managers, project team leaders, M &E experts and other experts. Among 35 respondents only 33 respondents are successfully complete the questionnaire. Others are non-respondents because of high work load on their place, annual leave and other unknown reasons. The result of the study is discussed below.

Among those respondents 24 (72.7%) are male and 9(27.3%) are females. The age distribution shows that most of the respondents are adults. 18.2% is from 21-30, 72.7% is from 31-40 and 9.1% is from 41-50.

The respondent's academic qualification is between BA/BSc degree and MA/MSc degree. 30.3% of the respondents have MA/MSc degree and 69.7% of the respondents have BA/BSc degree. Among those respondents 36.4% are middle level managers and project managers and 9.1% are project team leaders, other 9.1% are M & E experts and 45.4 % are other experts that engage indirectly in monitoring and evaluation of projects.

All the respondents respond that the organization practices M&E activities and they have a practical M & E experience in the organization while undertaking projects in both IT projects and construction projects.

#### 4.2 Practices of monitoring and evaluation

This section shows that the findings from managements, project team leaders, M and E experts and other experts are discussed. The practices of monitoring and evaluation in CBE projects are discussed. The existing situation of monitoring and evaluation of projects, planning of monitoring and evaluation systems, the stakeholders involved in planning monitoring and evaluation practices and major challenges that influences the application of effective monitoring and evaluation are presented below by using figures and charts.

##### 4.2.1 Monitoring and evaluation planning

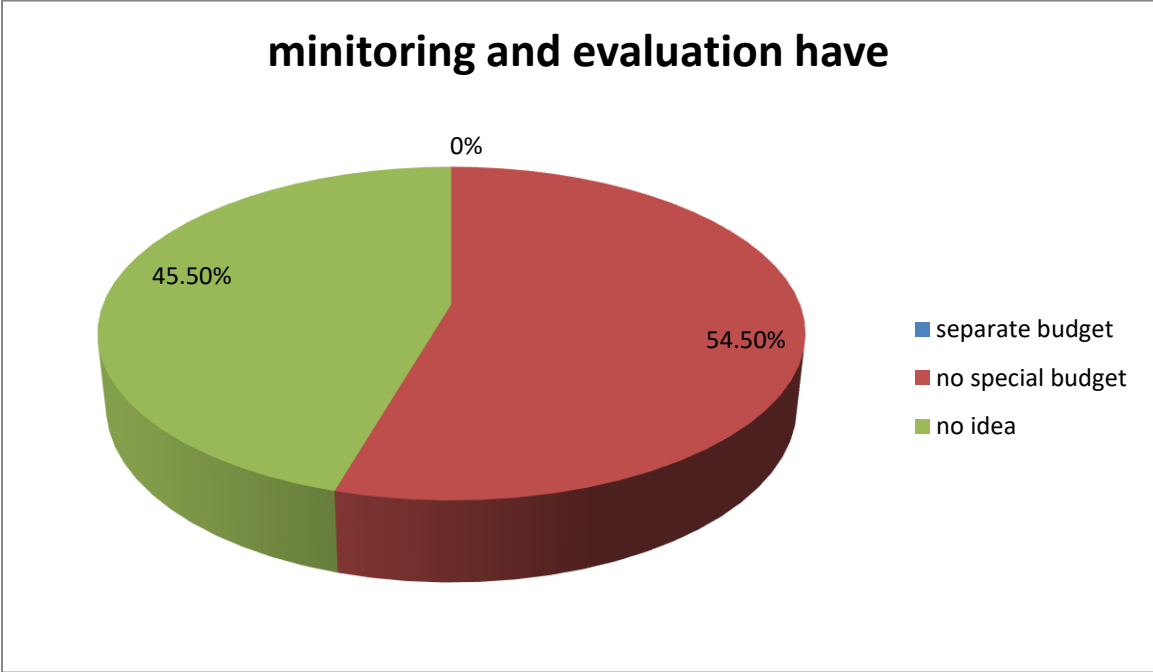
From 33 respondents, 24 (72.7%) respond that there is monitoring and evaluation plan so that those who carrying out monitoring and evaluation can refer to. Only 27.3% of the respondents say that there is no monitoring and evaluation plan. This is because of some projects are too small and some others do not know how to design.

Different stakeholders involved in planning monitoring and evaluation of projects. Among these stakeholders that most respondents replied that they involved most in planning of monitoring and evaluation are project managers, and project team leaders. Consultants are also involved in planning of M and E next to project managers and team leaders.

The M and E plan incorporates data to be collected, frequency of data collection, individuals in charge of M and E, and schedule of monitoring and evaluation activities. Plan for dissemination of findings is mostly not included in the monitoring and evaluation plan.

Regarding the budget allocation for monitoring and evaluation of projects, the following chart will show the answers from respondents.

Chart 4.1 Budgeting in monitoring and evaluation



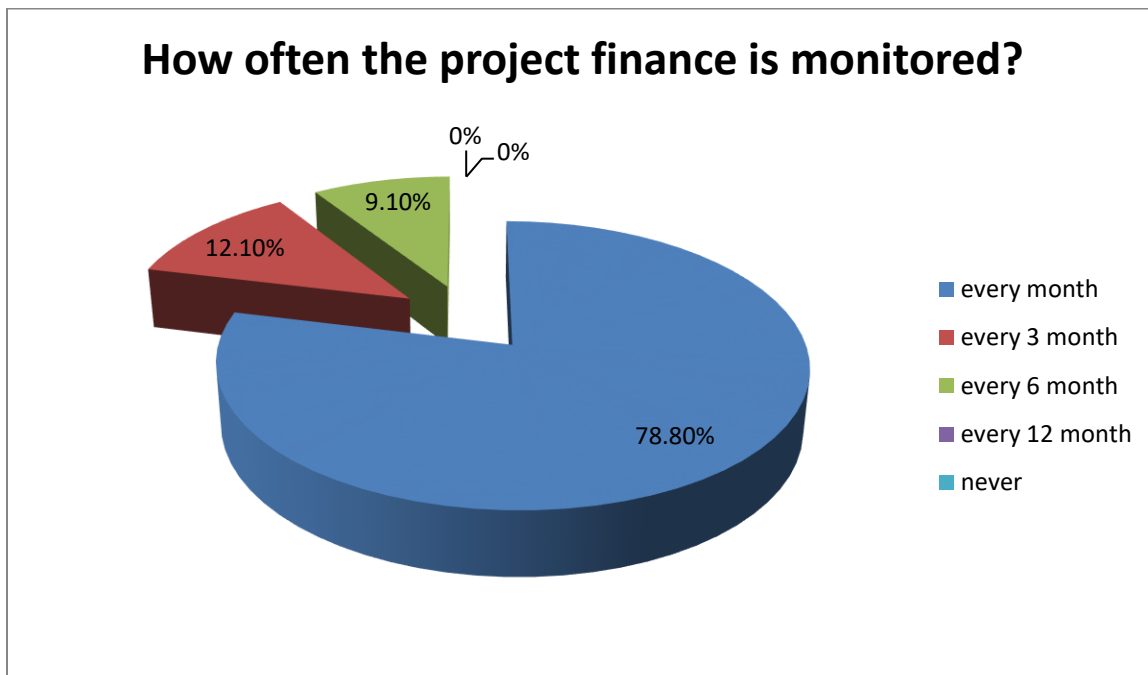
As it is shown in the above chart 54.5% of the respondents respond that there is no special budget allotted to monitoring and evaluation of projects. The budget is allocated once for the project. No special budget is considered for monitoring and evaluation of projects. Only 45.5% of the respondents said that there is separate budget for monitoring and evaluation of projects.

#### 4.2.2 Project monitoring and evaluation process implementation

Project monitoring and evaluation focuses on monitoring financial resources in the project through comparing the actual expenditure to the baseline budget, project activities by comparing the actual performance with the actual performance of the project and the schedule of the project and project activities.

Project finance is monitored through budgeting. At the beginning of the project the project budget established. This budget is monitored periodically. So, in this study respondents are asked whether they are doing monitoring of financial resources monthly, in every 3 month, 6 month, and 12 month or never do. And the answers of respondents are summarized in the figure below.

Figure 4.2: How often project finance is monitored?

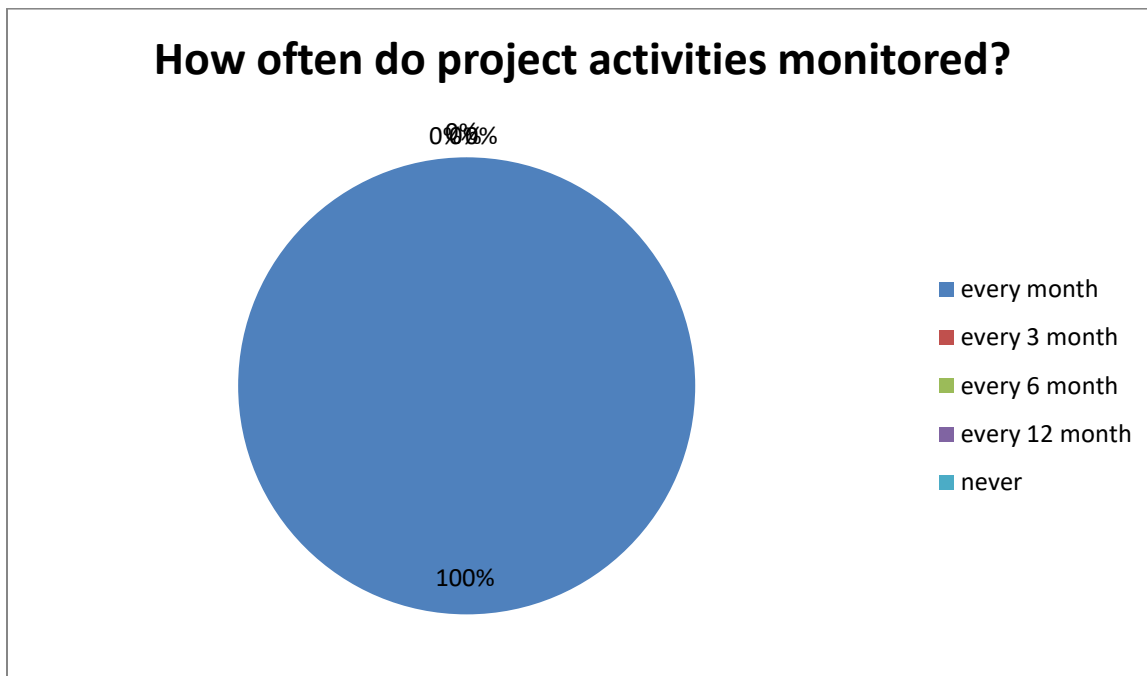


As it is shown in the above figure, most of the respondents (78.8%) said that the project finance is monitored monthly by comparing the planned budget with actual expenditure. This is done if

projects have not fixed cost with vendors. 12.1% and 9.1% of the respondents said that monitoring of finance is done every 3 month and every 6 month respectively.

Monitoring and evaluation of activities is done to compare the actual performance of the activities with the planned one. The below presented figure shows the percentage of respondents on how often do project activities monitored.

Figure 4.3: How often project activities monitored?



The activities of staffs is controlled and monitored on monthly basis. Monitoring of staff activities in the projects can also be done weekly.

Coming to the schedule, monitoring of activities schedule is done by comparing with the planed schedule so that the actual performance of the schedule could be known. This monitoring of activities and project schedule is done in most projects of CBE.

In CBE projects the use computers and software to report writing, analysis of data, communication of findings, and collection of data. Some respondents also said that they use web conference for evaluation meeting, presents findings to top management through ppt and they use modeling design.

### **Types of evaluation used**

69.7% of the respondents said that they use the mid-term evaluation of project and project activities. And 81.2% of the respondents say to yes for the application of summative or end of the project evaluation. For few projects external facilitators are invited and involved in the evaluation of projects. Those facilitators are expected to have experience with other similar projects. And according to some respondents for newly implemented projects external facilitators are invited to explain the system capability or scope.

### **Lessons learned document**

Lessons learned document is done after the end of the project evaluation of projects. In this study respondents are asked to share their experience on the documentation of lessons learned. The figure below shows the frequency and percentage of respondents that documents lessons learned for all projects, few projects or do not doing it.

Table 4.1: Number and percentage of respondents for how often do you document lessons learned?

No of projects	No of respondents	Percentage of respondents
All projects	29	87.9%
Few projects	4	12.1%
Never	0	0%
Total	33	100%

As it is shown above 87.9% of the respondents agree that lessons learned document is done for all projects.

#### 4.2.3 Major challenges to implement M & E on the projects

Here, possible challenges in implementing of monitoring and evaluation are identified from literatures and real life problems and forwarded to respondents to rate based on their experience of the challenges. The following table illustrates the possible challenges and the ratings by the respondents.

Table 4.2: frequency and %age of respondents rating to the possible challenges

Possible challenges	Frequency&/ %of ratings	Strongly agree	Agree	Do not know	Disagree	Strongly agree	Total
Inadequate financial resource			5/15.2%		22/66.7%	6/18.2%	33/100%
Lack of expertise		25/75.6%	5/15.2%		3/9.1%		33/100%
Uncommitted management			4/12.1%		23/69.7%	6/18.2%	33/100%
Less involvement of stakeholder		5/15.2%	21/63.6%		7/21.2%		33/100%

Less involvement of employees		26/78.8%		7/21.2%		33/100%
Inaccuracy in data collection	4/12.1%	26/78.8%		3/9.1%		33/100%
Failure to process and analyze data	10/30.3%	17/51.5%		6/18.2%		33/100%
Failure in planning	5/15.2%	19/57.6%	4/12.1%	4/12.1%	1/3.0%	33/100%
Failure in selecting the right performance indicators	21/63.6%	12/36.4%				33/100%
Failure in evaluation design	20/60.6%	5/15.2%		8/24.2%		33/100/%

As it is indicated in the table above, the less challenges in monitoring and evaluation of Ethiopia are uncommitted management and limited financial resource. This means CBE projects have adequate financial resource and the management of the bank and the projects are committed towards fulfilling the objectives of the project. On the other side, failure in selecting the right performance indicators, lack of expertise, inaccuracy in data collection, failure in preparing evaluation design and failure to process and analyze data are the five most challenges that respondents are faced while monitoring and evaluation of projects. According to the table below 63.6% of the respondents strongly agree with the idea that failure in selecting the right performance indicator is a challenge that affects monitoring and evaluation of projects. And 36.4% of the respondents agree with the statement.

## Chapter Five: Summary, Conclusion and Recommendation

In this chapter major findings will get their conclusion and recommendations will be forwarded. In the previous chapter the data collected from respondents is presented in such a way that readers can understand easily. The presented information tells us something that leads to conclusion. From these major conclusions recommendations that can benefit the projects under study and other projects. Further studies will also be recommended for those who have interest on the area under study.

### 5.1 Summary

The response collected from 33 respondents are analyzed and presented in the last chapter. Regarding the monitoring and evaluation plan, most respondents (72.7%) indicated that there is monitoring and evaluation plan so they can refer while doing monitoring and evaluation. stakeholders like project managers, team leaders, consultants and M & E experts involve in the preparation of monitoring and evaluation plan. Regarding the budget for monitoring and evaluation the response shows that 54.5% of the respondents indicate that there is no separate budget.

Concerning the monitoring and evaluation practices relating to finance, activities and schedule, it is showed that 78.8% of the respondents agreed that monitoring of finance against the planned budget is done monthly. And all respondents said that activities in a project are checked and monitored at least monthly. Some respondents said that monitoring of activities is done even in a weekly basis. Schedule of the project and project activities are also checked monthly.

Regarding the type of evaluation used, 69.7% of the respondents said that they are using mid-term evaluation and summative or end of the project evaluation is used by 81.2% of the respondents.

Lessons learned document is a document that is done after the completion of project monitoring and evaluation at the end of the project. What went right and what went wrong in the process of the project are documented in the lessons learned document. Accordingly, 87.9% of the respondents replied that lessons learned document is done for all projects.

Regarding the challenges in the implementation of monitoring and evaluation five most challenges are identified. These challenges are failure in selecting the right performance indicator, lack of expertise, inaccuracy in data collection, failure to prepare the appropriate evaluation design and failure to process and analyze data.

## 5.2 Conclusion

The objective of the study was to describe the monitoring and evaluation practices in commercial bank of Ethiopia projects. Having this objective in mind data is collected from primary sources/ respondents' materials are reviewed. From the analysis of this collected data and findings, the following conclusions are made.

### **Monitoring and evaluation planning**

In CBE projects there is monitoring and evaluation plan prepared by the involvement of project managers, team leaders, consultants and other experts. But few respondents said that there is no monitoring and evaluation plan and they do not refer to it because of the size of the project is too small. The monitoring and evaluation plan incorporates the data to be collected, frequency of

data collection; individuals in charge of M &E mostly project managers and the schedule of monitoring and evaluation.

Regarding the budget for monitoring and evaluation, as it is said by most respondents there is no special budget dedicated for monitoring and evaluation of projects in CBE especially those construction projects. Accordingly, the finance for monitoring and evaluation of projects is together with the project budget. Since CBE is a large financial institution in Ethiopia, the budget allocated for the projects is not as such tight. This in turn will enable the monitoring and evaluation of projects to be relaxed.

### **Project M & E process implementation**

As it is agreed by most respondents monitoring and evaluation of CBE projects are undertaken periodically. The budget is checked against the actual expenditure monthly. And activities of the project are monitored and checked monthly and even weekly. The schedule of the project is also compared against the actual schedule performance within monthly bases in most cases of CBE projects.

Both mid-term and summative or end of the project evaluation is applied in CBE projects. The mid-term evaluation is used to assure the projects are on the right track. Summative evaluation helps to make sure that the projects achieve its objective. After doing summative or end of the projects, lessons learned documentation is usually done. In this document positive accomplishments and negative challenges in the process of doing the project are documented.

## **Major challenges in M & E of projects**

The positive thing in monitoring and evaluation of CBE projects is availability of finance and the availability of committed management. The five most challenges in the monitoring and evaluation of projects in CBE are failure in selecting the right performance indicators, lack of expertise, inaccuracy in data collection, failure in preparing evaluation design and failure to process and analyze data.

### **5.3 Recommendations**

Monitoring and evaluation helps to accomplish existing projects on time, cost and planned performance. M and E uses to make sure that the project is on the planned and right way and finally achieve its objective. The results from monitoring and evaluation and lessons learned can also be important for proper planning and accomplishment of other projects that will be undertake in the future. After assessing the practices of monitoring and evaluation in commercial bank of Ethiopia projects the following recommendations are forwarded so that the projects can have better performance in the monitoring and evaluation in particular and effeteness of projects in general.

CBE shall have a separate budget for the monitoring and evaluation of projects. Even though the bank has no problem in providing finance for projects, there should be a dedicated budget for monitoring and evaluation of projects.

The monitoring and evaluation plan shall be evaluated and revised by the deep involvement of stakeholders so that appropriate performance indicators and data collection, process and analysis can easily be done.

Proper performance indicators should be set for monitoring and evaluation of projects. Unless there is no right performance set for the monitoring and evaluation of projects, it's hard to expect effective monitoring and evaluation.

The bank shall employ experts on monitoring and evaluation of projects and provide capacity building trainings for the existing managers, team leaders and other experts involving in monitoring and evaluation of projects. It is also better to give trainings for the newly employed staffs in the project on the issue of monitoring and evaluation techniques.

### **Recommendation for further studies**

This paper focuses on the general practice of monitoring and evaluation of projects in CBE projects. Future researches can be done on other financial institution projects. On my way in doing this study, I haven't seen researches done on monitoring and evaluation of financial institutions especially bank projects. So if other researches done on the monitoring and evaluation of projects in other banking institutions, it will help to provide inclusive ideas on the issue.

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**Appendix 1**  
**Questionnaire**

Addis Ababa University

School of commerce

Department of project management

The questionnaire is designed to collect information on —practices of Monitoring and Evaluation of Projects: The case of commercial bank of Ethiopia. The information is going to be used as a primary data in my research which I am conducting for the requirement of partial fulfillment of MA degree in project management.

Believing that your frank and genuine responses will contribute vastly to the quality of the findings of this study, I would like to ask you kindly to complete this questionnaire, as truthfully as possible. I would like to inform you that the responses you provide will be kept confidential and will not be disclosed to the third party without your consent, I would like to express my heartfelt thanks in advance for taking part in this endeavor.

Direction

- ❖ It is better not to write your name;
- ❖ Put —**X** mark in the appropriate box and circle the number you select whenever necessary;
- ❖ If you can't get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option —if other, please specify;
- ❖ For the open ended items, give brief answer in the space provided.

Part I: Demographic Characteristics of the Respondents

1.1. Sex: Male  Female

1.2. Age 21-30  31-40  41-50  above 50

1.3. Your present academic qualification

1. Ph.D. 2. MA/MSc 3. BA/BSc 4. Diploma 5. High School completed

If other please specify \_\_\_\_\_

- ❖ This questionnaire is adopted from Ermias H. (2007) and Gitahi K. (2015).

1.4. Your position in the organization

1. Top Management      3. Project Team Leader  
2. Middle Management    4. M&E Expert      5. Other Expert

1.5. Is there practical experience of monitoring and evaluation system in your organization

Yes  No

1.6. Do you have direct involvement in Monitoring and Evaluation System of the organizations?

Yes  No

1.7. Your year of service in the organization \_\_\_\_\_

### II Practices and Major Challenges on M&E

#### A. Monitoring and Evaluation Plan

2.1 Does your organization have a plan that guides monitoring and evaluation when implementing the program/project?

Yes  No

2.2 If your answer is no for the above question what is the reason behind not to have the plan?

We don't know how to design       Projects are too small

Not important to us

Please mention any other reason that is not included in the choices but you think still that is the reason

\_\_\_\_\_  
\_\_\_\_\_.

2.3 Which of the following stakeholders do you think were involved in the planning of the monitoring and evaluation of the activities of your organization?

	Yes	No	Partially
Project managers			

Team leaders			
Middle and top management			
Consultants			

We do not involve any stakeholders

2.4 Which of the following aspects were specified in the plan that guided monitoring and evaluation (M&E) activities of your organization?

	Yes	No	Partially
Data to be collected			
Frequency of data collection			
An individual in charge of M&E			
Schedule of M&E activities			
Plan for dissemination of findings			
Individuals for specific M&E activities			

2.5 In your organization the monitoring and evaluation activities have:

A separate budget  not special budget  I have no idea

2.6 If separate budget is allocated for monitoring and evaluation activities, what percentage of the total project budget allocated for this purpose?

Less than 5%  5-10%  More than 10%  not specific

2.7 Does your organization use the logical frame work approach (log frame) so as to plan about M&E activities in your organization?

(Log frame: provide a streamlined linear interpretation of a project's planned use of resources and its desired ends)

Yes  No

2.8 If you don't use the log frame please mention any other framework you use

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## B. Project Monitoring and Evaluation Process Implementation

3.1 The project finances are normally monitored by comparing the planned budgeted expenditure against actual expenditure.

Every month  Every 3 months  Every 6 months  Every 12 month's  Never

3.2 The organization normally monitors and controls the activities of staff

Every month  Every 3 month's  Every 6 months  Every 12 months  Never

3.3 How often do you compare planned project activities schedule against actual schedule in order to determine project schedule performance?

For all project  for few project  Never

3.4 The organizations normally monitor how resources of the organizations' like equipment employed on the project.

Yes  No  Partially

3.5 The organization use computer for monitoring and evaluation activities in the following ways:

We do not use computers in monitoring and evaluation

Report writing

Analysis of data

Storage of monitoring and evaluation data

Communication of findings through email

Collection of data

We use all the above

Please mention any other uses if not included

\_\_\_\_\_.

3.6 Which type of evaluation do you normally carry out on the projects you implement?

	Yes	No	partially
a) Midterm (interim) evaluation			
b) Summative evaluation (end of project)			

3.7 (a) If you carry out evaluations of your projects, how often do involve an external facilitator?

For all projects  for few projects  Never

(b) If you involve an external facilitator briefly explain why

\_\_\_\_\_.

3.8 (a) How often do you document lessons learned on the project implementation?

For all projects  for few projects  Never

C. Major Challenges to implement M&E on the Projects

1. Rate the possible challenges in monitoring and evaluation activities of any projects in your organization which either collapsed or retarded to follow the implementation schedule from the list below

S.N	Possible challenges	Strongly agree	Agree	Do not know	Disagree	Strongly disagree
1	Inadequate financial resource					
2	Lack of expertise					
3	Uncommitted management					
4	Less involvement of stakeholder					
5	Less involvement of employees					
6	Inaccuracy In data collection					
7	Failure to process and analyze data					
8	Failure in planning					
9	Failure in selecting the correct performance indicator					
10	Failure in appropriate evaluation design					

2. Rank the five major challenges in monitoring and evaluation activities of the projects in your organization (Refer 1 to 10 from the table above and select the five major challenges from the highest to the lowest order)

Rank	1	2	3	4	5
Possible challenges of question (select from 1 to 10)					

3. Please mention any other challenges in monitoring and evaluation of any project in the organization. \_\_\_\_\_

\_\_\_\_\_.

4. Please mention any other monitoring and evaluation issues that may not have been covered above. additional issue

1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

THANK YOU FOR YOUR COOPERATION