



ADDIS ABABA UNIVERSITY
College of Business and Economics (CoBE)
SCHOOL OF COMMERCE

**PROJECT MONITORING AND EVALUATION PRACTICE IN THE
ETHIOPIAN ORTHODOX TEWAHEDO CHURCH DEVELOPMENT
AND INTER - CHURCH AID COMMISSION(EOTC-DICAC) PROJECTS:
A CASE STUDY OF ENSARO WAYU LIVELIHOOD IMPROVEMENT
PROJECT**

BY: SERAWIT NEBEREGN ASTATKIE
(GSR/2125/08)

ADVISOR: SOLOMON MARKOS (PhD)

JUNE 2017

ADDIS ABABA, ETHIOPIA

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GRADUATE PROGRAM
MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

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Letter of Declaration

I, Serawit Neberegn Astatkie, declare that the study entitled “*Project Monitoring and Evaluation Practice in the Ethiopian Orthodox Tewahedo Church Development and Inter - Church Aid Commission (EOTC-DICAC) Projects: A Case Study of Ensaro Wayu Livelihood Improvement Project*” 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.

By: Serawit Neberegn Astatkie

Signature: _____ Date: _____

Letter of Endorsement (Certification)

This is to certify that this project, “**Project Monitoring and Evaluation Practice in the Ethiopian Orthodox Tewahedo Church Development and Inter - Church Aid Commission (EOTC-DICAC) Projects: A Case Study of Ensaro Wayu Livelihood Improvement Project**”undertaken by Serawit Neberegn Astatkie for the Partial fulfillment of the award of Masters degree in Project Management at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

Advisor: Solomon Markos (PhD)

Signature:_____ Date:_____

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Abbreviations and Acronyms

BCM	Beneficiary Contact Monitoring
BftW	Bread for the World
CRS	Catholic Relief Service
DICAC	Development and Inter - Church Aid Commission
EOTC	Ethiopian Orthodox Tewahedo Church
e.g.	Example
FHI	Family Health International
HIV/AIDS	Human Immune Virus/Acute Immune Deficiency Syndrome
IFRC	International Federation of Red Cross and Red Crescent Societies
M&E	Monitoring and Evaluation
MSC	Most Significant Change
NCA	Norwegian Church Aid
n.d	No date
NGO	Non -Government Organization
PMBoK	Project Management Body of Knowledge
PPME	Participatory Planning, Monitoring and Evaluation
PRA	Participatory rapid (or rural) appraisal
RTEs	Real-time evaluations
SPSS	Statistical Package for Social Science
UN	United Nation Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WHO	World Health Organization

Abstract

The general objective of this study is to examine the practice of project monitoring and evaluation in the Ensaro Wayu Rural Livelihood Improvement project. The study employed both quantitative and qualitative research approaches to achieve the intended objectives. Both primary and secondary data types were used to collect data from project desk officers, government body officials, planning, monitoring and evaluation department head and funding partners (donors) representatives using questionnaire, interview, and document review. The research design was descriptive and used census for target population. Questionnaires was distributed to sixty two respondents (while forty four returned and two were totally rejected) who participate in the process of monitoring and evaluation directly from the organization and indirectly as co-signatories for the project from donors side and government offices. Data analysis was done using SPSS software Version 21 for frequency, percentages, mean and standard deviation along with Microsoft Excel 2010, while the data acquired from interview was analyzed qualitatively. The findings of this study revealed that, more than half of respondents assured lack of sufficient budget as the major challenges encountered during monitoring and evaluation and in addition to this; donors different monitoring and evaluation reporting formats, lack of feedback were the other challenges. This study in general shows the project was not well organized (not satisfactory) as expected in practicing monitoring and evaluation. The implication of these findings is that there is a critical need to enhance the capacity of the organization's management and relevant stakeholders in areas of monitoring and evaluation. The suggested solutions for the challenges contains allocate adequate budget, design monitoring and evaluation early with planning stage, strengthen the documentation with modern technology and train all management staffs for project monitoring and evaluation activities. It is recommended that there should be at full scale engagement while conducting monitoring and evaluation activities.

Key Words: Project, Project Management, Project Lifecycle, Monitoring and Evaluation, Participatory Monitoring and Evaluation, Challenges and Constraints of Monitoring and Evaluation

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. On the other hand, evaluation is the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. It also refers to the process of determining the worth or significance of an activity, policy or program. Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons (OECD/DAC, 2010).

According to the World Bank (2004) monitoring and evaluation (M&E) of development activities provides government officials, development managers, 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.

Effective and timely decision making requires information from regular and planned monitoring and evaluation activities. Planning for monitoring and evaluation must start at the time of programme or project design, and they must be planned together. While monitoring provides real-time information on ongoing programme or project implementation required by management, evaluation provides more in-depth assessments. The monitoring process can generate questions to be answered by evaluation. Also, evaluation draws heavily on data generated through monitoring, including baseline data, information on the programme or project implementation process, and measurements of progress towards the planned results through indicators (UNDP, 2009).

The monitoring and evaluation process is important for the development sector and NGOs as it is a way for actors to show stakeholders how a project/programme is being implemented and received, and how effective the project is. Monitoring and evaluation allow for actors to report and showcase their projects/programmes. In addition they enable the wider development community to learn from others, identifying the successes and challenges in order to improve the implementation of future projects/programmes. Monitoring and evaluation reports are often used as the basis for funding proposals as they show whether the project is effective enough to warrant continued funding (Council for International Development, 2014).

Good planning combined with effective monitoring and evaluation can play a major role in enhancing the effectiveness of development programmes and projects. Good planning helps us focus on the results that matter, while monitoring and evaluation help us learn from past successes and challenges and inform decision making so that current and future initiatives are better able to improve people's lives and expand their choices (UNDP, 2009).

Benefits of using information from monitoring and evaluation are multiple. The value of a monitoring and evaluation exercise is determined by the degree to which the information is used by intended decision makers and a wider audience (UNDP, 2009).

This research is about studying the practice of project monitoring and evaluation in the Ethiopian Orthodox Tewahedo Church Development and Inter - Church Aid Commission (EOTC-DICAC) in case of Ensaro-Wayu Rural Livelihood Improvement Project.

1.2 Statement of the Problem

Monitoring and evaluation serve several purposes and consists of many different tasks: data must be collected, registered, compiled, analyzed and then shared again with those who are to use it.

In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development. Monitoring and evaluation always relate to pre-identified results in the development plan. They are driven by the need to account for the achievement of intended results and provide a fact base to inform corrective decision making (UNDP, 2009).

According to the study on drivers of adopting monitoring & evaluation practices in Palestinian NGOs in Gaza Strip conducted by Amal (2013) the main obstacles that different NGOs face when they conduct the M&E process include lack of money and resources for developing internal capacity building programs and M&E activities; the donor does not allocate fund of M&E activities or staff because they think that the project coordinator is enough to do this. They prefer external evaluators to ensure more objectivity and avoid bias; M&E is costly and time consuming; M&E Tools, design, plan on the organization level needs well qualified expertise; there is a negative perspective about M&E that staff feels to M&E is imposed by the management or donors and they are worried if donors discovers any weakness or problems that the programme will be terminated .This negative attitude for evaluation is available due to lack of understanding about its importance which creates lots of confusion ;M&E culture is new for the Palestinian society where NGOs start recently the adoption of M&E; Not all the NGOs have enough awareness regarding the importance of M&E and the value of having M&E person; ask and request more funds from donors sources and expertise M&E systems are still donor driven; staffs are not self-motivated enough to have their own M&E plans and systems; lack of staff who is fully dedicated for M&E .The people who are in charge of M&E are overwhelmed by other tasks such as reporting, fundraising. No one is purely dedicated for M&E; lack of the human resource who are expert in evaluating this field unless it is external consultancy; the coordination between the different systems and procedures imposed by different donors and there is no systematic documentation.

European Platform on Sustainable Urban Mobility Plans(2016) explain typical challenges for the effective use of monitoring and evaluation are: lack of experience; limited financial and staff resources; gaps in technical knowledge with regard to defining performance indicators, the retrieval, collection, preparation and interpretation of data; and inefficient monitoring and evaluation practices

According to preliminary discussion with employees in the EOTC-DICAC, the practice of project monitoring and evaluation practice have some gaps in lack of management support for undertaking monitoring ; limited staffs, technical staff turnover and donor fatigue for resources directly or indirectly affects the practice of monitoring and evaluation.

Project monitoring and evaluation in the organization has to be used as a tool for enhancing organization's good performance and take corrective action for their weak performance as early as possible. Therefore, the study intends to create the understanding of well-organized and effective practice of project monitoring and evaluation contribution for project success and essential for learning, accountability and better communication among stakeholders. In addition to this, to fill the gap of the knowledge that project monitoring evaluation is essential and plays a vital role for projects/programs achievements.

So the question here is to see whether all the efforts being made or not by the commission in practicing the project monitoring and evaluation. And also seeks to demonstrate and provide information related to project monitoring and evaluation practice.

1.3 Research Questions

The following are the basic research questions:

- ❖ How are monitoring and evaluation of project practiced in the Ensaro Wayu Rural Livelihood Improvement project?
- ❖ What are the main challenges facing while monitoring and evaluating Ensaro Wayu Rural Livelihood Improvement project?
- ❖ What are the coping mechanisms to overcome challenges faced in relation with monitoring and evaluation?

1.4 Objectives of the Study

1.4.1 General objective

- ❖ The general objective of this study is to examine the practice of project monitoring and evaluation in the Ensaro Wayu Rural Livelihood Improvement project.

1.4.2 Specific objectives

- ❖ To assess practice of project monitoring and evaluation in the Ensaro Wayu Rural Livelihood Improvement project ;
- ❖ To examine the challenges encountered in the process of monitoring and evaluation of Ensaro Wayu Rural Livelihood Improvement project;

- ❖ To determine coping mechanisms in order to overcome challenges faced related with monitoring and evaluation.

1.5 Significance of the study

The significance of this research ranges in various aspects.

- ❖ Firstly, as it will be explained in the review of the literature part studies made so far in Ethiopia does not on the practice of project monitoring and evaluation in Ethiopian Orthodox Tewahedo Church Development and Inter - Church Aid Commission (EOTC-DICAC) projects, by using mixed approach.
- ❖ Secondly, the study draws some conclusions and identifies the practice of project monitoring and evaluation in Ethiopian Orthodox Tewahedo Church Development in Inter - Church Aid Commission (EOTC-DICAC) projects. Thus, it will give indication to the director of the project managers.
- ❖ Thirdly, it helps other researchers as a source of reference and a way in for those who want to make further study on the area afterwards

1.6 Scope of the study

EOTC-DICAC's almost half of the projects of the commission are under development programs. Therefore, for the purpose of the study the researcher select the Ensaro Wayu Rural Livelihood Improvement Project from developments projects because of the project implemented for several years and used as representative for another development projects exercised in the EOTC-DICAC.

The study has only conducted in Debrebirhan zone , Ensaro and Siyadebir Wayu weredas and Addis Ababa .

1.7 Limitation of the study

EOTC-DICAC's projects almost exist throughout nine regions and two administrative of Ethiopia. But due to lack of time and budget constraints, the researcher obliges to limit the sample project only to the Ensaro Wayu Rural Livelihood Improvement Project. Regarding the respondents the researcher did not include beneficiaries, community leaders, kebele and regional government offices as target population.

1.8 Operational Terms and Definitions

This section presents the definition of the key terms used in the study.

Project- A project is a one-time effort to accomplish an explicit objective by a specific time. Each project is unique although similar projects may exist. Like the individual activity, the project has a distinguishable start and finish and a time frame for completion. Each activity in the project will be monitored and controlled to determine its impact on other activities and projects (PM4DEV, 2015).

Program- Program is a suite of related projects and ongoing operational activities managed as a whole (PM4DEV, 2015).

Monitoring – Monitoring is the process of monitoring, measuring and reporting on progress and taking corrective action to ensure project objectives are met (PM4DEV, 2015).

Evaluation- Evaluation is a periodic, systematic assessment of a project's relevance, efficiency, effectiveness and impact on a defined population. It draws from data collected during monitoring, as well as data from additional surveys or studies to assess project achievements against set objectives (PM4DEV, 2015).

Project Life Cycle- The full set of activities from the beginning to the end of a project. Generally associated with a set of phases, which are determined based on the major parts of project performance (e.g., requirements definition, design, construction, deployment) and the need for control by the Client organization (checkpoints for Go/No go decision making) (PM4DEV, 2015).

Indicators -Indicators are identified as variables which help to measure changes and that facilitate the understanding of where we are, where we are going and how far we are from the underlying goal (WHO, 2016).

Participation -Participation refers to involvement of stakeholders in the project i.e. funders, staff, project participants, local community, local government, etc. A participatory evaluation is one where all these different groups have a say in the evaluation process. This may involve planning, carrying out research or deciding how the evaluation is acted upon (UNESCO, 2009).

Inputs: The range of resources (staff, financial resources, space, equipment, etc.) utilized to accomplish the project's objectives (TANGO, 2007).

Processes: The specific activities (training, program design, planning, etc.) to which resources are allocated in pursuit of project objectives (TANGO, 2007).

Outputs: Quantifiable products (number of trainees, immunized children, activities implemented) that result from the combination of inputs and processes (TANGO, 2007).

Outcomes: Identifiable beneficiary and population-level changes (improved health practices, increased knowledge of nutrition) resulting from the intervention (TANGO, 2007).

Impacts: Long-term results observed at the beneficiary and population level (improved food security, increased resiliency to shocks, reduced labor migration, etc.) achieved due to better practices, improved knowledge, changing attitudes, etc. (TANGO, 2007).

Beneficiaries: The portion of the population within the target area that receive direct benefits from the population (TANGO, 2007).

1.9 Organization of the Study

For systematic arrangement and coherence, the study organized in five chapters. The first chapter consists of background of the study, statement of the problem with basic research questions, objective of the study, significance of the study, scope and limitation of the study, and the organization of the study. The second chapter presents the literature review. Chapter three deal with research design and methodology of the research. The fourth chapter contains analysis of the results .The fifth chapter contains conclusion and recommendations. Finally, references, appendices (respondent's questionnaire, key informant interview questions, interview participants' status) and other important documents are attached as in the last part of the research project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Project and Project Management

A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity (PMBOK®Guide, 2013). According to Weiss and Wysocki (1992) project is defined as having the characteristics of complex and numerous activities; unique-a one-time set of events; finite-with a begin and end date; limited resources and budget; many people involved, usually across several functional areas in the organizations; sequenced activities; goal-oriented and end product or service must result.

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

2.2 Monitoring

UNDP (2009) defined monitoring as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. According to Family Health International (2004), the definition of monitoring is the routine process of data collection and measurement of progress toward program objectives which involves counting what we are doing and routinely looking at the quality of our services. On the same way, monitoring is a project follow - up undertaken almost simultaneously with implementation. Project monitoring is carried out while implementation is in process and this provides an opportunity to take corrective measures (e.g. extending activity and project time or recommitting more resources) for the same project. It also

involves the physical (activity) and financial sides of progress in implementation. It is a process of periodically reviewing the project's overall implementation rate and the rate of financial resource usage compared to the planned rates (Ayele, 2013).

2.2.1 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).

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. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism. It should take account of different population groups, as well as the perceptions of indirect beneficiaries (e.g. community members not directly receiving a good or service).

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).

2.2.2 Monitoring Best Practices

According to International Federation of Red Cross and Red Crescent Societies (2011) mentioned in Project/programme monitoring and evaluation (M&E) guide, in case of best monitoring practices monitoring data should be well-focused to specific audiences and uses (only what is necessary and sufficient); it should be systematic, based upon predetermined indicators and assumptions; it should also look for unanticipated changes with the project/programme and its context, including any changes in project/programme assumptions/risks; this information should be used to adjust project/programme implementation plans; it needs to be timely, so information can be readily used to inform project/programme implementation; whenever possible, monitoring should be participatory, involving key stakeholders – this can not only reduce costs but can build understanding and ownership; In addition monitoring information is not only for project/programme management but should be shared when possible with beneficiaries, donors and any other relevant stakeholders.

Consequently, high-quality monitoring of information encourages timely decision-making, ensures project accountability, and provides a robust foundation for evaluation and learning. It is through the continuous monitoring of project performance that you have an opportunity to learn about what is working well and what challenges are arising. Job descriptions of staff involved in managing and implementing projects should include assigned M&E responsibilities. (CRS, 2011)

2.3 Evaluation

According to UNDP (2009) 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. The Danish Institute for Human Rights (2006) also noted that evaluations are assessments of project and programme interventions. The purpose of evaluations is, on the one hand, to document and examine the results of an intervention, whether it relates to a project or programme, and on the other hand to learn from the experience of intervention.

2.3.1 Types of Evaluation

According to International Federation of Red Cross and Red Crescent Societies (IFRC, 2011) guide there is a range of evaluation types, which can be categorized according to three general categories—evaluations, based on timing, who conducts evaluation? , and evaluation technicality or technology. The approach and method used in an evaluation is determined by the audience and purpose of the evaluation. The categories and types of evaluation are not mutually exclusive and are often used in combination. For instance, a final external evaluation is a type of summative evaluation and may use participatory approaches.

A. Evaluation Based on Timing

- ❖ **Formative evaluations** occur during project/programme implementation to improve performance and assess compliance.
- ❖ **Summative evaluations** occur at the end of project/programme implementation to assess effectiveness and impact.
- ❖ **Midterm evaluations** are formative in purpose and occur midway through implementation. For secretariat-funded projects/programmes that run for longer than 24 months, some type of midterm assessment, evaluation or review is required. Typically, this does not need to be independent or external, but may be according to specific assessment needs.
- ❖ **Final evaluations** are summative in purpose and are conducted (often externally) at the completion of project/programme implementation to assess how well the project/programme achieved its intended objectives.

- ❖ **Ex-post evaluations** are conducted sometime after implementation to assess long-term impact and sustainability. (IFRC, 2011)

B. Who Conducts the Evaluation?

According to International Federation of Red Cross and Red Crescent Societies (2011) mentioned in Project/programme monitoring and evaluation (M&E) guide, evaluation conducted as :

- ❖ **Internal or self-evaluations** are conducted by those responsible for implementing a project/programme. They can be less expensive than external evaluations and help build staff capacity and ownership. However, they may lack credibility with certain stakeholders, such as donors, as they are perceived as more subjective (biased or one-sided). These tend to be focused on learning lessons rather than demonstrating accountability.
- ❖ **External or independent evaluations** are conducted by evaluator(s) outside of the implementing team, lending it a degree of objectivity and often technical expertise. These tend to focus on accountability.
- ❖ **Participatory evaluations** are conducted with the beneficiaries and other key stakeholders, and can be empowering, building their capacity, ownership and support.
- ❖ **Joint evaluations** are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support.(IFRC, 2011)

C. Evaluation Technicality or Methodology

- ❖ **Real-time evaluations (RTEs)** are undertaken during project/programme implementation to provide immediate feedback for modifications to improve ongoing implementation. Emphasis is on immediate lesson learning over impact evaluation or accountability. RTEs are particularly useful during emergency operations.
- ❖ **Meta-evaluations** are used to assess the evaluation process itself. Some key uses of meta-evaluations include: take inventory of evaluations to inform the selection of future evaluations; combine evaluation results; check compliance with evaluation policy and good practices; assess how well evaluations are disseminated and utilized for organizational learning and change, etc.
- ❖ **Thematic evaluations** focus on one theme, such as gender or environment, typically across a number of projects, programmes or the whole organization.

- ❖ **Cluster/sector evaluations** focus on a set of related activities, projects or programmes, typically across sites and implemented by multiple organizations (e.g. National Societies, the United Nations and NGOs).
- ❖ **Impact evaluations** focus on the effect of a project/programme, rather than on its management and delivery. Therefore, they typically occur after project/programme completion during a final evaluation or an ex-post evaluation. However, impact may be measured during project/programme implementation during longer projects/programmes and when feasible. (IFRC, 2011)

2.3.2 Why do participatory evaluation?

Participatory approaches require the commitment and valuable time of many. Yet, the benefits are far-reaching. According to Zukoski and Luluquisen (2002) participatory evaluation allows groups to: identify locally relevant evaluation questions; improve program performance; empower participants; build capacity; develop leaders and build teams; and sustain organizational learning and growth.

Identify locally relevant evaluation questions

Participatory evaluation ensures that the evaluation focuses on locally relevant questions that meet the needs of program planners and beneficiaries. Participatory approaches allow local stakeholders to determine the most important evaluation questions that will affect and improve their work.

Improve program performance

Participatory evaluation is reflective and action-oriented. It provides stakeholders, including beneficiaries, with the opportunity to reflect on project progress and generate knowledge that results in being able to apply the lessons learned. It provides opportunities for groups to take corrective action and make mid-course improvements.

Empower participants

A participatory approach is empowering because it claims the right for local people to control and own the process of making evaluation decisions and implementing them. Participating in an evaluation from start to finish can give stakeholders a sense of ownership over the results. Recognizing local talents and expertise builds confidence and pride in the community, and among participants.

Build capacity

Conducting a participatory evaluation promotes participant learning and is an opportunity to introduce and strengthen evaluation skills. Active participation by stakeholders can result in new knowledge and a better understanding of their environment. This, in turn, enables groups to identify action steps and advocate for policy changes. It can provide participants with tools to transform their environments.

Develop leaders and build teams

Participatory evaluation builds teams and participant commitment through collaborative inquiry. Inviting a broad range of stakeholders to participate and lead different parts of the process can develop and celebrate local leadership skills. It can lead to stronger, more organized groups, strengthening the community's resources and networks.

Sustain organizational learning and growth

Finally, a participatory evaluation is not just interested in findings; it is focused on creating a learning process. It creates a knowledge base among local people and organizations, which can be applied to other programs and projects. The techniques and skills acquired can lead to self-sustained action. (Zukoski and Luluquisen , 2002)

2.3.3 Characteristics of Quality Evaluations

Depending on its specific purpose, a high-quality evaluation provides information that enables you to improve an ongoing project, judge the overall merits of a project, or generate knowledge about what works and what doesn't to influence an organization's strategy and policy (CRS, 2011). Gudda (2011) identifies in his book six characteristics of quality evaluations as impartiality, usefulness, technical adequacy, stakeholder involvement, feedback and dissemination and value of money.

Impartiality

The evaluator information should be free of political or other bias and deliberate distortions. The information should be presented with a description of its strengths and weaknesses. All relevant information should be presented, not just which reinforces the views of the manager.

Usefulness

Evaluation information needs to be relevant, timely, and written in an understandable form. It also needs to address the questions asked, and be presented in a form desired and best understood by the manager.

Technical Adequacy

The information needs to meet relevant technical standards-appropriate design, correct sampling procedures, accurate wording of questionnaires and interview guides, appropriate statistical or content analysis, and adequate support for conclusion and recommendations, to name but a few.

Stakeholder Involvement

There should be adequate assurances that the relevant stakeholders have been consulted and involved in the evaluation effort. If the stakeholders are to trust the information, take ownership of the findings, and agree to incorporate what has been learned into ongoing and new policies, programs, and projects, they have to be included in the political process as active partners.

Feedback and Dissemination

Sharing information in an appropriate, targeted, and timely fashion is a frequent distinguishing characteristic of evaluation utilization. There will be communication breakdowns, a loss of trust, and either indifference or suspicion about the findings themselves if: evaluation information is not appropriately shared and provided to those for whom it is relevant; evaluator does not plan to systematically disseminate the information and instead presumes that the work is done when the report or information is provided; and no effort is made to target the information appropriately to the audiences for whom it is intended.

Value of Money

Spend what is needed to gain the information desired, but no more. Gathering expensive data that will not be used is not appropriate-nor is using expensive strategies for data collection when less expensive means are available .The cost of evaluation needs to be proportional to the overall cost of the initiative.

According to Catholic Relief Services (2011) most evaluations will consider one or more of the following criteria:

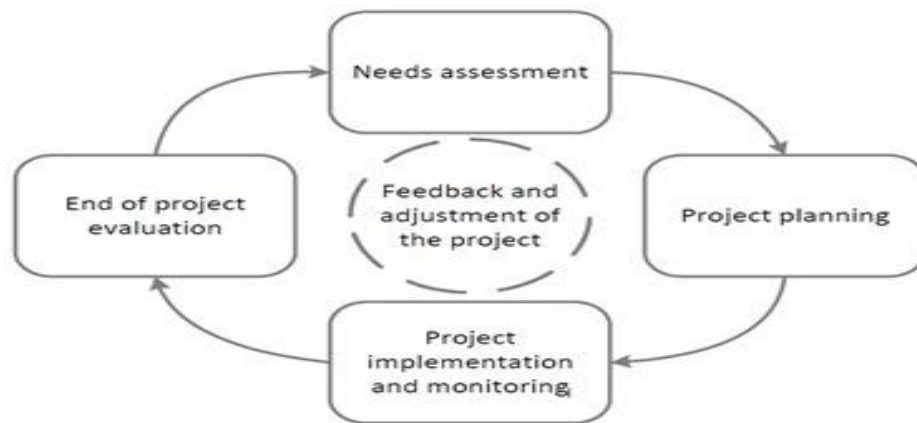
- A. **Relevance**– Did the project address the needs of community members?
- B. **Efficiency**– Did the project do so in a manner that was as low-cost as possible?
- C. **Effectiveness**– Did the project change existing practices in a beneficial manner?
- D. **Impact** – What was the effect of those changes?
- E. **Sustainability**– Are the changes sustainable?

Geoff and Lisa (2012) stated in the guide for community projects as evaluation is most effective when: it is a continuous (not just one-off) process informing planning and delivery as the project develops; it involves all those with an interest in the project in defining the questions they want answered; it uses imaginative and creative approaches, which engage those involved; it helps projects to be more accountable to the wider community; it is used to challenge discriminatory and oppressive policies and practice, and to overcome inequality and disadvantage; it highlights and celebrates successes and achievements; and it encourages an honest appraisal of progress, so that you can learn from what hasn't worked as well as what has.

2.4 Monitoring and Evaluation

Monitoring and evaluation should be part of the project cycle and built into project planning from the beginning.

Figure 2.1 The Project Cycle



Source: Geoff and Lisa (2012)

Conducting a needs assessment

Geoff and Lisa (2012) noted that needs assessment is a method of assessing what the needs of your community are compared to what already exists. It is an important step in planning your project and will help define your aims and objectives according to identified differences between what you want to achieve and the current state of affairs in the population you are interested in. Additionally through a needs assessment you can assess what resources you require in order to complete your project in terms of time, finances and personnel.

Developing a research plan

The key stages involved in developing a research plan for monitoring and evaluation are choosing your method of evaluation; identifying and deciding on outcomes; setting indicators to demonstrate whether or not these outcomes have been met; deciding who will conduct the evaluation and identifying appropriate research tools for collecting data (Geoff and Lisa, 2012).

The Logical Framework/Logframe

The Logical Framework/Logframe is a tool that has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. It is used to develop the overall design of a project, to improve project implementation monitoring, and to strengthen periodic project evaluation. In essence, the logframe is a “cause and effect” model of project interventions to create desired impacts for beneficiaries (The World Bank, n.d).

Setting indicators

According to Geoff and Lisa (2012) indicators should measure change or progress in order to determine whether the outcomes of the project are being met. Monitoring and evaluation includes both progress and outcome indicators. Process indicators measure on-going project activity e.g. the number of people attending project events. On the other hand, outcome indicators measure whether or not anticipated outcomes have been achieved at the end of the project e.g. changes in people's level of physical activity.

2.4.1 Why is Monitoring and Evaluation Important?

A well-functioning M&E system is a critical part of good project/programme management and accountability. Timely and reliable M&E provides information to: support project/programme implementation with accurate, evidence based reporting that informs management and decision-making to guide and improve project/programme 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 and with any other donor requirements; 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 (IFRC, 2011).

According to Novartis Foundation for Sustainable Development (2005) there are four main reasons for undertaking monitoring and evaluation (M&E) activities such as accountability, improve performance, learning and communication.

Accountability has generally been the most common reason for the integration of M&E activities into a project. It is through monitoring output, outcome and impact that an implementing agency demonstrates the appropriate and effective use of funds. Conventionally, this has been done for the sole or principal benefit of the donor. However, there is a growing sense within the field of development that accountability should also extend to the population which is the intended beneficiary of the intervention.

Improve performance through an effective system of M&E it should be possible to identify shortcomings or inefficiency in the project concept. This, in turn, should lead to a process of reflection and improvement.

Learning properly documented M&E activities can provide valuable information not only for the specific project / programme but also for the work of others. Lessons learned can thus be widely shared. The documentation may in addition prove valuable in terms of enhancing institutional memory.

In case of communication depending on how they are conducted, M&E activities can provide an opportunity for greater dialogue to take place between the different stakeholders involved in a particular intervention. The donors, implementing agency and the intended beneficiaries may have the opportunity to learn about each other's perspectives on the intervention in more detail.

2.4.2 Monitoring and Evaluation Resources

To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. Since insufficient resources lead to poor quality monitoring and evaluation (UNDP, 2009). The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.

Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for monitoring and evaluation. While it is critical to plan for monitoring and evaluation together, resources for each function should be separate. In practice, each project should have two separate budget lines for its monitoring and evaluation agreed in advance with partners.

Human resources are critical for effective monitoring and evaluation, even after securing adequate financial resources. For high-quality monitoring and evaluation, there should be dedicated staff time—For effective monitoring and evaluation, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations. And also skilled personnel—Staff assigned with monitoring should have required technical expertise in the area (UNDP, 2009).

According to Umhlaba Development Services (2017) a good M&E system consists of four interlinked parts such as planning, implementing, participation and communication.

Planning is identifying information to guide the project strategy, ensure effective operations and meet external reporting requirements. Then deciding how to gather and analyze this information and

document a plan for the M&E system. Implementing is gathering and managing information through informal as well as more structured approaches. Information comes from tracking which outputs, outcomes and impacts are being achieved and checking project operations. Participation is involving project stakeholders in reflecting critically. Once information has been collected it needs to be analyzed and discussed by project stakeholders. Again, this may happen formally or informally. Through communication the results of M&E need to be communicated to the people who need to use it.

2.4.3 Participatory Monitoring and Evaluation (PM&E)

According to Hilhorst and Guijt (2006) PM&E is about strengthening primary stakeholders' involvement as active participants in interventions by them taking the lead in tracking and analyzing progress towards jointly agreed results and deciding on corrective action. PM&E will require negotiation to reach agreement about who will participate, what will be monitored or evaluated, how and when data will be collected and analyzed, what the information means, and how findings will be shared, and what action will be taken. The resulting insights can be used to improve the performance of interventions, and also to prepare better when negotiating with other actors.

Table 2.1 Purposes of Participatory Monitoring and Evaluation and Expected Benefits

Purposes of PM&E	Expected Benefits
1. Generating location specific insights and information	❖ Better understanding about local realities and realistic and appropriate plans and policies ❖ Shared analysis of suggestions for improvements
2. Improve soundness of policy making	❖ Improved strategic planning at different levels ❖ Programs are more demand-led, which enhances effectiveness and sustainability of interventions
3. Facilitate adaptive and flexible management	❖ Timely adjustments to plans, schedules and/or budgets, following local feedback on bottlenecks as well as unanticipated negative impacts that need correcting
4. Increase efficiency of resource use	❖ Identification of possibilities for improving the effectiveness and efficiency of activities
5. Promote stakeholder motivation	❖ Reduced possibility for corruption or diversion of funds to non- intended activities ❖ More motivated stakeholders at the local level ❖ More staff motivation, initiatives and creativity ❖ Shifting perception from monitoring as ‘policing’ to monitoring as mutually beneficial ❖ Better working environment as learning from mistakes eases performance fears
6. Promote staff motivation (local government, service providers and other agencies)	

Source: Hilhorst and Guijt (2006)

2.4.4 Engagement of Stakeholders in Monitoring and Evaluation

The engagement of stakeholders enlisted during planning continues to be relevant for monitoring and evaluation stages for the following reasons:

The stakeholders, who set the vision and the prioritized results to realize that vision during the planning stage, have the best ideas on how the results would continue to remain relevant to them. They must therefore be involved in identifying the information or feedback that is needed during implementation, which determines the parameters for monitoring and evaluation.

Having set the vision, priority results and initial parameters for monitoring and evaluation, the key stakeholders are best placed to ensure that the programmatic initiatives planned would deliver what was intended and the way it was intended.

Stakeholder participation in monitoring and evaluation can produce effective communication for various other objectives. These include: facilitate communication of ‘early wins’ to increase support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision making (UNDP,2009).

2.4.5 Data Collection Methods and Tools in Monitoring and Evaluation

It is possible for data collection to occur at different points during the project cycle, for example, at the beginning of programme or during a specific event/activity; during implementation of the project; part-way through a project; at the end of a project, or specific event or activity; periodically e.g. monthly, quarterly, annually; and after a set period of time after the project has ended to determine longer term outcomes.

The schedule for data collection should be determined by thinking about at which points in the project cycle it will be both possible and meaningful. For example, information about who is participating in the project should be collected at each session or event, whereas data necessary to answer questions about change in knowledge or behavior would need to be collected at the beginning of a project and again at the end (Geoff and Lisa , 2012).

According to International Federation of Red Cross and Red Crescent Societies (IFRC, 2011) key data collection methods and tools used in M&E are listed in the following:

Case study. A detailed description of individuals, communities, organizations, events, programmes, time periods or a story (discussed below). These studies are particularly useful in evaluating complex situations and exploring qualitative impact. A case study only helps to illustrate findings and includes comparisons (commonalities); only when combined (triangulated) with other case studies or methods can one draw conclusions about key principles.

Checklist. A list of items used for validating or inspecting whether procedures/steps have been followed, or the presence of examined behaviours. Checklists allow for systematic review that can be useful in setting benchmark standards and establishing periodic measures of improvement.

Community book. A community-maintained document of a project belonging to a community. It can include written records, pictures, drawings, songs or whatever community members feel is appropriate. Where communities have low literacy rates, a memory team is identified whose responsibility it is to relate the written record to the rest of the community in keeping with their oral traditions.

Community interviews/meeting. A form of public meeting open to all community members. Interaction is between the participants and the interviewer, who presides over the meeting and asks questions following a prepared interview guide.

Direct observation. A record of what observers see and hear at a specified site, using a detailed observation form. Observation may be of physical surroundings, activities or processes. Observation is a good technique for collecting data on behavioural patterns and physical conditions. An observation guide is often used to reliably look for consistent criteria, behaviours, or patterns.

Document review. A review of documents (*secondary data*) can provide cost-effective and timely baseline information and a historical perspective of the project/programme. It includes written documentation (e.g. project records and reports, administrative databases, training materials, correspondence, legislation and policy documents) as well as videos, electronic data or photos.

Focus group discussion. Focused discussion with a small group (usually eight to 12 people) of participants to record attitudes, perceptions and beliefs relevant to the issues being examined. A moderator introduces the topic and uses a prepared interview guide to lead the discussion and extract conversation, opinions and reactions.

Interviews. An open-ended (semi-structured) interview is a technique for questioning that allows the interviewer to probe and pursue topics of interest in depth (rather than just “yes/no” questions). A closed ended (structured) interview systematically follows carefully organized questions (prepared in advance in an interviewer’s guide) that only allow a limited range of answers, such as “yes/no” or expressed by a rating/number on a scale. Replies can easily be numerically coded for statistical analysis.

Key informant interview. An interview with a person having special information about a particular topic. These interviews are generally conducted in an open-ended or semi-structured fashion.

Laboratory testing. Precise measurement of specific objective phenomenon, e.g. infant weight or water quality test.

Mini-survey. Data collected from interviews with 25 to 50 individuals, usually selected using non probability sampling techniques. Structured questionnaires with a limited number of closed-ended questions are used to generate quantitative data that can be collected and analyzed quickly.

Most significant change (MSC). A participatory monitoring technique based on stories about important or significant changes, rather than indicators. They give a rich picture of the impact of development work and provide the basis for dialogue over key objectives and the value of development programmes .

Participant observation. A technique first used by anthropologists (those who study humankind); it requires the researcher to spend considerable time (days) with the group being studied and to interact with them as a participant in their community. This method gathers insights that might otherwise be overlooked, but is time-consuming.

Participatory rapid (or rural) appraisal (PRA). This uses community engagement techniques to understand community views on a particular issue. It is usually done quickly and intensively – over a two- to three-week period. Methods include interviews, focus groups and community mapping.

Questionnaire. A data collection instrument containing a set of questions organized in a systematic way, as well as a set of instructions for the data collector/interviewer about how to ask the questions (typically used in a survey).

Rapid appraisal (or assessment). A quick, cost-effective technique to gather data systematically for decision-making, using quantitative and qualitative methods, such as site visits, observations and sample surveys. This technique shares many of the characteristics of participatory appraisal (such as triangulation and multidisciplinary teams) and recognizes that indigenous knowledge is a critical consideration for decision-making.

Statistical data review. A review of population censuses, research studies and other sources of statistical data.

Story. An account or recital of an event or a series of events. A success story illustrates impact by detailing an individual's positive experiences in his or her own words. A learning story focuses on the lessons learned through an individual's positive and negative experiences (if any) with a project/programme.

Survey: Systematic collection of information from a defined population, usually by means of interviews or questionnaires administered to a sample of units in the population (e.g. person, beneficiaries and adults). An enumerated survey is one in which the survey is administered by someone trained (a data collector/enumerator) to record responses from respondents. A self-administered survey is a written survey completed by the respondent, either in a group setting or in a separate location. Respondents must be literate.

Visual techniques. Participants develop maps, diagrams, calendars, timelines and other visual displays to examine the study topics. Participants can be prompted to construct visual responses to questions posed by the interviewers; e.g. by constructing a map of their local area. This technique is especially effective where verbal methods can be problematic due to low-literate or mixed-language target populations or in situations where the desired information is not easily expressed in either in situations where the desired information is not easily expressed in either words or numbers.

2.4.6 Successful Monitoring and Evaluation

Successful monitoring and evaluation is incorporated into a project during the early planning stages. It focuses on outcomes relevant to the aims and objectives of the project and examines them efficiently and without bias. It is used to inform the development of the project and influences its methods and objectives as it is taken forward. Successful monitoring and evaluation will be used to improve the

project, highlight your successes and achievements and raise the profile of the project in the local community (Geoff and Lisa, 2012).

According to Gudda (2011) good monitoring and evaluation design has five components :first, clear statement of measurable objectives for the project and its components for which indicators can be defined; second, A structured set of indicators, covering outputs of goods and services generated by the project and their impact on beneficiaries; third, provisions for collecting data and managing records so that the data required for indicators are compatible with existing statistics, and are available at reasonable cost; fourth, institutional arrangements for gathering, analyzing ,and reporting project data, and for investing in capacity building, to sustain the monitoring and evaluation service; fifth ,proposals for the ways in which monitoring and evaluation findings will be fed back into decision making.

2.4.7 Challenges and Constraints of Monitoring and Evaluation

According to Gudda (2011) challenges and constraints of monitoring and evaluation are identified as dependence on clarity of objectives and availability of indicators; time constraints and the quality of monitoring and evaluation; objectivity and independence of evaluators and their findings; learning or control?; feedback from monitoring and evaluation; and responsibilities and capacities.

Dependence on clarity of objectives and availability of indicators

Lack of clarity in stating the objectives and the absence of key indicators will limit the ability of monitoring and evaluation to provide critical assessments for decision –making, accountability and learning purposes.

Time constraints and the quality of monitoring and evaluation

The programme/project managers should have the flexibility to establish realistic timetable for monitoring and evaluation depending on the nature of the evaluation.

Objectivity and independence of evaluators and their findings

External evaluators must seek clarification with the other concerned parties on matters where there are seeming inconsistencies to ensure the accuracy of the information.

Learning or control?

Traditionally, monitoring and evaluation have been perceived as forms of control mainly because their objectives were not clearly articulated and understood. Thus the learning aspect of monitoring and

evaluation needs to be stressed along with the role that these functions play in decision-making and accountability. In the context of the project, the contribution of learning is to the building of community capacity to manage development should be emphasized.

Feedback from monitoring and evaluation

It is relevant that lessons be made available to the appropriate parties at the proper time. Without good feedback, monitoring and evaluation cannot serve their purposes.

Responsibilities and capacities

The implementing agency usually must respond to a variety of monitoring and evaluating requirements from donors. Within the context of national execution in particular, there should be only one monitoring and evaluation system, to eliminate duplication and reduce the burden on all parties concerned. Where the full capacity to carry out the responsibilities for monitoring and evaluation is adequately limited, the funding institution should assist the implementing agency to strengthen their monitoring and evaluation capacities or facilitate the engagement of external consultants.

According to Wegayehu (2014) in his study about the challenges of M&E that local NGOs encountered related to M&E categorized into two broad parts: external and internal. Major challenges under external challenges are government attitude and bureaucracy, on the other hand internal challenge describes as limitation of M&E capacity, loose M&E planning, insufficient stakeholders' involvement, and insufficient budget for M&E, irregularity of reporting formats, and low level of data analysis. Dereje (2016) mentioned multiple challenges identified during planning, conducting and communicating M&E results as lack of clear project document, practice of logical framework, lack of clear indicator, base line data and skilled human power challenged the planning of M&E . The challenge in communicating M&E in harnessing new communications tools and applications (such as social media, blogs and video) to optimize the engagement with the public to share evaluation evidence.

2.5 Empirical Literature Review of the Study

This part of literature review will discuss related articles and journals related to the topic under study. Wegayehu (2014) conducted a study on monitoring and evaluation practices and challenges of local non-governmental organizations executing education projects in Addis Ababa by 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 his 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 the 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 study revealed that the suggested approach requires clear understanding on importance of M&E, commitment to monitoring & evaluation for learning and ensuring beneficiary's involvement.

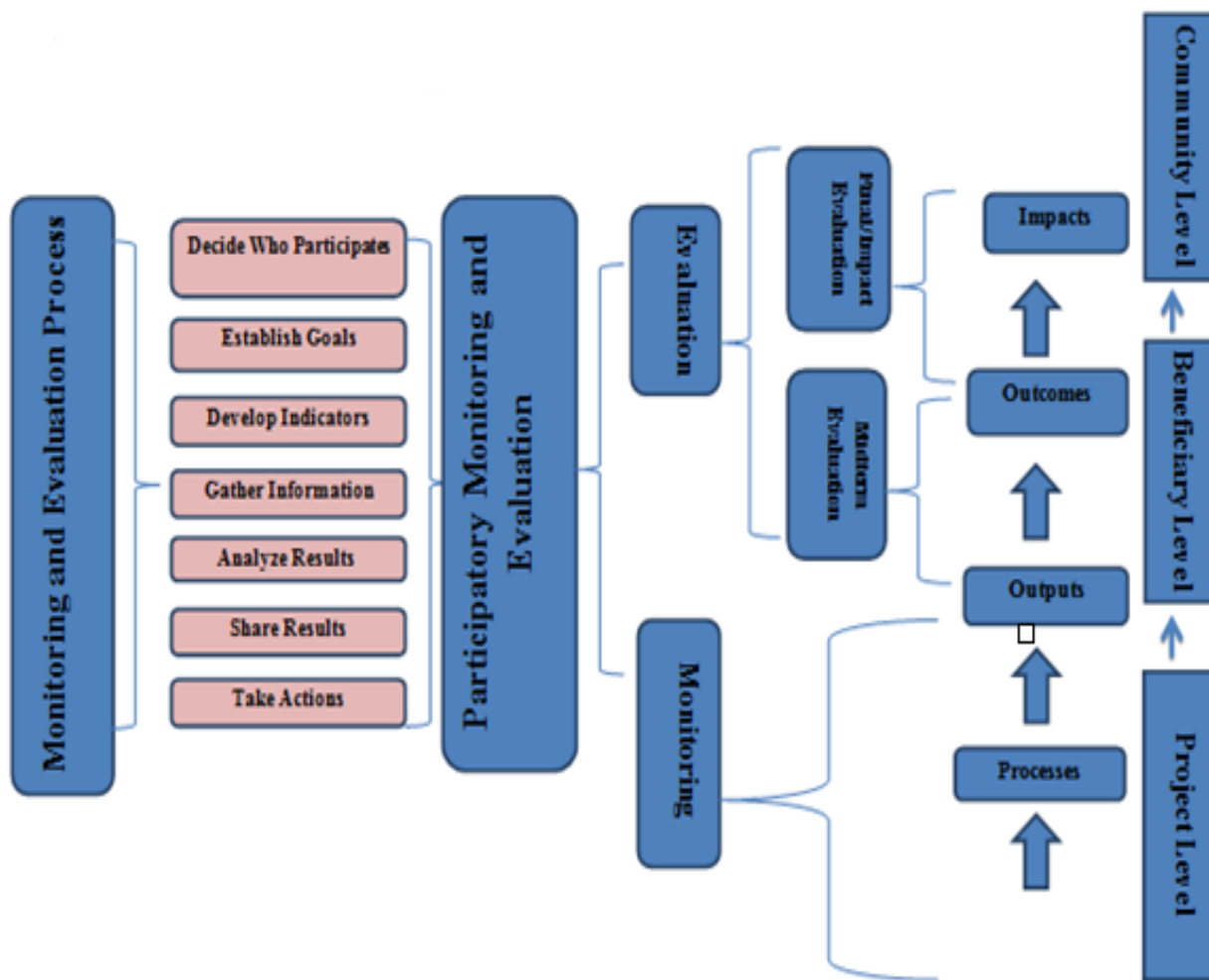
Similarly, a research that was conducted by Dereje (2016), with a purpose to describe challenges in monitoring & evaluation of Gilgel Gibe 1&2 integrated watershed management project specifically, to answer what challenges planning, conducting and communicating monitoring and evaluation in the project and constraints in measuring environmental indicators . The findings of the study were absence of project document, baseline data, lack of good indicators and lack of expertise knowledge were the challenges in planning monitoring and evaluations. Then, topography, transportation access, availability of relevant data, inappropriate data collection tools, lack of scientific data analysis tools were the challenges in conducting monitoring and evaluation. Poor reporting system, limitations in using results and communication technology challenged communicating monitoring and evaluation results. Furthermore, lack of stakeholder integration, resource and technology knowhow, dependency on agricultural aspect of the watershed and lack of experience sharing with projects with hydrological monitoring system are improving stakeholder integration, preparing monitoring and evaluation framework and expanding communication technology.

Fred and Elizabeth (2012) conducted a study on determinants of effective monitoring and evaluation systems in non-governmental organizations within Nairobi County, Kenya with the objectives of finding out the determinants influencing the effectiveness of M&E systems in NGO's within Nairobi County, The study was used descriptive research design using qualitative and quantitative methods with stratified random sampling and open and closed ended questioner for data collection and analysis using correlation and regression of variables and findings were presented in tables and charts.. The findings and results of the study was the staff's knowledge on M&E system, knowing and understanding of the partners and all stakeholders, field visits, budget and resource allocation and communicating the M&E results have Factors that affect the M and E of community based projects.

The study conducted by Mwangi et.al (2015) on Factors affecting the effectiveness of monitoring and evaluation of Constituency Development Fund Projects in Kenya tested four variables such as technical capacity, political influence, stakeholder participation, budgetary allocation on the effectiveness of M&E .The objective of the study was to establish the factors affecting monitoring and evaluation on constituency development fund projects. Descriptive research design was used. Stratified random sampling was used to get the sample. Data was collected using questionnaires which were subjected to content, face and construct validity tests. Descriptive and inferential statistics were used. mean, standard deviation, correlation, ANOVA and Multiple regression analysis was used to determine the effectiveness of monitoring and evaluation .The researcher concluded that without political influence the others three variables technical capacity, Stakeholder participation and Budgetary allocation have significant effect on the effectiveness of monitoring and evaluation of Constituency Development Projects in Laikipia West Constituency of Kenya.

2.6 Conceptual Framework of the Study

Figure 2.2 Conceptual Framework of the Study



Source: Adapted from TANGO (2007) and Gudda (2011)

(With own modification)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter comprises the study area and the project, research design, target population and sampling techniques, data types and tools of data collection, procedures of data collection and method of data analysis employed to undertake this research, and these will be succinctly discussed as follow.

3.1 The Study Area and the Project

Ethiopian Orthodox Tewahedo Church Development and Inter Church Aid Commission (EOTC-DICAC, previously called as Ethiopian Orthodox Church Development and Inter Church Aid Commission (EOC-DICAC)) is the development wing of the church, established by legal notice No. 415 in 1972. According to the Charity and Societies Proclamation No.621/2009, EOTC-DICAC has been reregistered as Ethiopian Residents Charity with certificate No. 1560 (EOTC-DICAC, 2014).

EOTC-DICAC benefits all segments of the disadvantaged or needy Ethiopian community irrespective of **age, sex, religion, color, race and ethnic** origin .The commission is engaged in food security, environmental rehabilitation, agricultural development, social protection, HIV/AIDS, water supply, sanitation and hygiene promotion, social infrastructure development, skill training and employment creating schemes.

EOTC-DICAC cooperates with Zonal and woreda (district) bureaus for: health; finance and economic development; water and irrigation; agriculture; women, children and youth affairs; justice and offices for: savings and cooperatives, micro-finance and small enterprises and other relevant government bodies (NCA, 2015).

EOTC-DICAC has succeeded in community mobilization to fight against the root causes of poverty, HIV/AIDS, environmental degradation and peace and conflict resolution. Peace in the project areas have benefited from agricultural development activity ,natural resource and environmental management ,health and education, physical infrastructures, technical support and social protection activities.

Ensaro Wayu Rural Livelihood Improvement Project is one of the various livelihood improvement projects of EOTC-DICAC which is being implemented in North Shoa Zone of Amhara National Regional State from 2012 to 2014 and additional consolidation phase at 2015 to benefit 16,234 rural communities. The project is carrying out its project activities in four watershed areas (Gosh Wuha, Karamba, Senketa and Motelemi) of Ensaro and Siyadebir-Wayu Woredas.

The project funding partners (donors) were Norwegian Church Aid (NCA) and Bread for the World (BftW). The project partners from the government bodies were Agricultural and Rural Development Bureau, Water Resource Development Bureau, Women, Children and Youth Affairs Bureau and Health Bureau. The project budget was 10,671,386 Birr.

3.2 Research Design and Approach

This study employed mixed approach. The main reason for adopting mixed method is its nature of employing both qualitative and quantitative data that are required to best understand research problem; to balance each method; to minimize bias and give true information by triangulation (combining multiple data sources, methods, analyses or theories, researchers seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies (OECD/DCA, 2010). Mixed methods approach is the general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design (Saunders et al., 2009). In order to accomplish the research, the study use descriptive research design. According to Kothari (2004) the major purpose of descriptive research is description of the state of affairs as it exists at present.

3.2.1 Data Types and Source

Both primary and secondary data types will be used in this research. Primary data will be collected through interviews and questionnaire. Secondary data will include books, journals project documents and other unpublished materials .The source of data for the research will be respondents that participate in monitoring and evaluation process of the project. Those are project officers from donors and EOTC-DICAC; officials from North Shoa Zone government offices (Finance and economic department, Agricultural and rural development office, Water resource development office, Health office and Women, Children and Youth Affairs Office).

3.2.2 Target Population

For this study the target population was 62 respondents who participate and involved in monitoring and evaluation of the project directly or indirectly. The study has employed census method. According to Australian Bureau of statistics (2017) census is a study of every unit, everyone or everything, in a population. It is known as a complete enumeration, which means a complete. So in this research the researcher uses census in order to include the target population.

3.2.3 Data Collection Procedure

First the researcher obtained a support letter from Addis Ababa University School of commerce, Business Administration Information System Department and submitted to Ethiopian Orthodox Tewahedo Church Development and Inter Church Aid Commission (EOTC-DICAC) head office. The human resource development division of the commission gave a support letter to North Shewa Diocesan Development Program Office at Debre Birhan .Then the EOTC-DICAC Debre Birhan Zone Liaison office wrote a letter to Siyadebir Wayu and Ensaro Wereda at Deneba and Lemi town respectively. The researcher collect data from Debre Birhan (Zone), Siyadebir Wayu and Ensaro wereda's government offices such as Health office, Water Resource Development, Agriculture and Rural Development office, Women and Children Office (Previously it was Women, Children and Youth office), Finance and Economic Development office, EOTC-DICAC Head office and HIV/AIDS department, Norwegian Church Aid (NCA) and Bread for the World staff members.

In order to avoid confusion and to make the questionnaire easy, a close follow up was maintained with respondents. During qualitative data collection a face to face interview was made with selected key informants by using sound recorder in order to analyze the response carefully. For few respondents the researcher collected the questionnaires via email.

3.2.4 Data Collection and Research Instruments

As indicated in Kothari (2004), the primary data are those which are collected afresh and for the first time, and thus happen to be original in character. On the other hand, the secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. To gather concrete data, all relevant and available data and documents were assessed and analyzed. The study was based on both primary and secondary data sources in order to better address the research problems. It was begin with secondary data analysis through the detailed review of related

literature. To this end, so as to get full picture of the issue a document review of related documents such as books, journals, project documents, other materials of EOTC-DICAC and relevant documents were gathered. The primary data was collected through interviews and questionnaire to gather first-hand information regarding the project monitoring and evaluation practice of Ensaro Wayu Livelihood Improvement Project. The questionnaires composed of one 5- point rating scale, open and closed ended questions. Part 1 of the questionnaire contains questions related about the educational qualification, working experience, organization name, project or department name and current position .Likewise Part 2 of the questionnaire incorporates questions related to monitoring and evaluation (M&E) in the project. On the other hand, the interview incorporated open ended questions were answered by the wereda supervisor , the two funding partners (donors) representatives and planning, monitoring and evaluation department head.

3.2.5 Method of Data Analysis

The data analyzed in descriptive method of analysis using tabulation, graphs, percentages, mean and standard deviation by using SPSS Version 21 and Microsoft Excel 2010. Descriptive method of analysis used as it has advantages that provides a multifaceted approach and illustrative how people experienced in the matter. It also analyzed in a form that makes it easy to understand and interpret so as to recommend and conclude the findings. The results of the interview questions were integrated to the responses of employees through questionnaires and analyzed accordingly.

The collected questionnaires are inserted in to SPSS version 21 in order to make a descriptive analysis of the data, which enabled to present using frequency, percentage, mean and standard deviation along with Microsoft Excel 2010. In order to have more insight into the study regarding the practice of project monitoring and evaluation, interview was conducted with two funding partners (donors) leaders, project supervisor from wereda and planning, monitoring and evaluation department head. Concerning the interview part, 4 participants were interviewed of which two were from the donors' side (NCA and Bread for the World) and the remaining two were from head office and the organization's wereda level employees of the organization. For the purpose of triangulating, the interview participants were filled the questionnaires. The researcher was planned to interview the project coordinator and the development program manager, and wereda management staffs however, due to workload, training ,meeting, and annual leave the plan was not succeed.

3.3 Ethical Consideration

From the very beginning, this research work was started after getting the willingness and permission of the commission. Respondents were clearly communicated about the objective of the research and participated by keeping their willingness and consent before they are asked to give their answer. Every respondent in this research were fully protected their privacy. Any data that obtained for the purpose of this research were kept in confidential.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter discusses about the study findings based on analyzing the data gathered from both primary and secondary sources. The principal objective of this study is to assess project monitoring and evaluation practices of EOTC–DICAC, with emphasizing Ensaro Wayu Livelihood Improvement Project.

Using with questionnaire and interview guideline, the primary data used for this assessment were collected from the respondents were analyzed using with Statistical Package for Social Science (SPSS) Version 21 and Microsoft Excel 2010. In this study, a total of 62 questionnaires were distributed to the respondents, but 44 were filled out and returned back to the researcher and 2 questionnaires were totally rejected since the data were not complete ,which makes the response rate to be 71%. However, few respondents of the questionnaire and interview participants were not give their respond due to arranged training, meeting, work load, network problem (for questionnaires expected from email) and may be lack of interest to participate in the research. In addition to this, some respondents were unwilling to respond the questionnaires or give information properly, and failed to keep the appointments which they made with researcher. Likewise, it was difficult to find some individuals from donors, government offices and EOTC-DICAC side who were participated and had long experience in monitoring and evaluation for this project by changing their work place to another organization and with different reason. The categories of respondents are shown in detail in table 4.1.

Table 4.1 Distribution of Respondents for Questionnaires

Category of Respondents	Distributed		Collected	
	Count	Percent	Count	Percent
Funding Partners (Donors)	2	3.2	2	4.54
EOTC-DICAC (Head Office and HIV/AIDS Prevention and Control Department)	7	11.3	5	11.36
EOTC-DICAC (North Shewa Zone and Wereda)	3	4.8	1	2.3
North Shewa Zone Government Offices	13	21	8	18.2
Ensaro Wereda Government Offices	21	33.9	14	31.8
Siyadebir Wayu Government Offices	16	25.8	14	31.8
Total	62	100	44	100

Source: Own Survey (2017)

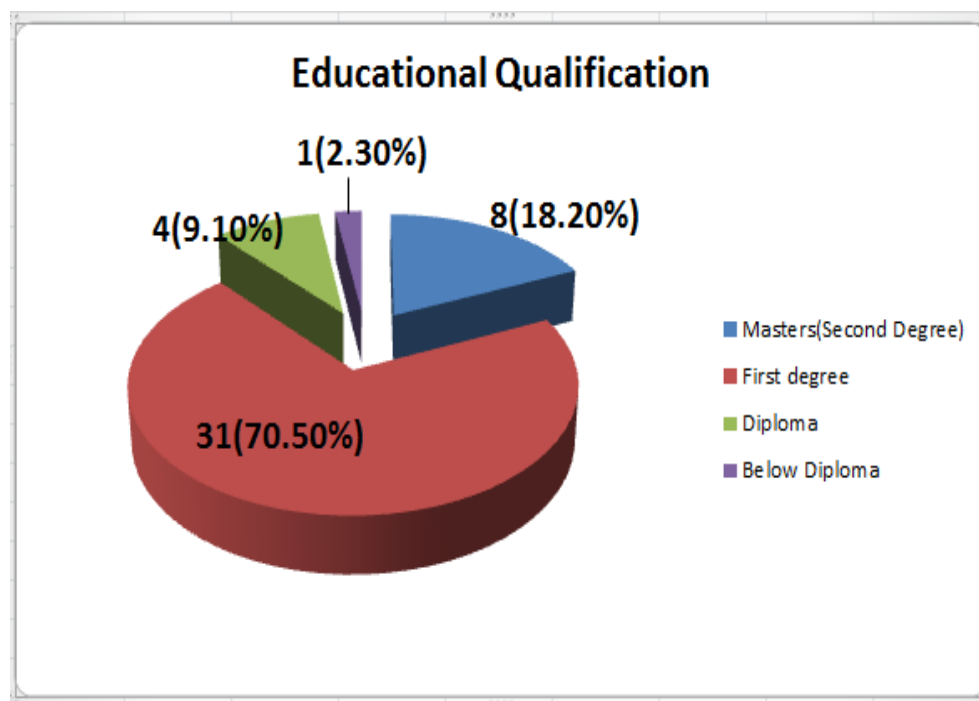
The data were analyzed to generate valuable findings towards meeting the objectives of the research, as will be discussed in detail under each of the major headings which include characteristics of the respondents, project monitoring and evaluation practice, challenges of monitoring and evaluation and solutions for challenges of monitoring and evaluation.

4.2 Findings and Discussions

4.2.1 Characteristics of the Respondents

As already mentioned, this thesis is based on the information gathered both from head office of the organization, donors, government bodies participate in the project. Thus, characteristics of respondents are presented as follow:

Figure 4.1 Educational Qualifications of Respondents



Source: Own Survey (2017)

As shown in the figure above ,regarding respondents education level, more than half (70.5%) of the respondents were first degree holders ,while 18.20% were master’s degree holders of which out of five respondents from head office and HIV/AIDS department only one respondent has first degree holder. These result shows that head office respondents educational qualification were good .However, there is small number of staff working in the project works at project .And 9.10% were diploma holders whereas only one respondent (2.30 %) holds below diploma, while none of the respondents hold PhD. Based on the above data the majority of the respondents are degree holders this shows that the respondents are enough competent.

The following table 4.2 indicates that the work experience of the respondents those 29.5% of the respondents have 1 to 5 years of experience, 34.1% of them have 6 to 10 years work experience, 11.4% have an experience between 11 to 15 years and the remaining 25% have an experience above 15 years. This information shows that a comparative experience of the respondents to integrate the project assessment towards its monitoring and evaluation .So that those respondents who stay a long period of time in governmental office, donors officers at Ensaro and Siyadebir had a relevant information about the project.

Table 4.2 Work Experience of the respondents

Working Experience (in years)	Count	Percent
1 to 5 Years	13	29.5
6 to 10 Years	15	34.1
11 to 15 years	5	11.4
Above 15 years	11	25
Total	44	100

Source: Own Survey (2017)

4.3 Project Monitoring and Evaluation Practice

The first research question aimed at considering/assessing practice of project monitoring and evaluation is presented in the following consecutive tables with the findings.

Table 4.3 Appropriateness of the Project Preparation and Design

Appropriateness of the Project Preparation and Design	Percent of Respondents		
	Yes	No	Total
Does the organization conduct a needs assessment before implementing project planning for projects?	39(88.6%)	5(11.4%)	44(100%)
Is the log frame approach employed to monitor and evaluate the project?	42(95.5%)	2(4.5%)	44(100%)
Does the organization consider risks and assumptions in designing?	35(79.5%)	9(20.5%)	44(100%)
Are the project's M&E indicators accepted and easily understood by the concerned stakeholder groups?	39(88.6%)	5(11.4%)	44(100%)
Are of the project M&E strictly adhered to all the requirements stated in the concerned written guideline of the organization?	41(93.2%)	3(6.8%)	44(100%)

Source: Own Survey (2017)

As indicated in table 4.3 questions relating to whether the organization conducted need assessments or not were asked to respondents, majority of the respondents 88.6% responded the organization conducted needs assessment prior to implementing project planning of the project whereas 11.4% were answered the commission did not conduct need assessment before .

From this one can say that the organization had a very good practice in assessing beneficiaries need and this helps for sustainability of the project and builds sense of responsibility and ownership. Regarding to the need assessment of the project had essential and comprehensive information about the project. So that, the need assessment will give a better information about the future project implementation. Thus, the project assessment contributes channeling information between the project design and up to final evaluation.

Does the organization consider risks and assumptions in designing? For this question, 95.5 % of the responders answered the log frame approach was employed to monitor and evaluate the project. However 4.5 % of the respondents replied the organization did not employ logical framework to monitor and evaluate the project. The majority or almost all respondents are replied the logical framework were

employed in the project stated and this also aligned with the real project implementation document of the project.

Respondents were also asked that the organization consider risks and assumptions in designing of which 79.5% were replied the organization consider risks and assumptions and 20.5% answered that the organization did not consider risks and assumptions in designing. For this question the majority of the respondents are agree that the project assumes the risk and assumptions and it helps to have accurate project evaluation and monitoring practices.

The same table also indicated that 88.6% of the respondents' were responded project's M&E indicators accepted and easily understood by the concerned stakeholder groups, whereas 11.4% of them replied no. This implies that over third - fourth of respondents agree that indicators of the project M&E were accepted and easily understood by the relevant concerned stakeholders.

Moreover, as far as the organization's written M&E guideline is concerned, 93.2% of the respondents were answered the project M&E strictly followed all the requirements stated in the concerned written guideline of the organization. And the remaining 6.8% were answered the organization did not follow all requirements stated in guideline. For this question almost all of the respondents are strongly agree that there is highly following the rules, regulations and guidelines of participatory planning, monitoring and evaluation (PPME).

4.3.1 Human Resource and Competence for Project Monitoring and Evaluation

Table 4.4 Summary of Human Resource Related Questions and Responses

Questions	Percent of Respondents		
	Yes	No	Total
Is the project timely and regularly monitored and evaluated by an appropriate and adequate staff group(s) throughout its life time?	33(75%)	11(25%)	44(100%)
Is there a clearly defined written duties and responsibilities (job description) of M&E staff in the organization?	36(81.8%)	8(18.2%)	44(100%)
Do you think that the deployed staff members adequately equipped with the knowledge and skills required for collecting, process and analyzing a variety M&E quantitative and qualitative data of the project?	39(88.6%)	5(11.4%)	44(100%)
Does the organization utilize an appropriate computer application software program to process and analyze the project's M&E data?	21(47.7%)	23(52.3%)	44(100%)

Source: Own Survey (2017)

The result on the above table 4.4 indicates that 75% respondents were responded that the project was timely and regularly monitored and evaluated by adequate staff groups throughout its lifetime. The remaining 25% were responded that the project did not monitor and evaluate by adequate staff timely and regularly. Based on these responses it can be said that more than half of respondents believe that the project monitored and evaluated timely and regularly by adequate staff.

As it has been presented on the above table 4.4 , 81.8% of respondents were believe that the organization had a clearly defined written duties and responsibilities (job description) of M&E staff, whereas 18.2% of respondents replied the organization did not have a clearly defined M&E duties and responsibilities.

Even though, the majority of respondents replied that there is clear defined written job description but, due to lack of sufficient personnel in the project site, it is expected that there is workload. Therefore, this did not express the clarity of the duties and responsibilities of monitoring and evaluation.

Similarly the respondents were asked whether the deployed staff members adequately equipped with the knowledge and skills required for collecting, processing and analyzing a variety M&E quantitative and qualitative data of the project or not ,so 88.6 % responded yes whereas 11.4% were answered the staffs did not have enough knowledge in analyzing the data for project M&E. This result implies that the staffs had a good experience in collecting, processing and analyzing the project's but there is lack of analyzing the project M&E in qualitative and quantitative data.

The above table also shows that 47.7% of respondents were responded the organization utilize an appropriate computer application software program to process and analyze the project's M&E data ,while 52.3% of respondents were answered the organization did not utilize application software for processing and analyzing the data. From this we can see the organization did not have appropriate computer application for the process of analyzing the findings of monitoring and evaluation.

Table 4.5 Stakeholders Participation in Monitoring and Evaluation

Question	Percent of Respondents		
	Yes	No	Total
Do the relevant stakeholders actively and sufficiently participate in the process of M&E of the project (including the beneficiary, communities, concerned government bodies, funding partners)?	41(93.2%)	3(6.8%)	44(100%)

Source: Own Survey (2017)

As it can be observed from table 4.5, regarding the relevant stakeholders participation actively and sufficiently in the process of M&E of the project, 93.2 % of the respondents were believe that the stakeholders actively and sufficiently participate in the process of M&E .However, 6.8% of the respondents were answered relevant stakeholders did not participate in the process of M&E.

From this result almost all agree that the organization applied participatory monitoring and evaluation with the relevant stakeholders including the beneficiaries, communities, concerned government bodies and funding partners (donors) in the process of monitoring and evaluation.

As per the interview question, concerning the role of community (beneficiary) for monitoring and evaluation of the project, all interviewees agreed that the community is participatory in all activities of the project M&E of the project through the project life time. Participating the community/beneficiary ensure that the sustainability of the project and giving a sight for future project design as well as creating commitment and responsibility for all the beneficiary.

Table 4.6 Monitoring and Evaluation Reports and Feedback

Questions	Percent of Respondents		
	Yes	No	Total
Are the M&E reports of a project timely and accurately submitted to the top or delegated management decision making body of the organization?	35(79.5%)	9(20.5%)	44(100%)
Is the management taken appropriate and timely corrective measures in response to the feedbacks given based on the M&E findings?	31(70.5%)	13(29.5%)	44(100%)

Source: Own Survey (2017)

We can see from the table 4.6 that, 79.5% of respondents were replied M&E reports of a project timely and accurately submitted to top or delegated management decision making body of the organization , 20.5% respondents were answered M&E reports did not submit timely to decision making body. This result shows that there is a similarity on the literature review, that reporting is a critical part of M&E ,it is obvious that no matter how well data may be collected and analyzed, if it is not well presented it cannot be well used – which can be a considerable waste of valuable time, resources and personnel(IFRC,2011).

In the same table above, when asked the respondents about whether the management taken corrective action in response to feedback based on M&E findings or not , 70.5% of respondents were replied that there was feedback based on M&E findings ,while 29.5%of respondents answered the management did not give feedback based on findings of M&E. This result implies that 70.5% of the respondents are agree the managers take the appropriate and timely corrective measurement actions for the best project M&E and by that they take a good feedback for the future work.

Table 4.7 Summary of Monitoring and Evaluation Result Related Questions and Responses

Question	Respondent		
	Yes	No	Total
Regarding project M&E, are important lessons drawn from the experience of the implemented project to be utilized in the future?	38(86.4%)	6(13.6%)	44(100%)
Does the finding after M&E will be put to action?	40(90.9%)	4(9.1%)	44(100%)
Are the project M&E activities relevant in terms of measuring the attainment of its pre-planned outputs and objectives?	40(90.9%)	4(9.1%)	44(100%)
Do you think project M&E contribute to success of organization's project?	41(93.2%)	3(6.8%)	44(100%)

Source: Own Survey (2017)

As the table 4.7 above shows, 86.4% respondents were responded that the organization had a culture of lessons drawn from experience of the implemented project to be utilized in the future, while only 6(13.6%) of respondents out of 44 respondents answered that the organization did not have a culture of using lessons from the experience of the implemented project for the utilized actions in the future.

In the same table 4.7 above, respondents were asked whether the findings after M&E will be put to action or not, a large majority (90.9%) of respondents were replied that the organization put to action findings after M&E, whereas only 4(9.1%) respondents were answered that findings after M&E did not put to action.

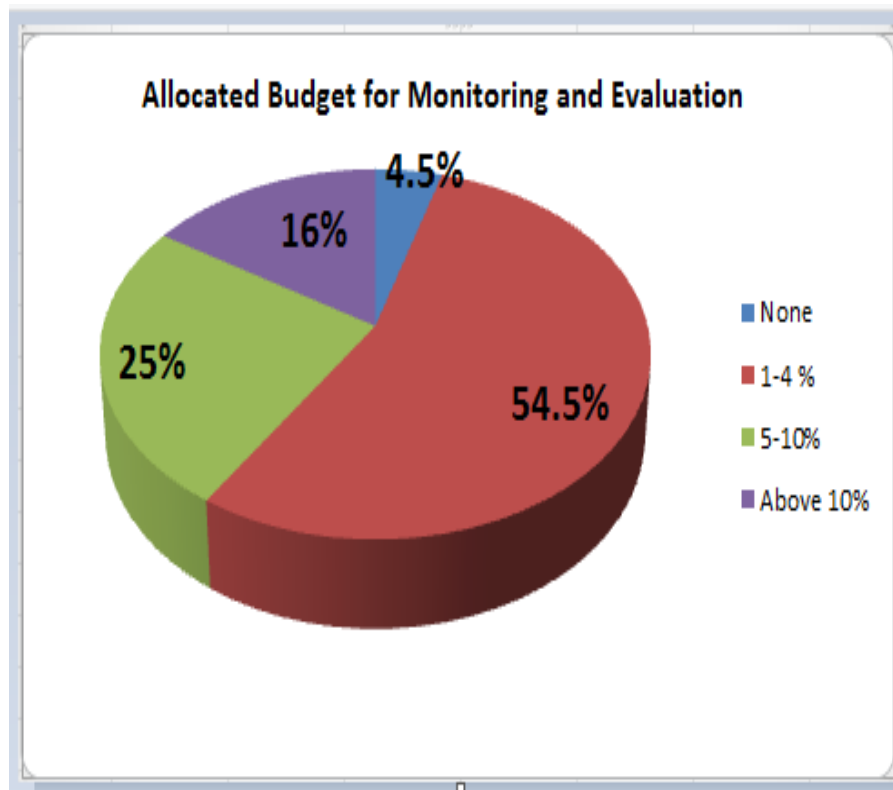
Regarding the importance of project M&E activities in terms of measuring the attainment of its pre-planned outputs and objectives 90.9% of respondents were proved M&E activities are relevant in terms of measuring the achievement of pre-planned outputs and objectives of the project. This implies that it is said to be a mandatory and relevant to exercise project M&E activities for the achievement of the project objectives.

Likewise, respondents were requested to reflect their answer for the question whether project M&E contributes to success of the project or not. For this question nearly all respondents (93.2%) were answered project M&E contribute to success of project.

4.3.2 Budget Distribution for Monitoring and Evaluation of the Project

As shown in the following figure 4.2 below, 54.5 % of the respondents were replied that the budget share of M&E out of the total budget allocated to the project was between 1% to 4% ,25% between 5% to 10% and 16% replied above 10%..Howevr,the remaining 4.5% of respondents responded none.

Figure 4.2 Allocated Budget for Project Monitoring and Evaluation.



Source: Own Survey (2017)

Table 4.8 Monitoring and Evaluation Budget

Question	Response	Count	Percent
Is the budget allocated to M&E the project adequate?	Yes	31	70.5%
	No	13	29.5%
	Total	44	100.0%

Source: Own Survey (2017)

As shown in the above table 4.8, a question was asked for respondents that whether the budget allocated to M&E of the project adequate or not, 70.5% respondents were answered yes the project budget allocated for the M&E is adequate. The remaining 29.5% respondents were believed that the M&E budget from the project cost is not adequate. As indicated earlier in the literature review, in order to ensure effective and efficient monitoring and evaluation, adequate financial resource is critical.

Table 4.9 Project monitoring and Evaluation Plan

Question	Percent of Respondents		
How is the project M&E activities planned?	Yes	No	Total
Separately	16(36.4%)	28(63.6%)	44(100 %)
Together with other components of the project	30(68.2%)	14(31.8%)	44(100%)

Source: Own Survey (2017)

Table 4. 9 shows that about 68.2% of the respondents were replied project M&E activities planned as together with other components of the project, and 36.4% of the respondents were answered M&E activities of the project planned separately

4.3.3 Monitoring Period of the Project

With respect to the monitoring period, the respondents were asked in what period that the monitoring was carried out in the project, 52.3% of the respondents replied as quarterly, followed by both weekly and monthly with the percent of 13.6%, while again both (2.3% for each) respondents equally answered as annually and semiannually respectively. The following table 4.10 illustrates the findings.

Table 4.10 Monitoring Period of the Project

Question	Response	Percent of Respondents in each Period				
		Weekly	Monthly	Quarterly	Semi Annually	Annually
When do the project monitoring undertaken?	Yes	6 (13.6%)	6 (13.6%)	23(52.3%)	1(2.3%)	1(2.3%)
	No	38(86.4%)	38(86.4%)	21(47.7%)	43(97.7%)	43(97.7%)
	Total	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)

Source: Own Survey (2017)

The above result implies that the majority of respondents said monitoring undertaken quarterly but the ground rule of Participatory Planning, Monitoring and Evaluation (PPME) Guideline (2011) of the organization stated that “programs /projects coordinators and experts shall conduct regular monitoring visit at least once in a week”.

4.3.4 Evaluations Types and Period of the Project

Table 4.11 shows that the respondents view in the type of evaluation. The concern of evaluation type, according to the PPME guideline, the organization adopt participatory evaluations for the programs/projects such as ex-ante evaluation (evaluation before the implementation of the programs/project); midterm evaluation (at the middle of the project), terminal evaluation (after/at completion of the program/projects) and ex-post evaluation (sometimes after the project phased out).The organization has also internal and external evaluations.

Table 4.11 Evaluation Based on Timing

Question	Response	Percent of Respondents in each Evaluation Type				
		Formative	Summative	Midterm	Final	Ex-post
Regarding evaluation based on timing, what type of evaluation the project followed?	Yes	14(31.8%)	14(31.8%)	36(81.8%)	28(63.6%)	3(6.8%)
	No	30(68.2%)	30(68.2%)	8(18.2%)	16(36.4%)	41(93.2%)
	Total	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)

Source: Own Survey (2017)

It can be seen in table 4.11, 81.8% respondents were found out that the organization undertaken midterm as first type of evaluation, while 63.6% of respondents were responded final evaluation type as the second. The table also illustrates that both 31.8% (for each type) of the respondents found that the organization carry out formative and summative evaluation type. Only 3(6.8%) respondents were replied that of ex-post evaluation as type of evaluation based on timing. From this the result state that the project is carried out midterm and final evaluation type with respect to timing.

Table 4.12 Evaluation Based on Who Evaluate

Question	Response	Percent of Respondents in each Evaluation Type			
		Internal or Self	External or Independent	Participatory	Joint
Regarding evaluation based on who conducts evaluation, what type of evaluation the project followed?	Yes	6(13.6%)	4(9.1%)	14(31.8%)	10(22.7%)
	No	38(86.4%)	40(90.9%)	30(68.2%)	34(77.3%)
	Total	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)

Source: Own Survey (2017)

As indicated in table 4.12, 14(31.8%) of respondents were replied that the project followed participatory evaluation, while 22.7%, 13.6% and 9.1% of respondents answered joint evaluation, internal or self-evaluation and external or independent evaluation respectively.

Table 4.13 Evaluation Based on Technicality or Methodology

Question	Response	Percent of Respondents in each Evaluation Type				
		Real Time	Meta	Thematic	Cluster or Sector	Impact
Regarding evaluation based on evaluation technicality or methodology, what type of evaluation the project followed?	Yes	8(18.2%)	4(9.1%)	2(4.5%)	9(20.5%)	12(27.3%)
	No	36(81.8%)	40(90.9%)	42(95.5%)	35(79.5%)	32(72.7%)
	Total	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)	44(100.0%)

Source: Own Survey (2017)

As indicated in the above table 4.13, 27.3% of respondents were replied that impact evaluation carry out in the project, while 20.5% and 18.2% of respondents were responded that cluster/sector evaluation and

real time evaluation respectively. Only 13.6 %(9.1 %and 4.5%) of respondents answered Meta and thematic evaluation.

From the above two consecutive tables the majority of the respondents are state that there is a failure to carry out the evaluation based on the evaluator and the technicality or the methodology of the project.

Table 4.14 Evaluation Period of the Project

Question	Response	Percent of Respondents in each Period		
		Quarterly	Semi Annually	Annually
When do the project evaluation undertaken?	Yes	20(45.5%)	6(13.6%)	9(20.5%)
	No	24(54.5%)	38(86.4%)	35(79.5%)
	Total	44(100.0%)	44(100.0%)	44(100.0%)

Source: Own Survey (2017)

As shown in table 4.14, respondents were asked for how often the evaluation carry out in the project, about 20(45.5%) of the respondents were answered the project undertaken evaluation quarterly, while 20.5 % replied annually, and the remaining respondents were responded semiannually (13.6%).

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4.3.5 Monitoring and Evaluation Data Collection Methods

Table 4.15 Data Collection Methods for Monitoring and Evaluation

Question	Monitoring			Evaluation		
	Percent of Respondents			Percent of Respondents		
	Yes	No	Total	Yes	No	Total
What are the data collection methods used during the process of monitoring and evaluation?						
Community Interviews/Meeting	30(68.2)	14(31.8)	44(100)	30(68.2)	14(31.8)	44(100)
Document Review	21(47.7)	23(52.3)	44(100)	27(61.4)	17(38.6)	44(100)
Questionnaire	10(22.7)	34(77.3)	44(100)	12(27.3)	32(72.7)	44(100)
Observation	21(47.7)	23(52.3)	44(100)	24(54.5)	20(45.5)	44(100)
Checklist	17(38.6)	27(61.4)	44(100)	21(47.7)	23(52.3)	44(100)
Focus Group Discussion	17(38.6)	27(61.4)	44(100)	25(56.8)	19(43.2)	44(100)
Action Plan	10(22.7)	34(77.3)	44(100)	10(22.7)	34(77.3)	44(100)
Key Informant Interview	18(40.9)	26(59.1)	44(100)	14(31.8)	30(68.2)	44(100)
Reports	23(52.3)	21(47.7)	44(100)	29(65.9)	15(34.1)	44(100)
Stakeholder Discussion	21(47.7)	23(52.3)	44(100)	26(59.1)	18(40.9)	44(100)
Site/Field Visits	32(72.7)	13(27.3)	44(100)	35(79.5)	9(20.5)	44(100)

Source: Own Survey (2017)

Table 4.15 shows 72.7% and 68.2 % of respondent were answered data Site /field visits and community interviews/meetings the first and second data collection methods for monitoring , while 52.3% as reports ,47.7% of respondents equally as stakeholder discussion, observation and document review,40.9% of respondents as key informant interview, again equally(38.6%) of respondents as checklist and focus group discussion. Only 10(22.7%) of respondents were answered monitoring data collection both through action plan and questionnaire.

With respect to evaluation, the above table 4.15 also displays that, 79.5% of respondents were said that Site/Field Visits as similarly like monitoring as the first among the data collection methods of evaluation, 68.2% of respondents were replied as Community Interviews/Meeting, while 65.9% respondents as reports, 61.4% of them as document review, 59.1% of them responded as stakeholder discussion, 56.8%, 54.5% and 47.7% as focus group discussion, observation, and checklist respectively. With 31.8%, 27.3 and 22.7% of respondents were saying action plan, questionnaire and key informant interview respectively.

For the data collection methods the most respondents agree that the data collection method relies on the site or field visit for both project monitoring and evaluation. There are many data collection methods but for the interpretation purpose the researcher picks one of it which have high response rate.

4.3.6 Monitoring and Evaluation Findings Sharing Mechanisms

Respondents were requested about the methods that the organization used to share monitoring and evaluation findings. Table 4.16 shows the results.

Table 4.16 Monitoring and Evaluation findings sharing mechanisms

Question	Percent of Respondents		
	Yes	No	Total
In what form should project monitoring and evaluation information of the findings be shared in the project?			
Television and Radio	2(4.5%)	42(95.5%)	44(100.0%)
Social Media (facebook, twitter, sharing photographs, writing a blog), website, and internet(email)	11(25%)	33(75%)	44(100.0%)
Reporting	40(90.9%)	4(9.1%)	44(100.0%)
Printing media (newspaper, magazine...etc)	10(22.7%)	34(77.3%)	44(100.0%)

Source: Own Survey (2017)

As can be seen in table 4.16, the majority of the respondents (90.9%) were responded that M&E information findings shared by the method of reporting to donors, government offices, etc followed by social media, website and internet(email), printing media (newspaper, magazine, etc), and television and radio drama 25%, 22.7%, and 4.5% respectively. In addition to this, minutes, workshops, in the form of presentation through partner dialogue, review meetings and telephone also used. This clearly indicates that the findings of M&E shared through reporting format.

4.3.7 Training Related of Monitoring and Evaluation

Table 4.17 Training Related of Monitoring and Evaluation

Question	Percent of Respondents		
	Yes	No	Total
With regard to project M&E, what was the content of training do you take?			
Planning monitoring and Evaluation	22(50%)	22(50%)	44(100.0%)
Indicators of the project	15(34.1%)	29(65.9%)	44(100.0%)
M&E reporting using reporting tools	15(34.1%)	29(65.9%)	44(100.0%)
Project components and deliverables	11(25%)	33(75%)	44(100.0%)
Communication Strategy	13(29.5%)	31(70.5%)	44(100.0%)

Source: Own Survey (2017)

As shown on table 4.17 that half (50%) of the respondents were replied the content of the training regarding M&E was planning, monitoring and evaluation, while 29.5% as communication strategy, and both indicators of the project and M&E reporting using reporting tools equally were the content of the training (with 34.1% for each), 11(25%) of respondents, however were responded the content of the training were project components and deliverables. Apart from the above content of training, most of the trainings were given for beneficiaries and enterprise related to the work. In addition to this, change management, outcome and impact orientation training were answered from the respondents of donor. The study sought the competence the respondents in the following listed contents of the training that contributed to the effectiveness of the M&E of the project and had a positive impact on capacity building of personnel by increasing technical expertise.

4.3.8 Respondents Assessment on Monitoring and Evaluation Practice of the Project

The respondents' of the study were asked to rate the monitoring and evaluation practice of the project by using 5 - point rating scale, from 1= "Very Weak" to 5= "Very Strong" .Table 4.18 shows the findings.

Table 4.18 Respondents Assessment on Monitoring and Evaluation Practice of the Project

Question	Response	Count	Percent	Descriptive Statistics	
				Mean	Std. Deviation
How do you rate the M & E practice of the project?	Very Weak	1	2.3%	2.61	.689
	Weak	1	2.3%		
	Moderate	23	52.2%		
	Strong	18	40.9%		
	Very Strong	1	2.3%		
	Total	44	100.0%		

Source: Own Survey (2017)

When the respondents were asked to rate the project monitoring and evaluation practice, with the mean score of 2.61, standard deviation of 0.689 and 23(52.2%) respondents said the project monitoring and evaluation practice as moderate level, while almost half (43.2% (40.9% and 2.3%)) of respondents of respondents were assured that the project monitoring and evaluation practice in the project very strong and strong respectively. Only 2(4.6% (2.3% and 2.3%)) of respondents were replied very weak and weak for the practice of monitoring and evaluation in the project. The result implies that a small majority of the respondents were rated the project monitoring and evaluation practice was not satisfactory.

For further information, respondents were also requested to respond about the major strengths and weaknesses of the M&E of the project .So the respondents were described their opinion concerning the strength of project monitoring and evaluation as: the project had participate and collaborated concerned bodies such as beneficiaries, community leaders ,government bodies and donors during monitoring and evaluation activities for instance, the selection criteria and follow up during the monitoring period was sufficient; the project office had been share experience from previous project phase taken as lessons learned and finally presented its project activities to concerned stakeholders; the organization is done the project with best quality; the head office representative had strong commitment to monitor and evaluate the project activities on rugged and transport inaccessible and challenging areas; the majority of the beneficiaries of the project area were committed to participate in the project activities; a project

provided the local communities with improved productivity such as fruits, vegetables, water supply, irrigation scheme and road constructions .Likewise, the project contribute for better livelihood status of landless youths to engage in income generating activities i.e gabion construction .this activity contributed for better ecosystem and this ensure the social and economic growth of the local communities; the government offices provided support with beneficiary selection and training facilitation, arranged workshop and meetings for experience sharing between governmental and non-governmental organizations. In addition to this, the local government provided the project with generator to use for irrigation water pump out; the community supported the project for required contributions in the form of labor and draft animals to transport construction materials in respective of the difficulty of the topography of the area .They were devoted in participating in the project activities to change their surroundings willingly. And they participated during the beneficiary selection process to ensure that poor of the poorest farmers or community members were given priority;

On the hand, the M&E activities of the project had its own weakness listed :due to insufficient awareness training , youth in local communities did not have another alternative income generating activities; both Siyadebir and Ensaro wereda government offices was unable to create other alternatives of income generating activities for youths who were involved in gabion making; the government also unable to mobilize the community to increase their participation to the required level; In addition, the government offices unable to incorporate the project's work in their permanent plan and unable to give sufficient trainings and follow ups to use new technologies and improved inputs by self-help groups; a few local communities had limited participation in the project; The organization had inadequate human resource for undertaking monitoring and evaluation at wereda level. The organization has no full staff members. Only for one focal person coordinate the tasks in the weredas .So that, he cannot operate overall activities; The final phase out strategy and closure time follow up did not have adequately performed; feedback for monitoring and evaluation reports did not frequently address; sometimes and perhaps the relation between the government office and the project office did not have smooth relation; the project did not use application software for processing and analyzing project M&E data .The tendency was documenting with hard copy in wereda; a few local communities did not understand about the objective of the project. This shows that they lack clarity to understand the monitoring and evaluation activities; since the project run its midterm and final evaluation activities. However, the organization did not conduct impact evaluation for the project; due to insufficient budget the project was unable to expand its project works to other kebeles ;another weakness of the project regarding M&E activities was absence of promotion, communication for project works in terms of information dissemination methods like television and radio, internet, photographs and videos and recording

systems; the organization only participate experts directly without agreeing with government office at wereda level; most of the time the project documents prepared by project experts in English .So, everybody cannot understand it easily; sometimes the government officers did not response to the immediate actions to the project M&E ;a few government officers said that the project report sometimes lacks clarity; even if the project designed and implemented the needs assessment, however, it was it was initiated by on donors' interest.

4.4 Challenges during Project Monitoring and Evaluation of the Project

Since the second research question was to answer the challenges related to monitoring and evaluation of the project. The respondents were asked for the major challenges encountered during M&E activities of the project. The following table 4.19 demonstrates the findings.

Table 4.19 Challenges Project Monitoring and Evaluation

Question	Percent of Respondents		
	Yes	No	Total
What are the major challenges encountered during M&E of the project?			
Lack of clarity in stating of project objectives	7(15.9%)	37(84.1%)	44(100%)
The absence of planned key indicators	10(22.7%)	34(77.3%)	44(100%)
Lack of feedback	13(29.5%)	31(70.5%)	44(100%)
Undefined M&E staff roles and responsibilities	6(13.6%)	38(86.4%)	44(100%)
Lack of management support	13(29.5%)	31(70.5%)	44(100%)
Lack of sufficient budget	25(56.8%)	19(43.2%)	44(100%)
Lack of skilled personnel	5(11.4%)	39(88.6%)	44(100%)
Lack of stakeholders involvement	11(25%)	33(75%)	44(100%)
Lack of baseline data	4(9.1%)	40(90.9%)	44(100%)
Poor M&E planning	6(13.6%)	38(86.4%)	44(100%)
Donors different M&E reporting format	14(31.8%)	30(68.2%)	44(100%)

Source: Own Survey (2017)

The above table 4.19 shows that 56.8 % of respondents were believed that lack sufficient budget was a major challenge encountered during M&E activities of the project, 31.8 % of respondents answered donors different M&E reporting format is the next challenges, both lack of feedback and management

support were the third challenge answered by (29.5% for each) of respondents. Moreover, 47.7% (25% and 22.7%) of respondents replied that lack of stakeholders involvement and absence of planned key indicators were also the challenges respectively. Likewise, again both undefined M&E staff roles and responsibilities and poor M&E planning were the challenges of M&E of the project responded by 27.2% (13.6% and 13.6%) respondents. The remaining 20.5% (11.4%, and 9.1%) of respondents answered lack of skilled personnel and baseline data were challenges during M&E activities of the project respectively. There was also lack of training and inadequate given with short term.

Moreover, the project sites were inaccessible infrastructures such as road, health station on the spot. There was transport problem in accessing car. Less awareness on project plan at the project sites specially the community.

Another challenge raised by three participants of the interview was due to the Federal Charities and Societies Agency Proclamation 621/2009, the 70/30 ratio of NGOs operational and administrative cost affects the monitoring and evaluation practice. Out of 30% the budget of project monitoring and evaluation included as part and parcel of the overhead cost was insufficient. Therefore it was difficult to get professional external evaluators with less cost.

One of the participants of the interview stated that absence of undertaking project launching repeatedly affect the project so in the future the commission take this as a lesson apply for other project. This practice will help to motivate the community and prepared in advance to contribute by sense of ownership.

As per one funding organization official there was time constraint in terms of not monitoring the projects consistently due to several projects that they have. So in order to handle this constraint they hire external professional consultants.

On the other hand, for human resource limitation one of the key informant replied that the planning, monitoring and evaluation department used employees from other department of the commission for undertaking monitoring.

4.4.1 Issues Hinder Project Monitoring and Evaluation

As indicated in the following table 4.20, the respondents were asked to respond for the whether bureaucratic issue was there or not, from those respondents, 36.4% were felt that bureaucratic problem was there while conducting monitoring and evaluation activities in the project, while 63.6% of respondents responded as no.

In the same table, the respondents were then asked any related to political, social economic, environmental, and cultural issue that hinder or delay the monitoring and evaluation activities in the project, nearly half of respondents 18(40.9%) out of 44 replied that it was there .(See Table 4.20 below)

Table 4.20 Issues Hinder Project Monitoring and Evaluation in the Project

Question	Percent of Respondents		
	Yes	No	Total
Do you think there is a bureaucratic issue in conducting project monitoring and evaluation activities in the project?	16(36.4%)	28(63.6%)	44(100.0%)
Does any (political, social, and economic, environmental, cultural) issue hinder or delay the M&E activities of the project?	18(40.9%)	26(59.1%)	44(100.0%)

Source: Own Survey (2017)

4.5 Coping Mechanisms for Challenges of Monitoring and Evaluation in the Project

The third research question sought the coping mechanisms for the challenges of monitoring and evaluation in the project. So the target population were requested about to recommend the solutions for the challenge of M&E in the project. Table 4.21 presented the results.

Table 4.21 Solutions for the challenges of M&E in the project

Question	Percent of Respondents		
	Yes	No	Total
What are the possible solutions to overcome the challenges encountered of M &E?			
Adopt participatory M&E approach	12(27.3%)	32(72.7%)	44(100.0%)
Allocate sufficient budget for M&E	24(54.5%)	20(45.5%)	44(100.0%)
Early planning of monitoring and evaluation, at the design stage of the project	22(50.0%)	22(50.0%)	44(100.0%)
Train all management staffs to the importance of M&E	18(40.9%)	26(59.1%)	44(100.0%)
Strengthen the documentation with modern technology	19(43.2%)	25(56.8%)	44(100.0%)

Source: Own Survey (2017)

As indicated in the above table 4.21, 54.5 % of the respondents were responded that the first solutions for the challenges of project monitoring and evaluation could be allocating sufficient budget for M&E. The table further shows that 50.0% of the respondents were answered early planning of monitoring and evaluation, at the design stage of the project, whereas 43.2% of respondents were replied that strengthen the documentation with modern technology, around 40.9% of respondents were responded that train all management staffs to the importance of M&E. The remaining 27.3% suggested that adopt participatory M&E approach. Out of 44 respondents only 12 respondents suggested the organization should adopt participatory M&E approach as a solution for the challenges of M&E .So, the result implies that the organization had strong participatory M&E approach.

To sum up the respondents opinion on improving project M&E in the future summarized as follows:- the organization should give more emphasis for adequate budget before implementing the project; the project objectives should be clear to the concerned management staffs at wereda level; monitoring should be undertaken weekly, monthly and quarterly and evaluations should be exercised timely and continuously at least quarterly with the concerned stakeholders ;the organization should follow the

project progress continuously if the project need maintenance; those experts who are assigned from zone should be easily adopt communities culture; project launching and awareness creation about the projects in any events through meetings, training and the project progress which means transparency should be addressed; monitoring and evaluation should be presented separately to be transparent; effective training should be given to enhance the community awareness about the importance of the project activities and also government bodies should convince communities to participate in the project; the monitoring and evaluation should be meaningful by using formats and software's for future planning purpose; the organization should provide allowance for experts; feedback should give consistently; the organization should transfer be best practice to other NGOs and get lessons from them; the organization should prepare well organized office with full facilities, human resources and logistics at project site in the wereda level; the organization should recruit personnel without relative chain rather it should be with the personnel's competency; the remaining work of the project should be finished; government bodies in wereda level should prepare project study by investigating the problem first; compared to other faith based organization in Siyadebir Wayu wereda, few amount of budget allocated for project works. So in the future the organization should come with adequate budget; the organization should promote the work with different media and use to increase their fund; in order to bring the anticipated result, there should be strong monitoring and evaluation system; the monitoring and evaluation role should be independent and competent with full responsibility; in order to allocate sufficient budget for M&E, the budget should be allocated in the program cost of the project. Project monitoring should be conducted on time to obtain the feedback of the monitoring report and to make corrections on the planned project activities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This final chapter highlights the summary of findings; conclusion and recommendation have been provided as per the findings of the study to project monitoring and evaluation practice in the Ethiopian Orthodox Tewahedo Church Development and Inter- Church Aid Commission (EOTC-DICAC) projects: A case study of Ensaro Wayu Rural Livelihood Improvement Project.

5.1 Summary of Findings

The study revealed that Ensaro Wayu Livelihood Improvement Project is one the development project that benefiting and improving livelihoods of many households of Ensaro and Siyadebir Wayu weredas. Therefore, this project work shows the monitoring and evaluation activity under EOTC-DICAC project implementation towards the development of rural community .From this perspective ,we can understand that the rural community shall benefit in terms of animal rearing, farming, gabion construction, water supply ,sanitation ,hygiene and other activities. The following were the major research findings in the research.

- ❖ Majority of the respondents responded the organization conducted needs assessment prior to implementing project planning of the project.
- ❖ A majority (75%) of respondent responded that the project was timely and regularly monitored and evaluated by adequate staff groups throughout its lifetime.
- ❖ 81.8 % of respondents were believed that the organization had a clearly defined written duties and responsibilities (job description) of M&E staff.
- ❖ 79.5 % of respondents were replied M&E reports of a project timely and accurately submitted to top or delegated management decision making body of the organization.
- ❖ With respect to the utilization of monitoring and evaluation findings in the future from lessons, the studies found out that most (86.4%) of the respondents were certainly responded that the organization had a culture of lessons drawn from experience of the implemented project to be utilized in the future.
- ❖ Respondents were asked whether the findings after M&E will be put to action or not, a large majority (90.9%) of respondents were replied that the organization put to action findings after M&E.

- ❖ Again 90.9% of respondents were proved M&E activities are relevant in terms of measuring the achievement of pre-planned outputs and objectives of the project. Similarly, 93.2% of the respondents were believed that project monitoring and Evaluation contribute to the success of the project.
- ❖ The study was found out that the project employed for monitoring and evaluation data collection methods like site /field visits community interviews/meetings , and reports .
- ❖ Beyond half of respondents rate the assessment of project monitoring and evaluation practice as moderate level.
- ❖ With a small majority(56.8 %), 31.8 % , and (29.5 % for each) of respondents were believed that lack sufficient budget ,donors different M&E reporting format and both lack of feedback and management support (equally stated) were the first, second and third major challenge encountered during M&E activities of the project respectively.
- ❖ In the interview questions forwarded for participants about the major challenges hindered or delayed the project monitoring and practice are basically related due to the Federal Charities and Societies Agency Proclamation 621/2009, the 70/30 ratio of NGOs operational and administration cost, out of 30% the M&E budget included as part and parcel of the overhead cost was inadequate..
- ❖ The solutions suggested for the challenges of project monitoring and evaluation could be allocating sufficient budget, early planning of monitoring and evaluation, at the design stage of the project , strengthen the documentation with modern technology, train all management staffs to the importance of M&E.

5.2 Conclusion

The intention of this study is to examine the practice of project monitoring and evaluation in the Ensaro Wayu Rural Livelihood Improvement project. This study has three specific objectives, to assess practice of project monitoring and evaluation in projects in the case of Ensaro Wayu Rural Livelihood Improvement project; to examine the challenges encountered in the process of monitoring and evaluation in the Ensaro Wayu Rural Livelihood Improvement project and to determine coping mechanisms in order to overcome challenges related with monitoring and evaluation. To accomplish the objectives of the study, the study employed both quantitative and qualitative research approaches, descriptive research design was employed and both primary and secondary data types were used to collect data from project desk officers, government body officials, planning, monitoring and evaluation department head and funding partners (donors) representatives. Hence, census method was employed for

target population. The collected data was, then, analyzed using SPSS software version 21 and Microsoft Excel 2010.

The major challenges of for monitoring and evaluation in the project were lack of sufficient budget, donors different M&E reporting format, lack of feedback and management support. ; The organization had inadequate human resource for undertaking monitoring and evaluation at wereda level. Only for one focal person coordinates the tasks in the weredas .So that, he cannot operate overall activities; the final phase out strategy and closure time follow up did not have adequately performed.

The strength of monitoring and evaluation of the project are many among these the major one are: stakeholders participation; took lessons learned from previous project phase; the project had participate and collaborated concerned bodies such as beneficiaries, community leaders ,government bodies and donors during monitoring and evaluation activities for instance, the selection criteria and follow up during the monitoring period was sufficient; the project office had been share experience from previous project phase taken as lessons learned and finally presented its project activities to concerned stakeholders; the head office representative had strong commitment to monitor and evaluate the project activities on rugged and transport inaccessible and challenging areas; the majority of the beneficiaries of the project area were committed to participate in the project activities; a project provided the local communities with improved productivity such as fruits, vegetables, water supply, irrigation scheme and road constructions. Likewise, the project contribute for better livelihood status of landless youths to engage in income generating activities i.e gabion construction .This activity contributed for better ecosystem and this ensure the social and economic growth of the local communities; the government offices provided support with beneficiary selection and training facilitation, arranged workshop and meetings for experience sharing between governmental and non-governmental organizations.

5.3 Recommendations

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

- ❖ The organization should facilitate training for top management staffs regarding the importance of project monitoring and evaluation and its influence on the project success.
- ❖ The organization should increase and strengthen its employees who undertake project monitoring and evaluation at head office, zone and wereda level.
- ❖ There should be equal or fair participation among the rural and urban managers and participants.

- ❖ It is advisable if the government of the Wereda management should prepare ready-made study in advance in order to suggest project sites to be implemented.
- ❖ As the commission had a long experience in working as NGO, It has to be a vanguard in implementing project monitoring and evaluation practice and share its best practice to other NGOs. Thus, EOTC DICAC should improve its project monitoring and evaluation system by developing and changing to modern project monitoring and evaluation software application system.
- ❖ For successful implementation of monitoring and evaluation, there should be adequate budget .The 70/30 ratio had an impact on the budget share to M&E. So the concerned government office should facilitate discussion mechanisms with stakeholders regarding the issue.
- ❖ Special emphasis should be placed on conducting impact evaluations for the project in order to ensure the sustainability of the project.
- ❖ The government should give greater attention for the project monitoring and evaluation by prioritizing like other tasks.
- ❖ The plan of the project in the organization should not be stretched without adequate budget means there should be proper budget planning.
- ❖ The organization should start its own income generating activities in order to reduce the dependence on the funding partners.

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APPENDICES

Appendix 1: Research Questionnaire for Respondents

ADDIS ABABA UNIVERSITY
College of Business and Economics (CoBE)
SCHOOL OF COMMERCE
GRADUATE PROGRAM IN PROJECT MANAGEMENT

Research Questionnaire

First I would like to thank for giving me your time. I am a Master's of Project Management student at Addis Ababa University School of Commerce. The purpose of this questionnaire is to collect data to be utilized in the study of **Project Monitoring and Evaluation Practice in the Ethiopian Orthodox Tewahedo Church Development Inter - Church Aid Commission (EOTC-DICAC) Projects: A case study of Ensaro Wayu Rural Livelihood Improvement Project**. Kindly cooperate in filling the questionnaire, as your genuine, complete, and timely responses are crucial for the success of my study. Besides, I would like to assure that the collected data using this questionnaire utilized purely for academic purpose only, and your responses will be held confidentially and anonymously. Hence, the researcher kindly requests you to respond each item carefully.

Instructions:

- ❖ Throughout the set of questionnaire, the term “project” refers to the Ensaro Wayu Rural Livelihood Improvement Project ; and, organization refers to the Ethiopian Orthodox Tewahedo Church Development Inter - Church Aid Commission (EOTC-DICAC)
- ❖ No need of writing your name
- ❖ Please select/fill the answer by putting “✓” mark in the table box.
- ❖ Give your answer in the table box for questions need explanation.
- ❖ Kindly provide your response attentively and return the completed questionnaire as soon as possible
- ❖ If you need further explanation, you can contact me through the address indicated below:

Serawit Neberegn Astatkie

Mobile Number: +251-0912166899

Email: serawit2124@gmail.com or serawit24@yahoo.com

PART 1: BACKGROUND INFORMATION OF RESPONDENTS

Please answer by putting “✓” mark in the table boxes, and write your responses the space provided against each of the other remaining four questions.

1	Educational Qualification	PhD ☐	Masters ☐ (2 nd Degree)	First ☐ Degree	Diploma ☐	Below Diploma ☐
2	Work Experience (In Years)					
3	Organization Name					
4	Project/Department Name					
5	Current Position					

PART 2: GENERAL QUESTIONS RELATED TO MONITORING AND EVALUATION (M&E) IN EOTC-DICAC PROJECT

Please answer by putting “✓” mark in the table boxes and write your responses the space provided for questions need explanation.

Questions		Yes	No	If your answer is No , please explain the reasons in the space provided below
1	Does the organization conduct a needs assessment before implementing project planning for projects?	☐	☐	
2	Is the log frame approach employed to monitor and evaluate the project?	☐	☐	
3	Does the organization consider risks and assumptions in carrying out project M&E activities?	☐	☐	
4	Are the project's M&E indicators accepted and easily understood by the concerned stakeholder groups?	☐	☐	
5	Are of the project M&E strictly adhered to all the requirements stated in the concerned written guideline of the organization?	☐	☐	
6	Is the project timely and regularly monitored and evaluated by an appropriate and adequate staff group(s) throughout its life time?	☐	☐	

7	Is there a clearly defined written duties and responsibilities (job description) of M&E staff in the organization?	☐	☐	
8	Do you think that the deployed staff members adequately equipped with the knowledge and skills required for collecting, process and analyzing a variety M&E quantitative and qualitative data of the project?	☐	☐	
9	Does the organization utilize an appropriate computer application software program to process and analyze the project's M&E data?	☐	☐	
10	Do the relevant stakeholders actively and sufficiently participate in the process of M&E of the project (including the beneficiary communities, concerned Government bodies, funding partners)?	☐	☐	
11	Are the M&E reports of a project timely and accurately submitted to the top or delegated management decision making body of the organization?	☐	☐	
12	Is the management taken appropriate and timely corrective measures in response to the feedbacks given based on the M&E findings?	☐	☐	
13	Regarding project M&E, are important lessons drawn from the experience of the implemented project to be utilized in the future?	☐	☐	
14	Does the findings after M&E will be put to action?	☐	☐	

15	Are the project M & E activities relevant in terms of measuring the attainment of its pre - planned outputs and objectives?	☐	☐		
16	Do you think project M&E activities contribute to the success of the project?	☐	☐		
17	Is the budget allocated to M&E the project adequate?	☐	☐		
18	In terms of percentage, What is the share of M&E out of the total budget allocated to the project?	None ☐	1 – 4 % ☐	5 – 10 % ☐	Above 10% ☐
19	How are the project M&E activities planned?	Separately ☐		Together with other components of the project ☐	
20	When do the project monitoring and evaluation undertaken?	Monitoring	Weekly ☐	Evaluation	Quarterly ☐
	Monthly ☐		Semi annually ☐		
	Quarterly ☐		Annually ☐		
	Semi annually ☐		Other(Specify) _____		
	Annually ☐				
	Other(Specify)_____				
21	What are the data collection methods used during the process of monitoring and evaluation of the project? (You can select from the table more than one answer)	Monitoring		Evaluation	
		Community interviews/meeting ☐		Community interviews/meeting ☐	
		Document review ☐		Document review ☐	
		Questionnaire ☐		Questionnaire ☐	
		Observation ☐		Observation ☐	
		Checklist ☐		Checklist ☐	
		Focus group discussions ☐		Focus group discussions ☐	
		Action Plan ☐		Action Plan ☐	
		Key informant Interview ☐		Key informant Interview ☐	
		Reports ☐		Reports ☐	
		Stakeholder Discussion ☐		Stakeholder Discussion ☐	
		Site/Field visits ☐		Site/ Field visits ☐	

		Other(Specify)_____	Other(Specify)_____
22	What type of evaluation the project followed? (You can select from the table more than one answer)	Evaluation Based on Timing	
		During project/programme implementation (Formative Evaluation)	☐
		At the end of project/programme implementation(Summative evaluation)	☐
		Formative in purpose and occur midway through implementation(Midterm evaluation)	☐
		Summative in purpose and are conducted (often externally) at the completion of project/programme implementation(Final evaluation)	☐
		Conducted sometime after implementation to assess long-term impact and sustainability(Ex-post evaluation)	☐
		Who Conducts the Evaluation?	
		Conducted by those responsible for implementing a project/programme(Internal or self-evaluation)	☐
		Conducted by evaluator(s) outside of the implementing team(External or independent evaluation)	☐
		Conducted with the beneficiaries and other key stakeholders(Participatory evaluation)	☐
		Conducted collaboratively by more than one implementing partner(Joint evaluation)	☐
		Evaluation Technicality or Methodology	
		During project/programme implementation to provide immediate feedback for modifications to improve ongoing implementation(Real-time evaluations (RTE))	☐
		Used to assess the evaluation process itself(Meta-evaluation)	☐
		Focus on one theme, such as gender or environment, typically across a number of projects, programmes or the whole organization(Thematic evaluation)	☐
Focus on a set of related activities, projects or programmes, typically across sites and implemented by multiple organizations(Cluster/sector evaluation)	☐		

		Focus on the effect of a project/programme, rather than on its management and delivery(Impact evaluation)	☐					
23	In what form should project monitoring and evaluation information of the findings be shared in the project? (You can select from the table more than one answer)	Television and Radio ☐ Social Media(facebook, twitter, sharing photographs, writing a blog...etc) ☐ Reporting ☐ Printing media (newspaper, magazine...etc) ☐ Other(Specify)_____						
24	With regard to project M&E, what was the content of training do you take? (You can select from the table more than one answer)	Planning, Monitoring and Evaluation ☐ Indicators of the project ☐ M&E reporting using reporting tools ☐ Project components and deliverables ☐ Communication strategy ☐ Other(Specify)_____						
25	How do you rate the M & E practices of the project?	Very Weak ☐	Weak ☐	Moderate ☐	Strong ☐	Very Strong ☐		
26	What the major challenges encountered during M&E of the project? (You can select from the table more than one answer)	Lack of clarity in stating of project objectives ☐ The absence of planned key indicators ☐ Lack of feedback ☐ Undefined M&E staff roles& responsibilities ☐ Lack of management support ☐ Lack of sufficient budget to M&E ☐ Lack of Skilled Personnel ☐ Lack of stakeholders involvement ☐ Lack of baseline data ☐ Poor M &E planning ☐ Donors' different M&E reporting format ☐ Other(Specify) _____						

27	Do you think there is a bureaucratic issue in conducting project monitoring and evaluation activities in EOTC-DICAC projects?	Yes ☐ No ☐ If your answer is <u>Yes</u> , please specify the reasons _____ _____			
28	Does any (political, social, and economic) issue hinder or delay the M&E activities of the project?	Yes ☐ No ☐ If your answer is <u>Yes</u> , please specify the issues _____ _____			
29	What are the possible solutions to overcome the challenges encountered monitoring & evaluation?	Adopt participatory M&E approach ☐			
		Allocate sufficient budget for M&E ☐			
		Early planning of monitoring and evaluation, at the design stage of the project ☐			
		Train all management staffs to the importance of M&E ☐			
		Strengthen the documentation of the project files with modern technology ☐			
		Other(Specify) _____			
30	What are the major strengths and weaknesses of the M&E of the project?" (Please specify your response in the box)	Monitoring		Evaluation	
		Strength	Weakness	Strength	Weakness
31	Please provide your suggestions further improving project M & E in the future?				

I THANK YOU VERY MUCH FOR YOUR COOPERATION!!!

Appendix 2: Interview Guide for Key informants Interview
ADDIS ABABA UNIVERSITY
College of Business and Economics (CoBE)
SCHOOL OF COMMERCE
GRADUATE PROGRAM IN PROJECT MANAGEMENT
Interview Guide for Key informants Interview

First I would like to thank for giving me your time. I am a Master's of Project Management student at Addis Ababa University School of Commerce. The purpose of this interview is to gather data in order to study **Project Monitoring and Evaluation Practice in the Ethiopian Orthodox Tewahedo Church Development Inter - Church Aid Commission (EOTC-DICAC) Projects: A case study of Ensaro Wayu Rural Livelihood Improvement Project**. Kindly cooperate in answering the questions as accurately as possible. The information provided here will be confidential and used only for research purposes.

Interview Questions

1. What is the role of the community and specifically beneficiaries in the project M&E?
2. What if effective project monitoring and evaluation did not undertake? If it is mandatory what is the importance of undertaking effective project monitoring and evaluation activities?
3. Are M&E findings well documented and archived as "lessons learnt" for future use in other implemented programmes?
4. What are the challenges face to undertake project monitoring and evaluation?
5. What are the possible solutions to overcome the challenges of monitoring and evaluation?

I THANK YOU VERY MUCH FOR YOUR COOPERATION!!!

Appendix 3: Schedule for Questionnaire

No.	Place	Date	Activities
1	Debre Birhan Zone/Town	Monday to Tuesday, May 8 to 9,2017	Distributing and collecting data for questionnaires from EOTC-DICAC
2	Deneba Town (Siyadebir Wereda)	Wednesday, May 10,2017	Office , government bodies (, Health Office, Water Resource Development, Agriculture and Rural Development Office, Women and Children Office and Finance and Economy Cooperative Office)
3	Lemi Town (Ensaro Wereda)	Thursday, May 11,2017	
4	Addis Ababa	Friday, Sunday, Monday, and Wednesday, May 12,14, 15,and 16,2017 respectively	Distributing and collecting data for questionnaires from EOTC-DICAC (Head Office, HIV/AIDS Prevention and Control Department), Norwegian Church Aid(NCA), Ethiopia , Bread for the World ,Ethiopia

Appendix 4: List of Key Informant Interview Participants

No.	Educational Qualification	Organization Name	Position	Working Experience (in years)	Date and Time of Interview
1	First Degree	EOTC-DICAC (Wereda)	Construction Supervisor	18	Tuesday, May 9,2017, Around 2:30PM for 35 minutes
2	Master's Degree	Norwegian Church Aid(NCA), Ethiopia	Project Coordinator	4	Sunday, May 14,2017 Around 9:55AM for 30 Minutes
3	Master's Degree	Bread for the World ,Ethiopia	Deputy Director	6	Monday, May 15,2017 Around 3:05PM for 25 minutes
4	Master's Degree	EOTC-DICAC, Head Office	Planning, Monitoring and Evaluation Department Head	Above 15	Tuesday May 23,2017 Around 2:10PM for 1 hour

Appendix 5: Project Profile from EOTC-DICAC Documents

Project Profile

PROJECT TITLE: Ensaro Waye Rural Livelihood Improvement Project

PROJECT LOCATION: Amhara Regional State

Zone: North Shoa Administration

Woreda: Ensaro & Siya Debre Wayu Woredas

ORGANIZATION: Ethiopia Orthodox Church Development & Inter Church Aid Commission

DONOR ORGANIZATION: Norwegian Church Aid (NCA-Ethiopia) and Bread for the World Germany (BftW)

PROJECT GOAL: To contribute for promoting overall economic development in the targeted watersheds, through restoring ecological balance and improvement of socio-economic conditions of the people inhabiting the watersheds.

PROGRAM STRATEGIES:

1. Intensive consultative process with all stakeholders
2. Integrated watershed development interventions
3. Focus on institutional development
4. Market oriented agricultural production

PROGRAM COMPONENTS

- Anticipated results
1. Land degradation in the target watershed controlled and degraded land rehabilitated
 2. Enhanced social networking and community safety net
 3. Developed favorable attitudes to prevent HIV and HTP and promote women empowerment
 4. Increased crop production and productivity in the target watershed
 5. Health and nutritional status of rural poor families improved
 6. Increased access to safe water and sanitation service in target watersheds
 7. Improved vegetation covers and bio diversity
 8. Increased access to transportation

PROGRAM DURATION: 2012-2014 (3 Years)

TOTAL PROJECT COST: 12,466,684.00

- Donor's Contribution- 10,671,385.75 BIRR
- Community's Contribution- 1,795,298.25 BIRR



PROJECT BENEFICIARIES: 16,234 People

PARTNERS:

1. Agriculture and Rural Development Bureau
2. Water Resource Development Bureau
3. Children, Youth and Women Bureau
4. Health Bureau

(Water, Women and Children M&E)

MONITORING AND EVALUATION. Day to day activities follow up will be conducted by the project and concerned line office, and periodic monitoring and evaluation of the project will be done by EOC-DICAC, B&W and NCA and Government line offices.



Appendix 6: Documents from EOTC-DICAC PPME

PRINCIPLE OF THE GUIDELINE

Participation: Participation can take place at various stages of the program/ project cycle in different forms. Participation is both a means and an end. As a means, it is a process in which people in the communities cooperate and collaborate in development projects and programs. As an end, participation is a process that empowers community members through acquiring skills, knowledge and sharing experiences that can lead to greater self-reliance and self-management.

Therefore, EOC-DICAC values participation and all stakeholders at different levels should involve directly or indirectly in the process of PPME.

Team: A group of people organized/assigned/ to work together for a specific and identified task. Therefore, EOC-DICAC should perform its PPME as a team.

Transparency: EOC-DICAC will openly communicate with all stakeholders. It will follow and respect reporting requirements of government and funding partners and will share experience with like minded development organizations through existing platforms and systems.

Accountability: EOC-DICAC is accountable to its constituencies, funding partners and the government for the resources received and intervention performed. The community and other part-takers should also be accountable for the resources allocated and the work done by EOC-DICAC.

Sustainability: Project results should be able to continue being effective after the initiator or the funding agency or implementer (EOC-DICAC) has pulled out. Therefore, EOC-DICAC at all levels should make sure that all the preconditions for sustainability (Participation, replicability, reliability, ownership building) etc are fulfilled.

Efficiency and Effectiveness: EOC-DICAC recognizes that the resource made available to it have opportunity cost. The management at all levels should be responsive and be effective in the delivery mechanisms that has been developed and to be developed. Therefore, it should minimize the costs and maximize benefits.

Gender Sensitive: EOC-DICAC mainstreams gender in all its programs/projects, involves and ensures participation of both sexes in all its interventions, and encourages and empowers women for their active participation up to decision making.

EVALUATION

Evaluation is a systematic and objective assessment of policies, project design, implementation and results at all levels. Evaluation is aimed to determine the relevance, performance, efficiency, effectiveness, impact and sustainability of the programs/projects in the context of their stated objectives.

- 1) EOC-DICAC will adopt the following participatory evaluations for its programs/projects
 - Ex-ante evaluation-evaluation before the implementation of the programs/projects
 - Midterm evaluation-at the middle of the project life time
 - Terminal evaluation-after/at completion of the program/project
 - Ex-post evaluation-sometimes after the project phased out
- 2) The commission has/will have internal and external evaluations.
- 3) EOC-DICAC will organize evaluation team and conduct ex-ante and internal evaluation
- 4) EOC-DICAC can hire a consultant to conduct mid-term and terminal evaluations for its programs/projects based on the project proposal and signed project agreement
- 5) EOC-DICAC will conduct a mid-term and terminal evaluations together with governmental line department experts and the community based on the agreement
- 6) EOC-DICAC will conduct ex-post evaluation as required for future planning and management
- 7) All departments/services will prepare their own indicative evaluation schedule based on the programs/projects agreements and should submit to the commissioner and to PMED before January 15th of every fiscal year
- 8) PMED will facilitate and coordinate the ex-ante and interim evaluations
- 9) PMED will facilitate and coordinate the external (terminal and ex-post) evaluations that will be conducted by consultant/s jointly with the concerned department/service.
- 10) The ex-ante and midterm evaluation reports will be managed and distributed through PMED for internal consumption
- 11) The terminal evaluation and ex-post evaluation reports will be distributed to all concerned stakeholders through the commissioner's office
- 12) All types of evaluation reports should be shared among all EOC-DICAC departments/services and programs/projects.

- 13) PMED will prepare terms of reference for the consultant including at least background, purpose, specific objectives, scope, team composition, methodology, reporting, time frame and budget in consultation with departments/services.

REPORTING

Reporting is systematic and timely sharing of information at all levels. It is a tool to know the status/progress of the programs/projects implementation. Information can be shared either orally and/or in writing. Therefore, reporting is a major activity during monitoring and evaluation activities. It is the way in which information about the process and output of activities, and not just the activities, is shared between the stakeholders; between and among EOC-DICAC departments/services for further decisions.

- 1) The commission will produce the following major reports within a given fiscal year
 - Progress or activity report
 - Financial report
 - Monitoring report
 - Evaluation report and
 - Audit report (Internal and external)
- 2) The commission will have biannual and annual progress and financial reports to be circulated to all stakeholders
- 3) All departments/Services/programs/projects offices should prepare and submit bi-annual reports both in hard and soft copy based on the standard checklists before 15th of July to PMED.
- 4) Programs/projects offices should prepare and submit regular reports to respective government line departments as per the agreement entered
- 5) All concerned departments/ services will prepare annual reports both in hard and soft copies based on the standard checklists and should submit to PMED up to January 21st of every year.
- 6) PMED will consolidate and organize the reports and should submit to the commissioner up to 15th of February for further action

Appendix 7: Letters for Project Locations

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ETHIOPIAN ORTHODOX TEWAHEDO CHURCH
DEVELOPMENT AND INTER-CHURCH AID
COMMISSION

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Human Resource Dept Division



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E-mail: eoc.diac@ethionet.et
info@eotcdiac.org
Website: www.eotcdiac.org

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ADDIS ABABA, ETHIOPIA

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ETHIOPIAN ORTHODOX TEWAHEDO CHURCH
INVESTIGATION AND INTER-RELIGIOUS AID
COMMISSION
WHICH SHALL PROMOTE TOLERANCE AND PEACE
IN THE ORIENTAL MIDDLE

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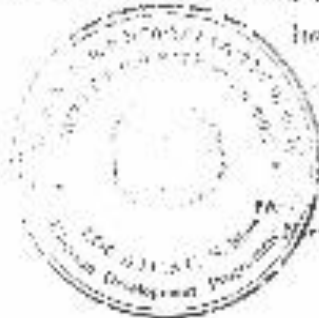
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ETHIOPIAN ORTHODOX TEWAHEDO CHURCH
DEVELOPMENT AND INTER-CHURCH AID
COMMISSION
NORTH SUDAN URGENT DEVELOPMENT PROGRAMME
COORDINATES OFFICE

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ለሰሚናር አዋጅ/ቤት የተረጋገጠውን ጥያቄ ገልጸዋል።

ከሰሚናር በአገልግሎት ሞያ ጉራ ማሻሻያ ፕሮጀክት ስለተሰራ ስራዎች ዘረዳ ለሚያስፈልግበት
ጥያቄዎች ለወ/ሮ ወራዊት ነበረኝ ማርያም አብነት እንዲያደርግባቸው አንዲደረግ።



አዋጅ/ቤት ስም አ. ል. ል. 133/200
ቀን/ወር/ዓ.ም. 20/02/02
ቀን/ወር/ዓ.ም.

ከዚህ በኋላ የሥራ ሰነድ ማሻሻያ ማድረግ አለብኝ።



Appendix 8: Pictures Taken During Data Collection



