ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

SCHOOL OF GRADUATE

STUDIES

Projects Monitoring and Evaluation Practices of Flower Farms; a Case Study of Flower Farms in Batu Town

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Feb. 12, 2020

Addis Ababa, Ethiopia

DECLARATION

I, Mohammed Ayalew hereby declare that the work entitled “Projects monitoring and evaluation practices of flower farms; a case study of flower farms in Batu town." is the outcome of my work. The information presented in this project work is true and original to the best of my knowledge and understanding. Materials and Sources used have been acknowledged. This Research Paper is my original work and has not been presented for academic award in this or any other University.

_____ _____

Mohammed Ayalew Date

Reg. No.: GSD/6913/10

CERTIFICATION

This is to certify that this project work, “Projects monitoring and evaluation practices of flower farms; a case study of flower farms in Batu town."” Undertaken by Mohammed Ayalew for the partial fulfillment of the award of Master’s 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.

_____ _____

Wubshet Bekalu (Dr.) Date

Research Project Work Advisor

APPROVAL

ADDIS ABABA UNIVERSITY

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Projects Monitoring and Evaluation Practices of Flower Farms; a Case Study of Flower Farms in Batu town

A Research Project work Submitted to Addis Ababa University, School of Commerce in Partial Fulfillment of the Requirements for the Award of the Degree of Masters of Arts in Project Management

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1. External Examiner: …….. …… ……..……...

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ABSTRACT

This study assessed the Monitoring and Evaluation practice of projects implemented by flower farms in Batu town with an objective of investigating their current project monitoring and evaluation practice, assessing the factors influencing monitoring and evaluation system and identify the challenges and strategies of conducting proper M&E as most of the projects M&E effectiveness was influenced by different factors and challenges.

The Project M&E practice of the companies was assessed based on the four basic influencing factors of M&E System: Planning, Implementation, stakeholders' participation and communication elements. The research design employed is descriptive research and the data type is quantitative and qualitative data collected using questionnaire and key informant interview.

The target population consists of 38 individuals who were responsible for Project Planning, Implementation and M&E. From the population, 30 individuals' filled questionnaires and 8 individuals interviewed which were selected using purposive non probability sampling techniques and the data was analyzed using SPSS version 24.

The research showed that project M&E practices and systems of the companies' were not in good level and effective enough. Their practices were not to the level of expectations and satisfactions of stakeholders, especially the beneficiaries. Their M&E practices and systems in regards to planning, implementations, participations and communication were low. There was no M&E unit, skilled personnel, and proper Monitoring tools. Therefore, in order to strengthen the M&E practice of the companies, this study recommends that to set a unit responsible for M&E with the necessary knowledge, skills and tools. Moreover, the participation of stake holders, practical strategies with a proper planning and implementation will be key for effective project M&E.

Key words: Evaluation, Flower Farms, Monitoring, M&E, Projects.

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Mohammed Ayalew,

February, 2021

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ACRONYMS

CIDA	Canadian International Development Agency
CEREIS	Center for Research and Information System
EU	European Union
FHI	Family Health International
Ha	Hectare
IFRC	International Federation of Red Cross and Red Crescent Societies
KII	Key Informant Interview
M&E	Monitoring & Evaluation
LFA	Logical Framework Approach
LF	Logical Framework
PLM	Project Lifecycle Model
PLC	Private Limited Company
RBM	Result Based Management
OECD	Organization for Economic Co-operation and Development
WB	World Bank
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
UNU-MERIT	United Nations University - Maastricht Economic and social Research and training center on Innovation and Technology

CHAPTER ONE

INTRODUCTION

1.1 Back Ground of the Study

The Ethiopian flower industry represents an extraordinarily fast and successful diversification into a non-traditional export product. The floriculture industry began to emerge in the late 1990s and in less than a decade, and despite its late entry into the flower export industry, Ethiopia became the 5th largest non-EU exporter to the EU cut-flower market and the 2nd largest (after Kenya) flower exporter from Africa in 2007 (Mulu Gebreeyesus and Michiko Iizuka, 2010).

Flowers are luxurious products with high social value and rarely used for food. The demand for these luxurious products has increased in the international market in recent years. Besides massive production exports volume year round which helps for earning of consistent foreign currency, Flower farms are involved in different technological transfer, job opportunity, community support through their social responsibility execution. Flower farms invest in different internal technological and external community based projects but their experience of Monitoring and Evaluation of these projects should be assessed and lessons can be learned for future betterment of such investments.

It is widely recognized that private companies have played and continue to play an important role in development, good governance and democratization in developing and transitional societies (Heinrich, 2004). They invest considerable effort and resources in poverty reduction, protection of vulnerable population groups, promotion of gender equality, and enabling citizen participation in the political process.

Monitoring and evaluation (M&E) can be effective tools to enhance the quality of project planning and management. Monitoring helps project managers to understand whether the projects are progressing in schedule and to ensure that project inputs, activities, outputs and

external factors are proceeding as planned. Evaluation can be a tool to help project managers assess to what extent the projects have achieved the objectives set forth in the project documents.

This research aims to identify the practices of the monitoring and evaluation practices of projects implemented by the flowers farms, the factors influencing its performance, the challenges in the process, and what should be the strategies to be followed to enhance the effectiveness of the monitoring and evaluation practices.

1.2 Background of the Companies

There are five flower farms located in Sher compound of Batu town which is located 163 km away from the capital city Addis Ababa. The flower farms were established in 2005/6 operating in Sher compound, Batu. These flower farms consist of AQ Roses, Braam flowers, Herburg Roses, Sher Ethiopia and Ziway Roses PLC. They employed in total around 15,000 workers and they are producing 1.4 billion rose flowers yearly and exporting mainly to Europe and Far East countries.

Sher Ethiopia is the main huge flower firm in Ethiopia and it created 11,000 jobs for residents of Batu and its environs. Its entry into the burgeoning Ethiopian flower industry in 2005 was a landmark event, as it became the largest farm in Ethiopia, occupying 600 ha and contributing to 65% of the aggregate Ethiopian horticulture export. The other four farms are growing standard roses in 140 ha of land and created 4000 jobs in total for the local residents and the surrounding.

These companies share so many things in common as they are working in the same compound and competing in the same destination markets. Though they have different entity and management, they have some common community projects and they have also separate own projects as well. The companies have been implementing various community based projects with the intention of executing their social responsibilities. These projects comprises interventions such as residential houses constructed for communities displaced due to conflicts, hospital construction projects for local community, drilling of borehole water in creating improved access to water, and school projects for children in the localities. The companies do such projects as part of their business with regular budgeting since the business couldn’t be an isolated entity from the social, environmental and economic issues of the area where it is working. So that the companies engaged in such activities are working towards attaining the corporate social responsibility

(CSR) of a business which concerned with benefit to all stakeholder groups by incorporating social, economic and environmental practices in to their business strategy.

1.3 Statement of the Problem

The development of the flower industry in Ethiopia is contributing a lot to the country's economic development through hundreds' thousands job opportunity and hard currencies earnings since its establishment in the late 1980's (kassa, 2017). Besides these contributions it plays to knowledge, technological transfer of modern and intensive farming practices and involving different community based projects

These knowledge and technological expertise are learned through different project activities both internal and external. But as per the preliminary assessments the experiences of the companies on managing projects of both internal and external (community based projects) were not in align to project management monitoring and evaluations tools and methodologies. The project management, monitoring and evaluation practices of planning, implementation, stakeholder participation and communication to the beneficiaries were not satisfactory. As a result there were unsatisfied beneficiaries of the projects. There were community members who were reflecting their grievances and complain against the projects and the companies as well instead of feeling belongingness. Hence it is very important to assess their practical practices and show the gaps and directions of the way out of the problem.

In addition, flower farms involve and work with different stakeholders, mainly with the different levels of the government administration and the community as a whole designing their own projects that supports the government and the community as a whole. However, here as well there are limitations of the project monitoring and evaluation practices, involving stake holders, planning, managing the scope, costs, time and proper recording issues of the overall activities.

Project management provides knowledge, skills and tools for managing the different stages of a given project including needs assessment and baseline, project design and implementation, monitoring and evaluation, stakeholders communication and lesson learning. Even if all the project management cycle stages are equally necessary, the M&E stage has been identified as critical stage to ensure the quality of a given project. These are important stages in project

management which ensure the quality of development intervention, and to measure achievements and challenges (Biniam, 2018).

In Ethiopia, most of the organizations do not use monitoring and evaluation system in appropriate manner for their projects (CIDA, 2010). Existing assessment of monitoring and evaluation capacity in Ethiopia also reveal gaps both in institutional and individual skills development for monitoring and evaluation according to a report on capacity building in Africa (Ethiopia) by the World Bank (2006).

Without an appropriate follow up mechanism it is difficult to take appropriate measures, and approve the project is on the right track and it meets its' target. M&E plays a vital role to effectively and efficiently use of resources, to create transparency and accountability, to attain the necessary project goals, and for future lesson learned. Therefore, assessing the M&E practices in flower farms will be necessary.

1.4 Research Question

- What are the current Monitoring and Evaluation practices of projects implemented by flower farms in Batu town?
- What are the key factors and their influence level that affect effectiveness of M&E practices of projects?
- What challenges flower farms face while conducting their projects monitoring and evaluation?
- What would be the strategies to be followed by the companies to cope up challenges?

1.5 Research Objectives

1.5.1 General Objective

The general objective of this research was to assess the Project Monitoring and Evaluation practice of flower farms by taking farms in Batu town as a case study.

1.5.2 Specific Objectives

- To investigate the current project monitoring and evaluation practice of flower farms in Batu town
- To explore the level of influence of the factors affecting effectiveness of project M&E systems of the companies
- To identify the challenges and coping strategies to be followed by the companies.

1.6 Significance of the Study

The flower farms were facing delays on majority of its projects. And this scenario had not been yet assessed as per the knowledge of the researcher. Therefore, this research had the following significance;

- Since there was no proper project monitoring and evaluation practices and similar assessment made, the research helps to figure out some eyes opening picture of the assessment practice.
- The research findings identified the missing link between the M&E practice, the project performance and the beneficiaries.
- The research findings help in sharing best practices of the flower farms if any for similar organization.

1.7 Scope of the Study

The study was conducted at different ongoing projects implemented by the flower farms found in Batu town. The study was predominantly focused on assessing practices and challenges of project monitoring and evaluation by the above mentioned organizations. The study was limited to challenges of monitoring and evaluation related to budget allocation, top management support, stakeholders, M & E tools and methods and human capacity. The study was limited to descriptive design and data was collected using questionnaire and interview.

Regarding the research respondents, all respondents were from the subject organization, contractors and town administration representatives. Geographically, the research covers only the project activities by the stated farms and town where the farms were residing.

1.8 Limitations of the Study

The limitations of this study were time and budget constraints as a result its scope was limited the implementer, contractors and financer of the projects and was not include other stakeholders and beneficiaries viewpoints.

1.9 Organization of the Study

This project work study has five chapters. The first chapter contains and explains about the introduction, statement of the problem, research questions, and objectives of the study, significance of the study, scope of the study and limitation of the study. The second chapter addresses the literatures review of the research topic and related studies background. The third chapter is all about the research design and Methodology of the study which includes the Research Approach, Research Design, Target population, Sample and Sampling Techniques, Data Types, Sources and Collection tools, Research Instrument, Method of Data Analysis and Presentation, Ethical Considerations, Validity and reliability. In chapter four, result and discussions have been presented. And the last chapter (chapter five) contains the summary of the finding conclusions and recommendations. In addition to these, references, interview questions and other relevant documents are attached to the last part of the project work.

CHAPTER TWO

LITRATURE REVIEW

2.1 Concepts and Definitions of Monitoring and Evaluation

Reviews of the literatures show that multifarious conceptualizations characterize the discourse of M&E. Although there are numerous definitions, scholars seem to converge on the idea that monitoring and evaluation is a tool for effective development. Kariuki (2014) defines monitoring as a continuous assessment of the function of project activities in the context of implementation schedules and the use of project inputs.

A more emphatic definition is that of the World Bank (2011), which states that monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide for the management and primary 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.

According to Umhlaba Development Services (2017), Monitoring is defined as the routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/programme management.

Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems, and assess progress. The Logical Framework, the implementation schedule, activity schedules, and project budget provide the basis for this monitoring. There are a number of different levels of monitoring, each related to what kind of information is relevant, and the regularity of monitoring (Umhlaba Development Services, 2017).

Table 2.1; Monitoring Frequency

Monitoring Level	**Regularity**
Which Activities are underway and what progress has been made?	Weekly
At what rate are means being used and cost incurred in relation to progress in implementation?	Monthly
Are the desired Results being achieved?	Quarterly
To what extent are these Results furthering the Project Purpose? What changes in the project environment occur? Do the Assumptions hold true?	Six-Monthly

According to Umhlaba Development Services (2017) Evaluation is defined the systematic and objective assessment of an on-going or completed operation, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, as well as efficiency, effectiveness, Impact (overall Goal) and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons into management decision-making.

M&E is carried out for many different purposes;

- Monitoring systems provide managers and other stakeholders with regular information on progress relative to targets and outcomes.
- It enables managers to keep track of progress, identify any problems and alter operations to take account of experience, and develop any budgetary requests and justify them.
- It enables the early identification of problems so that solutions can be proposed.

It is considered to be a critical part of good management. Periodic evaluation is also considered to be good practice, and can be used to investigate and analyse why targets are or are not being achieved. It looks at the cause and effect of situations and trends which are recorded within

monitoring. M&E is also important for incorporating the views of stakeholders, particularly the target population and can be a further mechanism to encourage participation and increased ownership of a project.

The main reasons for M&E can be summarised under four headings.

(1) For accountability: demonstrating to donors, taxpayers, beneficiaries and implementing partners that expenditure, actions and results are as agreed or can reasonably be expected in the situation.
(2) For operational management: provision of the information needed to co-ordinate the human, financial and physical resources committed to the project or programme, and to improve performance
(3) For strategic management: provision of information to inform setting and adjustment of objectives and strategies.
(4) For capacity building: building the capacity, self-reliance and confidence of beneficiaries and implementing staff and partners to effectively initiate and implement development initiatives.

Monitoring and evaluation should be evident throughout the lifecycle of a project, as well as after completion. It provides a flow of information for internal use by managers, and for external use by stakeholders who expect to see results, want to see demonstrable impacts, and require accountability and trustworthiness on the part of the public sector.

2.2 Project Cycle and Results Based Management

Project Cycle Management (PCM) is an approach to managing projects. It determines particular phases of the Project, and outlines specific actions and approaches to be taken within these phases. The PCM approach provides for planning and review processes throughout a cycle, and allows for multiple project cycles to be supported. The project cycle also provides a structure to ensure that stakeholders are consulted and relevant information is available throughout the life of the project, so that informed decisions can be made at key stages in the life of a project. While the scope and scale (and the manner of approach) differs between projects, and the development agencies concerned, some elements remain the same (Umhlaba Development Services, 2017).

The term Results Based Management (RBM) is widely used since 1990s. It has become a well-established management strategy or tool for the development. Different organizations, donor agencies, bilateral and multilateral agencies have been using RBM approach for enhancing and improving the development results. They specifically focused RBM on defining, managing and measuring results. Inputs, outputs, outcomes and impacts have become familiar refrain. Some of the development practitioners consider it as part of the problem, a requirement that consumes time, energy, and resources and obstruct the actual doing of development work (Hatten & Schroeder, 2007). Results based management as a management strategy by which all actors contributing directly or indirectly to achieving a set of results ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes, and higher level goals or impact).

2.3 Monitoring and Evaluation Frameworks and Approach

Different frameworks are used for different organizations. The most common ones are: - conceptual frameworks, results frameworks and logical frameworks/logic models. (Frankel & Gage, 2007).The main use of using one of these frameworks for monitoring and evaluation system is useful in terms of: developing a clear understanding of the goals and objectives of a project, with focusing on identifying measurable objectives, short-term and long-term, also useful to define the relationships between key factors for the implementation and success of the project (Frankel & Gage, 2007). The three types of frameworks are briefed as follows.

2.3.1 Conceptual Framework

Conceptual frameworks are diagrams that clarify and illustrate relationships among relevant organizational, individual and other factors that may influence a program and the successful achievement of goals and objectives (Frankel & Gage, 2007). They assist to determine which factor is highly influence the project or mainly the program, and sketch how each factors interact each other like culture, economy, politics, believes and so many others might relate to and influence on the outcome. They are not be used as a bases for monitoring and evaluation instead they can help to explain program results (Frankel & Gage, 2007).

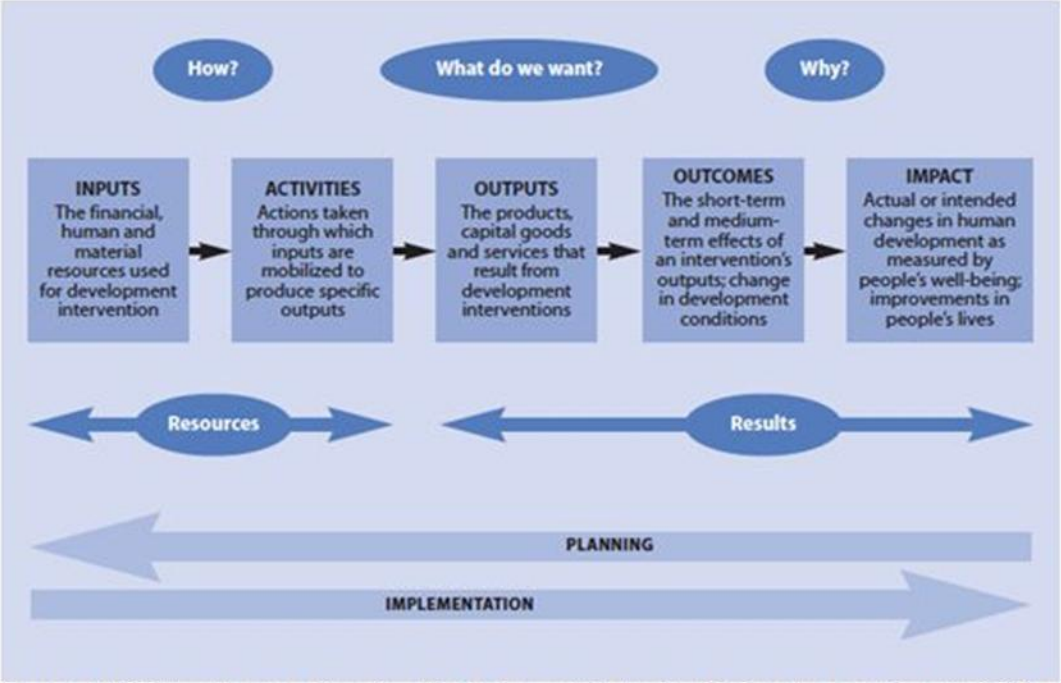
2.3.2 Results Frameworks

Results frameworks sometimes called strategic frameworks illustrate the direct relationships between the intermediate results of activities all the way to the overall objectives and goals. They show the causal relationship between programme objectives and outline how each of the intermediate results/ outputs and outcomes relates to and facilitate the achievement of each objective, and how objectives relate to each other and the ultimate goal. Results frameworks do form the basis for monitoring and evaluation activities at the objective level (IFRS, 2017)

2.3.3 Logical Framework

logical framework (LF) is a management technique for developing the overall design of a programme or project, to improve implementation monitoring, and to strengthen evaluation, by presenting the essential elements of the programme or project clearly and succinctly throughout its cycle. It is a 'cause and effect' model, which aims to establish clear objectives and activities based on a results chain, to build and maintain commitment and ownership among the partners and wider stakeholders during the preparation and implementation of the partnership's activities, and to relate the partnership's activities to their intended outcomes and, ultimately, their impacts (Niall Marriott and Hugh Goyder, 2009).

According to United Nations Development Programme (UNDP) (2002), it is defined as a methodology that logically relates the main elements in programme and project design and helps ensure that the intervention is likely to achieve measurable results. The "logframe matrix" can be used to summarize and ensure consistency among outcomes, outputs, activities and inputs, and to identify important risks or assumptions. It is also referred to as a results-oriented programme planning and management methodology. The approach helps to identify strategic elements (inputs, outputs, purposes, and goal) of a programme, their causal relationships, and the external factors that may influence success or failure of the programme. The approach includes the establishment of performance indicators to be used for monitoring and evaluating achievement of programme aims.



Source: UNDP Handbook on Planning, Monitoring and Evaluation for Development Results (2009, p55)

Figure 2.1: Logical Framework

2.3.4 The Approach to Results-Oriented Monitoring

According to IFRC (2002) the basic tool for setting up a robust monitoring system is the logical framework approach. The key ingredients of such a system must include the following:

- Operation objectives that are clearly defined and stated in a logical framework that identify beneficiary population and delivery to a set of standards.
- A minimum set of results indicators, both quantitative and qualitative, for each objective and critical assumption that are feasible to collect and analyse;
- An assessment of the capacity for monitoring; and an assessment of training needs when capacity needs to be strengthened;
- A plan for data collection and analysis, including baseline and ongoing data; the plan is to include a combination of techniques such as report review, field visits and special studies and surveys;

A monitoring and evaluation plan and budget summarising information needs, data collection and analysis, information use, reporting and presentation. It must identify who will be

responsible and the time frame for key tasks is also noted and updated regularly. The budget must include funds for staff, consultants, travel, relevant meetings and workshops, baseline data collection, data management, special reports and studies, and where training is envisaged, funds for capacity-building;

- A reporting and feedback system that allows for timely decision-making by management on monitoring findings;
- identify who is responsible for ensuring actionable intervention

2.3.5 The Approach to Results-oriented Evaluations

A solid monitoring system is essential for evaluations to provide credible results information. The information provided by baseline studies, progress reports and review meetings enables International Federation and national country evaluations to focus on obtaining and confirming results achieved apart from providing accountability to the Governing Board, the Secretary General and donors.

Evaluations carried out by independent evaluators are undertaken only when there is a special management need or if the evaluation can inform the long-term strategy and policy needs of the organisation. Evaluation also plays an important role in a learning organisation. In order to put more emphasis on broad reflection and learning from good as well as bad experience, self-evaluations undertaken jointly by National Societies and implementing partners are encouraged as a standard learning mechanism for all operations (IFRC, 2002).

Table 2.2: The logical framework and evaluation criteria

Logframe level	**Information Required**	**Evaluation Criteria**
GOAL	**Contribution of the operation to wider and long-term objectives.** What have been the long-term changes to the lives of the beneficiaries; can these changes be attributed to the operation or programme? **Have impact indicator targets been achieved/are they likely to be achieved?**	**IMPACT** – progress towards achievement of Goal *'Making a difference in the long-run.'*
PURPOSE	**Actual achievement of Purpose/outcome targets compared to the plan.** Were targets achieved – who	**RELEVANCE** – addressing the right problems with the right approach as well as International Federation

	benefited and how? If targets were not achieved, was this due to poor performance, poorly specified indicators, or problems with operation design; what are beneficiary perceptions of the operation – how do they perceive their lives to have changed? **Have outcome indicator targets been achieved/are they likely to be achieved?**	and national society's core mandate responsibilities and national policies. *'Meeting the real needs of beneficiaries.'* **OUTCOMES** – Extent to which outputs have resulted in the achievement of the purpose or component Purposes
	Realisation of assumptions. How did factors outside management control affect achievement of the purpose; did operation design adequately take these into account? Have assumptions been monitored and if so, has this resulted in a change of strategy when indicated?	**EFFECTIVENESS** - extent to which an operation has attained its purpose **COVERAGE & TARGETING** - have targets been met, the right people benefited at the right time? *'Meeting the right needs.'* **SUSTAINABILITY** - prospects for self-reliance and continued utilisation of services after completion. *'Continuation without outside help.'* **CONNECTEDNESS** – whether the operation in responding to acute and immediate needs, is taking longer-term needs and problems into account.
OUTPUTS	**Actual achievement of output targets compared to the plan.** Who received food aid and other services; were targets met; could performance have been better achieved through a different approach? **Have output indicator targets been achieved/are they likely to be achieved?**	**EFFECTIVENESS AND EFFICIENCY** -. Testing the quality, quantity and timeliness of outputs and the cost- efficiency with which they were delivered. *'Doing the right things and doing them well'* **SUSTAINABILITY** - prospects for continued delivery of services after completion. *'Continuation without outside help.'*
	Realisation of assumptions. How did factors outside management control affect achievement of outputs; did operation design adequately take these into account?	
ACTIVITIES	**Actual start-up & completion dates compared with plan.** Beneficiary selection criteria and processes. Was food aid delivered effectively by International Federation and National Societies and its partners; did the organisational arrangements work; were there any delays or time-savings; what effect did any deviations have on the operation?	**EFFICIENCY** – achievement of an optimum relationship between cost, quality & time. *'Doing things right and spending less.'* **COORDINATION & PARTNERSHIP** - taking a joint approach to problem solving and delivery. *'Working well together.* **SUSTAINABILITY** - prospects for continuation of activities after completion. *'Continuation without outside help.'*
	Realisation of assumptions. How did factors outside management control affect completion of activities; did operation design adequately take these into account?	
INPUTS	**Actual input quantities and costs compared to budget.** Were resources provided and utilised according to plan; were inputs provided at least cost	**ADEQUACY** – Having adequate and timely inputs to carry out activities *'Securing support and being prepared'*

	and to the desired standards of quality and quantity; if not, how did this affect the operation?	

Source; Adopted from IFRC (2017)

2.4 Monitoring and Evaluation Types Overview

2.4.1 Monitoring Types Overview

Literature is complete with different conceptualizations on typologies of monitoring. UNICEF (2003) highlights two types of monitoring that is situation monitoring and performance monitoring. Situation monitoring measures change in a condition or set of conditions or the absence of change, while performance monitoring seeks to measure progress in achieving specific objectives about an implementation plan

The International Federation of Red Cross and Red Crescent Societies (IFRC) (2011) focus on different typologies of monitoring. IFRC guidelines on project or programme monitoring and evaluation identify seven types of monitoring. These are results monitoring, process or activity monitoring, compliance monitoring, situation or context monitoring, beneficiary monitoring, financial monitoring, and organisational monitoring. Table 2.3, explains the types of monitoring briefly.

Table 2.3: Types of monitoring

Type of Monitoring	*Explanation*
Results monitoring	Tracks effects and impacts.
Process (activity) Monitoring	Tracks the use of inputs and resources, the progress of Activities and the delivery of outputs.
Compliance monitoring	Ensures compliance with donor regulations, expected results, grant, contract requirements, local government regulations, and ethical requirements.
Context(situation) monitoring	Tracks the setting in which the project or programme operates, especially as it affects the identified risks and assumptions, but also any unexpected considerations that may arise.

Beneficiary monitoring	Tracks beneficiary perceptions of a project or programme. This includes beneficiary satisfaction or complaints with the project or programme, including their participation, treatment, access to resources and their overall experience of change.
Financial monitoring	Accounts for costs by input and activity within predefined categories of expenditure. This is often conducted in conjunction with compliance and process monitoring.
Organisational monitoring	Tracks the sustainability, institutional development and capacity building in the project or programme and with its partners. This is often done in conjunction with the monitoring processes of the larger, implementing organisation.

Source: IFRC Guide (2011)

2.4.2 Evaluation Types Overview

Table 2.4: Types of evaluation

Evaluation according to timing	*Evaluation according to who conducts the evaluation*	*Evaluation according to technicality or methodology*
Formative evaluations Take place during project implementation to improve performance and assess compliance. **Summative evaluations** Takes place at the end of project/programme implementation to assess effectiveness and impact. **Mid-term evaluations** Are formative in purpose and take place midway through implementation. **Final evaluations** Are summative in purpose and are conducted (often externally) at the end of the project/programme implementation to assess how well the project/programme has achieved its intended objectives. **Ex-post evaluations** Are	**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 individual 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 the evaluator(s) outside of the implementing team, lending them 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.	**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. **Meta-evaluations** Are used to assess the evaluation process itself. Some key uses of meta-evaluations include: taking inventory of evaluations to inform the selection of future evaluations; combining evaluation results; checking compliance with evaluation policy and good practices; assessing how well evaluations are disseminated and utilised for organisational learning and change, etc. **Thematic evaluations** Focus on one theme, such as gender or environment, typically across some projects, programmes or the whole organisation **Cluster/sector evaluations** focus on a set of related activities, projects or programmes, typically across sites and implemented by multiple

conducted sometime after implementation to assess long-term impact and sustainability.	**Joint evaluations** Are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility, and joint support.	organisations (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, the impact may be measured during project/programme implementation during longer projects/programmes, and when feasible.

Source: IFRC Guide 2011

2.5 Monitoring Tools

Monitoring is primarily an internal management function which measures how a programme is performing. This allows managers and other interested parties to assess whether the programme is achieving the anticipated results, and to make corrections to programme design and implementation if necessary. Monitoring can essentially be broken down into two main activities: collecting information in a useful format; and interpreting this information as a management tool (OECD, 2011).

According to OECD (2011) there are various monitoring tools that can provide at least some useful information, and it may be better to settle on such methods (while recognising their weaknesses) rather than demanding information that cannot realistically be collected. These tools include:

- Progress reports submitted by individuals or institutions
- Key stakeholder workshops
- Expert interviews

- User group meetings
- Suggestion boxes
- Go-and-see visits and spot checks (unannounced visits)
- Exchange of views during formal meetings (e.g. technical management committee meetings, strategic management/steering committee meetings, donor coordination meetings).

There are three most widely used communication tools as mentioned by Metalign (2015) which includes progress reports, meetings, and site observation.

- Progress reports; progress reports prepared at regular intervals for reviewing of the status of the project. Progress reports enable the assessments of progress and achievements and helps focus on results of activities, enabling the improvement of subsequent work plans. Reporting helps from the basis for decision-making and learning at the management level. Reporting communicates how effectively and efficiently a project is meeting its objectives.
- Review meetings; regular progress review meetings help managers to inform all the members about the general progress and to identify where and when problems are likely to arise and then to act to prevent them from occurring as much as possible.
- Site Visits; site visit is another important means of communication in the monitoring of project activities and output progress site visit is an in-depth gathering of project information for monitoring purpose.

2.6 Monitoring and Evaluation System

Managing development projects require an operational M&E system. The M&E system is the set of planning, information gathering and synthesis, refection and reporting processes, along with the necessary supporting conditions and capacities required for the outputs of M&E to make valuable contributions to decision making and learning.

A well-functioning M&E system manages to integrate the more formal, data-orientated side commonly associated with the task of M&E together with informal monitoring and communication,

According to CEREIS (2014), a good M&E system consists of four interlinked parts.

1. **Planning**: Identifying information to guide the project strategy, ensure effective operations and meet external reporting requirements. Then deciding how to gather and analyse this information and document a plan for the M&E system.

2. **Implementing**: 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.

3. **Participation**: 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.

4. **Communication**: The results of M&E need to be communicated to the people who need to use it.

According to Bamberger *et al*. (1986), Evaluation and monitoring systems can be an effective way to:

- Provide constant feedback on the extent to which the projects are achieving their goals.
- Identify potential problems at an early stage and propose possible solutions.
- Monitor the accessibility of the project to all sectors of the target population.
- Monitor the efficiency with which the different components of the project are being implemented and suggest improvements.
- Evaluate the extent to which the project is able to achieve its general objectives.
- Provide guidelines for the planning of future projects.
- Influence sector assistance strategy. Relevant analysis from project and policy evaluation can highlight the outcomes of previous interventions, and the strengths and weaknesses of their implementation.
- Improve project design. Use of project design tools such as the logframe (logical framework) results in systematic selection of indicators for monitoring project performance. The process of selecting indicators for monitoring is a test of the soundness of project objectives and can lead to improvements in project design.

- Incorporate views of stakeholders. Awareness is growing that participation by project beneficiaries in design and implementation brings greater "ownership" of project objectives and encourages the sustainability of project benefits. Ownership brings accountability. Objectives should be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly "owned". The emergence of recorded benefits early on helps reinforce ownership, and early warning of emerging problems allows action to be taken before costs rise.
- Show need for mid-course corrections. A reliable flow of information during implementation enables managers to keep track of progress and adjust operations to take account of experience

2.7 Factors Affecting Monitoring and Evaluation Effectiveness

There are many different factors that influence the success of project monitoring and evaluation (M&E), ranging from the people who communicate or implement the M&E to the systems or mechanisms in place such as planning, implementation, participation/engagement and communication for co-ordination and control according to a desk research conducted by Mugambi & Kanda (2013). In order to undertake M&E effectively we should have to take these factors into account.

Stakeholder participation is the other important issue to be considered in analyzing factors that affect the effectiveness of M&E according to the view of different researchers. According to Mugambi & Kanda (2013) knowing and understanding the partners and all stakeholders is vital in community based projects. This can affect monitoring and evaluation in terms of funding, requirements and what information will be required by each stakeholder. For effectiveness and efficiency, a proper stakeholder analysis needs to be conducted to ensure the strengths, weaknesses, opportunities and threats of each stakeholder identified. A study conducted by Mwangi, et al. in 2015 shows that stakeholder participation significantly affects the effectiveness of monitoring and evaluation.

Management has a role in enhancing project success through supporting monitoring and evaluation team. Such support may be achieved through factors such as communication,

commitment, leadership style, managing politics, managing societal demands and motivation (Kamau & Mohamed, 2015).

2.8 Challenges in M&E and Indicators

Monitoring and Evaluation is a systematic collection and analysis of information to enable managers and key stakeholders to make informed decisions, uphold existing practices, policies and principles and improve the performance of their projects. Monitoring and Evaluation is about feed-back from implementation. The ultimate purpose of Monitoring and Evaluation is change for the better. Effective Monitoring and Evaluation (M&E) is crucial for Projects to be credible that are both accountable to the project owner that they represent and serve, and to community. And also M&E can contribute to learning and the improvement of work to bring about social change. Building M&E system essentially adds the fourth leg to the project management chair. Typically, and traditionally, the managements have built budget systems, human resource systems, and operation management systems. But what has been missing has been the controlling and feedback system on the outcomes and consequences of their actions (IFC, 2008).

According to World Bank (2010) the litmus test of the success of a monitoring and evaluation (M&E) system lies in the quality of indicators that are used to capture a dimension or an attribute to show the results in the form of an assessment of the performance in a particular aspect of governance or public service delivery.

The classical view of the quality of indicators in M&E systems is to ensure that they are objective and adequate to reliably measure the impact of an input or intervention. The indicators are supposed to measure and reflect change over a time and hence conform to the criteria represented by the acronym CREAM, which refers to the following:

- Clear: Precise and unambiguous
- Relevant: Appropriate to the set goal
- Economic: Available or computable with reasonable cost
- Adequate: Provides sufficient basis to access performance
- Measurable: Quantifiable

The well-known SMART test uses a quick reference to determine the quality of indicators by ascertaining whether they are

- Specific
- Measurable
- Attainable
- Realistic
- Time bound

Essentially, these concepts provide a theoretical framework within which the quality of an indicator can be verified against the given criteria. But the mechanism of how to do it remains a challenge. In the context of public administration, the main actors associated with this mechanism, very broadly, are the state, market, and civil society. The state provides a political, legal, and economic framework, whereas the market creates opportunities for people, and the civil society mobilizes people's participation. Therefore, these three groups of stakeholders need to be brought into the process of feedback and consultation on the quality of indicators. This arises out of the need to move away from the M&E of mere processes, inputs, and outputs to an emphasis on measuring results, outcomes, and impact and that is the goal that should determine the quality (World Bank, 2010).

2.9 Indicators and Targets

Indicators are often confused with targets. Targets are the change(s) that the programme wishes to achieve; indicators are pieces of information that are used to measure change and performance, and can thus indicate whether this target has been reached. This distinction is often not well understood, and it is common to see indicators presented in ways that also include the target (OECD, 2011). This distinction is important because indicators do not automatically need to be linked to specific targets, and in some cases it may not be appropriate for a programme to set a specific target during programme design. Indicators can be set at the three result levels: outputs, outcomes and impacts.

2.10 Conceptual Framework

In this research the conceptual framework is developed by assuming M&E system planning, implementation, participation of stakeholders and communication as independent variables while effectiveness of the M&E system measured by enhanced stakeholders satisfaction, improved progress, increased project results, and Enhanced organizational learning is considered as dependent variables (See Figure 2.2).

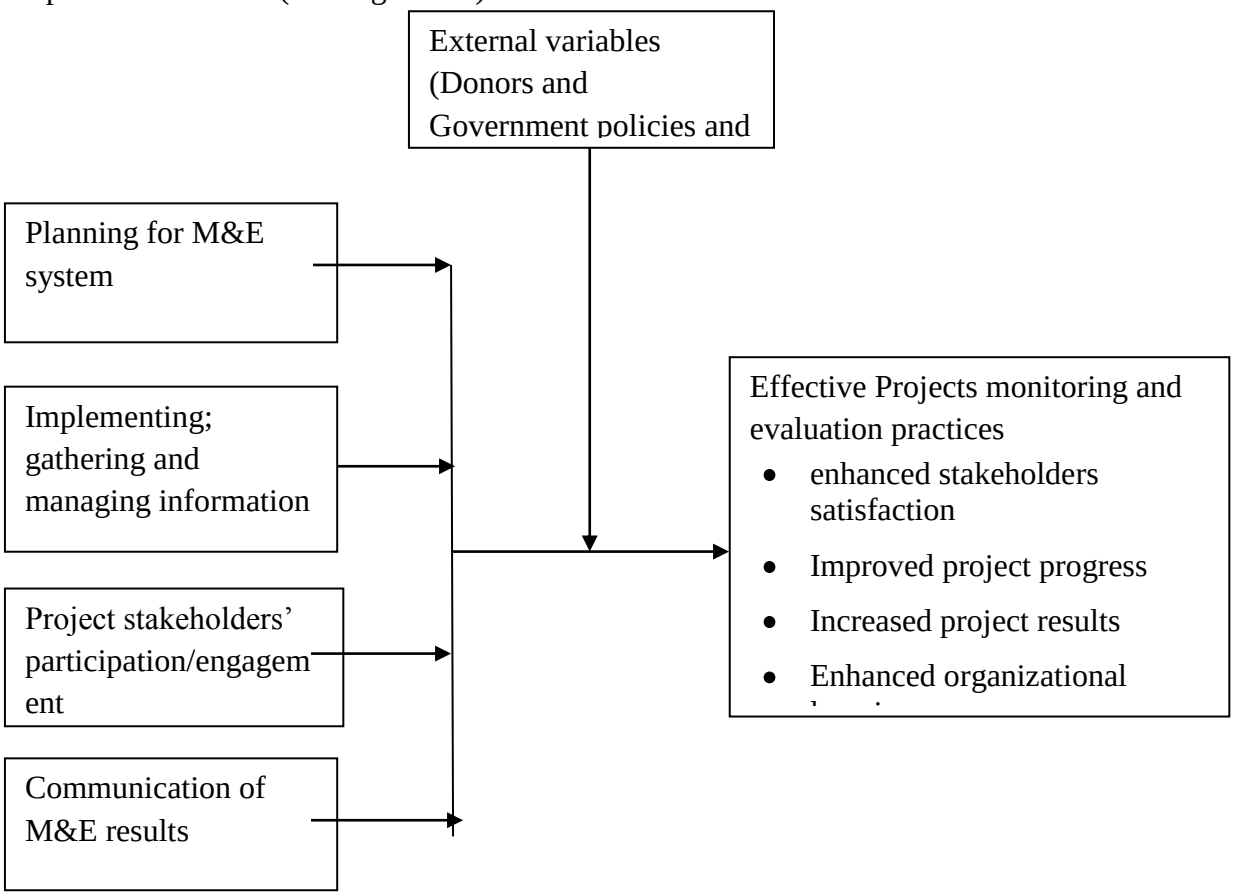


Figure 2.2. Conceptual Framework

The Conceptual Framework gives a depiction on how the variable related to one another. The variable defined here are the independent, dependent and moderating variable. An independent variable influences and determines the effect of another variable (Mugenda, 1999).

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the overall approaches and methodology used in the study to data collection and analysis adopted in conducting this research; it explained the type of research strategy adopted the mode of data collection and the methodology used in carrying out this research. It includes the research approach, the research design, sample size and sampling technique, data source and collection method, procedure of data collection, method of data analysis, validity and reliability and ethical considerations is presented.

3.1 Research Approach

The study collected and analyzed both qualitative and quantitative data. The overall intent of this research was to examine the practices of Project Management Monitoring and Evaluation process at Projects in Batu town by flower farms. It described the state of monitoring and evaluation process of these projects as it exists at present. The variables of the study were quantitative and qualitative so that it was analyzed through statistical procedures and it applied both a quantitative and qualitative research approaches.

3.2 Research Design

Descriptive research was used to get a picture of project implementing companies, contractors and Batu town Administration relevant sector offices opinion on the monitoring and evaluation practices of the projects.

3.3. Target Population

All flower farm companies engaged in corporate social responsibility projects were the population of this research. In Ethiopia, these kinds of companies mostly contribute to community development by execute projects such as education, water supply, health, environment protection and rehabilitation in their nearby localities. The study participants and targets were the fore mentioned staffs of the five flower farms that were involved and had

information in the practice of monitoring and evaluation of Borehole water drilling, education and construction projects of the companies for the local communities to collect the required data and they were selected on the judgment of the researcher. They were directors and managers of flower farms, core project managers in the program and project team members in the project and personnel management would be selected for the study.

3.4. Sample and Sampling Techniques

The study used purposive non-probability sampling method. Because according to Saunders (2009), non-probability sampling provides a range of alternative techniques to select samples based on your subjective judgment. Purposive or judgmental sampling enabled to use judgment to select cases that was best enabled the researcher to answer research question(s) and to meet the research objectives (Saunders, 2009). The purposive sampling was used such that the potential respondents were known in advance, and the selection was based on the fact that they have the relevant knowledge and experience with which to contribute to the study. In addition to the questionnaires, the study was conducted through semi structured Interviews.

The data collection used the following targeted audiences in the sample survey; Directors, project managers and M&E experts in the five flower farms, contractors and relevant Batu town administration sector officers' process owners and experts who have been engaged in the M&E was targeted in this study. As the people who had actively participated in these projects, these targeted audiences had deep information on the monitoring and evaluation practices of the projects.

Table: 3.1. Sample distribution across companies/Organizations

S/N	Companies/Institutions	# of people interviewed	#of staffs who responded to questioners	Total # of people contacted	Note
1	Sher Ethiopia	1	7	8	Company leaders, Project managers and M&E teams was reached out
2	AQ Roses	1	4	5	
3	Herburg Roses	1	4	5	
4	Ziway Roses	1	4	5	

5	Braam Flowers	1	4	5	
6	Batu town Administration	1	4	5	Relevant officers was targeted
7	Contractors	2	3	5	Sub contactors
Total		**8**	**30**	**38**	

The results obtained from the analysis of the data collected from the targeted technical staffs were tolerably reliable.

3.5. Data Types, Sources and Collection Tools

The types of data which were collected were quantified numerically in mean, percentage, frequency count and descriptively from interviewees. This means data was collected in the form of numeric values and/or descriptive interviews for this research study. It depends on the primary data collected directly from the staffs of the flower farms management who were part of the project team, other project team members and some others who were linked to the project activities.

The questionnaires (#30) and interviews (#8) were managed in face to face contact with the respondents from the company staffs, town officers, and subcontractors working on project management specializing on monitoring and evaluation areas.

3.6 Research Instrument

The data were collected using semi-structured questionnaire and checklists for interview to be prepared in a way that address the research questions. An open ended, self-administered semi-structured questionnaire was prepared in English for the respondents.

Interval scale was utilized for data measurement in this study. Each respondent was expected to rate project monitoring and evaluation activity practices on a scale of '0 –5.'

3.7 Method of Data Analysis and Presentation

The collected quantitative data from primary sources were compiled, organized and statistically analyzed using SPSS. Descriptive analysis tools of frequency, percentage and mean were used

for the analysis of project monitoring and evaluation practices. The results of the data analyzed would be presented through statically presentations of tables and graphs. The qualitative data collected from the interviewee were analyzed and presented descriptively by categorizing all responses and summarized the results including the most common themes that emerged throughout the interviews and for each interview questions.

3.8 Ethical Considerations

Research studies require a high consideration of ethical behavior by all parties.

- Ethics should be standards of behavior that guide the moral choices about behavior and one's relationship with others.
- The goal was to ensure that no one is harmed or suffers adverse consequences from the research activities.
- In this study, the work was started once after obtaining willingness from the responsible section and after providing a formal letter to the organization section about the purpose of the study.
- While distributing the questionnaires, respondents were being informed by the researcher that the questionnaire had to be filled only on voluntary bases and there was no need of writing the respondents name and any other identity.
- The research guaranteed that all the respondents' information and identity is kept confidential and the information gathered is used only for this academic study.

3.9 Validity and Reliability

3.9.1 Validity

The measures which were taken to ensure validity of a research:

- The right methodology and design had been practiced
- Appropriate sampling had been used
- Proper timing was planned
- Respondents willingness was also respected

- Triangulation of collected data were made to verify the similarities/validities of outcomes from different sources

3.9.2 Reliability

The reliability of this study was ensured that all the samplings and sampling techniques were properly being involved and applied and there was any question left unanswered or answered twice by the same respondent.

CHAPPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The presentation and interpretation of results of the primary data analyzed which was collected through the use of closed ended questionnaires is presented in this chapter. The assessments of the current monitoring and evaluation practices, factors influencing effective monitoring and evaluation, challenges & coping up strategies of monitoring and evaluation of projects implemented by flower farms in Batu are analyzed and presented in this chapter through Frequency distribution tables and Bar charts. In this chapter the key discoveries and results of this research are provided. Descriptive statistics tools were used to analyze the collected data on the practices of projects monitoring & evaluation implemented by flower farms at Batu. The results were analyzed from the point of response rate of the respondents.

4.2. Response Rate

The targeted sample size of the study to fill the questionnaire was 30 respondents where all of them answered and replied. 66.67% were replied through email and 33.33% replied by filling hard copy form of the questionnaire. Hence, the response rate was 100%.

Table 4.1: Survey Response Rate

Respondent	Number	Percent
Correctly filled and returned	30	100%
Total	30	100%

4.3. Demographic Information

The demographic information considered and checked in this study were: gender, age, level of education, work experience and Position in the organization.

4.3.1. Gender of the Respondents

The study had assessed the gender of the respondents. Twenty two Male and eight female employees of flower farms staffs, officers from the town administrations and contractors had participated as respondents of the survey. Thus, majority of the respondents (73.3%) were Male. Accordingly, there was not equal representation in gender among those who took part in the assessment of project monitoring and evaluation practices at projects implemented by flower farms in Batu town.

Table 4.2: Gender of Respondents

Gender	Frequency	Percentage
Male	22	73.3%
Female	8	26.7%
Total	30	100.0%

4.3.2. Age Representation of the Study

Only ten percent of the respondents were below thirty years old; 70% of the respondents were between 30 and 40 and the remaining was 20% between 41 – 50 years old. Thus, majority of the respondents (70%) were between 30 and 40 years old among those who took part in the assessment of project monitoring and evaluation practices at projects implemented by flower farms in Batu town.

Table 4.3: Age of Respondents

Age of respondents'	Frequency	Percentage
Below 30 years	3	10.0%
30 – 40 years	21	70.0%
41 – 50 years	6	20.0%
Total	30	100.0

4.3.3 Educational Back Grounds of the Respondents

The respondents were asked to indicate their academic background. Table 4.4 shows the study findings on the respondents‟ academic background. Thus, majority of the respondents (46.7%)

were first degree or master's degree (43.3%) holders among those who took part in the assessment of project monitoring and evaluation practices at projects implemented by flower farms in Batu town.

Table 4.4: Educational qualification level of Respondents

Educational Qualification	Frequency	Percentage
Diploma	2	6.7%
First degree	14	46.7%
Master's degree	13	43.3%
Any other	1	3.3%
Total	30	100.0%

4.3.4. Work Experiences of the Respondents

Regarding the work experience of the respondents, 63.3% had experiences of below 10 or 10 years and 26.7% had b/n 11 – 15 years whereas the remaining 10% had above 15 years experiences. This implies that there were heterogeneous skills & experiences in projects implemented by flower farms in Batu town.

Table 4.5: Work experience

Work experience	Frequency	Percentage
Less than 5 years	7	23.3%
5-10 years	12	40.0%
11-15 years	8	26.7%
Above 15 years	3	10.0%
Total	30	100.0%

4.3.5. Respondent's Position in the Organization

The respondents were asked to indicate their positions in the organization. Table 4.6 shows the study findings on the respondents' position backgrounds. Accordingly, there were a considerable lower percentage of M&E experts (20%) in the respondents' group and the majority of the respondents were top management which was 43.3% of the total respondents.

Table 4.6: Job position of Respondents

Position in the organization	Frequency	Percentage
Top Management	13	43.3%
Middle Management	6	20.0%
Project coordinator/contractor/officer	2	6.7%
M&E expert/officer	6	20.0%
community facilitator	3	10.0%
Total	30	100.0%

4.4 Data Analysis of the Project M&E Practices

The analyzed data for respondents' thought of practices of monitoring and evaluation of projects implemented by flower farms in Batu town in terms of: current M&E practices, factors influencing M&E system, the challenges and strategies of M&E process are presented. In addition, respondents' ratings to the M&E systems practices in order to improve the effectiveness of projects implementation in which they thought are appropriate among the lists provided are described.

The collected data of the survey were analyzed and presented as: Frequency (f) = Number of respondents who agreed on the corresponding rating point and/or percentages of respondents and Mean (Average rating given by respondents).

4.5. Current Monitoring and Evaluation Practices of Projects

The assessment finding on the current practices of; *availability of proper planning for Monitoring & Evaluation* and *incorporating views of stakeholders in planning & implementation* were rated high with 40% and 30% of the respondents respectively. On the other hand, 30% of the respondents were ratting low for both variables whereas 16.7% and 13.3% were not sure about it respectively. The assessment finding on the current practices of; *availing of any baseline data assessment, Structured Monitoring & evaluation system practiced, clear monitoring & evaluation logical framework of outputs, outcomes & impacts* and *government body support* were rated low with 36.67%, 33.3%, 33.3% and 43.3% of the respondents respectively.

However, the other four variables assessment result as shown in the table 4.7 below reflected that the most percentages of respondents were rating equally both low and high on; *employing informal or structured approach of implementation* (26.7%), *use of clear indicators of performance measurement* (23.3%), *stakeholders' involvement in M&E of projects* (33.3%), *establishing stakeholder complaints and feedback mechanisms* (30%). As a result there is no a clear ratings on these variables for these assessment results.

The Mean value of the respondents on; *use of clear indicators of performance measurement* showed better current M&E practices of projects with mean value of 3.07. However, the respondents' frequency ratings of low, uncertain and high are equally rated to 23.3% so it does not clearly mean there is a good practice of M&E in this regard. Regards to *clear M&E logical framework of outputs, outcomes & impacts* showed better current practices with mean value of 3.03 but the respondents frequency finding showed that 33.3% low, 23.3% uncertain and 23.3% high as a result still it doesn't clearly mean there is a good practices of M&E practices with these variables as well. Clearly, the majority of respondents reacted on *government body support* of the current M&E practices of projects was poor with mean value of 2.37 and most of the respondents ratting were 43.3% low and 30% uncertain. The mean value analysis result of the M&E practices of the variables on; *establishment of stakeholder complaints and feedback mechanisms* (2.8), *availing of any baseline data assessment* (2.8), *incorporating views of stakeholders in planning & implementation* (2.83), *stakeholders' involvement in M&E of projects* (2.87) *reflected that as it was not good enough.*

Table 4.7: Monitoring and Evaluation practices of projects

S/N	The current monitoring & evaluation practices of projects implemented by flower farms	Frequency and percentages (%) of respondents					Mean
		Very Low	Low	Uncertain	High	Very High	
		1	2	3	4	5	
1.	Availability of proper planning for M&E?	2 6.7%	10 33.3%	5 16.7%	12 40%	1 3.3%	3.00
2.	Incorporating views of stakeholders in planning& Implementation?	4 13.3%	10 33.3%	4 13.3%	11 36.7%	1 3.3%	2.83
3.	Availing of any baseline data	4	11	5	7	3	2.80

	assessment	13.3%	36.7%	16.7%	23.3%	10%	
4.	Structured M&E system practiced	3 10%	10 33.3%	5 16.7%	8 26.7%	4 13.3%	3.00
5.	Employed informal or structured approach of implementation	4 13.3%	8 26.7%	6 20%	8 26.7%	4 13.3%	3.00
6.	Use clear Indicators of performance measurement	4 13.3%	7 23.3%	7 23.3%	7 23.3%	5 16.7%	3.07
7.	Clear M&E logical framework of outputs, outcomes & impacts	2 6.7%	10 33.3%	7 23.3%	7 23.3%	4 13.3%	3.03
8.	Stakeholders' involvement in M&E of projects?	4 13.3%	10 33.3%	4 13.3%	10 33.3%	2 6.7%	2.87
9.	Clear & regular communication with all stakeholders	3 10%	8 26.7%	9 30%	6 20%	4 13.3%	3.00
10.	Government body support	5 16.7%	13 43.3%	9 30%	2 6.7%	1 3.3%	2.367
11.	Established stakeholder complaints and feedback mechanisms	3 10%	9 30%	9 30%	9 30%	-	2.800

Source: own research Data (2021)

The key informants interviewed (KII) expressed that the current M&E practices of the companies were not to the extent of professional project management practices and to the expectations of stakeholders. They mentioned that as there was no clear planning, proper tools and methods and skilled persona. However, the assessment result from the respondents of current M&E practices on *availability of planning for M&E* contradicts with KII finding result. The assessment finding from most of the respondents (40%) reflected availability of proper planning. In the other hand the assessment finding and KII response agreed/matched on low or very low stakeholders engagement and government body support. KII response confirmed that in the recent practices, there are some improvements of consultations to stakeholders, beneficiaries and government bodies though still there are some irregularities on the process.

And some of the recommendations of the key informant interviewees were the following points;

- Conducting assessments

- To make Proper Planning with a clear understanding and believe on the objective, output and outcome of the project
- Proper allocation of budget for monitoring and evaluations
- Giving enough time besides normal operation works and set proper indicators
- To use proper evaluation tools and methods with indicators
- Participation of stakeholders from the scratch of the need assessment until closing of the project cycle.
- Good communication and regular review of the status
- Establishing M&E department and assigning personnel with relevant qualification
- Organizations should develop clearly defined Project Management Framework Policy.
- Need to train staff to equip them with project management skill and M&E specifically.
- Management commitment.

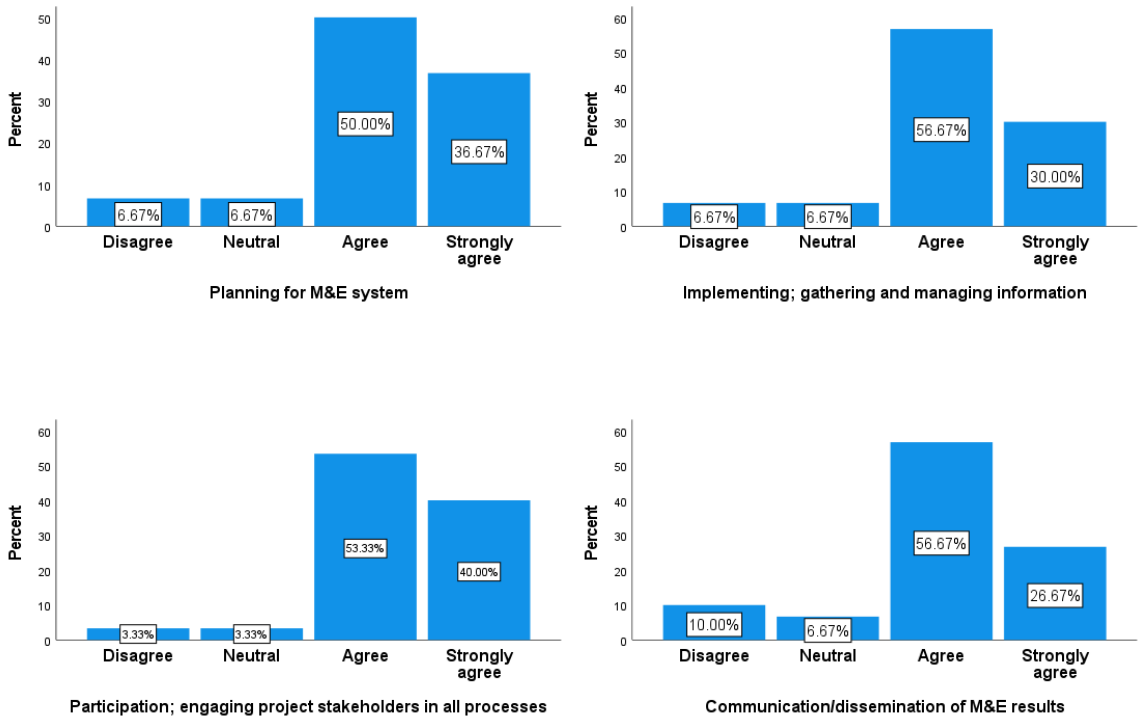
Establishing M&E department and assigning personnel with relevant qualification would help in increasing effectiveness of monitoring and evaluation, with better planning, reporting and project execution to achieve focused and enhanced stakeholder and community participation and support. Whereas above all a priority or focus should be given by the top management for M&E team which lead to proper planning, better project implementation, budget allocation, timely delivery of the project outcomes and enhanced communication with relevant stakeholders.

4.6. Factors that Influence the Effectiveness of Monitoring and Evaluation System

The supposed factors which influence the effectiveness of M&E systems of projects were planning for M&E system, implementation (gathering and managing information), participation (engaging project stakeholders in all processes) and communication/dissemination of M&E results. As per this research assessment finding from the respondents (shown in the figures 4.1), all these factors were influencing the M&E effectiveness of the projects.

- 50% and 36.67% of the respondents agreed and strongly agreed respectively on the influences of planning M&E system to effectiveness of project M&E system where as 6.67% was disagreed and 6.67% was Neutral.

- 56.67% and 30% of the respondents agreed and strongly agreed respectively on the influences of implementation for M&E system to effectiveness of project M&E system where as 6.67% was disagreed and 6.67% was Neutral.
- 53.33% and 40% of the respondents agreed and strongly agreed respectively on the influences of Participation of stakeholders for M&E system to effectiveness of project M&E system where as 3.33% was disagreed and 3.33% was neutral. According to these findings shown in the figure below 53.33% of the respondents indicated that stakeholder participation has a great effect on the effectiveness of M&E of their projects.
- 56.67% and 26.67% of the respondents agreed and strongly agreed respectively that communication of M&E results influences to effectiveness of project M&E system where as 10.00% was disagreed and 6.67% was Neutral.



Figures 4.1: Factors that influence the effectiveness of monitoring and evaluation system by percentage comparison

Source: Own research Data (2021)

The model of this assessment research was that the influencing factors of M&E system of projects implemented by flower farms in Batu, these were M&E system planning, implementation, participation/engagement of stakeholders and communication of results, could highly affect effectiveness of M&E systems of their projects as the assessment result analysis of the respondents confirms strongly with the mean values of 4.167, 4.10, 4.30 and 4.0 respectively as shown below in figure 4.2.

The study KII findings from most of the interviewees in regards to the factors which influence effectiveness of M&E systems of projects are planning, budget allocation, communication, stakeholders engagement, skills and knowledge of project teams. Most of the interviewees indicated that as there is proper planning gap, budget limitation, poor communication among project teams and with stakeholders, limited stakeholders' engagement and low skills and knowledge.

The KII finding results of the factors influencing effectiveness of M&E systems such as Planning, communication and stakeholders' engagement are directly matched with the factors rating assessment of the majority respondents to the questionnaire.

From these findings, we can deduce that planning of M&E system, implementation, stakeholder participation and communications affect the effectiveness of M&E of projects to a great extent. This result agrees to the findings of Mugambi & Kanda (2013) stated that there are many different factors that influence the success of project M&E, ranging from the people who communicate or implement the M&E to the systems or mechanisms in place such as planning, implementation, participation/engagement and communication for co-ordination and control according to a desk research conducted. In order to undertake M&E effectively we should have to take these factors into account.

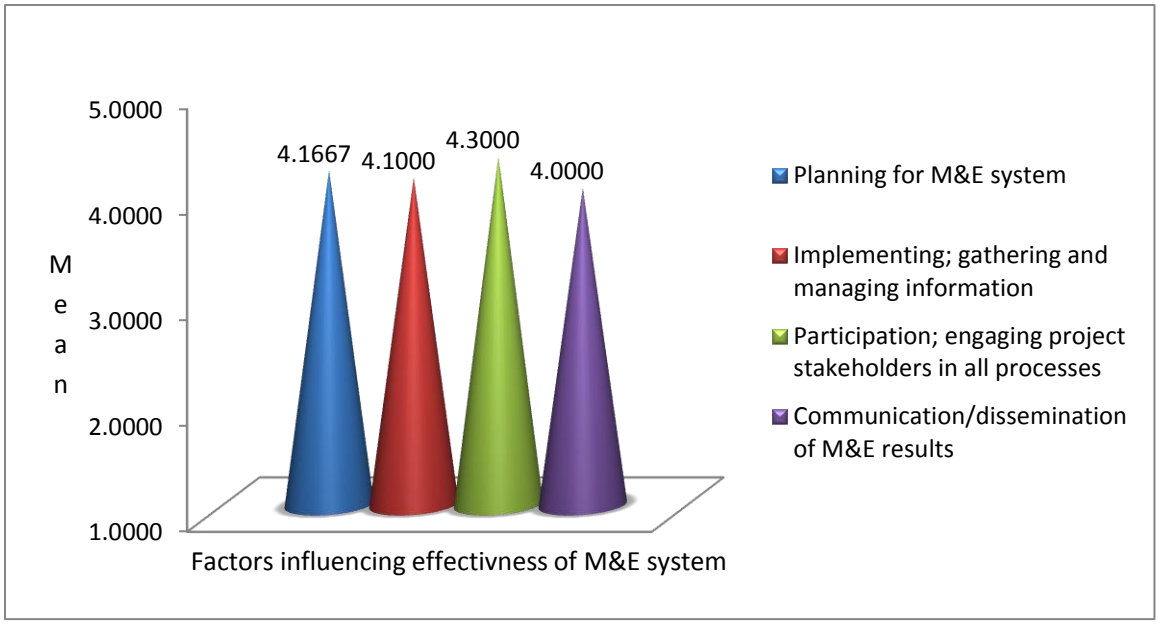


Figure 4.2: Factors that influence the effectiveness of monitoring and evaluation system by mean value comparison

4.6.1 Influence of the Factors on Effectiveness of Monitoring and Evaluation System

4.6.1.1 Planning for M&E System

The assessment findings from the respondents indicated that the main influence factors of Planning parts for M&E system is the use of better planning tools and methodologies with the mean value of 3.67 followed by identifying information to guide the project strategy with mean value of 3.6 as shown in the table 4.8 below. The other variables of effective operations and meeting reporting requirements, Participatory planning process and separate budget allocation had also an influence with mean values of 3.57, 3.50 and 3.47 respectively. The assessment finding from majority of the respondents showed that all these variables affect M&E system effectiveness.

Table 4.8: Planning for M&E system

S/N	Planning for M&E system	Frequency of respondents					Mean
		Very Low	Low	Uncertain	High	Very High	

		1	2	3	4	5	
A	Identifying information to guide the project strategy	2	6	3	10	9	3.6
B	Effective operations and meeting reporting requirements	1	6	3	15	5	3.57
C	Participatory planning process	2	8	2	9	9	3.5
D	Use of better planning tools and methodologies	2	6	3	8	11	3.67
E	Separate budget allocation	1	8	4	10	7	3.47

Source: Own research Data (2021)

4.6.1.2 Implementing; Gathering and Managing Information

As per the assessment from the respondents the main influence variables of implementation factors of M&E system is the *technical capacity of the management* with the mean value of 3.67 followed by *use of information & communication technologies* and *management commitment/time allocated for M&E* with mean value of 3.6 and 3.57 respectively as shown in the table 4.9 below. The other variables of *M&E structure in the organization* and *data quality protocols* had also an influence with mean values of 3.53 and 3.43 respectively. The assessment finding from majority of the respondents showed that all these variables affect highly/very highly M&E system effectiveness.

Table 4.9: Implementing; Gathering and Managing Information

S/N	Implementing; gathering and managing information	Frequency of respondents					Mean
		Very Low	Low	Uncertain	High	Very High	
		1	2	3	4	5	
A	M&E structure in the organization	1	7	6	7	9	3.53
B	Technical capacity of the management	2	7	3	14	4	3.67
C	Use of information & communication technologies	2	5	5	9	9	3.60
D	Data quality protocols	3	6	4	9	8	3.43
E	Management commitment/time allocated	2	7	3	8	10	3.57

	for M&E						

Source: Own research Data (2021)

4.6.1.3 Participation of Project Stakeholders

Respondents were asked to indicate the extent to which they thought the Stakeholder participation influence on the effectiveness of M&E of projects in their organizations. Their responses were presented below in table 4.10.

The assessment findings from the respondents on stakeholders engagement as a factor on the projects effectiveness indicated that the main influencing variables are; *management ability to use stakeholders feedback for decision making* with the mean value of 3.63 followed by *stakeholders commitment* with mean value of 3.33 as shown in the table 4.10 below. The other influencing variables are; frequency *of review meetings* & *Stakeholders contribution in M&E exercises* with mean values of 3.27 and 3.10 respectively. The assessment finding from majority of the respondents showed that all these variables affect M&E system effectiveness.

Table 4.10: Project stakeholders' participation/engagement

S/N	Project stakeholders participation/engagement	Frequency of respondents					Mean
		Very Low	Low	Uncertain	High	Very High	
		1	2	3	4	5	
a	Stakeholders commitment	1	9	7	5	8	3.33
b	Stakeholders contribution in M&E exercises	2	9	8	6	5	3.10
c	Frequency of review meetings & field visits	2	10	3	8	7	3.27
d	Management ability to use stakeholders feedback for decision making	2	5	4	10	9	3.63

Source: Own Research Data (2021)

4.6.1.4 M&E Result Communication

As per the assessment from the respondents the main influence variables of M&E result communication factors of M&E system is the *Selection of communication channels* with the mean value of 3.60 followed by *availing of communication and visibility plan* and *availability of dedicated communication staff* with mean value of 3.53 and 3.47 respectively as shown in the table 4.11 below. The other variables; *Numbers and diversity of stakeholders reached out* and *expertise/competencies of Communication experts* had also an influence with mean values of 3.40 and 3.33 respectively. The assessment finding from majority of the respondents showed that all these variables affect M&E system effectiveness.

Table: 4.11: M&E Result Communication

	M&E result communication	Frequency of respondents					
S/N		Very Low	Low	Uncertain	High	Very High	
		1	2	3	4	5	Mean
A	Availing of communication and visibility plan	1	6	4	14	5	3.53
B	Availability of dedicated communication staff	1	9	3	9	8	3.47
C	Expertise/competencies of Communication experts	1	9	4	11	5	3.33
D	Selection of communication channels	1	4	10	6	9	3.60
E	Numbers and diversity of stakeholders reached out	1	5	10	9	5	3.40

4.6.2 The Determinant Factors (Planning, Implementation, Participation and Communication) Influence level on Effectiveness of Monitoring and Evaluation.

The majority of respondents (90%) agreed that M&E system planning, implementation, participation and communication affect projects monitoring and evaluation system effectiveness whereas 10% of respondents were disagreed as shown in the figure: 4.3. The assessment result

found on the extent of their influence on M&E effectiveness was rated very high (50%) and high (36.7%) as shown in the figure 4.4.

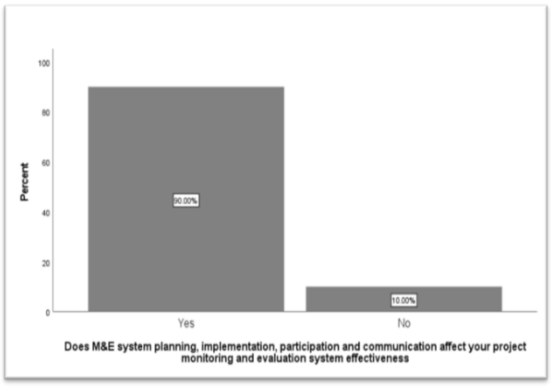


Figure: 4.3. Do M&E system planning, implementation, participation and communication affect project M&E system effectiveness?

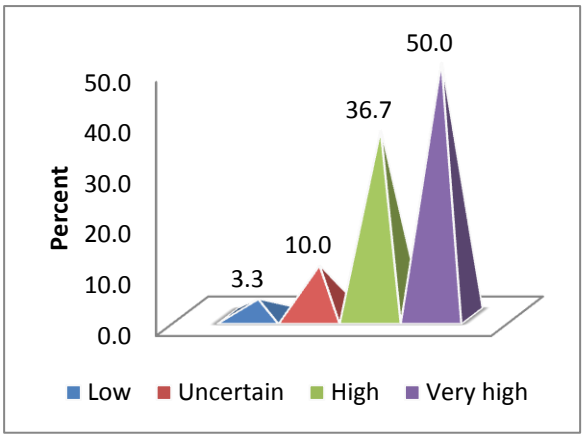


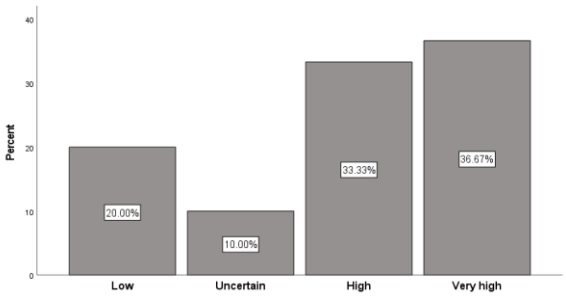
Figure: 4.4 the extent M&E system's planning, implementation, participation and communication affect the effectiveness of project monitoring and evaluation system

The assessment mean results presented in figure 4.2 for each of these factors of planning, implementation, participation and communication show their influence on M&E systems effectiveness in agreement with this finding of the 90% respondents' approval. So that all these finding results proves that planning, implementation, stakeholders participation and communication are very important tools to have an effective project M&E system.

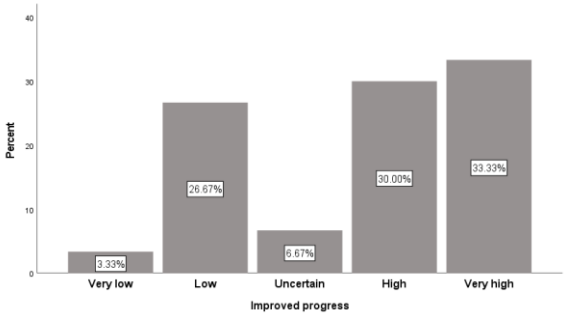
The influence level of these determinants (planning, implementation, participation and communication) on; *enhanced stakeholders satisfaction, improved project progress, increased project results and enhanced organizational learning* are presented in the below figure 4.5. The finding result shows that the majority of the respondents rated high and very high for all the four variables.

- The percentage ratings of respondents on; *enhanced stakeholders satisfaction* were 33.33% high, 36.67% very high, 20% low and 10% uncertain.

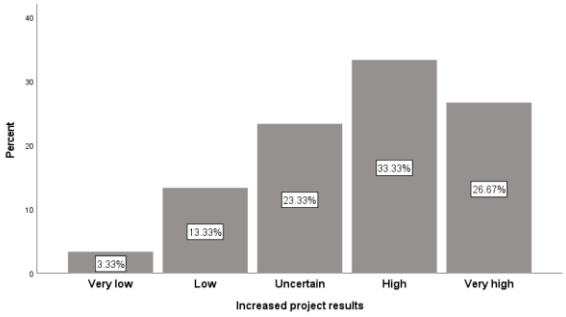
- The percentage ratings of respondents on; *improved project progress* were 30% high, 33.33% very high, 3.33% very low, 26.67% low and 6.67% uncertain.
- The percentage ratings of respondents on; *increased project results* were 33.33% high, 26.67% very high, 3.33% very low, 13.33% low and 23.33% uncertain.
- The percentage ratings of respondents on; *enhanced organizational learning* were 26.67% high, 30% very high, 3.33% very low, 23.33% low and 16.67% uncertain.



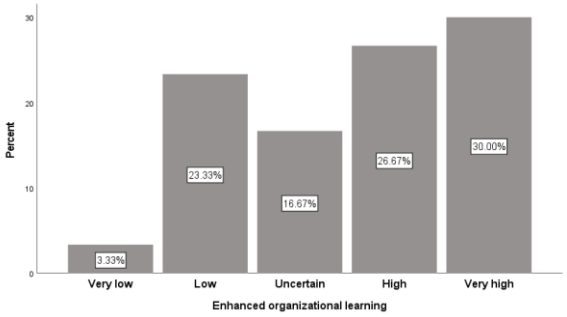
Enhanced stakeholders satisfaction



Improved project progress



Increased Project Results



Enhanced Organizational learning

Figure: 4.5. Planning, implementation, participation and communication influence level on effectiveness measures of M&E of projects.

The finding results clearly show the influence levels of the mentioned determinants on effectiveness of M&E systems of projects is high and very high.

4.7. Challenges Affecting Monitoring & Evaluation of Projects in Flower Farms

The challenges which could affect M&E of projects in the flower farms of Batu town were rated by the respondents in this assessment. The ratings of these challenges are presented below in the table 4.12. The assessment results from most of the respondents show that some of these challenges were rated either low or moderate. These are; *availability of enough budget allocation for M&E, support of government administration, M&E Policy of the organizations clarity, levels of communication with the Stakeholders/contractor, availabilities of appropriate M&E approaches & tools of the projects* with mean values of 1.73, 1.80, 1.80, 1.93 and 1.97 respectively. Clearly, these results reflect that there was no enough budget allocation, low government support, no clear M&E organizational policy, low levels of communication with stakeholders, no appropriate M&E approaches & tools available. This shows that all these challenges on M&E practices of projects implemented by these flower companies have an influence on effectiveness of the projects.

These findings agree with different findings of earlier works. Lack of adequate M&E budget is an impediment to the success of the system and process and organizations should ensure they have set aside sufficient funds to support monitoring and evaluation activities (Gwadoya, 2011). Oluoch (2012) also noted that lack of sufficient funds hinders performance of the monitoring and evaluation systems.

Besides to budget allocations, unless project M&E tools and approaches use measurable baselines and indicators, changes will not be possible to compare. Alex (2016) noted projects require different M&E tools and methods depending on the operating context, implementing agency capacity and donor requirements. It is therefore important when preparing an M&E plan to identify methods, procedures, and tools to be used to meet the project's M&E needs (Chaplowe, 2008).

However, extent of top management support and skilled, knowledgeable human capacity availability are rated high and very high by most of the respondents than the others as the mean value of the respondents rating shows 2.23 and 2.17 respectively which reflected that the importance of senior management support. Igbokwe and Chinyeaka (2013) revealed that senior

managers provide an important input to the process of monitoring and evaluation confirmed to current finding.

Table 4.12 Challenges affecting M&E of projects

S/N	Levels of challenges affecting M&E of projects	Frequency and percentages (%) of respondents					Mean
		Never	Low	Moderate	High	Very High	
		0	1	2	3	4	
1.	To what extent skilled & knowledgeable human capacity for planning and implementation of projects M&E is available?	1 (3.3%)	9 (30%)	9 (30%)	6 (20%)	5 (16.7)	2.17
2.	How is the M&E Policy of the organizations clarity?	1 (3.3)	12 (40%)	11 (36.7%)	4 (13.3)	2 (6.7)	1.80
3.	Availabilities of appropriate M&E approaches & tools of projects?	1 (3.3)	11 (36.7%)	10 (33.3%)	4 (13.3)	4 (13.3)	1.97
4.	Levels of communication with the Stakeholders?	1 (3.3)	9 (30%)	13 (43.3%)	5 (16.7)	2 (6.7)	1.93
5.	Levels of Participation of project stakeholders in M&E existence?	1 (3.3)	8 (26.7%)	12 (40%)	7 (23.3)	2 (6.7)	2.03
6.	Is there enough budget allocation for	3 (10%)	13 (43.3%)	5 (16.7%)	7 (23.3)	2 (6.7)	1.73

	M&E?						
7.	Extent of top management supports the Project team of M&E?	1 (3.3)	5 (16.7%)	11 (36.7%)	12 (40%)	1 (3.3)	2.23
8.	Support of government administration?	2 (6.7)	10 (33.3%)	12 (40%)	4 (13.3)	2 (6.7)	1.80
9.	Level of Government/ town administration interference on the project practices?	1 (3.3%)	9 (30%)	10 (33.3%)	8 (26.7)	2 (6.7)	2.03

Source; own research survey (2021)

The KII mentioned that the challenges affecting M&E of projects effectiveness were level of skills and knowledge of project managers, high stakeholders' expectation and low engagement, not enough budget allocations, no enough government support, no proper tools and methods for implementations. All these challenges of high stakeholders' expectation and low engagement, budget allocations, government support, proper tools and methods for implementations assessment results conceded with KII findings. However, *level of skills and knowledge* was rated high by most of the respondents from the assessments finding which is contradicting to the KII by which most of KII respondents replied low. KII reflected that currently some of the previous challenges such as top management support, involving and consultations stakeholders, making need assessments of beneficiaries and trying to make plans of the project are improved which confirm the assessment finding of the questionnaire assessment analysis result.

4.8 Strategies to be followed by the Companies

The assessment finding results shown below in the table 4.13 reflects that most of the proposed strategies to be followed by the companies to avoid influencing factors, minimize challenges and improve effectiveness of the project M&E practices were highly rated. These are *assignment of*

*skilled & knowledgeable project M&E f*or *personnel for better planning & implementations*, *the use of right approaches & tools of project M&E, joint evaluation in collaboration with the stakeholders/contractor to build consensus, Participation of project stakeholders/beneficiaries in M&E to create sense of "ownership" of the project, allocating proper M&E budget* at the mean values 2.87, 2.90, 2.80, 2.70 and 2.77 respectively.

However, *External evaluation to enhance independency and utilization of technical expertise* and *root causes analysis as part of intervention management for distressed projects to determine the causes for the project performance* were rated moderate by most of the respondents at the percentage of 30% each and mean value of 2.57 and 2.63 respectively.

Table: 4.13. Strategies to be followed by the companies to cope up the challenges of projects M&E

S/N	Which of the strategy means would you advise/choose to cope up the challenges of M&E of the projects	Frequency of respondents					Mean
		Never	Low	Moderate	High	Very High	
		0	1	2	3	4	
1.	Assignment of skilled & Knowledgeable project M&E for personnel for better planning & implementations	1	3	4	13	9	2.87
2.	To use the right approaches & tools of project M&E	-	3	4	16	7	2.90
3.	Joint evaluation in collaboration with the stakeholders/contractor to build consensus	-	1	9	15	5	2.80
4.	External evaluation to enhance independency and utilization of technical expertise	-	5	10	8	7	2.57
5.	Participation of project stakeholders, Beneficiaries in M&E to create sense of "ownership" of the project?	-	6	6	9	9	2.70
6.	Allocating proper M&E Budget?	-	3	8	12	7	2.77

7.	Root causes analysis as part of intervention management for distressed projects to determine the causes for the project performance	-	4	10	9	7	2.63

Source; own research survey (2021)

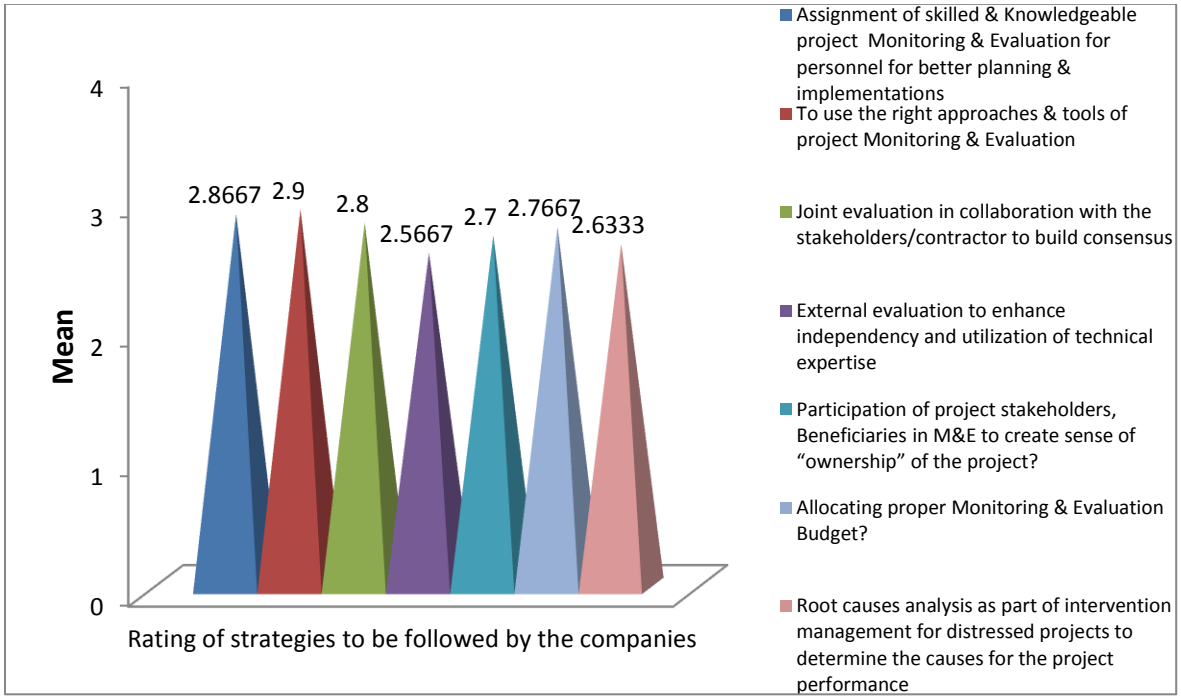


Figure: 4.6 Mean rating values of strategies followed by the companies

Challenges found out by previous studies during the implementation of Project Monitoring and Evaluation system agreed with this research findings which are skills and abilities of the M&E team; attitude and commitment of employees and M&E mechanisms/tools ineffectiveness (R M Mthethwa & R N Jilli, 2016).

From the KII's finding, the strategies in which the companies following to cope up the challenges of project managements are mainly to have better consultations and participation with stakeholders, assessing the need assessments of beneficiaries and outsourcing the planning proposal work for experts. However, they expressed and emphasized that still there is no clear and complete strategies followed to address and solve the challenges of M&E practices.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This is the last chapter of this project work research is presented which includes: Conclusion, Recommendations and suggestions.

5.1. Summary of the Major Findings

The findings of this study indicate the M&E practices related to factors influencing M&E system effectiveness, challenges and coping strategies to be followed.

The assessment result from the respondents of current M&E practices related to *availability of planning for M&E*, 40% of the respondents rated high which reveals the companies have planning of project M&E though KII finding result contradicts. In the other hand the assessment finding and KII response agreed/matched by rating low or very low related to stakeholders engagement and government body support.

However, the key informants interviewed (KII) expressed that the current M&E practices of the companies were not to the extent of professional project management practices and to the expectations of stakeholders. They mentioned that as there was no clear planning, proper tools and methods and skilled personal.

The findings of assessment results of the study on M&E practices have revealed that the companies have project M&E plan that 40% of the respondents rated high which reveals the companies have planning of project M&E but it contradicts with KII finding result as they reflected that there has not proper planning and has no well-established project M&E lesson learning and documentation system. In the other hand both the assessment results of respondents and KII findings on some of current M&E practices were rated low. These are *stakeholders' engagement, government body support, availing of any baseline data* which are rated low (36.7%, 43.3%, 36.7%) respectively by most of the respondents. The study finding with most of current practices assessment results did not show the necessary level of M&E practices.

The companies' experience assessment finding in their project activities didn't reflect proper M&E tools of Planning, Implementation, stakeholders' participation and communication factors which could influence M&E effectives as 90% of the respondents agreed. As a result these factors were influencing projects effectiveness. Majority of the respondents were agreed (50% agreed and 36.67% strongly agreed) on the influence of planning on the effectiveness of projects M&E system. Similarly majority of respondents agreed (56.67% agreed and 30% strongly agreed) on the influences of implementation, (53.33% agreed and 40% strongly agreed) on the influence of stakeholders participation and (56.67% agreed and 26.67% strongly agreed) on the influences of communication in the effectiveness of projects M&E system.

The study results on the influence level of these determinants on the project M&E effectiveness variables of stakeholders' satisfaction, improved project progress, increased project result and enhanced organizational learning were rated high and very high by the majority of respondents.

The study finding results of the challenges of M&E practices revealed that there was no enough budget allocation, low government support, no clear M&E organizational policy, low levels of communication with stakeholders, no appropriate M&E approaches & tools available. This shows that all these challenges on M&E practices of projects implemented by these companies have an influence on effectiveness of the projects. These results coincide with KII assessment findings. However, top management support and extent of skilled, knowledgeable human capacity availability are less challenging than the others as per the ratings of responders.

As per the study findings, the strategies advised by most of the respondents are assignment of skilled & knowledgeable project M&E for personnel for better planning & implementations, the use of right approaches & tools of project M&E, joint evaluation in collaboration with the stakeholders/contractor to build consensus, Participation of project stakeholders/beneficiaries in M&E to create sense of "ownership" of the project, allocating proper M&E budget.

5.2 Conclusion

The essence of this project work is to assess the practice, effectiveness, challenges and strategies of Monitoring and Evaluation systems of Projects implemented by flower farms in Batu town. The study has conducted a purposive descriptive survey through questioners and interviews to elaborate how targeted flower farms have been carrying out the process at their community base

projects. The data was collected from 38 respondents working at the companies, construction contractors and partly from officers of the town administration which has been linked with the project activities.

The flower farms as they are business oriented organizations, they might not be supposed to have a well-defined and functional monitoring & evaluation system. However, projects could not be done and implemented randomly. Especially when they are implementing projects by themselves, to have proper functional project monitoring and evaluation system is very critical and important.

while the companies' are involved in the project activities as an implementer, it might be considered that the companies could implement an outstanding M&E approach and tools of Planning, Implementation, participation and engagement and communication elements to let most of their project management process job is validating the deliveries and assuring the quality of processes. However the study finding did not reflected that the companies have such organized system rather they are more of business oriented and needed to have more organized project M&E systems.

The study finding showed that the assessed variables on the companies project M&E practices, factors of effectiveness, challenges to be addressed and the strategies needed to be followed are very important to be in place for the effectiveness of the projects stakeholders satisfaction, improved progress, better project result and organizational lesson learning. However, most of current practices assessment results did not show the necessary level of practices for effective project M&E. The factors and challenges which could influence the projects effectiveness were clearly reflected and rated in the assessments finding. Moreover, the companies were not yet following the right strategies to cope up these influencing factors and challenges to avoid their projects distress.

5.3 Recommendations and Suggestions

As per the assessment results of this research, the projects implemented by the flower companies current practices is not to the expectations of projects M&E systems as a result most of the practices were not effective enough and quite a lot of challenges were observed. So that the following recommendations are advised to the company's top managements and stakeholders for better output and outcome of projects;

- As majority of the respondents advised; use of skilled & Knowledgeable project M&E personnel and use of right approaches & tools of project M&E, the researcher also recommend the flower companies to give attentions to skills & knowledge of the project teams, approaches and tools of project M&E.
- It's understandable that the companies are business focused however business without taking social aspects and responsibilities will not take forward and be sustainable as a result there should be clearly planned community based projects with specific project teams at least partly to avoid any overlap of responsibilities of their staffs regular operation.
- There should be a common and mutual understanding with all stake holders especially community representatives, beneficiaries and government officers.
- The researcher strongly recommends that there should be proper allocation of budget, time and well defined scope for monitoring and evaluations.
- Organizations should develop clearly defined Project Management Framework Policy.
- There should be good communication and regular review of the status and commitment of management.

It is important to use proper evaluation tools and methods with indicators and participation of stakeholders from the scratch of the need assessment till closing of the project cycle.

Establishing M&E department and assigning personnel with relevant qualification would help in increasing effectiveness of monitoring and evaluation, with better planning, reporting and project execution to achieve focused and enhanced stakeholder and community participation and support. Whereas above all a priority or focus should be given by the top management for M&E

team which lead to proper planning, better project implementation, budget allocation, timely delivery of the project outcomes and enhanced communication with relevant stakeholders.

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ANNEXES

QUESTIONNAIRE

Addis Ababa University

School of Commerce

Department of Project Management

Academic Research Questionnaire

Dear Respondent,

I am a postgraduate student pursuing a Masters Degree in Project Management at Addis Ababa University. As part of this course, I am carrying out a research on Project Monitoring and Evaluation Practices. This questionnaire is designed to collect data on "Project Monitoring and Evaluation Practices of flower farms." You have been selected to take part in this study as a respondent.

The data collected from this survey is used only for an academic purpose. Thus, the study upholds the principles of 'do no harm'; the data will be treated confidentially. Honesty is expected at most from the responders.

Thank you Very Much for your valuable time!!

To contact the researcher, use the following addresses:

Phone: +251911761901

Email: mohamayal09@gmail.com

A: QUESTIONNAIRE

Part I: Demographic Data of the Respondents and General Information

1. Sex:

A. Male ( ) B. Female ( )

2. Age:

A. 21-30 ( ) C. 41-50 ( )

B. 31-40 ( ) D. above50 ( )

3. Current academic qualification:

A. Ph.D ( ) C. BA/BSc ( )

B. MA/ MSc ( ) D. Diploma ( )

If other, please specify_____

4. Position in the organization/your job title:

A. Top management ( ) D. M&E expert/officer ( )

B. Middle management ( ) E. Community facilitator ( )

C. Project Coordinator/officer/facilitator ( ) F. Other Expert ( )

5. Your Service year in the organization

A. Less than 5 years ( ) C. 10 -15 years ( )

B. 5 -10 years ( ) D. above 15 years ( )

Part II: Current Monitoring and Evaluation Practices

1. Please tick to show your view on the level of application of the Monitoring and Evaluation practices of projects implemented by flower farms in Batu town? Please tick using -Very low (1), Low (2), Uncertain (3), High (4), Very high(5)

S/N	The current monitoring & evaluation practices of projects implemented by flower farms	Very Low (1)	Low (2)	Uncertain (3)	High (4)	Very High (5)
12.	Availability of proper planning for Monitoring & Evaluation?					
13.	Incorporating views of stakeholders in planning& Implementation?					
14.	Availing of any baseline data assessment					
15.	Structured Monitoring& evaluation system practiced					
16.	Employed informal or structured approach of implementation					
17.	Use clear Indicators of performance measurement					
18.	Clear monitoring & evaluation logical framework of outputs, outcomes & impacts					
19.	Stakeholders' involvement in projects M&E of projects?					
20.	Clear & regular communication with all stakeholders					
21.	Government body support					
22.	Established stakeholder complaints and feedback mechanisms					

Comments_____

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Part III. Factors that Influence the Effectiveness of Monitoring and Evaluation System

1. What is your level of agreement and disagreement on the key factors that influence the effectiveness of monitoring and evaluation system for your community based projects? use 1-Strongly disagree, 2-Disagree, 3-Nuteral, 4-Agree and 5-Strongly agree

S/N	Factors that influence the effectiveness of monitoring and evaluation system	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
A	Planning for M&E system					
B	Implementing; gathering and managing information					
C	Participation; engaging project stakeholders in all processes					
D	Communication/dissemination of M&E results					

Part IV. Influence on Effectiveness of Monitoring and Evaluation System

3.1 Planning for M&E System

1. Please tick to show your perspective on the influence of the change in the factors that determine the effectiveness of your M&E systems. Use-Very low (1), Low (2), Uncertain (3), High (4), Very high(5)

S/N	Planning for M&E system	Very Low (1)	Low (2)	Uncertain (3)	High (4)	Very High (5)
A	Identifying information to guide the project strategy					
B	Effective operations and meet reporting requirements					
C	Participatory planning process					
D	Use of better planning tools and methodologies					
E	Separate budget allocation					

3.2 Implementing; Gathering and Managing Information

1. Using the scale provided, please tick to show your view regarding the influence of gathering and managing information on your project M&E system effectiveness,

S/N	Implementing; gathering and managing information	Very low(1)	Low (2)	Uncertain (3)	High (4)	Very high(5)
A	M&E structure in the organization					
B	Technical capacity of the management					
C	Use of information & communication technologies					
D	Data quality protocols					
E	Management commitment/time allocated for M&E					

3.3 Participation of Project Stakeholders

1. Please tick to show your perspective towards the influence of stakeholders' engagement on the effectiveness of your M&E systems.

S/N	Project Stakeholders Participation/engagement	Very low(1)	Low (2)	Uncertain (3)	High (4)	Very high(5)
A	Stakeholders commitment					
B	Stakeholders contribution in M&E exercises					
C	Frequency of review meetings & field visits					
D	Management ability to use stakeholders feedback for decision making					

3.4 M&E Result Communication

1. Using the scale provided, please tick to show your view on the influence of M&E result communication on your project M&E system effectiveness,

S/N	M&E Result Communication	Very low(1)	Low (2)	Uncertain (3)	High (4)	Very high(5)
A	Availing of communication and visibility plan					

B	Availability of dedicated communication staff					
C	Expertise/competencies of Communication experts					
D	Selection of communication channels					
E	Numbers and diversity of stakeholders reached out					

3.5 By ticking in the space provided, indicate your opinion on the extents to which the changes in determinant factors (planning, implementation, participation and communication) affects your monitoring and evaluation system effectiveness.

S/N	Effectiveness of Monitoring and Evaluation	Very low (1)	Low (2)	Uncertain (3)	High (4)	Very high (5)
a	enhanced stakeholders satisfaction					
b	Improved project progress					
c	Increased project results					
d	Enhanced organizational learning					

3.6 Does M& E system planning, implementation, participation and communication affect your project monitoring and evaluation system effectiveness

a) Yes ( ) b) No ( )

3.7 To what extent the M& E system planning, implementation, participation and communication effect the effectiveness of project monitoring and evaluation system? Please tick the appropriate one

a) Very low ( ), b) Low ( ), C) Uncertain ( ) d) High ( ), e) Very high ( )

Part V. Challenges

1. What challenges does flower farms face while conducting their projects monitoring and evaluation?

Instruction: Please thick (√) all as appropriate using a scale of '0-4' to each of the questions in this section.

S/N	Challenges affecting monitoring & evaluation of projects	Never (0)	Low (1)	Moderate (2)	High (3)	Very High (4)
10.	To what extent skilled & knowledgeable human capacity for planning and implementation of projects Monitoring & Evaluation is available?					
11.	How is the Monitoring & Evaluation Policy of the organizations clarity?					
12.	Availabilities of appropriate Monitoring & Evaluation approaches & tools of the projects?					
13.	Levels of communication problem with the Stakeholders/contractor?					
14.	Levels of Participation of project stakeholders in M&E existence?					
15.	Is there enough budget allocation for Monitoring & Evaluation?					
16.	Extent of top management supports the Project team of M &E?					
17.	Support of government administration?					
18.	Level of the Government and/or the town administration interference on the project practices?					

Part VI. Strategies followed by the Companies

1. What are the strategies followed by your companies to cope up with these challenges

Instruction: Please thick (√) all as appropriate using a scale of '0-4' to each of the questions in this section.

S/N	Which of the strategy means would you advise/choose to cope up the challenges of monitoring & evaluation of the projects	Never (0)	Low (1)	Moderate (2)	High (3)	Very High (4)
	Assignment of skilled & Knowledgeable project Monitoring & Evaluation for personnel for better planning & implementations					
	To use the right approaches & tools of project Monitoring & Evaluation					
	Joint evaluation in collaboration with the stakeholders/contractor to build consensus					
	External evaluation to enhance independency and utilization of technical expertise					
	Participation of project stakeholders, Beneficiaries in M&E to create sense of "ownership" of the project?					
	Allocating proper Monitoring & Evaluation Budget?					
	Root causes analysis as part of intervention management for distressed projects to determine the causes for the project performance					

Recommendations on what should be done by different organs to make the monitoring and evaluation practices more effective.

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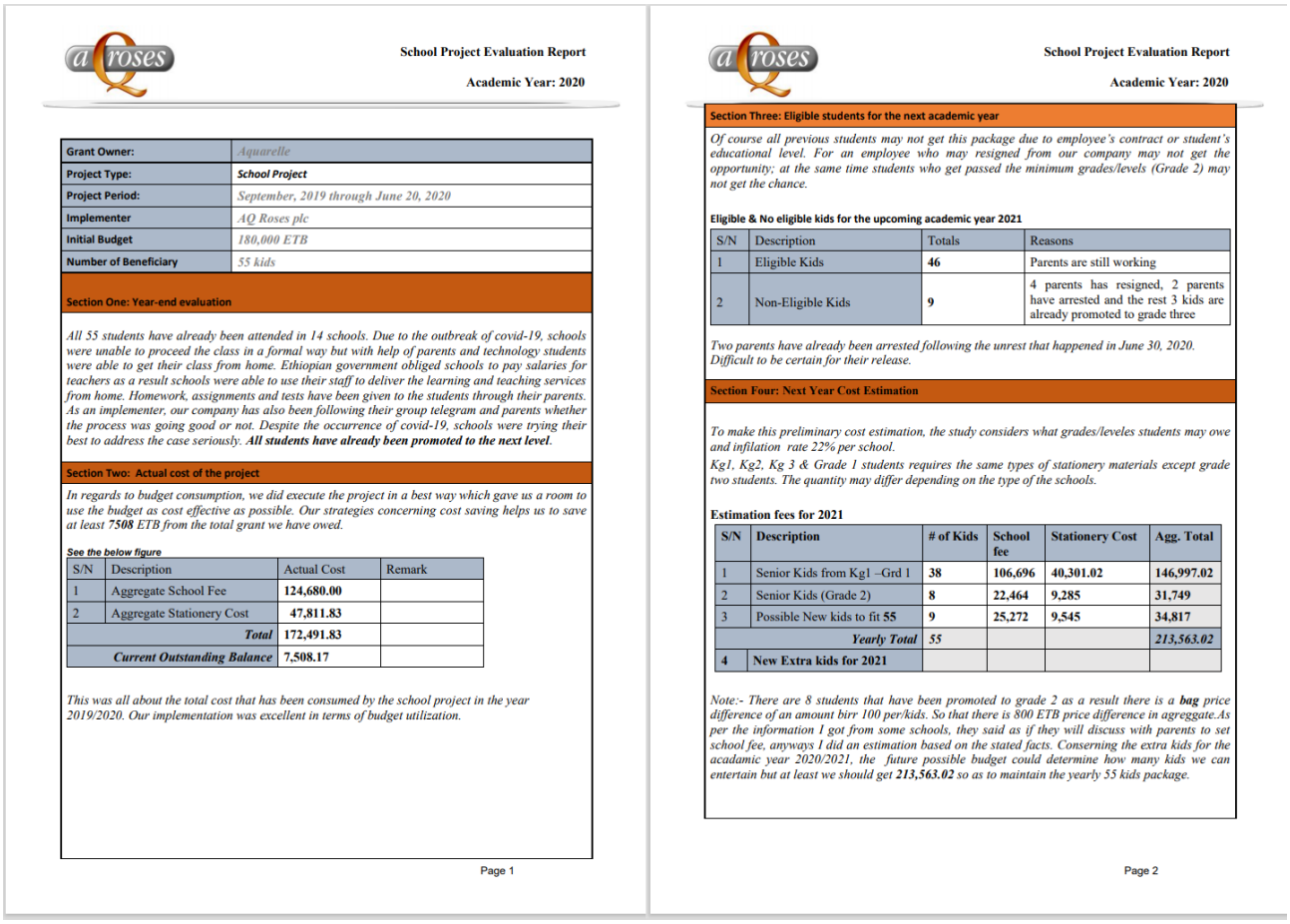
B: INTERVIEW QUESTIONS CHECKLIST POINTS

1. What are the current Monitoring and Evaluation practices of projects implemented by flower farms in Batu town?
2. What are the key factors that affect the effectiveness of good monitoring and evaluation system for community based projects?
    - Does budget allocation affects project M&E effectiveness of flower farms?
    - Does management support affect flower farms project M&E effectiveness?
    - Does stakeholder engagement affect flower farms project M&E effectiveness?
3. What challenges does flower farms face while conducting their projects monitoring and evaluation?
4. What are the strategies followed by the companies to cope up with these challenges
5. Recommend on what should be done by different organs to make the monitoring and evaluation practices more effective



School Project Evaluation Report

Academic Year: 2020

Grant Owner:	*Aquarelle*
Project Type:	***School Project***
Project Period:	*September, 2019 through June 20, 2020*
Implementer	*AQ Roses plc*
Initial Budget	*180,000 ETB*
Number of Beneficiary	*55 kids*

Section One: Year-end evaluation

All 55 students have already been attended in 14 schools. Due to the outbreak of covid-19, schools were unable to proceed the class in a formal way but with help of parents and technology students were able to get their class from home. Ethiopian government obliged schools to pay salaries for teachers as a result schools were able to use their staff to deliver the learning and teaching services from home. Homework, assignments and tests have been given to the students through their parents. As an implementer, our company has also been following their group telegram and parents whether the process was going good or not. Despite the occurrence of covid-19, schools were trying their best to address the case seriously. ***All students have already been promoted to the next level****.*

Section Two: Actual cost of the project

In regards to budget consumption, we did execute the project in a best way which gave us a room to use the budget as cost effective as possible. Our strategies concerning cost saving helps us to save at least ***7508*** *ETB from the total grant we have owed.*

See the below figure

S/N	Description	Actual Cost	Remark
1	Aggregate School Fee	**124,680.00**	
2	Aggregate Stationery Cost	**47,811.83**	
	Total	**172,491.83**	
	Current Outstanding Balance	**7,508.17**	

This was all about the total cost that has been consumed by the school project in the year 2019/2020. Our implementation was excellent in terms of budget utilization.

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School Project Evaluation Report

Academic Year: 2020

Section Three: Eligible students for the next academic year

Of course all previous students may not get this package due to employee's contract or student's educational level. For an employee who may resigned from our company may not get the opportunity; at the same time students who get passed the minimum grades/levels (Grade 2) may not get the chance.

Eligible & No eligible kids for the upcoming academic year 2021

S/N	Description	Totals	Reasons
1	Eligible Kids	**46**	Parents are still working
2	Non-Eligible Kids	**9**	4 parents has resigned, 2 parents have arrested and the rest 3 kids are already promoted to grade three

Two parents have already been arrested following the unrest that happened in June 30, 2020. Difficult to be certain for their release.

Section Four: Next Year Cost Estimation

To make this preliminary cost estimation, the study considers what grades/leveles students may owe and infilation rate 22% per school.

Kg1, Kg2, Kg 3 & Grade 1 students requires the same types of stationery materials except grade two students. The quantity may differ depending on the type of the schools.

Estimation fees for 2021

S/N	Description	# of Kids	School fee	Stationery Cost	Agg. Total
1	Senior Kids from Kg1 –Grd 1	**38**	**106,696**	**40,301.02**	**146,997.02**
2	Senior Kids (Grade 2)	**8**	**22,464**	**9,285**	**31,749**
3	Possible New kids to fit **55**	**9**	**25,272**	**9,545**	**34,817**
	Yearly Total	***55***			***213,563.02***
4	**New Extra kids for 2021**				

Note:- There are 8 students that have been promoted to grade 2 as a result there is a ***bug*** *price difference of an amount birr 100 per/kids. So that there is 800 ETB price difference in agreggate.As per the information I got from some schools, they said as if they will discuss with parents to set school fee, anyways I did an estimation based on the stated facts. Conserning the extra kids for the acadamic year 2020/2021, the future possible budget could determine how many kids we can entertain but at least we should get* ***213,563.02*** *so as to maintain the yearly 55 kids package.*

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School project evaluation Report of AQ Roses