



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**ASSESSMENT OF PERFORMANCE OF MONITORING AND
EVALUATION SYSTEM: THE CASE OF WORLD VISION ETHIOPIA**

**BY
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Declaration

I, Fiker Kassahun, hereby declare that the entitled “ASSESSMENT OF PERFORMANCE OF MONITORING AND EVALUATION SYSTEM: IN THE CASE OF WORLD VISION ETHIOPIA” is my original work and has not been presented in Addis Ababa Universities or any other university. I have carried out the study independently with the guidance and support of the research advisor Solomon Markos (PhD). All other contributors or sources used for the study have been duly acknowledged.

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Abbreviations

CBE: Commercial Bank of Ethiopia

HQ: Head Quarter

HR: Human Resources

ICT: Information Communication Technology

M & E: Monitoring and Evaluation

NGO: Non-Governmental Organization

OLS: Ordinary Least Square

PhD: Doctor of Philosophy

SPSS: Statistical Package for Social Sciences

WVE: World Vision Ethiopia

WVI: World Vision International

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Abstract

The study aimed to assess the performance monitoring and evaluation system in the case of World Vision Ethiopia. The researcher employed both quantitative and qualitative (mixed methods) approaches. Exploratory research designs were also used in the study. To conduct this study, the researcher used simple random sampling technique by which a certain number of respondents are selected at random from the population of employees working at World Vision Ethiopia projects. In this study, only primary data was collected through structured questionnaire and interview. Data collected through questionnaires was analyzed using quantitative descriptive and inferential statistics with the help of IBM SPSS software version 26. The study revealed that the Monitoring and Evaluation system in World Vision Ethiopia has some strengths, such as having a well-developed Monitoring and Evaluation plan, adequate budget, effective logical framework, and clear policy. However, there are also areas that require improvement, such as disseminating Monitoring and Evaluation reports, involving stakeholders in the Monitoring and Evaluation process, and effectively using stakeholder feedback. The study highlights the importance of a well-developed Monitoring and Evaluation plan, adequate budget, effective logical framework, and clear policy, as well as involving stakeholders and improving communication and dissemination of Monitoring and Evaluation information, for a well-performing Monitoring and Evaluation system. The research recommends that World Vision Ethiopia should develop a communication strategy to ensure that stakeholders are informed about the Monitoring and Evaluation plan, logical framework, and Monitoring and Evaluation reports. It is also recommended that World Vision Ethiopia should involve stakeholders in the Monitoring and Evaluation process by engaging them in the design, implementation, and evaluation of Monitoring and Evaluation activities and should use stakeholder feedback to improve program or project performance and inform decision-making.

Key Words: Monitoring, Evaluation, Performance, M & E System

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The practice of monitoring and evaluation (M&E) has become increasingly important in modern development work. It is a systematic and continuous process of data collection, analysis, and use to monitor the progress of development interventions and to evaluate their effectiveness (Gorgens and Kusek, 2009).

Monitoring and evaluation is essential to ensure that development programs are achieving their intended results, and enables program managers to make evidence-based decisions on necessary adjustments and improvements. Despite the growing importance of M&E systems, there are often challenges in assessing their performance. These challenges can include limited data availability, insufficient resources dedicated to M&E, inadequate organizational capacity to carry out M&E effectively, and a lack of understanding among stakeholders of the importance of M&E for program success (Saunders, Lewis & Thornhill, 2009).

World Vision is a Christian humanitarian organization that has been operating in Ethiopia for over 40 years. The organization's mission is to empower communities, families, and children living in poverty to overcome the challenges they face and build a better future. As part of its commitment to accountability and transparency, World Vision Ethiopia has established a monitoring and evaluation (M&E) system to track and measure the impact of its programs and projects (World Vision, 2023).

The M&E system includes a set of tools, procedures, and guidelines aimed at gathering and analyzing data on program performance, output, and outcomes. The system is designed to provide information that can be used to improve program effectiveness, make evidence-based decisions, and enhance accountability to stakeholders. However, despite the importance of the M&E system, there are still some challenges that World Vision Ethiopia faces in implementing it (World Vision, 2023).

Therefore, this study aims to assess the performance of M & E systems to improve their effectiveness in achieving development goals. Through this study, potential solutions to the challenges facing M & E systems can be identified, enabling organizations to develop effective monitoring and evaluation practices and improve the impact of development programs.

1.2 STATEMENT OF THE PROBLEM

Projects must be completed within the planned budget, scheduled time and required quality. Project cost overruns and time delay are the main problem of the projects in the WVI. Having effective Monitoring and Evaluation would help the organization to monitor and control the progress and success of the project's goal (<https://www.worldvision.org>, assessed in April 2023). Performance M & E helps in making an informed decision and produce a lesson learned situation for future projects (IFRCS, 2011). Even though World Vision Ethiopia is using M&E in its project management process, the current status of this specific practice has never been studied before.

One of the study gaps in assessing the performance of Monitoring & Evaluation (M&E) systems is the limited number of research undertaken in non-profit organizations. The majority of the studies focused on commercial corporations and public sector organizations. On the other hand, previous research has been conducted on the assessment of project monitoring and evaluation practices and challenges (Samrawit M., 2021), the impact of monitoring and evaluation factors on project success (Senayit T., 2019), the assessment of project monitoring and evaluation practices (Gelila T., 2021; Bezawit T., 2019), and the assessment of factors associated with monitoring and evaluation system (Tesfa Y., 2021; Abiy G., 2022).

Previously studies were conducted by Bezawit (2019), Tihut (2022), and Abebe (2015) argue that a poor performance M&E practices can lead to a poor project performance, erroneous decisions, inappropriate feedback on important situations, poor quality of outputs, low productivity, cost and time overrun, poor scope change management during variation and modifications works. The presence of an effective system is crucial, implying the need of having an excellent M&E system. Furthermore, similar studies show that knowledge acquired through M&E techniques helps firms by facilitating the achievement of objectives and making educated decisions (Ottosson, 2013). As a result, the need to consistently monitor and analyze project performance from start to finish is undeniable.

However, this study instead seeks to assess the effectiveness of M and E practice in the context of WVE by employing specific M and E effectiveness criteria. The researcher is thus driven to close the gap by carrying out a thorough analysis of the performance M & E system in the context of World Vision Ethiopia.

1.3 RESEARCH QUESTIONS

In order to address the stated problem, this study primarily focused on answering the following basic research questions:

1. What is the current status of the performance M&E system in World Vision Ethiopia?
2. What are the M and E dimensions on the Performance of M & E system?
3. To what extent does WVE use the M & E system is used to inform decision-making and program improvements?

1.4 OBJECTIVES OF THE STUDY

1.4.1 General Objective

The general objective of the study is to assess the performance monitoring and evaluation system in the case of World Vision Ethiopia.

1.4.2. Specific Objectives

The specific objectives of the study are:

- 1) To describe the current status of the performance M&E system in World Vision Ethiopia.
- 2) To investigate the effect of M and E dimensions on Performance of M & E system
- 3) To assess the extent to which M & E system is used to inform decision-making and program improvements in WVI.

1.5 SIGNIFICANCE OF THE STUDY

This research has significance to the management of World Vision International in general, World Vision Ethiopia in particular as it enables them to take proper and sound decisions with regard to the performance of M & E system.

The study also helps to fill the existing gap in the literature by adding more knowledge to the few available ones. Besides, this study can help to enrich literatures on the subject matter. This is mainly because there is no as such comprehensive study that was made on the assessment of performance of monitoring and evaluation system in the case of World Vision Ethiopia.

The researcher is also highly convinced that the study provides inputs, insights, and pertinent facts connected to the study subject to researchers, academicians, policy makers, and others by acting as a baseline input.

1.6 SCOPE AND DELIMITATION OF THE STUDY

The study aims to assess the performance of the monitoring and evaluation system in World Vision Ethiopia. It covered the entire monitoring and evaluation system of the organization, including the design, implementation, and performance measurement stage. The study focused on the monitoring and evaluation practices of the organization and will not include other programs or interventions that it implements.

The study was geographically delimited to World Vision Ethiopia only, and not other regions or countries where the WVI operates. The study did not cover non-M&E related functions of the organization, such as finance, human resources, or procurement. The research only relied on the perceptions and feedback of selected stakeholders and did not include statistical analysis of data. The findings of the study were based on the information gathered during the data collection period and were not generalizable to other organizations or contexts.

The study was also delimited methodologically as the data collection instruments for the study were only structured questionnaire and interview. Therefore, data was not collected through desk review, physical observation or other primary as well as secondary data collection methods.

1.7 LIMITATIONS OF THE STUDY

The knowledge gap on the assessment of performance of M & E evaluation system was one of the limitations to get detailed and conceptualized information from assessment of this research. In order to minimize the possible risks of the knowledge gap on the findings of the study, the researcher conducted a thorough literature review to identify relevant literature and incorporating them into the research design.

In addition, the sample size of the study was not large enough to generalize the findings to the entire population. The study may be subject to selection bias if the sample of respondents was not representative of the population. For such limitations, the researcher increased the sample size through random sampling techniques to ensure a larger and more representative sample of the population.

1.8 ORGANIZATION OF THE RESEARCH

The research paper is organized into five chapters. The first chapter introduces the background information, statement of the problem, research questions, general and specific objectives and significance of the study. It also includes the scope and limitations of the research. Chapter two introduces review of relevant literature related to the research problems and objectives of the

study. Chapter three discusses the research design adopted for the research and outlines the methodology for carrying out primary data collection. Chapter four presents the findings of the research on the assessment of performance of M & E evaluation system in the case of WVE along with the researcher's analysis and interpretation of the respondents' opinions. Chapter five covers discussion of summary of the major findings, conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter deals with brief review of literature in the area of monitoring and evaluation system and its performance practice. The chapter is organized into three sections. The first section presents theoretical review of literature related to the performance of M & E system, while the second section reviews empirical evidence on the study area. At the end, a summary of the major drawbacks of the existing empirical studies will be made and the knowledge gap will be identified.

I- THEORETICAL LITERATURE REVIEW

2.2 OVERVIEW OF MONITORING AND EVALUATION

A monitoring and evaluation system is an essential tool for assessing the effectiveness of programs and projects. It involves the collection and analysis of data to determine whether the goals and objectives of the program are being met. The system should be designed to provide timely and accurate information to decision-makers, stakeholders, and beneficiaries (Stem, C., Margoluis, R., Salafsky, N., & Brown, M., 2005).

Monitoring refers to the process of observing and tracking a system, activity, or process in order to ensure its proper functioning, and to detect and respond to any changes, deviations, or issues that may arise. It involves the use of various tools and techniques to collect data and analyze it to gain insights into the performance, health, and status of the system or process being monitored. Monitoring can be done manually or using automated systems, depending on the complexity of the system and the level of monitoring required. It is a critical component of many industries, including IT, healthcare, finance, and manufacturing, among others (World Bank, 2011).

Evaluation is the process of assessing or measuring something against a set of standards or criteria. It is a systematic and objective approach to determining the merit, worth, or significance of something, such as a program, policy, or product. Evaluations can be conducted for a variety of purposes, including improving performance, making decisions, and providing accountability (Lewis, 2008).

There are different types of evaluation methods, including formative, summative, and impact evaluations. Formative evaluations are conducted during the development or implementation of a program or project, and are used to identify areas for improvement. Summative evaluations are conducted at the end of a program or project, and are used to determine its overall effectiveness. Impact evaluations are conducted to assess the long-term effects of a program or policy (Nabris, K., 2012).

Evaluation is an important tool for organizations and individuals to measure their progress and success. It provides valuable feedback on what is working well and what needs improvement. By using evaluation to inform decision-making, organizations can make more informed choices that lead to better outcomes. It is a critical component of effective planning, implementation, and performance management (Mekonnen, S., 2013).

2.3 TYPES OF MONITORING AND EVALUATION SYSTEM

There are various types of monitoring and evaluation (M&E). Here are some common types: (Owur, O., Chepkuto, P., Tubey, R. and Kuto, L., 2011).

Process evaluation assesses how effectively and efficiently a program has been implemented and identifies barriers and challenges that affected the process. Outcome evaluation evaluates the immediate changes or impact the program had on its beneficiaries. Impact evaluation assesses the long-term effects of the program on individuals and communities.

On the other hand, formative evaluation is conducted before the implementation of the program and helps identify potential problems and gaps in the program design. Summative evaluation is conducted at the end of the program and evaluates the overall effectiveness and success of the program.

In addition, real-time evaluation provides immediate feedback on the progress of the program and helps make necessary adjustments, whereas Ex-Post evaluation is conducted after the completion of the project or program, with the aim of assessing its long-term impact.

2.4 BENEFITS OF MONITORING AND EVALUATION

According to Abalang, J. (2016), a well-designed monitoring and evaluation system can help organizations to improve their programs, increase accountability, and demonstrate their impact to stakeholders.

There are several benefits to monitoring and evaluation (M&E), including: (Dlamini, P. C., & Migiro, S. O., 2016).

1. Improved Decision Making:

M&E provides critical data and information that can help decision-makers make more informed and data-driven decisions. By analyzing and evaluating data, decision-makers can identify areas of improvement and make necessary changes.

2. Accountability:

M&E helps to establish accountability for programs and projects. By tracking progress and evaluating outcomes, stakeholders can ensure that resources are being allocated effectively and efficiently.

3. Learning and Improvement:

M&E promotes a culture of continuous learning and improvement. By analyzing data and evaluating outcomes, organizations can identify what is working well and what needs improvement, leading to better outcomes over time.

4. Resource Allocation:

M&E helps to ensure that resources are allocated effectively and efficiently. By tracking progress and evaluating outcomes, organizations can identify areas where resources are being wasted or underutilized and make necessary changes.

5. Improved Communication:

M&E promotes improved communication and transparency among stakeholders. By sharing data and information, stakeholders can work together to improve outcomes and achieve shared goals.

2.5 KEY ASPECTS OF M & E PERFORMANCE

The performance of monitoring and evaluation (M&E) activities is critical in determining the success of a program, project, or intervention. The performance of M&E activities is critical to ensuring that programs are effective, efficient, and accountable to stakeholders. (Gitahi K., 2015; Kasuto, O. A., 2009).

According to Isse, S. A. (2022), some of the key aspects of M&E performance are the following:

1. Timeliness:

M&E activities should be conducted in a timely manner, with regular reporting and feedback mechanisms in place.

2. Relevance:

M&E activities should be aligned with the program objectives and indicators, ensuring that the information collected are meaningful and useful for decision-making.

3. Accuracy:

M&E activities should be precise and reliable, ensuring that the data collected is accurate and reflects the true situation on the ground.

4. Participation:

M&E activities should involve all stakeholders, including program beneficiaries, partners, and staff, to ensure that multiple perspectives are considered.

5. Usefulness:

M&E information should be used to inform program decision-making and improve program performance.

6. Sustainability:

M&E systems should be sustainable and capable of being institutionalized within the program framework.

2.6 APPROACHES OF MONITORING AND EVALUATION

According to World Bank (2004), apart from describing purpose of monitoring and Evaluation and need of incorporating it while designing a project, it is imperative to consider the prevailing M&E approaches available for project management. There are two types of approaches to monitoring and Evaluation: Traditional approach and participatory approach.

2.6.1 Traditional Approach

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

2.6.2 Participatory Approach

Sustainability of any project ultimately depends on how much concerned beneficiaries and stakeholders are able to monitor and evaluate the process and performance of any interventions carried out. Because it is accepted that projects belong to targeted beneficiaries. Participatory M & E as a process in which primary and other stakeholders collaborate and take an active part in assessing and evaluating the performance and achievement of a project or an intervention. In this approach, ideally all the stakeholders are involved in identifying the project, setting objectives, and identification of indicators that will be used in monitoring and evaluation. Participation

could be enhanced if monitoring and evaluation systems are simple and easy for application by the stakeholders. Thus, during project formulation stage organizations need to give adequate attention to design simple and locally applied systems and tools (Jerry, A. & Anne, G., 2008).

2.7 MONITORING AND EVALUATION IN NON GOVERNMENTAL ORGANIZATIONS

Monitoring and Evaluation (M&E) is a process that helps non-governmental organizations (NGOs) to improve their performance by measuring progress toward achieving their goals, identifying areas for improvement, and learning from their experiences (Mulandi, N. M., 2013). According to Saunders, M., Lewis, P., & Thornhill, A. (2009), some of the most important points about M&E in NGOs are:

1. M&E helps NGOs to track the impact of their programs and projects over time

This information can be used to identify areas for improvement or to make changes to existing programs.

2. M&E can help NGOs to allocate resources effectively

By tracking the impact of different programs, NGOs can determine which ones are having the greatest impact and which ones may need additional resources.

3. M&E can help NGOs to communicate their impact to donors, supporters, and other stakeholders

By measuring and documenting the impact of their programs, NGOs can demonstrate their value and continue to attract support.

4. M&E involves collecting and analyzing data to measure the effectiveness of program activities

This can include tracking performance indicators, conducting surveys and interviews, and analyzing financial and programmatic data. M&E is an important process for NGOs to ensure they are effectively achieving their goals and serving their communities (Jerry, A. & Anne, G., 2008; Maksimović. M. (2008).

II- EMPIRICAL REVIEW OF LITERATURE

The performance of monitoring and evaluation system has been widely studied in the literature. However, only few of them focused on assessment of performance of monitoring and evaluation system in the non-governmental organizations.

Some of the studies which were conducted previously in relation to the monitoring and evaluation system are discussed below.

A study conducted by Samrawit Mazengia (2021) in the area of assessing the practices and challenges of project monitoring and evaluation system of local NGOs in Addis Ababa. The research project set out to identify the practices and challenges of Monitoring and Evaluation system in selected 12 local NGOs in Addis Ababa, Ethiopia implementing youth and youth related projects. To achieve the study objective a descriptive design with a qualitative approach has been employed. The primary data were collected through survey questionnaire and interview of M&E expertise, project managers, coordinators and officers in the 12 selected NGOs. The findings of the study shows that the M&E practice of the NGOs under study is hindered by inadequate fund allocated to M&E, absence of sufficient and skilled M&E expertise, poor usage of ICT, undefined role and responsibility of M&E expert, poor recognition and involvement of management, absence of capacity building trainings, unfamiliarity with M&E tools and techniques, strict use of donor guideline and procedures, non-involvement of stakeholders specifically beneficiaries in M&E process, not documenting lessons learned, and selective dissemination of M&E findings. However, experts group have good educational background and work experience, findings indicate that experts have poor M&E experience and practice. The actual M&E practice greatly differed from what is thought of as best practice. Recommendations are given for both improvement of the practice and which studies in future should stress on to conduct.

Tihut Bayelign (2022) conducted a research entitled “assessment of monitoring and evaluation in the case of ASER construction”. The purpose of this study was to assess monitoring and evaluation performance of ASER construction aiming to determine whether progress could be made for meeting the objectives and goal of the organization. Literature about planning, monitoring and evaluation was reviewed. The study used a quantitative and qualitative mixed approach to explore the influence in detail. The primary data was collected from interview, questioner. Purposive sampling technique is used to determine sample, and as a result the sample size was 33 and the targeted population of this study were the staff the project managers and project coordinator. After collecting adequate information, data table presentation was used for analysis generated with Excel Microsoft. The research engaged tables, frequency, percentage approaches and Microsoft Excel software. Concerning planning of M & E, there are good practices of M&E but the absence of monitoring and evaluation is seen. Regarding monitoring tools, physical progress monitoring technical monitoring and quality monitoring are applied on

projects but assumption monitoring is not applied on projects. Concerning techniques of evaluation, the performance indicator used was only formative evaluation as the M&E tools and techniques applied. Regarding to information, any information are provided to the project managers directly and the data are needed for decision making. Regarding M&E training is not continuously given to the staff during the gathering and reporting period of the system is also a problem. Therefore, the firm should prepare a framework and guidelines for the M&E system. Hence, resulting in the neglect and the less attention given to the monitoring and evaluation of the entire project implementation process leads to unorganized system which focuses on employee to ensure the successful completion of projects.

Senayit Tesfalem (2019) also conducted a study on the impact of monitoring and evaluation factors on project success, in case of telecom expansion program (TEP), Ethio telcom. The aim of the research was to critically see effect of monitoring and evaluation factors on Telecom expansion project work performance in Ethio telecom. The study targeted a total of 120 respondents. Yet only 108 respondents for the questionnaire and 3 respondents for the interview were participated, this contributed to 92% response rate. To accomplish the objectives, the study employed both quantitative and qualitative research approaches, descriptive and explanatory research design and both primary and secondary data types were used to collect data. Collected data was analyzed by using descriptive analysis, correlation and regression analysis using SPSS version 24. As the hypothesis test implies all the factors (Monitoring and Evaluation plan, Strength of Monitoring and Evaluation Team, Stakeholder participation on M&E and Management influence on M&E) did make significant input in the effectiveness on monitoring and evaluation of Telecom expansion program. In general, the study shows that there was positive variation in project success as a result of changes in the project monitoring and evaluation factors mentioned in the study this is at 95 percent confidence interval and the studies had addressed specific link on factors of monitoring and evaluation systems on project performance of Telecom expansion program. The overall project monitoring and evaluation process have strong impact on project success, which means that high project monitoring and evaluation had likely to generate higher level of project success. To be more successful in projects, the study recommend that organization must focus on project monitoring and evaluation practice.

A study conducted by Gelila Tilahun (2021) on assessing practices of project monitoring and evaluation in the case study in Commercial Bank of Ethiopia. The purpose of this study is to assess the current practices of monitoring and evaluation at CBE. This study uses descriptive research design, a mixed research approach to explore the monitoring and evaluation practice in detail. Purposive sampling technique is used to determine sample, and the sample size was 38. Concerning planning of M & E, there are good practices of M & E except the absence of separate budget for monitoring and evaluation. In the process of M & E, finance, activities and schedule are checked at least once in month. The most challenges in M & E are lack of the right performance indicators, lack of expertise, and inaccuracy in data collection, failure to prepare appropriate data collection and failure to process and analyze data. The study recommends that there should be separate budget for monitoring and evaluation of all projects. Because the monitoring and evaluation plan have problem in design, ideas should be forwarded and there should be a committee who can evaluate and revise the plan. The plan should provide the appropriate evaluation design and appropriate performance indicators. The monitoring and evaluation plan should also be given to experts who have both technical skills and experience. These experts shall have the skill on data collection and processing and analyzing the collected data. Further researches are also recommended.

Tesfa Yetum (2021) also conducted a research entitled “assessment of factors associated to monitoring and evaluation system in the case of Ministry of Health”. This study sought to assess factors associated to monitoring and evaluation system in the case of Ministry of Health. The research was guided by the following objectives; to assess Staff Training on Monitoring & Evaluation, to assess Stakeholder’s Participation on Monitoring & Evaluation System, to assess Budget Allocation for Monitoring & Evaluation. The study targeted 96 employees of Ministry of Health working under different directorates that are related with the research. The response rate was 93.8%. The study utilized a questionnaire in collecting primary data. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments and was found out to be 0.856 meaning the instruments were reliable. Collected data was edited, sorted, cleaned and coded for data analysis using SPSS statistical package 20. The findings were analyzed using means, standard deviation, percentages and frequencies then presented using tables and charts. The study concluded that there adequate training was provided on Monitoring and Evaluation, there is adequate Monitoring and Evaluation experience among

staffs. There was no allocation of sufficient staff time for M & E activities and formal Monitoring and Evaluation training in place, that there was no stakeholders' participation in community project identification and selection and budget was allocated for Monitoring and Evaluation activities. The study recommended that Ministry of health should allocate sufficient staff time for Monitoring and Evaluation activities as well as arrange formal Monitoring and Evaluation training system, involve stakeholders at the planning stage, allow stakeholders participate in identify and solve problems related to M & E programs, involve stakeholders in the community project identification and selection stages and there should be reduced organizational bureaucracy and management to approve and release budget on time.

According to Bezawit (2019) research on assessment of project monitoring and evaluation practice at BAMACON Engineering Plc. The overall objective of the study was to assess M&E practices at BAMACON Engineering PLC. The study used a census method of sampling; project managers, onsite office engineers and project coordinators located at the head office, who are the direct participants of the M&E system of the firm, were involved in this study. The study adopted a descriptive research design that used questionnaires and key informant interviews for data gathering. SPSS (Statistical Package for Social Science) version 25 and MS Excel were used for data analysis. In addition, summary tables and charts are used for describing data. According to the findings of the study BAMACON Engineering PLC has well-organized M&E system but it is not entirely systematized one, but it does not have a guide or framework that guides the process as a whole. Physical progress monitoring, technical monitoring, financial monitoring and quality monitoring are applied on projects, but assumption monitoring is not applied on projects. Only a formative evaluation type and performance indicators are used as the M&E tools and techniques applied. The information generated through the M&E system are directly provided to the managing director, the consultant and to stakeholders/client of the project. In addition to that, the data gained is also used in making decisions for projects. Training regarding M&E has never been given to the staff. Data tampering during the gathering and reporting period of the system is also a major problem. The researcher recommended that the firm should prepare a framework and guidelines for the M&E system. All the staff at the firm should be informed about the significance of the system. Training on M&E for direct participants of the system should also be provided to avoid the inadequacy of staff and the data tampering issues.

Based on research by Abiy (2022), the purpose of this study was to conduct research on the factors that influence the effectiveness of government development project monitoring and evaluation. The following objectives and variable have guided the researches i.e., Stakeholder participation, competency of staff handling, organizational leadership, budgetary allocation, and technology development and utilization. The descriptive and explanatory research designs were used in the study, there are approximately 110 NBPE employees, the research is conducted using a census survey method with total of 76 respondents were chosen. The descriptive statistics used in the study were generated using Statistical Packages for Social Sciences (SPSS) version 21. The study discovered that listed above factors have a positive and significant impact on the effectiveness of the M&E system in NBPE, and the study discovered that all variables have a positive and significant impact on the effectiveness of the M&E system in NBPE. Staff competency and organizational leadership were found to have the greatest impact on the effectiveness of NBPE M&E practice for government development organizations, followed by stakeholder participation and technology development and utilization. The study also discovered that each independent variable have a significant impact on the effectiveness of project monitoring and evaluation. In conclusion, the study recommends that orienting and training middle management for M&E functions, as well as rotating them into different jobs, should be part of the organization's human resource development policy.

However, those researches which were conducted previously could not effectively assess the performance of monitoring and evaluation system, rather they were aimed to assess analyzing the performance of Monitoring & Evaluation (M&E) systems concentrated on commercial businesses and government agencies. Previous research, on the other hand, has been conducted on the assessment of project monitoring and evaluation practices and challenges, the impact of monitoring and evaluation factors on project success, the assessment of project monitoring and evaluation practices, and the assessment of monitoring and evaluation system factors. Another gap in prior studies was that the results of the studies were inconsistent.

Due to these reasons, this research tried to fill the gap seen on previous researches by describing the current status of the performance M&E system in World Vision Ethiopia, investigating the effect of M and E dimensions on Performance of M & E system, and assessment of the extent to which M & E system is used to inform decision-making and program improvements in WVI.

2.9 CONCEPTUAL FRAMEWORK OF THE STUDY

The study was guided by the following conceptual framework which is used to explain the dependent variable (performance of monitoring and evaluation system in the case of World Vision Ethiopia) considering the independent variables such as M & E Plan, M & E Budget, Logical Framework, M & E Policy, Documentation of lessons learned, dissemination of reports, stakeholders' involvement, and Staff & Stakeholder Capacity.

After reviewing the theoretical and empirical literature, the researcher then developed the following conceptual framework:

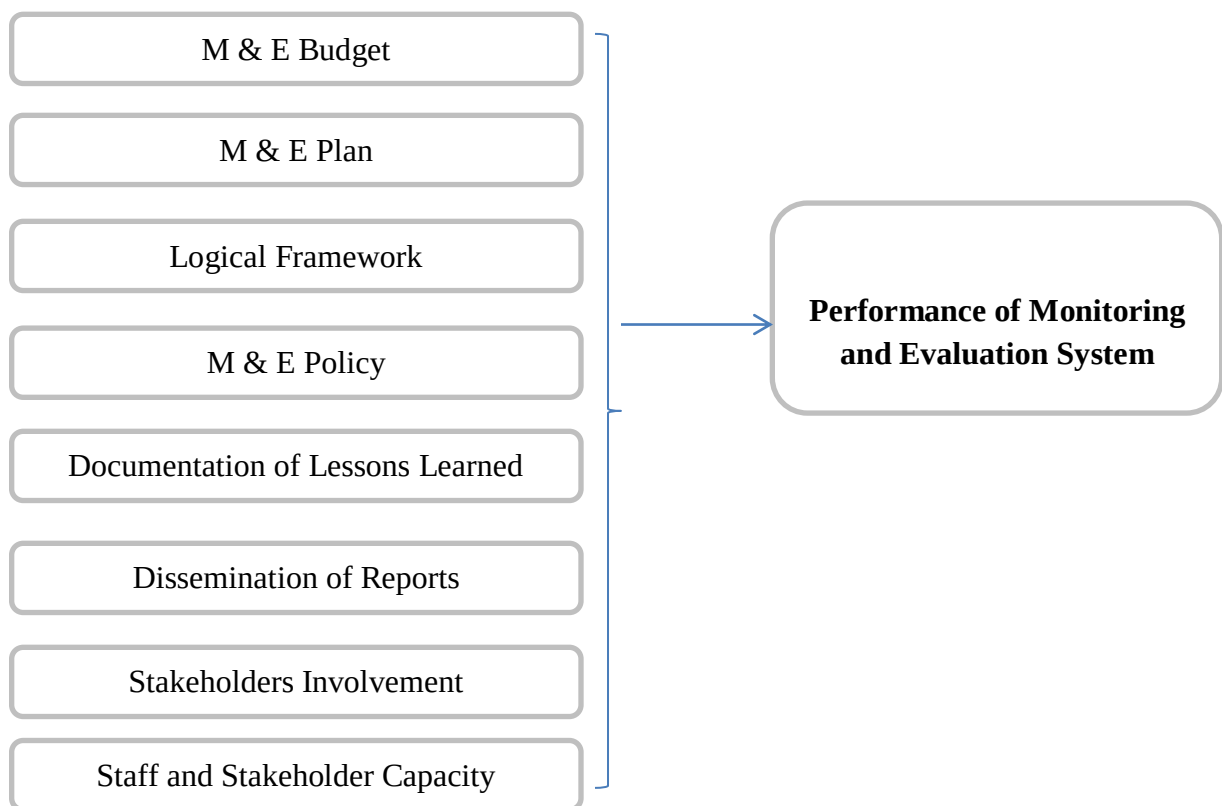


Figure 1: Conceptual Framework, developed by Patton, M.Q. (2011).

Description of the Variables

M & E Plan: refers to the plan or strategy that outlines the monitoring and evaluation activities for a program or project. It includes details on what will be monitored, how it will be monitored, and how the data will be analyzed and used to improve the program or project (Bamberger, M., Rugh, J., & Mabry, L. 2012).

M & E Budget: refers to the financial resources allocated for monitoring and evaluation activities, including costs associated with data collection, analysis, and reporting (Patton, M. Q., 2011).

Logical Framework: refers to a tool used to design, monitor, and evaluate programs or projects. It includes a matrix that outlines the program or project's goals, objectives, activities, indicators, and means of verification (OECD, 2002).

M & E Policy: refers to the policies and guidelines that govern monitoring and evaluation activities within an organization or program. It includes details on roles and responsibilities, data management, reporting, and quality assurance (UNDP, 2009).

Documentation of lessons learned: refers to the process of documenting and sharing knowledge gained from program or project implementation, including successes, failures, and best practices (USAID, 2012).

Dissemination of reports: refers to the process of sharing monitoring and evaluation reports with relevant stakeholders, including program or project staff, donors, and beneficiaries (UNICEF, 2013).

Stakeholders' involvement: refers to the engagement of different individuals and groups who have an interest in or are affected by the program or project being monitored and evaluated (World Bank, 2004).

Staff & Stakeholder Capacity: refers to the knowledge, skills, and resources needed by program or project staff and stakeholders to effectively carry out monitoring and evaluation activities (Patton, M. Q., 2011).

Performance of Monitoring and Evaluation System: refers to the effectiveness of the monitoring and evaluation system in measuring, tracking, and improving program or project performance. This includes the quality of data collection, analysis, reporting, and use, as well as the extent to which the M&E system informs decision-making and program improvements (Patton, M. Q., 2011).

CHAPTER THREE

4. RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research methodology to be employed for data collection as well as analysis of research findings. In addition, in this chapter relevant statistical and analytical tools are described in detail. In general, the purpose of this chapter is to provide a clear understanding on research design, the study population, sample size and sampling techniques, data sources, data collection instruments and method of data analysis.

3.1 RESEARCH APPROACH

The study employed a strategy that contains various methods and tools are relevant to get the desired research outcome. Accordingly, the researcher employed a mixed research approach which combines both quantitative and qualitative methodologies and can be beneficial in providing a more comprehensive understanding of a research problem.

Quantitative research uses numerical data and statistical analysis to identify patterns and relationships in the data. This approach is useful for testing hypotheses, making predictions, and generalizing findings to a larger population. On the other hand, qualitative research, on the other hand, uses non-numerical data such as text, images, and audio to understand the meaning and experiences of individuals. This approach is useful for gaining a deeper understanding of complex phenomena, uncovering new insights, and exploring the perspectives of participants (Cresswell J.W, 2012).

By using both quantitative and qualitative methods, a mixed research approach can provide a more holistic understanding of the research problem. Quantitative data can provide a broad overview of a phenomenon, while qualitative data can provide in-depth insights into the experiences and perspectives of individuals. In addition, mixed research approach can also increase the validity and reliability of research findings (Cresswell JW, 2003).

3.2 RESEARCH DESIGN

As this study aims to assess the performance of monitoring and evaluation systems, in the case of WVE, an exploratory research design was adopted. Exploratory research is a type of research design that is aimed at discovering new insights and ideas, generating hypotheses, and identifying patterns and relationships that may exist in a particular phenomenon or area of

interest. It is often used when little is known about the research problem or when the researcher is seeking to gain a better understanding of a complex issue (Creswell, 2014).

3.3 DATA SOURCE AND TYPES

According to Mugenda, O.A (2003), there are two data types and sources: primary and secondary data types/sources. For this particular study, only primary data was used which was collected through both structured questionnaire and interview. The primary data sources were mainly used to gather facts about assessment of performance of monitoring and evaluation systems, in the case of World Vision Ethiopia. The researcher used only primary data sources to fully answer the research questions.

The structured questionnaire provides a standardized way to gather data from a large number of participants, while the interview allows for more in-depth and detailed information about the participant's experiences. Together, these two data sources can provide a comprehensive understanding of the research topic. Structured questionnaire is useful for collecting large amounts of quantitative data in a standardized and efficient manner.

An interview, on the other hand, is a conversation between a researcher and a participant in which the researcher asks open-ended questions. This method allows for the collection of qualitative data and can provide in-depth insights and understanding of the participant's experiences, opinions, and perspectives.

3.4 DATA COLLECTION PROCEDURE

This procedure is designed to provide a comprehensive understanding of the assessment of performance of monitoring and evaluation system in the case of WVE. Accordingly, the researcher followed a data collection procedure which includes the following steps:

- i. Identifying the target population: The target population for this study was employees of WVE who are currently engaged in M & E and other activities.
- ii. Developing a survey instrument: The survey instrument includes questions about the performance of monitoring and evaluation system.
- iii. Selection of participants: Participants was selected through simple random sampling which involves randomly selecting a given number of elements from the target population. This procedure helps to ensure a representative sample of the target population is obtained.

- iv. Administer the survey: The survey was administered in person, over the phone and online depending on the availability of the participants.
- v. Collection and analysis of data: Finally, the data collected was analyzed to draw meaningful conclusions and recommendations for future research & interventions. The collected data was analyzed using descriptive statistics and inferential statistics.

3.5 TARGET POPULATION AND SAMPLING

3.5.1. Target population

Population is the entire aggregation/total of items from which samples can be drawn. Determining type and method of sampling mainly depends on the types of population that the study covers (Kothari, C.R, 2004).

The target population for the assessment of performance of monitoring and evaluation system in the case of WVE was users or employees, M&E Expertise and Managers on project operation in the World Vision Ethiopia in Addis Ababa. According to the data obtained from the HR department, the number of permanent employees working in the organization was 151.

3.5.2 Sampling Design and Sampling Techniques

To conduct this study, the researcher used simple random sampling technique by which a certain number of respondents are selected at random from the population of employees working at WVE. Simple Random Sampling involves randomly selecting a given number of elements from the target population (Kothari C.R, et al 2004).

This technique was applied due to the fact that all respondents have equal chance to be selected in a sample. The rationale behind for the selection of this sampling technique is its advantages on providing representative samples and data.

3.5.3 Sample Size

To determine the sample size from a given population, the researcher used the Taro Yamane method for sample size calculation which was formulated by the statistician Taro Yamane in 1967. Therefore, the sample size was determined by the statistical formula below (Yamane, 1967):

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n signifies the sample size

N signifies the population under study

e signifies the margin of error (level of precision)

Considering the target population of 151 respondents and the sample size is determined as follows:

$$n = N / (1 + N(e)^2)$$

At a confidence level of 95%, the sample size for this particular research is determined as follows: (Yemane, 1967):

$$n = N / (1 + N * e^2) = 151 / (1 + 151 * (0.05)^2) = 151 / 1.465 = 110$$

Even if the target population is small, sampling was applied for a number of reasons. Conducting a study on an entire population can be time-consuming and expensive. Sampling allows researchers to collect data on a smaller scale, which can save time and resources. In addition, sampling a small population can help ensure that the research is accurate and representative of the entire population. This is because it allows for a more thorough examination of the population than would be possible if the entire population were studied.

Based on the specific objectives of the study, the potential sources of qualitative data through interviews included World Vision Ethiopia staff involved in the design, implementation, or management of monitoring and evaluation systems, including M&E officers, program coordinators, and project managers. In addition, external experts or consultants who have experience with monitoring and evaluation in the context of international development programs, including individuals with expertise in M&E system design, implementation, and evaluation was also interviewed.

Interviews with these individuals could provide insights into the current status of the M&E system in World Vision Ethiopia, as well as its strengths and weaknesses. They could also shed light on the extent to which the M&E system is used to inform decision-making and program improvements, and the capacity of staff and stakeholders to carry out M&E activities effectively and efficiently. The specific individuals or groups to be interviewed will be selected based on their potential to provide relevant and insightful information related to the research questions and objectives. The researcher also tried to ensure that all interviews are conducted in an ethical and respectful manner, and that confidentiality and anonymity are maintained as appropriate. On the other hand, the selection of interviewees was based on a purposive sampling strategy that ensures diversity and representativeness of the population being studied.

3.6 DATA ANALYSIS METHODS

For this study, the collected data was analyzed using descriptive statistics and inferential statistics. In descriptive statistic, the researcher used percentages, correlation and frequencies as well as mean and standard deviation that help to analyze the data. On the other hand, inferential techniques such as regressions particularly Pearson Correlation was employed which shows not only the relationships or associations existing between variables but also helps to analyze the extent to which one (independent) variable predicts the other (dependent) variable.

On the other hand, the collected raw data was tabulated quantitatively and analyzed statistically using the Statistical Package for Social Sciences (SPSS) Version 26. Key findings were also be interpreted and reported accordingly.

3.7 ETHICAL CONSIDERATIONS

In this study, privacy, confidentiality, data protection, and voluntary nature of participation was considered the significant ethical issues. Every effort was made to minimize the risk or discomfort to the participants arising from these issues. Prior to distribution of questionnaires, the researcher asked for permission to conduct the research with sample employees of WVE. Maximum efforts were made to make respondents feel secure and confidentiality was maintained so that no harm can happen to them. All assistance, collaboration of others, and sources from which information is drawn was acknowledged. The study followed thoroughly the research ethics. Accordingly, study purposes were clearly stated to the respondents and all the collected data was kept confidential. Moreover, all citations were referenced in ethical ways.

CHAPTER FOUR

4. DATA ANALYSIS, RESULTS AND DISCUSSION

This chapter deals with the analysis, interpretation and discussion part of the research. In particular it includes the general information of the respondents, descriptive statistics and inferential statistics on the assessment of performance of monitoring and evaluation system in the case of World Vision Ethiopia. Finally, findings of the study are presented along with discussions on the results of the study.

4.1 RESPONSE RATE

For this study, a total of 110 questionnaires were distributed to the 110 sample respondents. However, only 105 questionnaires were filled and returned with complete answers for further analysis with a response success rate of 95.45%. The researcher has a strong belief that the response rate was sufficient enough to make analysis and make conclusions for the topic under study.

Table 1: Response Rate

Questionnaires Administered	Questionnaires Filled & Returned	Response Rate
110	105	95.45%

Source: Researcher's Own Computation (2023)

4.2. DEMOGRAPHIC PROFILE OF RESPONDENTS

The following table presents the demographic characteristics of respondents; specifically Age, gender, educational qualifications, and experience. The result of this study was processed using SPSS (Statistical Package for the Social Sciences, version 26) software and presented as follows:

Table 2: Demographic Profile of Respondents

		Frequency	Valid Percent
Age of Respondents	26-35	27	25.7
	36-45	55	52.4
	46-55	15	14.3
	56 and above	8	7.6
	Total	105	100.0
Gender of Respondents	Male	79	75.2
	Female	26	24.8
	Total	105	100.0
Educational Background	Diploma	15	14.3
	First degree	65	61.9
	Masters degree	15	14.3
	PhD	10	9.5
	Total	105	100.0
Respondents' Experience	<2	18	17.1
	3-5	32	30.5
	6-10	44	41.9
	>11	11	10.5
	Total	105	100.0

Source: SPSS Version 26 Output (2023)

As indicated on the above, 27 (25.7%) of the respondents were within the age range of 26-35 whereas 55 (52.4%) of the respondents were between 36-45 age group. In addition, out of the total respondents, 15 (14.3%) of the respondents were in the age group of 46-55; followed by 8 (7.6%) which was in the age group range of above 56 years. This implies that, most of the respondents were in the age group range of 26-45 years and can provide valuable responses to the questions.

As it can be seen from table above, 79 (75.2%) of the respondents were male, whereas 26 (24.8%) of the respondents were female. This shows that the gender mix was relatively dominated by men.

The table above also shows that out of the total respondents, 15 (14.3%) were diploma holders whereas 65 (61.9%) of respondents were first degree holders. On the other hand, 15 (14.3%) of them had Masters' degree and 10 (9.5%) had PhD. This implies that majority of the respondents were qualified enough to easily understand and respond the questionnaire correctly.

As shown in the above table, 18 (17.1%) of respondents had experience of less than 2 years whereas 32 (30.5%) the respondents have 3 to 5 years of experience. On the other hand, 44 (41.9%) of the respondents have 6 to 10 years of experience whereas 11 (10.5%) of them have more than 11 years of experience. This shows that the respondents were the right persons having the necessary experience with regard to Monitoring evaluation systems.

4.3 ANALYSIS OF RESPONDENTS RESPONSES

4.3.1 DESCRIPTIVE ANALYSIS OF THE STUDY VARIABLES

Table 3: Descriptive Analysis of M & E Budget

	N	Mean	Std. Deviation
The M&E budget is sufficient to effectively monitor and evaluate program or project performance.	105	4.09	.786
The M&E budget is effectively allocated across different program or project activities.	105	4.07	.912
The M&E budget is effectively monitored and managed.	105	4.13	.636
The M&E budget is effectively linked to the overall program or project budget.	105	4.33	.805
The M&E budget is effectively used to guide program or project implementation.	105	4.35	.604
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

According to the above table, the mean ratings for the M&E budget-related aspects are relatively high, ranging from 4.07 to 4.35, indicating that respondents perceive the M&E budget to be sufficient, effectively allocated across different program or project activities, effectively

monitored and managed, effectively linked to the overall program or project budget, and effectively used to guide program or project implementation.

Table 4: Descriptive Analysis of M & E Plan

	N	Mean	Std. Deviation
The M&E plan is up-to-date and accurately reflects the current status of the program or project	105	4.00	.665
The M&E plan includes all key components necessary to effectively monitor and evaluate program or project performance.	105	4.04	.771
The M&E plan is effectively linked to the program or project plan.	105	4.23	.654
The M&E plan is effectively communicated to relevant stakeholders.	105	1.76	.779
The M&E plan is effectively used to guide program or project implementation.	105	4.12	.781
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

As shown on the table above, the mean score for all items is above 3, which suggests that the participants generally agree that the M&E plan is effective. The standard deviation values for each item are relatively low, indicating that the responses are clustered closely around the means. The item with the lowest mean score is "The M&E plan is effectively communicated to relevant stakeholders," which has a mean score of 1.76. This indicates that participants do not believe that the M&E plan is effectively communicated to relevant stakeholders.

The item with the highest mean score is "The M&E plan is effectively linked to the program or project plan," which has a mean score of 4.23. This shows that participants believe that the M&E plan is effectively linked to the program or project plan.

In general, the M&E plan is generally perceived to be effective, but there may be some issues with communication to stakeholders.

Table 5: Descriptive Analysis of Logical Framework

	N	Mean	Std. Deviation
The logical framework is an effective tool for guiding program or project implementation.	105	4.11	.800
The logical framework includes all key components necessary to effectively monitor and evaluate program or project performance.	105	4.01	.826
The logical framework is regularly updated to reflect changes in program or project implementation.	105	1.98	.772
The logical framework is effectively communicated to relevant stakeholders.	105	1.83	.814
The logical framework is effectively used to guide program or project implementation.	105	4.10	.796
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

The above table shows that the mean scores for "The logical framework is an effective tool for guiding program or project implementation" and "The logical framework is effectively used to guide program or project implementation" are both above 4, which shows that participants generally agree that the logical framework is an effective tool for guiding program or project implementation.

The mean score for "The logical framework includes all key components necessary to effectively monitor and evaluate program or project performance" is above 4, indicating that participants believe that the logical framework includes all key components necessary for effective monitoring and evaluation.

The item with the lowest mean score is "The logical framework is regularly updated to reflect changes in program or project implementation," which has a mean score of 1.98. This indicates that participants do not believe that the logical framework is regularly updated to reflect changes in program or project implementation.

The item with the second lowest mean score is "The logical framework is effectively communicated to relevant stakeholders," which has a mean score of 1.83. This shows that

participants do not believe that the logical framework is effectively communicated to relevant stakeholders.

In general, the participants agreed that the logical framework is an effective tool for guiding program or project implementation and that it includes all key components necessary for effective monitoring and evaluation. However, there may be issues with updating and communicating the logical framework to relevant stakeholders.

Table 6: Descriptive Analysis of M & E Policy

	N	Mean	Std. Deviation
There is a clear and effective M&E policy in place.	105	4.12	.817
The M&E policy includes all key components necessary to effectively monitor and evaluate program or project performance.	105	3.97	.814
The M&E policy is effectively communicated to relevant stakeholders.	105	2.07	.763
The M&E policy is effectively used to guide M&E activities.	105	4.10	.784
The M&E policy is regularly monitored and evaluated for effectiveness and updated as needed.	105	4.08	.805
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

As shown on the above table, the mean score for "There is a clear and effective M&E policy in place" is 4.12, indicating that participants generally agree that there is a clear and effective M&E policy in place. The mean score for "The M&E policy includes all key components necessary to effectively monitor and evaluate program or project performance" is 3.97, which is slightly below 4. This suggests that participants may feel that the M&E policy could be improved in terms of including all necessary components for effective monitoring and evaluation.

The item with the lowest mean score is "The M&E policy is effectively communicated to relevant stakeholders," which has a mean score of 2.07. This suggests that participants do not believe that the M&E policy is effectively communicated to relevant stakeholders.

The mean score for "The M&E policy is effectively used to guide M&E activities" is 4.10, indicating that participants generally agree that the M&E policy is effectively used to guide M&E activities.

The mean score for "The M&E policy is regularly monitored and evaluated for effectiveness and updated as needed" is 4.08, indicating that participants generally agree that the M&E policy is regularly monitored and evaluated for effectiveness and updated as needed.

Table 7: Descriptive Analysis of Documentation of Lessons Learned

	N	Mean	Std. Deviation
Lessons learned are effectively documented in the M&E system.	105	3.99	.826
The documentation of lessons learned includes all key types of lessons learned.	105	4.10	.831
Lessons learned are effectively shared with relevant stakeholders.	105	4.06	.875
Lessons learned are effectively used to inform program or project improvements.	105	4.08	.805
The documentation of lessons learned is regularly monitored and evaluated for effectiveness.	105	4.05	.859
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

As shown on the above table, participants generally agreed that lessons learned are effectively documented, shared, and used to inform program or project improvements. Additionally, the documentation of lessons learned is regularly monitored and evaluated for effectiveness.

Table 8: Descriptive Analysis of Dissemination of Reports

	N	Mean	Std. Deviation
M&E reports are effectively disseminated to relevant stakeholders.	105	1.84	.810
The dissemination of reports includes all key types of reports.	105	4.12	.805
M&E reports are disseminated at appropriate intervals.	105	1.86	.790
M&E reports are effectively used to inform decision-making.	105	4.05	.685
The dissemination of reports is regularly monitored and evaluated for effectiveness.	105	4.12	.615
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

Based on the above table, the mean ratings for documentation of lessons learned-related aspects are relatively high, ranging from 3.99 to 4.10 indicating that respondents perceive documentation of lessons learned to be clear and effective, including all key components necessary to effectively monitor and evaluate program or project performance, effectively communicated to relevant stakeholders, effectively used to guide M&E activities, effectively documented, effectively shared with relevant stakeholders, and effectively used to inform program or project improvements. However, the mean rating for the effectiveness of stakeholder feedback being effectively used to improve the M&E system is relatively low at 2.00, indicating a need for improvement in this area.

Table 9: Descriptive Analysis of Stakeholders Involvement

Descriptive Statistics			
	N	Mean	Std. Deviation
Stakeholders are effectively involved in the M&E process.	105	1.93	.800
The involvement of stakeholders includes all relevant stakeholders.	105	4.08	.805
Stakeholders are effectively engaged in the design, implementation, and evaluation of M&E activities.	105	1.95	.739
Stakeholder feedback is effectively used to improve the M&E system.	105	2.00	.784
The involvement of stakeholders is regularly monitored and evaluated for effectiveness.	105	3.78	.820
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

The table also showed that the mean ratings for stakeholder involvement-related aspects are relatively low, ranging from 1.93 to 4.08, indicating that respondents perceive involvement of stakeholders, and stakeholder feedback to improve the M&E system to be areas that require improvement.

Table 10: Descriptive Analysis of Staff and Stakeholders' Capacity

	N	Mean	Std. Deviation
Staff and stakeholders have sufficient capacity to carry out M&E activities effectively and efficiently.	105	4.00	.635
Staff and stakeholders receive adequate training and support to effectively carry out M&E activities.	105	3.85	.718
Staff and stakeholders have access to necessary resources and tools to effectively carry out M&E activities.	105	3.82	.830
Staff and stakeholders are effectively engaged in the design, implementation, and evaluation of M&E activities.	105	1.71	.769

The capacity of staff and stakeholders is regularly monitored and evaluated for effectiveness.	105	3.94	.782
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

The mean ratings for the capacity of staff and stakeholders-related aspects are relatively high, ranging from 3.79 to 4.00 indicating that respondents perceive staff and stakeholders to have sufficient capacity to carry out M&E activities effectively and efficiently, receive adequate training and support to effectively carry out M&E activities, have access to necessary resources and tools to effectively carry out M&E activities, and be effectively engaged in the design, implementation, and evaluation of M&E activities.

	N	Mean	Std. Deviation
The M&E system effectively measures program or project performance.	105	3.98	.734
The M&E system effectively identifies areas for program or project improvement.	105	3.90	.701
The M&E system effectively tracks progress towards program or project goals.	105	3.79	.781
The M&E system effectively informs decision-making at different levels.	105	3.98	.604
The M&E system effectively supports program or project learning and adaptation.	105	3.83	.713
Valid N (listwise)	105		

Source: SPSS Version 26 Output (2023)

The table also shows that respondents perceive the M&E system to effectively measure program or project performance, effectively identify areas for program or project improvement, effectively track progress towards program or project goals, effectively inform decision-making at different levels, and effectively support program or project learning and adaptation.

The results of the descriptive analysis shows that the M&E systems for monitoring and evaluating program or project performance have some strengths and areas for improvement. The ratings for the M&E budget-related aspects are relatively high, which suggests that respondents

see the M&E budget as sufficient and effectively allocated and managed. This is an important aspect of an effective M&E system, as it ensures that resources are available to monitor and evaluate program or project performance.

Similarly, the ratings for the M&E plan-related, logical framework-related, policy-related, and documentation of lessons learned-related aspects are also relatively high. This indicates that respondents see these aspects as up-to-date, accurate, clear, and effective. These aspects are important for ensuring that the M&E system is well-designed, aligned with program or project goals, and able to provide useful information and insights for program or project improvement. However, there are also some areas that require improvement, such as communicating the M&E plan and logical framework to stakeholders, disseminating M&E reports, effectively using stakeholder feedback, and involving stakeholders in the M&E process. These areas are crucial for ensuring that the M&E system is transparent, accountable, and responsive to the needs and perspectives of stakeholders. It's worth noting that the standard deviations suggest that there may be differences in perceptions among respondents. This could be due to a variety of factors, such as differences in roles, experiences, or perspectives on the program or project being monitored and evaluated.

4.3.2 INFERENCE ANALYSIS OF THE STUDY VARIABLES

4.3.2.1 Correlation Analysis

The study utilized the Statistical Package for Social Science (SPSS) to investigate the relationship between the independent and dependent variables. The correlation matrix, which shows the correlation between the variables in the questionnaire based on the Pearson Correlation coefficient, was used. The Bivariate Pearson Coefficient (r) was employed to assess the relationship between the variables in a two-tailed statistical significance test at a 95 percent significance level with a P value of 0.01. The magnitude of the correlation coefficient (r) was interpreted as follows.

Table 11: Pearson Correlation Matrix

The following is the correlation matrix for the given variables:

<i>Variable</i>	<i>M & E Plan</i>	<i>M & E Budget</i>	<i>Logical Framework</i>	<i>M & E Policy</i>	<i>Documentation of lessons learned</i>	<i>Dissemination of reports</i>	<i>Stakeholders' involvement</i>	<i>Staff & Stakeholder Capacity</i>	<i>Performance of M and E</i>	<i>Beta coefficients</i>
<i>M & E Plan</i>	1	0.332	0.453	0.5	0.365	0.402	0.389	0.419	0.65	0.40903
<i>M & E Budget</i>	0.332	1	0.4	0.48	0.357	0.347	0.352	0.287	0.59	0.33973
<i>Logical Framework</i>	0.453	0.4	1	0.6	0.447	0.416	0.456	0.462	0.42	0.33157
<i>M & E Policy</i>	0.5	0.48	0.6	1	0.462	0.446	0.519	0.419	0.61	0.23484
<i>Documentation of lessons learned</i>	0.365	0.357	0.447	0.462	1	0.553	0.546	0.452	0.48	0.06529
<i>Dissemination of reports</i>	0.402	0.347	0.416	0.446	0.553	1	0.548	0.387	0.35	0.05822
<i>Stakeholders' involvement</i>	0.389	0.352	0.456	0.519	0.546	0.548	1	0.426	0.41	0.03623
<i>Staff & Stakeholder Capacity</i>	0.419	0.287	0.462	0.419	0.452	0.387	0.426	1	0.63	0.22019
<i>PERFORMANCE OF M and E</i>	0.65	0.59	0.42	0.61	0.48	0.35	0.41	0.63	1	0.95708

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

As shown on the correlation matrix above, M&E Plan, M&E Policy, and Staff & Stakeholder Capacity have the highest correlation coefficients with the performance of M & E system, as indicated by their values of 0.65, 0.61, and 0.63 respectively. This shows that these independent variables have a stronger positive relationship with the performance of M&E system. On the other hand, Dissemination of reports and Documentation of lessons learned have the lowest correlation coefficients with the performance of M & E system, as indicated by their values of 0.35 and 0.48 respectively. This indicates that these independent variables have a weaker positive relationship with the performance of M&E system. The other independent variables i.e. M & E budget, and Logical framework have moderate positive correlations with the performance of M & E system, as indicated by their correlation coefficients ranging from 0.59 to 0.42 respectively. This implies that these variables have a moderate positive relationship with the performance of M&E system.

The above correlation matrix provides insights into the pairwise relationships between various factors that are typically involved in M&E activities.

The variables included in the matrix are M&E Plan, M&E Budget, Logical Framework, M&E Policy, Documentation of lessons learned, and Dissemination of reports, Stakeholders' involvement, and Staff & Stakeholder Capacity.

The values in the matrix represent Pearson correlation coefficients, which indicate the strength and direction of the relationship between two variables. A coefficient of 1 indicates a perfect positive correlation, while a coefficient of -1 indicates a perfect negative correlation. A coefficient of 0 indicates no correlation between the two variables.

The table shows that all of the variables are positively correlated with each other to some degree. This means that they are all related to the overall effectiveness of M&E activities, and that each variable can have an impact on the success of the overall process.

However, the strength of the correlations varies. For example, M&E Policy is strongly correlated with Stakeholders' involvement (0.519) and Logical Framework (0.6), indicating that these variables are closely related to the success of M&E activities. Documentation of lessons learned is strongly correlated with Dissemination of reports (0.553), suggesting that these two variables are also closely related to one another.

On the other hand, the weakest correlation in the matrix is between M&E Budget and Staff & Stakeholder Capacity (0.287). This suggests that while these variables are related to the overall effectiveness of M&E activities, they may not be as closely related as other variables.

4.3.2.1 Regression Analysis

The researcher conducted a regression analysis to establish the consolidated effects of the independent variables on the dependent variable.

To perform a multiple linear regression analysis, we can use the following equation:

$$\text{Performance of M\&E System} = \beta_0 + \beta_1(\text{M \& E Plan}) + \beta_2(\text{M \& E Budget}) + \beta_3(\text{Logical Framework}) + \beta_4(\text{M \& E Policy}) + \beta_5(\text{Documentation of Lessons Learned}) + \beta_6(\text{Dissemination of Reports}) + \beta_7(\text{Stakeholders' Involvement}) + \beta_8(\text{Staff \& Stakeholder Capacity}) + \varepsilon$$

Here, β_0 is the intercept and ε is the error term. The β coefficients represent the effect of each independent variable on the dependent variable, holding all other variables constant.

Table 12: Regression Coefficients

Coefficients	Estimate	Std.Error	t-value	Pt(>/t/)	Sig.
(Intercept)	2.16964	0.45459	4.772	7.3406	0.000***
<i>M & E Plan</i>	0.40903	0.11242	3.641	0.000412	0.000***
<i>M & E Budget</i>	0.33973	0.09730	3.490	0.000795	0.000***
<i>Logical Framework</i>	0.33157	0.11477	2.890	0.004726	0.001**
<i>M & E Policy</i>	0.23484	0.10296	2.280	0.024120	0.01*
<i>Documentation of lessons learned</i>	0.06529	0.10801	0.605	0.546935	
<i>Dissemination of reports</i>	0.05822	0.12384	0.470	0.639759	
<i>Stakeholders' involvement</i>	0.03623	0.11805	0.307	0.759849	
<i>Staff & Stakeholder Capacity</i>	0.22019	0.10767	2.044	0.043884	0.01*

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

The beta coefficients in the regression equation are:

- $\beta_1 = 0.40903$

- $\beta_2 = 0.33973$

- $\beta_3 = 0.33157$

- $\beta_4 = 0.23484$

- $\beta_5 = 0.06529$

- $\beta_6 = 0.05822$

- $\beta_7 = 0.03623$

- $\beta_8 = 0.22019$

These coefficients represent the effect of each independent variable on the dependent variable, holding all other variables constant."

Table 13: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.5165	.3527	.5482	.315

a. Dependent Variable: Performance of M & E System

b. Predictors: (Constant): M & E Plan, M & E Budget, Logical Framework, M & E Policy, Documentation of lessons learned, dissemination of reports, stakeholders' involvement, and Staff & Stakeholder Capacity.

The results show that the overall model is statistically significant (F-statistic = 15.77, $p < 0.001$), and the independent variables explain 58.54% of the variance in the dependent variable (adjusted R-squared = 0.5482).

The coefficients for the independent variables show the effect of each variable on the dependent variable, holding all other variables constant. For example, the coefficient for M&E Plan is 0.409, which means that for every one-unit increase in the M&E Plan score, the performance of the M&E system is expected to increase by 0.409 units, holding all other variables constant.

The coefficients for M&E Budget, Logical Framework, and M&E Policy are all positive and statistically significant, indicating that these variables have a positive effect on the performance of the M&E system. The coefficient for Staff & Stakeholder Capacity is also positive and

statistically significant, indicating that having sufficient capacity among staff and stakeholders is important for a well-performing M&E system.

The coefficients for Documentation of Lessons Learned, Dissemination of Reports, and Stakeholders' Involvement are not statistically significant, indicating that these variables may not have a strong effect on the performance of the M&E system.

In general, the results indicate that having a well-developed M&E Plan, adequate M&E Budget, effective Logical Framework, and clear M&E Policy are important for a well-performing M&E system. Additionally, having sufficient capacity among staff and stakeholders is also important.

Table 14: ANOVA Table

ANOVA		Df	Sum of Squares	Mean Square	F	Sig.
	<i>M & E Plan</i>	1	7.421	7.4212	18.7207	0.000032***
	<i>M & E Budget</i>	1	5.719	5.7190	14.4212	0.000309***
	<i>Logical Framework</i>	1	2.938	2.9378	7.3999	0.007967**
	<i>M & E Policy</i>	1	1.587	1.5869	3.9972	0.048082*
	<i>Documentation of lessons learned</i>	1	0.213	0.2127	0.5359	0.466685
	<i>Dissemination of reports</i>	1	0.174	0.1744	0.4392	0.509413
	<i>Stakeholders' involvement</i>	1	0.065	0.0646	0.1627	0.686806
	<i>Staff & Stakeholder Capacity</i>	1	1.947	1.9470	4.9066	0.029232*
	Residuals	96	35.042	0.3655		

SPSS Version 26 Output (2023)

The ANOVA table above shows the sources of variation in the regression model. The sum of squares (SS) column shows the amount of variation explained by each independent variable and the residual variation. The mean square (MS) column shows the average amount of variation per degree of freedom.

The F-value column shows the ratio of the mean square for each independent variable to the mean square for the residual variation. The p-value column shows the probability of obtaining an F-value as large as observed, assuming that the null hypothesis (the independent variable has no effect on the dependent variable) is true.

The ANOVA table shows that the independent variables `M & E Plan`, `M & E Budget`, `Logical Framework`, and `Staff & Stakeholder Capacity` have statistically significant effects on

the performance of the M&E system, with p-values less than 0.05. The independent variable `M & E Policy` also has a statistically significant effect, but with a p-value of 0.048, which is slightly above the conventional threshold of 0.05.

The independent variables `Documentation of Lessons Learned`, `Dissemination of Reports`, and `Stakeholders' Involvement` do not have statistically significant effects on the performance of the M&E system, with p-values greater than 0.05. The residual variation, which represents the amount of unexplained variation in the model, is 35.042 with 96 degrees of freedom. The adjusted R-squared value of 0.5482 indicates that the model explains 54.82% of the total variation in the dependent variable.

The factors M & E Plan, M & E Budget, Logical Framework, and M & E Policy are all statistically significant at the 0.05 level. The F-ratio for each of these factors is also quite large compared to the F-ratio for the other factors, indicating that they are more important in explaining the variability in the data. This shows that these four factors are likely to have a significant impact on the outcome being measured in the study. For example, if the study is evaluating the effectiveness of a monitoring and evaluation (M&E) program, the results suggest that the M&E plan, budget, logical framework, and M&E policy are all important factors that need to be carefully considered in the design and implementation of the program.

On the other hand, the factors Documentation of lessons learned, Dissemination of reports, Stakeholders' involvement, and Residuals are not statistically significant at the 0.05 level, which means that they do not have a significant impact on the outcome being measured in the study. This does not necessarily mean that these factors are unimportant, but rather that they do not have a statistically significant effect on the outcome being measured in this particular study.

Finally, the factor Staff & Stakeholder Capacity has a p-value of 0.029, indicating that it is statistically significant at the 0.05 level. This suggests that staff and stakeholder capacity is an important factor that needs to be considered in the design and implementation of the program.

4.3.3 ANALYSIS OF INTERVIEW RESPONSES

According to the responses of interviewees, the current M&E system in place for the program or project in World Vision Ethiopia involves regular monitoring of implementation progress, data collection, analysis, and reporting of results. The system includes both quantitative and qualitative data collection methods, such as surveys, focus group discussions, and key informant interviews.

Interviewees also said that the strengths of the M&E system in World Vision Ethiopia include its robust data collection methods, regular reporting, and the use of data to inform decision-making. However, weaknesses include challenges with data quality, limited capacity for data analysis, and a lack of integration between M&E and program implementation.

Based on interview findings, Data collected through the M&E system was used to inform decision-making and program improvements in World Vision Ethiopia by providing insights into program effectiveness, identifying areas for improvement, and guiding program planning and implementation.

The interviews said that the adjustment of program activities to better target the needs of the most vulnerable populations can be an example of a decision made based on data collected through the M&E system in World Vision Ethiopia.

Based on interviewees' responses, challenges encountered in implementing the M&E system in World Vision Ethiopia include limited resources, data quality issues, and a lack of staff capacity. These challenges have been addressed through capacity building, targeted investments in data management systems, and regular monitoring and evaluation of the M&E system.

Respondents confirmed that the M&E system in World Vision Ethiopia is regularly reviewed and updated to ensure that it remains relevant and effective. The process for doing so involves stakeholder consultations, data analysis, and a review of program objectives and indicators.

The interview response also showed that the stakeholder engagement process in the M&E system in World Vision Ethiopia involves regular communication with program partners, beneficiaries, and other stakeholders to ensure that their perspectives are taken into account in the M&E process.

According to interview responses, lessons learned from the M&E system in World Vision Ethiopia are documented and shared through regular reporting and dissemination of findings to program staff, partners, and other stakeholders.

Based on interviewees' responses, some of the strategies in place to ensure that staff and stakeholders have the necessary knowledge and skills to carry out M&E activities effectively and efficiently in World Vision Ethiopia include: capacity building initiatives, mentoring and coaching, and targeted investments in data management systems.

Finally, interviewees' responded that actions that could be taken to improve the performance of the M&E system in World Vision Ethiopia include strengthening data quality assurance mechanisms, enhancing staff capacity for data analysis and interpretation, and improving the integration between M&E and program implementation.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter deals with the summary of findings, conclusion drawn based on the major findings of the study and researcher's recommendations based on the conclusions.

5.1. SUMMARY OF FINDINGS

The study found that the M&E system for monitoring and evaluating program or project performance had some strengths and areas for improvement. Respondents perceived the M&E budget, M&E plan, logical framework, M&E policy, and documentation of lessons learned to be up-to-date, accurate, clear, and effective. However, there were also some areas that require improvement, such as communicating the M&E plan and logical framework to stakeholders, disseminating M&E reports, effectively using stakeholder feedback, and involving stakeholders in the M&E process. The study also found that respondent's perceived staff and stakeholders to have sufficient capacity to carry out M&E activities effectively and efficiently, and the M&E system to effectively measure program or project performance, track progress towards goals, inform decision-making, and support learning and adaptation. The standard deviations suggest that there may be differences in perceptions among respondents.

The correlation matrix showed that all variables were positively correlated with each other to some degree, indicating that they are all related to the overall effectiveness of M&E activities. However, the strength of these correlations varied, with M&E Policy being strongly correlated with Stakeholders' involvement and Logical Framework, and Documentation of lessons learned being strongly correlated with Dissemination of reports.

The regression analysis indicated that the independent variables explained 58.54% of the variance in the dependent variable, with a statistically significant overall model. The coefficients for M&E Budget, Logical Framework, and M&E Policy were positive and statistically significant, indicating that these variables have a positive effect on the performance of the M&E system. The coefficient for Staff & Stakeholder Capacity was also positive and statistically significant, indicating that having sufficient capacity among staff and stakeholders is important for a well-performing M&E system.

On the other hand, the coefficients for Documentation of lessons learned, Dissemination of reports, and Stakeholders' involvement were not statistically significant, indicating that these variables may not have a strong effect on the performance of the M&E system. The ANOVA table showed that the independent variables M&E Plan, M&E Budget, Logical Framework, and Staff & Stakeholder Capacity had statistically significant effects on the performance of the M&E system, while M&E Policy had a slightly significant effect.

The study found that having a well-developed M&E Plan, adequate M&E Budget, effective Logical Framework, and clear M&E Policy were important for a well-performing M&E system. Additionally, having sufficient capacity among staff and stakeholders was also important. The variables of Documentation of lessons learned, Dissemination of reports, and Stakeholders' involvement were not found to have a statistically significant effect on the performance of the M&E system in this study.

5.2 CONCLUSIONS

Based on the specific objectives of the study and research findings, the following conclusions can be drawn:

- 1) The current status of the M&E system in World Vision Ethiopia has some strengths and areas for improvement. The M&E budget, M&E plan, logical framework, M&E policy, and documentation of lessons learned were perceived to be up-to-date, accurate, clear, and effective. However, there were also areas that require improvement, such as communicating the M&E plan and logical framework to stakeholders, disseminating M&E reports, effectively using stakeholder feedback, and involving stakeholders in the M&E process.
- 2) The M&E system in World Vision Ethiopia has strengths in some areas, such as having a well-developed M&E plan, adequate M&E budget, effective logical framework, and clear M&E policy. However, there are also areas that require improvement, such as communicating the M&E plan and logical framework to stakeholders, disseminating M&E reports, effectively using stakeholder feedback, and involving stakeholders in the M&E process.
- 3) The M&E system in World Vision Ethiopia is used to inform decision-making and program improvements, as respondents perceived the M&E system to effectively measure program or project performance, track progress towards goals, inform decision-making, and support learning and adaptation.

4) Staff and stakeholders in World Vision Ethiopia have sufficient capacity to carry out M&E activities effectively and efficiently, as respondents perceived staff and stakeholders to have adequate training and support, access to necessary resources and tools, and effective engagement in the design, implementation, and evaluation of M&E activities.

The study highlights the importance of having a well-developed M&E plan, adequate M&E budget, effective logical framework, and clear M&E policy for a well-performing M&E system. In addition, involving stakeholders in the M&E process, effectively using stakeholder feedback, and improving communication and dissemination of M&E information are areas that require attention and improvement. The findings can be used to inform the design and implementation of effective M&E programs in World Vision Ethiopia and other organizations working in similar contexts.

5.3 RECOMMENDATIONS

Based on the major findings and conclusions of the study, the researcher suggested the following recommendations:-

- 1) World Vision Ethiopia should develop a communication strategy to ensure that stakeholders are informed about the M&E plan, logical framework, and M&E reports. The strategy should include regular updates and feedback mechanisms to ensure that stakeholders are engaged and informed throughout the M&E process.
- 2) World Vision Ethiopia should involve stakeholders in the M&E process by engaging them in the design, implementation, and evaluation of M&E activities. This will help ensure that the M&E system is relevant and responsive to the needs of stakeholders.
- 3) World Vision Ethiopia should use stakeholder feedback to improve program or project performance and inform decision-making. This will help ensure that programs are responsive to the needs of stakeholders and that resources are allocated effectively.
- 4) World Vision Ethiopia should regularly review and update the M&E system to ensure that it remains relevant and effective. This should include assessing the effectiveness of the M&E plan, logical framework, M&E policy, and budget, as well as the capacity of staff and stakeholders.

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ANNEXES

Annex I: Survey Questionnaire

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PROJECT MANAGEMENT

Dear Respondent,

My Name is Fikir Kasahun. I am a student in the post graduate program of Addis Ababa University, College of Business and Economics, Department of Project Management.

This questionnaire is designed to collect information from selected respondents for the Master thesis on the topic “Assessment of Performance of Monitoring and Evaluation Systems, in the case of World Vision Ethiopia”, to fulfill the partial requirements of the Degree of Masters of Project Management.

There is no “right” or “wrong” responses, only the expression of your real thoughts and feelings is important.

Please respond to each question by indicating the extent to which you regard the statements as Strongly Agree, Agree, I am not sure, Disagree and Strongly Disagree. Your participation is of great value for the success of this study, and therefore, I would like to thank you in advance for your kind cooperation in responding to this questionnaire. The information you provide will be kept confidential. Hence, it is not necessary to write your name.

Please attempt all the questions. To indicate your answer, put a tick mark (✓) as appropriate.

With regards

Fekir Kassahun

Directions: -

- Make only a tick mark (✓) on the space provided to show your answer.
- Please don't write your name in this questionnaire.

PART I - BASIC PERSONAL DATA

1. Age (in Years)

- A. 18 – 25 [] B. 26 – 35 [] C. 36 – 45 [] D. 46 – 55 [] E. 56 and above

2. Gender Male [] Female []

2. Educational Background

- A. High School [] B. Diploma [] C. First Degree []
 D. Masters Degree [] E. PhD []

4. Experience (in Years)

- A. <2 [] B. 3 – 5 [] C. 6 - 10 [] D. >11 []

Part II: Please indicate your level of agreement on questions of **M & Budget, M & Plan, Logical Framework, Documentation of Lessons Learned, Dissemination of Reports, Stakeholders Involvement, and Staff & Stakeholder Capacity**

Rate the following statements by putting a tick mark “√” where,

1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree, 5= Strongly Agree

S/ N	Questions/ Statements	5	4	3	2	1
M & E Budget						
1	The M&E budget is sufficient to effectively monitor and evaluate program or project performance.					
2	The M&E budget is effectively allocated across different program or project activities.					
3	The M&E budget is effectively monitored and managed.					
4	The M&E budget is effectively linked to the overall program or project budget.					
5	The M&E budget is effectively used to guide program or project implementation.					

M & E Plan						
1	The M&E plan is up-to-date and accurately reflects the current status of the program or project					
2	The M&E plan includes all key components necessary to effectively monitor and evaluate program or project performance.					
3	The M&E plan is effectively linked to the program or project plan.					
4	The M&E plan is effectively communicated to relevant stakeholders.					
5	The M&E plan is effectively used to guide program or project implementation.					
Logical Framework						
1	The logical framework is an effective tool for guiding program or project implementation.					
2	The logical framework includes all key components necessary to effectively monitor and evaluate program or project performance.					
3	The logical framework is regularly updated to reflect changes in program or project implementation.					
4	The logical framework is effectively communicated to relevant stakeholders.					
5	The logical framework is effectively used to guide program or project implementation.					
M & E Policy						
1	There is a clear and effective M&E policy in place.					
2	The M&E policy includes all key components necessary to effectively monitor and evaluate program or project performance.					
3	The M&E policy is effectively communicated to relevant stakeholders.					
4	The M&E policy is effectively used to guide M&E activities.					
5	The M&E policy is regularly monitored and evaluated for effectiveness and updated as needed.					

Documentation of Lessons Learned						
1	Lessons learned are effectively documented in the M&E system.					
2	The documentation of lessons learned includes all key types of lessons learned.					
3	Lessons learned are effectively shared with relevant stakeholders.					
4	Lessons learned are effectively used to inform program or project improvements.					
5	The documentation of lessons learned is regularly monitored and evaluated for effectiveness.					
Dissemination of Reports						
1	M&E reports are effectively disseminated to relevant stakeholders.					
2	The dissemination of reports includes all key types of reports.					
3	M&E reports are disseminated at appropriate intervals.					
4	M&E reports are effectively used to inform decision-making.					
5	The dissemination of reports is regularly monitored and evaluated for effectiveness.					
Stakeholders' Involvement						
1	Stakeholders are effectively involved in the M&E process.					
2	The involvement of stakeholders includes all relevant stakeholders.					
3	Stakeholders are effectively engaged in the design, implementation, and evaluation of M&E activities.					
4	Stakeholder feedback is effectively used to improve the M&E system.					
5	The involvement of stakeholders is regularly monitored and evaluated for effectiveness.					
Staff and Stakeholders' Capacity						
1	Staff and stakeholders have sufficient capacity to carry out M&E activities effectively and efficiently.					
2	Staff and stakeholders receive adequate training and support to effectively carry out M&E activities.					

3	Staff and stakeholders have access to necessary resources and tools to effectively carry out M&E activities.					
4	Staff and stakeholders are effectively engaged in the design, implementation, and evaluation of M&E activities.					
5	The capacity of staff and stakeholders is regularly monitored and evaluated for effectiveness.					

Part III: Please indicate your level of agreement on questions to *evaluate the Performance of Monitoring and Evaluation System*.

Rate the following statements by putting a tick mark “√” where,

1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree, 5= Strongly Agree

S/N	Questions/ Statements	5	4	3	2	1
Performance of Monitoring and Evaluation System						
1	The M&E system effectively measures program or project performance.					
2	The M&E system effectively identifies areas for program or project improvement.					
3	The M&E system effectively tracks progress towards program or project goals.					
4	The M&E system effectively informs decision-making at different levels.					
5	The M&E system effectively supports program or project learning and adaptation.					

Thank you for your kind co-operation!

Annex II: Interview Questions

1. Can you describe the current M&E system in place for your program or project in World Vision Ethiopia?
2. In your opinion, what are the strengths and weaknesses of the M&E system in World Vision Ethiopia?
3. How is the data collected through the M&E system used to inform decision-making and program improvements in World Vision Ethiopia?
4. Can you give an example of a decision that was made based on data collected through the M&E system in World Vision Ethiopia?
5. What challenges have you encountered in implementing the M&E system in World Vision Ethiopia, and how have you overcome them?
6. How often is the M&E system reviewed and updated in World Vision Ethiopia, and what is the process for doing so?
7. Can you describe the stakeholder engagement process in the M&E system in World Vision Ethiopia?
8. How are lessons learned from the M&E system documented and shared in World Vision Ethiopia?
9. What strategies are in place to ensure that staff and stakeholders have the necessary knowledge and skills to carry out M&E activities effectively and efficiently in World Vision Ethiopia?
10. In your opinion, what actions could be taken to improve the performance of the M&E system in World Vision Ethiopia?