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

**ASSESSMENT OF THE EFFECTIVENESS OF MONITORING AND EVALUATION OF  
IFMIS PROJECT IN MINISTRY OF FINANCE**

**By: Fekadu Alemu**

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

**June, 2019**

**Addis Ababa, Ethiopia**

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**Advisor: Wubeshet Bekalu (PhD)**

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IFMIS PROJECT IN MINISTRY OF FINANCE

By: Fekadu Alemu

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## DECLARATION

I, the undersigned, declare that the study entitled “Assessment of the Effectiveness of Monitoring and Evaluation of IFMIS project in Ministry of Finance” Is the result of my own effort and study that all sources of materials used for the study have been acknowledged.

I have conducted the study independently with the guidance and comments of the research advisor.

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

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Fekadu Alemu

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Date

## LETTER OF CERTIFICATION

This is to certify that Fekadu Alemu has conducted this project work entitled “Assessment of the Effectiveness of Monitoring and Evaluation of IFMIS project in Ministry of Finance” under my supervision.

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

Name of research advisor: Wubeshet Bekalu (PhD)

Signature \_\_\_\_\_

Date \_\_\_\_\_

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## Abbreviations

BDA	Budget, Disbursement and Accounts
BoFED	Bureau of Federal Economic Development
CARE	Christian Action Research and Education
CSFs	Critical success factors
DFID	Department of International Development
ERA	Ethiopia Road Authority
ERCA	Ethiopia Revenue and Custom Authority
GTZ	German Agency for Technical Cooperation
IBEX	Integrated Budget and Expenditure System
IFC	International Finance Corporation
IFMIS	Integrated Finance Management Information System
IFRC	International Finance Red cross and Red Crescent
LF	Log Frame
LFA	Logical framework approach
M&E	Monitoring and Evaluation
MCS	Ministry of Civil Service
MoE	Ministry of Education
MOF	Ministry of Finance
MoFED	Ministry of Finance and Economic Development
MoH	Ministry of Health
ORACLE EBS	Oracle E-Business Suite
PFM	Public Finance Management
PLM	Program logic model

PMBOK	Project Management Body of Knowledge
PMO	project management office
QAT	Quality Assurance Team
RBM	Result Based Management
TBLC	Techno Brain Ltd and consortium
TCT	Transnational Computer Technology
UNDP	United Nation Development Program

## **Abstract**

*This paper focuses on assessing the effectiveness of monitoring and evaluation of IFMIS Project in the Ministry of Finance. The main objective of the research is to assess how effective the project management tools that is monitoring and evaluation for the success of IFMIS in the Ministry of Finance. The study adopted non experimental descriptive research design and utilized a survey method to collect data on M&E practice and approach of IFMIS project in the Ministry of Finance. Quantitative and qualitative data were checked, entered, and analyzed using SPSS for window version 25. Data was described and presented using tables, charts and graph target population of the study was the team members of all units in the IBEX/IFMIS project office. 60 respondents participated with Simple random sampling participated in the study. In a way, the researcher tried to assess the monitoring and evaluation activities practiced, the level of effectiveness of M & E, the challenges in the monitoring and evaluation endeavors and To what extent information used for decision of control. Concerning M&E practice there is plan and unit to undertake the implementation and the team members are capable and knowledgeable but not effective and inefficient they are not doing as schedule and cost and quality and not involving potential employees. There is no challenge for the budget and skilled man power but there is lack of a channel or system to share information and integration of proper owner and system for the proper design and implementation can be taken as challenge for M&E of IFMIS project. IFMIS project M&E process not strictly reporting the result of the M&E for the appropriate party, information obtained from the M&E is not based on the agreed-upon standards and criteria and it doesn't identify potential problems at an early stage and propose possible solutions. The study recommends that proper site assessment should be done and there should be baseline to compare actual performance of the project, there should be mechanism to ensure quality of the project performance at each sites, incorporate views of different stakeholders, The monitoring and evaluation process strictly reporting the result of the M&E for the appropriate party and should identify potential problems at an early stage and propose possible solutions.*

**KEY WORDS:** *monitoring and evaluation, practices, challenge, information, effectiveness*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

Good intentions, large programmes and projects, and lots of financial resources are not enough to ensure that development results will be achieved. The quality of those plans, programmes and projects, and how well resources are used, are also critical factors for success (UNDP, 2009).

Several studies have been carried out with an aim of determining the critical success factors (CSFs) which contribute to project success. The problem of this study is that, despite knowledge that effective Monitoring & Evaluation (M&E) is a major contributor to project success, there are still project failures (Charles and Humam, 2015).

A study by Prabhakar (2008) pointed that Monitoring and Feedback was one of factors leading to projects success. Likewise Papke-Shields et al (2010) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling was relevant in management of project scope, time, cost, quality, human resources, communication and risks.

A research carried out by Ika et al (2010) established that project success was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation tools and project “profile,” a success criterion which was an early pointer of project long-term impact. Once again Ika et al (2010) accentuates that M&E is even more critical than planning in achievement of project success. Similarly one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2012).

There seems to be consensus across the project management field of study in the statement that monitoring and evaluation is a major contributor to project success. To crown it all, PMI (2001) which is a book which presents a set of standard guidelines which are widely accepted and consistently applied, continually stresses the importance of monitoring and evaluation in achieving project success.

In most cases, the element of effectiveness of M&E systems is not evidently emphasized. There has been growing pressure to improving projects performance and show results in many organizations especially those relying on donor funds. M&E is leaning towards results hence emergence of results based M&E.

Monitoring and Evaluation has been a key performance management tool for planning, decision making and economic policy management. Mackay, 2007 asserts that most governments in the world are working towards entrenching Monitoring and Evaluation (M&E) in their economic governance system.

## **1.2 Background of IFMIS in relation to Ministry of Finance**

MoF (Ministry of Finance) has been undertaking Public finance management reform activities since 1996. The reform was further strengthened with the implementation of (IFMIS) an Integrated Financial Management Information System. Notable among the reform activities was the design and implementation of the Integrated Financial Management Information Systems reform project, which initially focused on automating the Budget and expenditure processes. This was achieved through the gradual implementation and rollout of a bespoke information system, known as IBEX (Integrated Budget and Expenditure System - IBEX), through the DSA project of Harvard University. A Microsoft access based tool, known as BDA (Budget, Disbursement and Accounts) existed before IBEX.

IBEX has basically three functionalities: budget preparation and administration; expenditure accounting and cash management; cash flow preparation and disbursement. Although designed to work in a client/server as well as standalone architectures, deployment in most sites was of standalone (lack of connectivity at the time), requiring enormous support service.

Limitations in functionality coverage, gaps in technical capabilities as well as technology changes of the IBEX system, on one hand, and the level of maturity of the reform components, such as program budgeting, purchasing, fixed asset and inventory management on the other, however, has made adoption and migration to the latest technology, an end-to-end integrated financial management information system, more timely and appropriate than ever; IFMIS was born out of this necessity.



Different scenarios were explored, including the two unsuccessful bids through the World Bank's procedure; the decision was made to go for ORACLE. IFMIS was ultimately initiated to put in effect and integrate all the PFM Reforms, better reinforce Control and Procedure Mechanism for Managing Assets, Accounting, Procurement and Audit Capacities.

As part of the IFMIS implementation, a 9-module ORACLE EBS (Oracle E-Business Suite Version 12.1.1) solution was acquired and implemented within the pilot phase project, with a total outlay of close to 18 Million USD, through a contract signed between MoFED, ORACLE and the integrator company, Transnational Computer Technology (TCT) since Sep 2010. The modules implemented include General Ledger, Accounts Payable, Accounts Receivable, Cash Management, Public Sector Budgeting, Purchasing, Payroll, Inventory and Fixed Assets.

Ten pilot sites, six from Federal (MoFED, MoH, MoE, MCS, ERCA and ERA) and two sites each from Oromia and SNPPR (BoFED and woreda Finance Offices) were selected for proof of concept, parameterization and customization. System was customized to cater for government's public financial management business process requirements.

Progress has been made on implementing such state of the art system called Integrated Financial Management Information System (IFMIS) in a pilot phase, including installation of required network and data center infrastructure. The government has decided to proceed with the roll out of the system based on the performance of the pilot phase and has prepared a strategy. A phased roll out approach is the preferred and adopted deployment methodology. As such, the first phase of the rollout will be implementing IFMIS in 125 Federal Public Bodies.

In order to undertake the roll out, Ministry of Finance and Economic Cooperation, through its IBEX/IFMIS Project Management Office, has advertised a bid for recruiting a consulting firm to do the first phase of the roll out. After going through a selection process, Techno Brain (T) Ltd and consortium (TBLC) was selected as the implementing firm to deliver such a high-end technology solution.

The main focus area of this project is rolling out IFMIS to 125 sites after necessary enhancement and upgrade is done on the existing system and infrastructure, which includes concurrent implementation of the following work streams:

- Upgrade and stabilization of the network and data center infrastructure with delivery of 2 Oracle Engineered System Super clusters and related network components;
- Enhancement and customization for fixing 6 identified gaps and other approved solutions based on the assessment;
- Developing and integrating with IFMIS a module/tool for End User Management;
- Development of 9 user guide manuals;
- Roll out of IFMIS to 125 Federal sites;

The rollout of IFMIS now are being continued by the consultant company Techno Brain (T) Ltd and consortium (TBLC) for the implementation and for quality assurance by AH Consultants. More than 90 federal sites are being implemented and accepted by the MOF IBEX/IFMIS project office in addition to six pilot federal sites.

### **1.3 Statement of the problem**

Most project managers appreciate that monitoring and evaluation of projects is important if the project objectives and success is to be achieved. Project monitoring and evaluation exercise adds value to the overall efficiency of project planning, management and implementation by offering corrective action to the variances from the expected standard. “Project managers are required to undertake more rigorous monitoring and evaluation of the projects and develop frameworks and guidelines for measuring impact” (Kahilu, 2010). By so doing they will achieve greater value creation for the organization through project success.

In researcher observation and project meeting minutes, even if the consultant companies agree to deliver IFMIS implementation project on the sites to the project management office, some of the sites are not delivered as scheduled and it is not as expected quality. A few of the sites that the project management office accepted are not live on the system as in agreement with the consultant company. To say the project successful it delivers the outcomes according to the schedule, cost and quality of performance. Therefore, this paper assess how effective the monitoring and evaluation of IFMIS project for successful implementation in the Ministry of Finance (MOF).

### **1.3 Research Questions**

This paper tries to assess the effectiveness of monitoring and evaluation of IFMIS Project in the Ministry of Finance. In order to achieve major and specific objective of the paper the study ask the following questions.

- How are the monitoring and evaluation of IFMIS Project activities practiced in MOF?
- What is the level of effectiveness of M & E on the IFMIS Project in MOF?
- What are the challenges in the monitoring and evaluation endeavors?
- To what extent are the sets of information obtained in the monitoring process used for decision of control?

### **1.5 Objectives of the study**

#### **1.5.1 General objectives**

Generally, the objective of implementing Integrated Financial Management Information System (IFMIS) is to increase the effectiveness and efficiency of financial management and facilitate the adoption of modern public expenditure practices in keeping with international standards and benchmarks. Much of the work in automating IFMIS systems has focused on financial management information system, including general ledger, accounts payable, accounts receivable, procurement, inventory, payroll, Fixed asset management, budgeting. So the general objective of the study is to assess how effective the project management tools that is monitoring and evaluation for the success of IFMIS in the Ministry of Finance.

#### **1.5.2 Specific objectives**

- To determine whether the proper monitoring and evaluation project management Plan and procedures are followed how the implementation of the plan accomplished in the IFMIS, PMO (Project Management Office).
- To determine how capable, efficient and effective the team members in the project monitoring and evaluation units are.
- To determine the challenge of monitoring and evaluation of IFMIS project

- To determine how the decision making process after the variance from the plan is identified based on the information from the monitoring and evaluation reports.

## **1.6 Scope / limitation of the Study**

### **1.6.1 Scope of the study**

The study mainly focuses on the monitoring and evaluation process of the project quality assurance team unit after the project office established. In addition to that it is limited to effectiveness of monitoring and evaluation process of IFMIS project in the PMO (Project management office) only and that doesn't represent M&E processes of the other works in the organization.

### **1.6.2 Limitation of the study**

While conducting the research, it was faced with individuals who were not able to respond to the questions on the questionnaires in a complete manner and lack of on time submission of the questionnaires along with respondents who did not respond accurately. In addition to above mentioned limitations, financial and time constraints also forbids the study to get much primary information and cross checked the secondary data.

## **1.7 Significance of the Study**

The study help for finding how effective the practice of monitoring and evaluations processes in IFMIS project in relation to scientific monitoring and evaluation project management process and may add new knowledge. In addition to that the study will create awareness for the practitioners of the project management, the organization and learners the importance of monitoring and evaluation processes to make IFMIS project successful. It serves as a reference for other researchers to make further study in the area and also adds additional knowledge for the project management field of study and public financial management as well. In addition to that it may inform decision makers towards setting up of monitoring and evaluation systems, and show how M&E can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency.

## 1.8 Operational definition

- ✓ **Monitoring:** can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives (UNDP, 2009).
- ✓ **Evaluation:** is a rigorous and independent assessment of either completed or on going activities to determine the extent to which they are achieving stated objectives and contributing to decision making (UNDP, 2009).
- ✓ **Accountability:** Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis a vis mandated roles and/or plans (Gudda, 2011).
- ✓ **Transparency:** clear roles and responsibilities and clear procedures for decision making and the exercise of power (Gudda, 2011).
- ✓ **Effectiveness:** the extent to which a programme or project achieves its immediate objectives or produces its desired outcomes (Gudda, 2011).
- ✓ **Efficiency:** the optimal transformation of inputs into outputs. Are we doing things right, in a proper and economically sound manner? Assessment, review (Gudda, 2011).

## 1.9 Organization of the paper

This paper is organized under five chapters. The first chapter encompasses the background of the study, statement of the problem, objectives of the study, significance of the study, scope and limitation of the study. The second chapter discusses theoretical literature review and conceptual framework. The methodology of the study that presents detailed information about research design, data type and source, method of data analysis, description of variables and model specifications have been discussed in the third chapter, and chapter four and chapter five deals with data analysis and summary of conclusion and recommendation respectively.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 The Concept of IFMIS

Governments in developing countries are increasingly exploring methods and systems to modernize and improve public financial management. For example, over the years, there has been an introduction of the Integrated Financial Management Information System (IFMIS) as one of the most common financial management reform practices, aimed at the promotion of efficiency, effectiveness, accountability, transparency, security of data management and comprehensive financial reporting. The scope and functionality of an IFMIS varies across countries, but normally it represents an enormous, complex, strategic reform process (Chêne, 2009).

According to both Dorotinsky (2003) and Rozner (2008) an IFMIS is an information system that tracks financial events and summarizes financial information. It supports adequate management reporting, policy decisions, fiduciary responsibilities and the preparation of auditable financial statements. In its basic form, an IFMIS is little more than an accounting system configured to operate according to the needs and specifications of the environment in which it is installed (Rodin-Brown 2008). In general terms, it refers to the automating of financial operations. The introduction of Integrated Financial Management Systems has become a core component of financial reforms to promote efficiency, security of data management and comprehensive financial reporting.

In the sphere of government operations, IFMIS refers to the computerization of public financial management processes, from budget preparation and execution to accounting and reporting, with the help of an integrated system for the purpose of financial management (Lianzuala & Khawlhing 2008). Rodin-Brown (2008) identifies the following basic features that are necessary for integration:

- Standard data classification for recording financial events
- Internal controls over data entry, transaction processing and reporting
- Common processes for similar transactions and a system design that eliminates unnecessary duplication of data entry.

According to Diamond and Khemani (2006) and Chêne (2009) “a well-designed Integrated Financial Management Information System (IFMIS) contains the following characteristics: it is a management

tool; it provides a wide range of non-financial and financial information; it is a system and it impacts on corruption.”

## **2.2 Definition and Conceptualization of M&E**

Good intentions, large programs and projects, and lots of financial resources are not enough to ensure that development results will be achieved: NECESSARY but not SUFFICIENT for Success! (UNDP,2009).

- The QUALITY of those plans, programs & projects, as well as how well resources are used are also critical factors for success.
- This is precisely where M & E becomes INDISPENSIBLE: (UNDP, 2009).

Without effective planning, monitoring & evaluation, it would be difficult to judge if work is going in the right direction, whether progress & success can be claimed, and how future efforts might be improved (UNDP, 2009).

### **2.2.1 Monitoring**

Monitoring is the art of collecting the necessary information with minimum effort in order to make a steering decision at the right time. This information also constitutes an important and necessary data base for analysis, discussion, (self-) evaluation and reporting. As a regular and systematic process integrated in the cycle of projects/programmes, monitoring is different from evaluation. The aim is to see if programmes are «doing the right thing and are doing it right» in order to improve their quality. Monitoring is a continuing function that aims primarily to provide project management and the main stakeholders of an ongoing programme or project with early indications of progress, or lack thereof, in the achievement of programme or project objectives (UNDP, 2001). Monitoring is performed while a project is being implemented, with the aim of improving the project design and functioning while in action.

Bamberger and Hewitt (1986) defines monitoring as: “an internal project activity designed to provide constant feedback on the progress of a project, the problems it is facing, and the efficiency with which it is being implemented”

The fundamental prerequisite for monitoring is the Annual Work plan and budget of the project. Monitoring enables a manager to identify and assess potential problems and success of a programme or project. It provides the basis for corrective actions, both substantive and

operational, to improve the programme or project design, manner of implementation and quality of results. In addition, it enables the reinforcement of initial positive results (Gudda, 2011).

### **The Power of Measuring Results**

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support (Gudda, 2011).

### **2.2.2 Evaluation**

Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making .Evaluations, like monitoring, can apply to many things, including an activity, project, programme, strategy, policy, topic, theme, sector or organization. The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis. However, the aims of both monitoring and evaluation are very similar: to provide information that can help inform decisions, improve performance and achieve planned results (UNDP, 2009).

Evaluation is the systematic & objective assessment of an ongoing or completed project, program or policy, as well as its design, implementation and results.

- Evaluations involve identifying and reflecting on the EFFECTS of what has been accomplished, and judging their WORTH.
- Evaluation seeks to determine the relevance and realization of developmental objectives, efficiency, effectiveness, impact and sustainability.
- Evaluation provides credible & useful information that allows the incorporation of lessons drawn into the decision-making process.



### 2.3 The important Monitoring and evaluation in project management

M&E provides government officials, development managers, the private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources and demonstrating results as part of accountability to key stakeholders. Although evaluation is distinguished from monitoring, they are in fact interdependent (see table 2.1). Monitoring presents what has been delivered and evaluation answers the question “what has happened as a result of the intervention?”

Impact evaluation is a particular aspect of evaluation, focusing on the ultimate benefits of an intervention.

**Table 2.1: What are Monitoring and Evaluation and Impact Evaluation?**

<p style="text-align: center;"><b>Monitoring</b></p> <p>Regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives. Did we deliver?</p>	<ul style="list-style-type: none"> <li>• Clarifies program objectives</li> <li>• Links activities and their resources to objectives</li> <li>• Translates objectives into performance indicators and sets targets</li> <li>• Routinely collects data on these indicators, compares actual results with targets</li> <li>• Reports progress to managers and alerts them to problems</li> </ul>
<p style="text-align: center;"><b>Evaluation</b></p> <p>Objective assessment of an ongoing or recently completed project, program or policy, its design, implementation and results. What has happened as a result?</p>	<ul style="list-style-type: none"> <li>• Analyzes why intended results were or were not achieved</li> <li>• Assesses specific casual contributions of activities to results</li> <li>• Examines implementation process</li> <li>• Explores unintended results</li> <li>• Provides lessons, highlights significant accomplishments or program potential and offers recommendations for improvement</li> </ul>

<p><b>Impact assessment</b></p> <p>Assesses what has happened as a result of the intervention and what may have happened without it - from a future point in time. Have we made a different and achieved our goal?</p>	<ul style="list-style-type: none"> <li>• Seeks to capture and isolate the outcomes that are attributable (or caused by) the program</li> <li>• Will review all fore-going M&amp;E activities, processes, reports and analysis</li> <li>• Provides an in-depth understanding of the various causal relationships and the mechanisms through which they operate</li> <li>• May seek to synthesize, compare, contrast a range of interventions in a region, timeframe, sector or reform area</li> </ul>
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Monitoring gives information on where a policy, program or project is at any given time (or over time) relative to respective targets and outcomes. Monitoring focuses in particular on efficiency, and the use of resources. While monitoring provides records of activities and results, and signals problems to be remedied along the way, it is descriptive and may not be able to explain why a particular problem has arisen, or why a particular outcome has occurred or failed to occur.

Evaluation deals with questions of cause and effect. It is assessing or estimating the value, worth or impact of an intervention and is typically done on a periodic basis –perhaps annually or at the end of a phase of a project or program. Evaluation looks at the relevance, effectiveness, efficiency and sustainability of an intervention. It will provide evidence of why targets and outcomes are or are not being achieved and addresses issues of causality.

Impact Assessment is an aspect of evaluation that focuses on ultimate benefits. It sets out to assess what has happened as a result of the intervention and what may have happened without it. Where possible impact assessment tries to differentiate between changes that can be attributed to the program from other external factors that may have contributed as well as examining unintended changes alongside those intended (IFC|GTZ|DFID, 2008).

The Project Monitoring and Controlling Processes are used by project managers and project teams to ensure the team is making satisfactory progress to the project goals. The purpose is to track all major project variables—cost, time, scope, and quality of deliverables. The overall objectives of the process are to:

- Track and review actual project accomplishments and results to project plans

- Revise the project plan to reflect accomplishments thus far, and to revise the plan for remaining work, if needed
- Provide visibility into progress as the project proceeds, so that the team and management can take corrective action early when project performance varies significantly from original plans (Gudda, 2011).

A well-functioning M&E system is a critical part of good project/programme management and accountability. Timely and reliable M&E provides information to:

- Support project/programme implementation with accurate, evidence based reporting that informs management and decision-making to guide and improve project/programme performance.
- Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it.
- Uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements.
- Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of our work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.
- Promote and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization.(IFRC, 2011)

## **2.4 An effective monitoring and evaluation**

The requirements for effective monitoring are baseline data, indicators of performance and results, and mechanisms or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting (Donald & Katherine, 1989).

To emphasize monitoring as an essential management function, monitoring actions must be adequately planned. Monitoring actions must be undertaken throughout the lifetime of a specific programme or project. In addition, ad hoc studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide

sufficient information. The results of such actions may lead to a timely solution rather than waiting for a formal evaluation (Gudda,2011).

According to Bamberger and Hewitt (1986) monitoring and evaluation systems can be an effective way to:

- Provide constant feedback on the extent to which the projects are achieving their goals.
- Identify potential problems at an early stage and propose possible solutions.
- Monitor the accessibility of the project to all sectors of the target population.
- Monitor the efficiency with which the different components of the project are being implemented and suggest improvements.
- Evaluate the extent to which the project is able to achieve its general objectives.
- Provide guidelines for the planning of future projects
- Influence sector assistance strategy. Relevant analysis from project and policy evaluation can highlight the outcomes of previous interventions, as well as the strengths and weaknesses of their implementation.
- Improve project design. Use of project design tools such as the log frame (logical framework) results in systematic selection of indicators for monitoring project performance. The process of selecting indicators for monitoring is a test of the soundness of project objectives and can lead to improvements in project design.
- Incorporate views of stakeholders. Awareness is growing that participation by project beneficiaries in design and implementation brings greater “ownership” of project objectives and encourages the sustainability of project benefits. Ownership brings accountability. Objectives should be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly “owned”. The emergence of recorded benefits early on helps reinforce ownership, and early warning of emerging problems allows action to be taken before costs rise.
- Show need for mid-course corrections. A reliable flow of information during implementation enables managers to keep track of progress and adjust operations to take account of experience (Bamberger & Hewitt, 1986).

## 2.5 Monitoring and evaluation approaches

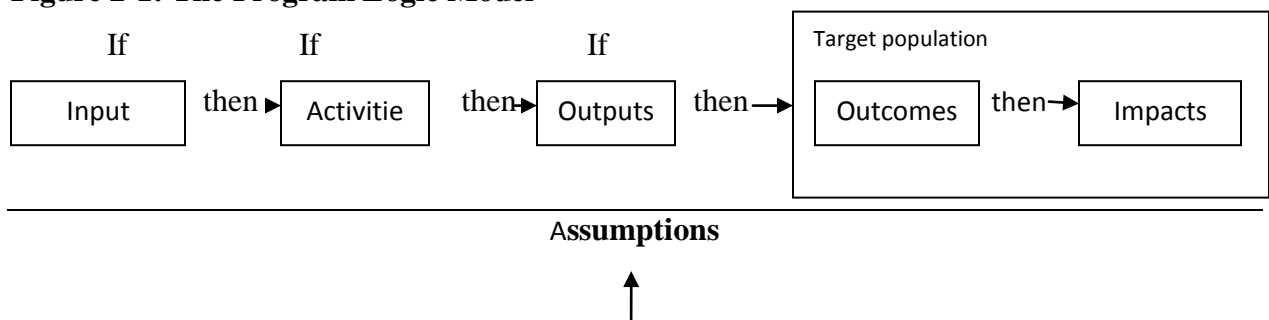
Successful projects are usually well designed, focused on their purpose with clearly articulated aims, objectives and actions. The same is true for the successful assessment of programs and projects. It is important to have a clear framework and plan of action for M&E activities that is incorporated into the overall project plans. This section looks at how M&E can be effectively integrated into project planning through the use of tried and tested approaches and the development of key indicators.

### 2.5.1 The Logical Framework approach

A range of frameworks and systems exist for the planning and management of projects. A widely used tool in the development community is the logical framework approach (LFA) and the associated Log Frame (LF), as it is commonly termed, and the underlying program logic model (PLM). The Log Frame helps to clarify the objectives of any project, program, or policy and improve the quality of M&E design. It aids in the identification of the expected causal links – the ‘program logic’ - in the following results chain: inputs, processes, outputs, outcomes, and impact. It leads to the identification of performance indicators at each stage in this chain, looks at the evidence needed to verify these indicators as well as the assumptions that underlie them and the risks which might impede the attainment of results (IFC|GTZ|DFID, 2008).

The Log Frame is so named because of the logic processes that underpin its creation and format. This logic is explained and demonstrated through something called the program logic model. This is a way of thinking about how the various components of a project relate to each other to achieve impact and meet goals. The model is illustrated in Figure 2-1. This shows that specified inputs are used in a project to produce or undertake a series of activities which in turn deliver things such as advisory services, training, and public awareness campaigns as part of programs and projects IFC|GTZ|DFID, 2008).

**Figure 2-1: The Program Logic Model**



These activities are intended to result in outputs (including coverage or “reach” across specified beneficiary groups), such as reports, recommendations, training events, and media coverage. In turn, these outputs are expected to yield certain outcomes in terms of changes in knowledge, behavior and performance among beneficiaries in the target population. Finally, it is anticipated that projects will generate development impacts including such things as higher productivity, increased income, investment and employment (IFC|GTZ|DFID, 2008).

### **How does the Log Frame help with Project Evaluation?**

The LF can provide useful frameworks and tools for evaluation work. It can be used to demonstrate the role of monitoring, evaluation and impact assessment and the specific points at which M&E should be undertaken in the program or project implementation (IFC|GTZ|DFID, 2008).

Monitoring work focuses on the progress and tracking of inputs, implementation of activities and production of outputs. Evaluation tends to take place at specific points/stages in a project and permits an assessment of progress over a longer period of time. The focus is on tracking changes in relation to outcomes (with reference to objectives) and impact, in terms of the project goals (IFC|GTZ|DFID, 2008).

### **2.5.2 Results-based management approaches (RBM)**

Results-based management (RBM) is a tool for monitoring and managing the implementation of strategy favored particularly by organizations and agencies that are part of or are linked to the United Nations. It in many respects is similar to the Logical Framework, a strategy implementation tool used extensively by Non-governmental organizations (Gavin, Dirk & Henrik, 2005).

RBM is an approach to project/programme management based on clearly defined results, and the methodologies and tools to measure and achieve them. RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results you want to achieve. By identifying in advance the intended results of a project/programme and how we can measure their progress, we can better manage a project/programme and determine whether a difference has genuinely been made for the people concerned (IFRC, 2011).

Monitoring and evaluation (M&E) is a critical part of RBM. It forms the basis for clear and accurate reporting on the results achieved by an intervention (project or programme). In this way,

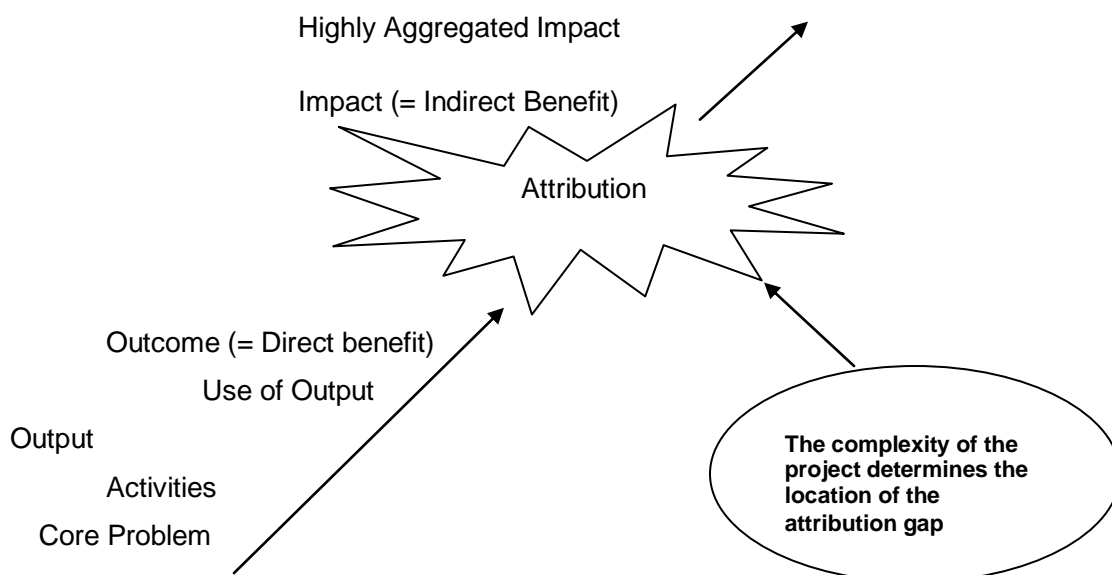
information reporting is no longer a headache, but becomes an opportunity for critical analysis and organizational learning, informing decision-making and impact assessment. (IFRC, 2011)

According to IFC|GTZ|DFID (2008) Results-oriented measurement is a project planning and M&E approach developed and used by GTZ. This approach is a variant to the LF in the sense that it is based on similar logic and uses some of the same terminology. However the approach highlights two aspects of M&E activity that are different to standard LFs:

- The focus on measuring ‘results’ throughout a project which are described and linked by a causal impact chain; and
- How impact is measured and attributed throughout the impact chain.

GTZ emphasize the use of the term of ‘results’ in their M&E although they do use the LF terminology of activities, outputs and outcomes. The use of the term results reinforces the view that benefits can be produced throughout the implementation of a given program and not just towards the end of the project period. The different results that are derived from the inputs, activities, outputs, and outcomes of a project are linked through a logical process called a causal impact chain. Like a Log Frame, the results-based impact chain also gives attention to activities, outputs, outcomes and impact. As Figure 2-2 shows, starting from the core problem inputs are used to launch activities that generate outputs. These are then utilized by target groups or intermediaries (use of outputs), generating medium-term and long term development results i.e. outcomes and impacts.

**Fig 2-2: GTZ Results based Impact Chain**



## **2.6 Role of Management in M&E**

One key planning consideration is who will have overall management responsibility for the M&E system. It is important to clearly identify who will be the primary resource person that others, internal and external to the project/programme, will turn to for M&E guidance and accountability. This person (or their team) should oversee the coordination and supervision of M&E functions, and “backstop” (screen) any problems that arise. They need to have a clear understanding of the overall M&E system, and will likely be the person(s) leading the M&E planning process (IFRC, 2011).

## **2.7 Role of team members in monitoring and evaluation**

An effective M&E system requires capable people to support it. While the M&E plan identifies responsibilities for the data collection on each indicator, it is also important to plan for the people responsible for M&E processes, including data management, analysis, reporting and M&E training. It is important to have well-defined roles and responsibilities at each level of the M&E system. The M&E plan identifies people responsible for the specific collection of data on each indicator, but there are other responsibilities throughout the M&E system, from data management and analysis to reporting and feedback. This will ultimately depend on the scope of the project/programme and what systems are already in place within the project/programme and/or the implementing organization. Typically, there is a wide range of people with some kind of monitoring responsibilities within their job descriptions – including not only project/programme staff but maybe volunteers, community members and other partners (IFRC, 2011).

## **2.8 Role of stakeholders in monitoring and evaluation process**

Stakeholders are involved in defining what will be evaluated, who will be involved, when it will take place, the participatory methods for collecting information and analysis to be used and how findings are consolidated. Random sampling and triangulation are integral to PM&E to ensure that the findings are valid and reliable. Stakeholders drawn from the project may need to be trained to act as PM&E facilitators. Learning, proposing solutions and acting on them are also an important part of participation, learning and action (UNDP, 2009).

Stakeholder participation in monitoring and evaluation can produce effective communication for various other objectives. These include: facilitate communication of ‘early wins’ to increase



support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision making. Stakeholder participation throughout the programming cycle ensures ownership, learning and sustainability of results. Continued stakeholder participation in monitoring and evaluation cannot be assumed. It must be institutionalized. Specific measures have to be built into programme and project management processes to ensure continued and effective involvement of stakeholders (UNDP,2009).

## **2.9 Organizational Leadership influence on Monitoring and Evaluation**

Organizational leadership is increasingly being regarded as a salient theme on the effectiveness of monitoring and evaluation. The organization's leaders should support and be involved in the M&E activities for the process to be effective and successful. Project managers should be involved directly but the organization senior management involvement should be indirect. In fact, they should carry out some monitoring activities as part of their overall work and from time to time monitor and evaluate their operations. Management involvement enhances the credibility of the M&E process and ensures increased acceptance of the findings Khan (2003).

The management plays a big role in allocation of resources, designing the system, communication of results and making key decisions which affect projects and monitoring and evaluation activities. Their commitment to the implementation of monitoring and evaluation system is paramount. It is through this that they will ensure that adequate funds and other resources are allocated to M&E. If there is no goodwill and support from organization's management, then the M&E system will perform poorly leading to ineffectiveness (World Bank, 2011).

The organization's leader's involvement in implementation and throughout the project or program cycle ensures ownership, learning and sustainability of results and creates effective communication, mobilization of resources to fill gaps. This also ensures use of information obtained and lessons learnt in future interventions and in decision making (Chaplowe, 2008). An effective M&E system should be able to provide information for short and long term decisions and planning (CARE, 2012).

Good leadership focuses on results and follow-up (UNDP, 2000). It looks for what is going well and what is not progressing in terms of progress towards intended results (Pfohl, 1986). It then

records this in reports, makes recommendations and follows-up with decisions and action. Good and effective monitoring and evaluation depends to a large extent on proper and appropriate design (Ben, 2002). If a project is poorly designed or based on faulty assumptions, even the best monitoring or evaluation is unlikely to ensure its success. Particularly important is the design of a realistic results chain of outcome, outputs and activities (UNDP, 1997). Organizations should avoid using M&E for correcting recurring problems that need permanent solutions. Good monitoring requires regular visits that focus on results and follow-up to verify and validate progress.

## **2.10 Effects of Monitoring and Evaluation on Project success**

A study by Prabhakar (2008) pointed that Monitoring and Feedback was one of factors leading to project success. Likewise Papke-Shields et' al (2010) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling was relevant in management of project scope, time, cost, quality, human resources, communication and risks.

In agreement, Hwang and Lim (2013) also established that Monitoring and evaluating, budget performance, schedule performance and quality performance could lead to project success.

## **2.11 Constraints and challenge to monitoring and evaluation**

Certain conceptual and methodological constraints and challenges are associated with the monitoring and evaluation functions. Effective monitoring and evaluation can be achieved only through a careful, pragmatic approach to addressing these limitations.

### **2.11.1 Dependence on clarity of objectives and availability of indicators**

Monitoring and evaluation are of little value if a programme or project does not have clearly defined objectives and appropriate indicators of relevance, performance and success. Any assessment of a programme or project, whether through monitoring or evaluation, must be made vis-à-vis the objectives, i.e., what the interventions aim to achieve. Indicators are the critical link between the objectives (which are stated as results to be achieved) and the types of data that need to be collected and analyzed through monitoring and evaluation. Hence, lack of clarity in stating the objectives and the absence of clear key indicators will limit the ability of monitoring and evaluation to provide critical assessments for decision-making, accountability and learning purposes (Gudda, 2011).

### **2.11.2 Time constraints and the Quality of Monitoring and Evaluation**

Accurate, adequate information must be generated within a limited time frame. This may not be a very difficult task in the case of monitoring actions since programme or project managers should be able to obtain or verify information as necessary. However, the challenge is greater for evaluation conducted by external consultants. The average duration of such assignments is three weeks; however, this should not be considered as the norm. The programme / project managers should have the flexibility to establish realistic timetables for monitoring and evaluation depending on the nature of the evaluations. Budgetary provisions must be made accordingly (Gudda, 2011).

### **2.11.3 Objectivity and independence of evaluators and their findings**

No evaluator can be entirely objective in his or her assessment. It is only natural that even external evaluators (i.e., those hired from outside the) could have their own biases or preconceptions. The composition of the evaluation team is therefore important in ensuring a balance in views. It is also crucial that evaluators make a distinction between facts and opinions. External evaluators must seek clarification with the other concerned parties on matters where there are seeming inconsistencies to ensure the accuracy of the information. This applies particularly to understanding the cultural context of the issues at hand. In cases where opinions diverge, the external evaluators must be willing to consider the views of others in arriving at their own assessments (Gudda, 2011).

### **2.11.4. Learning or control?**

Traditionally, monitoring and evaluation have been perceived as forms of control mainly because their objectives were not clearly articulated and understood. Thus, the learning aspect of monitoring and evaluation needs to be stressed along with the role that these functions play in decision-making and accountability. In the context of the project, the contribution of learning is to the building of community capacity to manage development should be emphasized (Gudda, 2011).

### **2.11.5. Feedback from Monitoring and Evaluation**

Monitoring and evaluation can provide a wealth of knowledge derived from experience with development cooperation in general and specific programmes and projects in particular. It is critical that relevant lessons be made available to the appropriate parties at the proper time.

Without good feedback, monitoring and evaluation cannot serve their purposes. In particular, emphasis must be given to drawing lessons that have the potential for broader application, i.e., those that are useful not only to a particular programme or project but also to related interventions in a sector, thematic area or geographical location (Gudda, 2011).

#### **2.11.6. Responsibilities and Capacities**

The implementing agency usually must respond to a variety of monitoring and evaluation requirements from donors. Within the context of national execution in particular, there should be only one monitoring and evaluation system, to eliminate duplication and reduce the burden on all parties concerned. Where the full capacity to carry out the responsibilities for monitoring and evaluation is adequately limited, the funding institution should assist the implementing agency to strengthen their monitoring and evaluation capacities or facilitate the engagement of external consultants (Gudda, 2011).

### **2.12 The project cycle of monitoring and evaluation**

Monitoring can begin in the initial planning stages or commence later in the project and generally continues through the implementation phase. Post implementation monitoring consists of verifying that the agency evaluates the benefits and other performance measures realized against those predicted to determine if the project met its goals and objectives. Project monitoring begins after the QAT determines the project meets the criteria for Quality Assurance Review. The level of monitoring is assigned by the QAT and typically corresponds to the project risk level assessment (Gudda, 2011).

Good practice suggests that to be effective, M&E should be addressed as part of project planning and integrated alongside project implementation and management systems. Attention should be given to both the processes and content of doing M&E and Impact Assessment. The central challenge for the Project, Program or Task Manager (PM) is to balance the needs of the two key functions of M&E, i.e., the legitimizing and learning function (or proving and improving) with the overall demands of the project cycle. This section will explore what steps the PM needs to take in order to integrate the M&E with the needs of program implementation. The two are not mutually exclusive processes. The following seeks to make explicit how the key steps in undertaking M&E relate to the key steps in the project cycle (IFC|GTZ|DFID, 2008).

## **The key steps in undertaking M&E**

Step 1: Agree the starting point

Step 2: Identify the approach and securing the budget

Step 3: Implement the M&E plan

Step 4: Analyze the findings

Step 5: Communicate the learning

### **2.13 Conceptual Framework**

This is an essential tool in research that is meant to help any researcher to come up with a brief knowledge for better understanding of the problem under investigation and to be able to communicate the same (Kombo and Tromp, 2006). It is very useful in research as it sets the foundation of how concepts are related. It explains graphically or in narrative form, the main dimensions being studied, or the presumed relationships among them. It is derived from theory to identify the concepts included in the complex phenomena and show relationships.

The project success is dependent variable which depends on the level of stakeholder's involvement, the effectiveness of project monitoring and evaluation team, the effectiveness of project monitoring and evaluation approach and the effectiveness of management support etc.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Research Design and Approach**

The study adopted descriptive research design and utilized a survey method to collect data on M&E practice and approach of IFMIS project in the Ministry of Finance. According to Schindler et al (2003), such a study is concerned with finding out who, what, when, and how of the relevant phenomena.

The study used a mixed approach of quantitative and qualitative research approach. In the first phase of the study, questionnaires will be conducted to assess the effectiveness of M&E practice of IFMIS project in the Ministry of Finance. In the second phase, based on results of the quantitative and qualitative data of the questionnaires, key informant interview and document review was employed to better understand how effective the M&E practice of the project in the Ministry of Finance.

#### **3.2. Study Population & Location**

The M&E system & practice assessment sought information from the team members of all units in the IBEX/IFMIS project office in the Ministry of Finance. Castillo (2009) defines target population as, referring to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. For this research, the target populations were all employees of IBEX/IFMIS project office in the Ministry of Finance who implement the system to all Federal sites. These employees are assumed to have knowledge and practice of M&E of the IFMIS projects, therefore the total number of the target population were 95. Since most of the respondents are employees of the project for more than 5 years it will get sufficient information about the effectiveness of M&E practice of the project.

#### **3.3. Sampling and Selection**

To assess the effectiveness of M&E of IFMIS project in the Ministry of Finance simple random sampling was used to determine the sample size for both quantitative and qualitative data and to answer the problem statement and pertaining research objectives from the population of all members of the project office. The reason behind using simple random sampling was because every employees of the project will have an equal chance of selecting in the study and it will not make bias of selection. In addition to that the researcher will select as a respondent using simple

random sampling from their total population (from all employees of IFMIS project) since they are large in number and unmanageable and inaccessible.

Purposive sampling was done for the qualitative data two employees from the quality assurance team 2 from other units of IFMIS project employees are selected because of inaccessible and to reduce respondent's bias.

The following sample size determination formula for the questionnaires to determine the sample size of the population in IFMIS project office. The formula was developed by Taro Yamane (1967). It is calculated as follows:

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

Where **n** is the sample size,

**N**: is the population size, and

**e**: is the level of precision or sampling error = (0.05)

$$n=95/1+95(.05)^2$$

$$n = 76$$

### **3.5 Source and method of Data collection**

This study used both primary and secondary source for generating data. Primary data is collected from the project managers, team coordinators and senior and junior experts of IFMIS project using questionnaires and in depth interview. Semi structure interview was prepared to add data on quantitative approach. Secondary data on the other hand collected from different publication, reports and project documentation of IFMIS project and for the respective QAT (quality assurance team) units.

### **3.6 Data Analysis Method**

Quantitative and qualitative data were checked, entered, and analyzed using SPSS for window version 25. Data was described and presented using tables, charts and graphs. The qualitative data were used as additional or supplementary data analysis for the quantitative method. The study used frequency, percentage, mean and standard deviation as statistical tools for analysis. The qualitative data are analyzed manually by seeing the respondents answer.

### 3.7 Validity and Reliability test

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In order to ensure the validness of this study the instruments were checked and evaluated by professionals in the subject matter area.

Reliability analysis used to measure the consistency of a questionnaire. There are different methods of reliability test, for this study Cronbach's alpha is considered to be suitable. Cronbach's alpha is the most common measure of reliability for descriptive type of study.

According to Nunnally & Berstein, 1994, Cronbach's alpha ( $\alpha$ ) > 0.6 indicates satisfactory internal consistency reliability (commonly accepted level) of the tools. This is indicated below in the table.

Reliability Statistics	
Cronbach's Alpha	N of Items
.929	37

### 3.8 Ethical Considerations

Ethics as applied to research generally refer to considerations to protect and respect the rights of participants and other parties associated with the activity (Reynolds, 1982). Similarly, special attention will be given for ethical issues of this research starting from problem identification up to interpretation stage using the ethical guide lines specified by Cresswell (2003). Respondents will be informed also clearly about the purpose of the study, the right to participate voluntarily, the right to ask questions including personal address of the researcher, the right to get the copy of the study, and the right to have their privacy respected; the right not to respond to question that they didn't want to respond too. On top of these, every necessary care will be taken not to put participants at risk of social, psychological, physical and economic harm.



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1. Introduction

This chapter comprises of data analysis, presentation and interpretation of the findings. The data presented includes response rate, background information of the respondents, organization and project information and a presentation of findings against each specific objectives of the study. Descriptive statistics are also used in analyzing the findings of this research project. The findings are presented in the form of tables showing frequencies and percentages. The questionnaire were developed using five scales ranking 1-5 i.e, Linkert scale; where 5 Strongly Agree, 4 Agree, 3 Neutral, 2 Disagree, 1 strongly disagree. To analyze the collected data for this research, Statistical procedures were carried out using SPSS version 25.

#### 4.2. Questionnaire response rate

The study targeted a total of 76 respondents. However, only 60 respondents responded and returned their questionnaires contributing to 78.9% response rate. According to Mugenda (2003) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate is adequate for analysis and reporting.

#### 4.3. General information of the respondents

Information regarding the respondents includes Gender, Age, and academic qualifications, years of service in the IBEX/IFMIS Project office and current position of the respondents in the project.

**Table 4-1: Gender:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	45	75.0	75.0	75.0
	Female	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

From the above table it shows that out of 60 respondents 75% of them are male and 25% of them are female.

**Table 4-2: Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	33	55.0	55.0	55.0
	36-45	15	25.0	25.0	80.0
	Above45	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

When we consider the age of the respondents 55% of the respondents are from 25-35, 25% of the respondents' age falls under 36-45 ranges and the rest 20% of the respondents are above 45 years of age.

**Table 4-3:Academic Qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	30	50.0	50.0	50.0
	Master	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

As shown in the Table 4-3 that all the respondents have higher educational qualifications and 50% of the respondents have Bachelor degree and the rest 50% have Master degree. This shows that the respondents have good knowledge and well positioned to understand the overall monitoring and evaluation process and practice of IFMIS project.

**Table 4-4: Years of service in the IBEX/IFMIS Project office**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	7	11.7	11.7	11.7
	3 – 7 Years	16	26.7	26.7	38.3
	8 – 10 years	29	48.3	48.3	86.7
	Greater than 10 years	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

In the Table 4-4 we can see that 88.3% ( 26.7% + 48.3% + 13.3% ) of the respondents have above 3 years of experience in the IBEX/IFMIS project the rest 11.7% have less than 3 years of

experience this shows the majority of the respondents have sufficient experience practicing M&E activities in different project settings. This implies that the respondents have been executing the projects for a long duration of time and therefore they are well positioned to provide adequate information to support the study and hence the conclusion.

**Table 4-5: What is your current work category or position in the Authority?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Team Leader	9	15.0	15.0	15.0
	Senior Expert	45	75.0	75.0	90.0
	Expert	3	5.0	5.0	95.0
	Junior Expert	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Table 4-5 above shows 90% (15%+75%) of the respondents are in higher position that is in the team leader and senior expert levels the rest 10% of the respondents are in Expert and Junior Expert levels. This also shows that most of the respondents have knowledge and experience to answer the M&E process and practice of the project that is presented in the questionnaires.

Generally it can be concluded from the profile of respondents that respondents were able to provide reliable information about the project monitoring and evaluation.

#### **4.4 Plan for the project monitoring and evaluation and implementation of the plan.**

##### **4.4.1 Plan for the project monitoring and evaluation**

In order to find out how the plan and the implementation of IFMIS Project monitoring and evaluation in IBEX/IFMIS project office 11(eleven) questions asked to 60 (sixty) respondents in Likert scale style i.e 5 - Strongly agree, 4 - agree, 3 – Neutral/not sure, 2 - Disagree and 1 - Strongly Disagree.

As shown below in table 4-6, 35% of the respondents agree that there is clear framework and plan of action for M&E activities that is incorporated into the overall project plans, 23% of the respondents are disagree on that and 18.3% of the respondents strongly disagree but 6.7% respondents are strongly agree that there is clear framework and plan of action for M&E activities that is incorporated into the overall project plans.

**Table 4-6: There is clear framework and plan of action for M&E activities that is incorporated into the overall project plans.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	18.3	18.3	18.3
	Disagree	14	23.3	23.3	41.7
	Neutral	10	16.7	16.7	58.3
	Agree	21	35.0	35.0	93.3
	Strongly Agree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

**Table 4-7: If there is plan, there is baseline for monitoring and evaluation?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	11.7	11.7	11.7
	Disagree	18	30.0	30.0	41.7
	Neutral	11	18.3	18.3	60.0
	Agree	19	31.7	31.7	91.7
	Strongly Agree	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

In table 4-7 above shows that the respondents question if there is plan, is there baseline for monitoring and evaluation? Almost equal percentage of (30% and 31.7%) the respondents disagree and agree respectively this shows that the baseline for the monitoring and evaluation are not being communicable. In addition to that there is small percentage of (11.7% and 8.3%) of strongly disagreement and agreement is displayed.

From the above two tables we see that smaller number of respondents say that there is plan for monitoring and evaluation and in the second table the respondents are not sure that whether there is baseline or not.

#### **4.4.2 Implementation M&E of plan**

In Table 4-8 below we can see that a mean of 2.95 and standard deviation of 1.111, out of the respondent's answer 1 strongly disagree to 5 strongly agree figures for the question of the monitoring process is carried out throughout the project life cycle the Mean falls less

than Neutral i.e. 3. From this we can say that the 60 respondents are not sure the monitoring process is carried out throughout the project life cycle. The second question table 4-8 shows whether the evaluation processes carried out periodically Mean value of 3.13 and Std. Deviation of 1.171 the respondents are not sure for this question also. In addition to that the mean value of 3.2 and std. deviation of 1.232 for the respondents question in table 4-8, this also show that the respondents are not clear whether there is a department or unit which does the monitoring and evaluation process.

**Table 4-8: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
The monitoring process is carried out throughout the project life cycle?	60	1	5	2.95	1.111
The evaluation process is carried out periodically	60	1	5	3.13	1.171
There is a department or a unit which does the monitoring and evaluation process	60	1	5	3.20	1.232
Valid N (listwise)	60				

In table 4-9 below we can see that the Mean value is 2.75 and Std. Deviation of 0.95 shows most of the respondents are not sure that the monitoring and evaluation process is done according to the established baseline. From the second respondent question we can see from table 8, Mean value of 3.02 and Std. Deviation 1.033 this shows most respondents are not sure whether lessons learned are not systematically captured for knowledge and improving future implementation sites projects.

**Table 4-9: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
The monitoring and evaluation process for the implementation is done according to established baseline	60	1	5	2.75	.950
Lessons learned are systematically captured for knowledge and improving future implementation sites projects	60	1	5	3.02	1.033
There are Annual or quarterly project reports about the status of the IFMIS project at sites are available and communicable	60	1	5	3.43	.927
There are monitoring of each level of IFMIS projects at different sites that is inputs, activities, outputs	60	1	5	3.07	1.023
There is mechanism to ensure quality and the appropriate use of monitoring	60	2	5	3.10	.986
There is mechanism To resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes)	60	1	5	3.08	.996
Valid N (listwise)	60				

As shown in the table 4-9 above, most of the respondents not sure to agree (Mean value 3.43 and Std. Deviation of 0.927) that there is Annual and quarterly project reports about the status of the IFMIS project at sites are available and communicable. Besides they are not sure (Mean value of 3.07 and Std. Deviation 1.023) that there are monitoring of each level of IFMIS projects at

different sites in the level of inputs, activities, outputs. Moreover, the respondents are not sure for both questions (the Mean value for 3.1, 3.08 and Std. Deviation 0.986 and 0.996) whether there is proper quality assurance for the appropriate use of monitoring and there are mechanisms to resolve key bottlenecks to the implementation in order to improve the chances of achieving results (outcomes).

#### 4.5 The level of effectiveness of M & E

This study aims to explore how the level of effectiveness of M&E of IFMIS project Respondents asked the question whether there is capable and knowledgeable team members in the project monitoring and evaluation units. As shown in the table 4-10 below, 33.3% of the respondents are not sure about whether team members in the monitoring and evaluation units are capable and knowledgeable 25% of the respondents Disagree with the team capability and knowledge but 31.7% of the respondents said that there are indeed capable and knowledgeable team members in the project monitoring and evaluation units. In the other hand an equal percentage of respondents (5%) strongly agree and disagree on that.

**Table: 4-10there are capable and knowledgeable team members in the project monitoring and evaluation units.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.0	5.0	5.0
	Disagree	15	25.0	25.0	30.0
	Neutral	20	33.3	33.3	63.3
	Agree	19	31.7	31.7	95.0
	Strongly Agree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

In addition to that the respondents are asked whether there are other members within the project management office that are included in the project monitoring and evaluation team. In the table 4-11, below shows that 35% and 11.7% of the respondents are agree on and strongly agree respectively. But the rest of the respondents that is 53.3% are neutral or disagree on the statement.

**Table 4-11: There are other members within in the project management office are included in the project monitoring and evaluation team.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.0	5.0	5.0
	Disagree	13	21.7	21.7	26.7
	Neutral	16	26.7	26.7	53.3
	Agree	21	35.0	35.0	88.3
	Strongly Agree	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

As shown in table 4-12 below, a Mean value of 3.35 and standard Deviation of 0.899 shown in for the respondents question whether there is mechanism or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting. This indicates that most of the respondents are not sure but a few respondents agree whether there is such thing in the process of monitoring and evaluation of IFMIS project. But there is disagreement and do not know (Mean value 2.75, 2.72 and Std. Deviation 0.95, 0.92) among the respondents that the monitoring and evaluation process is done according to schedule and whether there is enough and capable team members in the monitoring and evaluation unit.

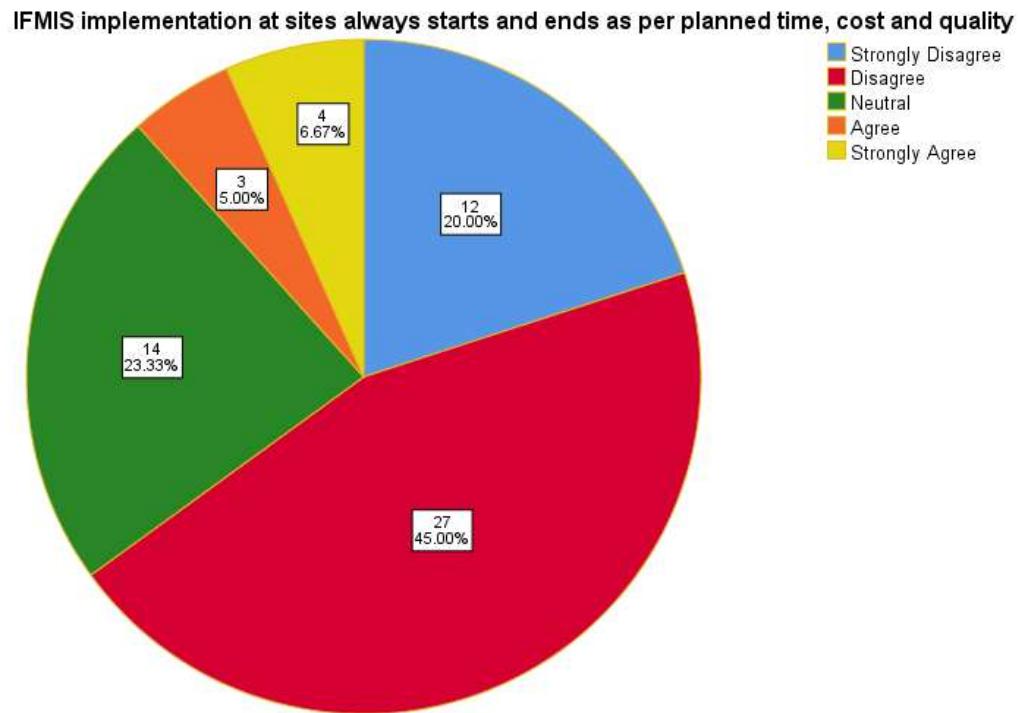
**Table 4-12: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
There is mechanism or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting	60	1	5	3.35	.899
The monitoring and evaluation process is done according to schedule.	60	1	5	2.75	.950
There is enough and capable team members in the monitoring and evaluation unit	60	1	5	2.72	.922
Valid N (listwise)	60				



As shown in the pie chart below there is more disagreement among the respondents of 60 project staffs that IFMIS implementation at sites always starts and ends as per planned time, cost and quality. In the pie chart below also shows few numbers of respondents agree and they are not sure that IFMIS implementation at sites always starts and ends as per planned time, cost and quality. This shows that there is a problem of monitoring and evaluation practice and process of schedule, cost and quality of performance of IFMIS projects implementation.

**Figure 4-1:IFMIS implementation at sites always starts and ends as per planned time, cost and quality**



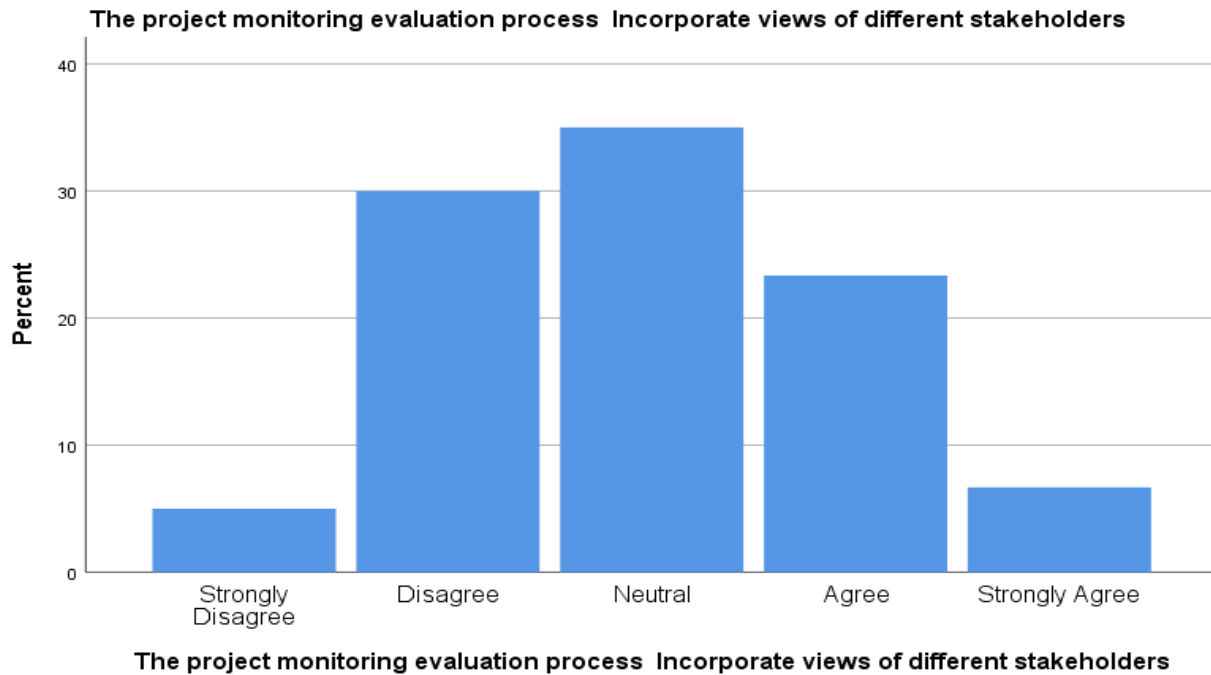
On the other hand to find out the M&E process evaluate the extent to which the project is able to achieve its general objectives Table 4-13 shows that a greater number of respondents are not sure(35%)the effectiveness of the evaluation practice but almost an equal number of respondents agree and disagree on that i.e (26.7% and 28.3%) but a small percentage of respondents strongly disagree (6.7%) and strongly agree (3.3%) effectiveness of the M&E process.

**Table 4-13: The M&E process evaluate the extent to which the project is able to achieve its general objectives**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.7	6.7	6.7
	Disagree	17	28.3	28.3	35.0
	Neutral	21	35.0	35.0	70.0
	Agree	16	26.7	26.7	96.7
	Strongly Agree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

In Bar chart below more than 30% of the respondents are not sure that the project monitoring and evaluation process incorporates views of different stakeholders. Exactly 30% of the respondents are not agreeing on that the monitoring and evaluation process incorporates views of different stakeholders. But around 24% of the respondents agree that the M&E process incorporates views of different stakeholders and an almost equal number of respondents strongly agree and disagree on the statement.

**Figure 4-2: The project monitoring evaluation process incorporate views of different stakeholders**



In the table 4-13 below an equal percentage of respondents (35%) are agree and not sure whether design readiness assessment was done before the monitoring and evaluation process which provide important information and baseline data against which capacity-building activities—if necessary can be designed and implemented. But 23% of the respondents disagree on that there is no design readiness assessment will be done before the monitoring and evaluation process. But 6.7% and 5% of the respondents strongly agree and strongly disagree on the statement. From this table we can see that most of the respondents do not know or they are not sure that whether design readiness assessment was done before the monitoring and evaluation process.

**Table 4-13: Before the M&E process, design readiness assessment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.0	5.0	5.0
	Disagree	11	18.3	18.3	23.3
	Neutral	21	35.0	35.0	58.3
	Agree	21	35.0	35.0	93.3
	Strongly Agree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

In table 4-14 below average respondents with the mean value 3.25 are not totally sure whether there is sometimes negative information generated by the M&E system. In the same table we can see that the some respondents agree that and most respondent are not sure whether Information should flow up and down in M&E system, rather than being collected, stored, and used at one level—but never shared across levels.

**Table 4-14: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
There is sometimes negative Information Generated by the M&E System.	60	1	5	3.25	.876

Information should flow up and down in M&E system, rather than being collected, stored, and used at one level—but never shared across levels.	60	1	5	3.37	.974
Valid N (listwise)	60				

#### 4.6 The challenges in the monitoring and evaluation

We can see in table 4-15 below for the first question (Meanvalue 3.37 and Std. Deviation 1.073) most of the respondents in average are not clear that the collected information that is generated from the monitoring and evaluation ends up unanalyzed and unused. Most of the respondents agree that there is a challenge for the lack of a channel or system to share information with people (Mean value of 3.6 and Std. Deviation 1.073). But they are not sure whether there is lack of skilled manpower to analyze and use the information that is generated from the M&E(Mean value 3.18 and Std. Deviation 1.0)

**Table 4-15: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
The collected information that is generated from the monitoring and evaluation ends up unanalyzed and unused	60	1	5	3.37	1.073
There is a challenge for the lack of a channel or system to share information with people	60	1	5	3.60	.978
There is lack of skilled manpower to analyzed and used the information that is generated from the M&E	60	1	5	3.18	1.000
Valid N (listwise)	60				

As shown in table 4-16 below most of the respondents (Mean value 2.75 and Std. Deviation 0.895) are not sure and some disagree that the practice and system of monitoring and evaluation

suffer from budget constraints. In the other hand they are not clear that and few respondents agree that (Mean value 3.33 and Std. Deviation 1.084) there is the lack of integration of proper owner and system for the proper design and implementation activities of M&E. And on average most of the respondents are less agree on the challenge (Mean value 3.35) on there is lack of involvement of potential users of in the design and implementation of M&E in the project however, they are not sure and some disagree (Mean value 2.83 Std. Deviation 1.137) the monitoring and evaluation process of IFMIS project choices the best approach that fit for the current situation.

**Table 4-16: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
The practice and system of monitoring and evaluation suffer from budget constraints	60	1	5	2.75	.895
There is the lack of integration of proper owner and system for the proper design and implementation activities of M&E.	60	1	5	3.33	1.084
There is lack of involvement of potential users of in the design and implementation of M&E in the project	60	1	5	3.35	1.022
The monitoring and evaluation process of IFMIS project choices the best approach that fit for the current situation	60	1	5	2.83	1.137
Valid N (listwise)	60				

#### **4.7 Information obtained in the monitoring process used for decision of control.**

To find out how information obtained in the monitoring process used for decision of control the respondents are asked questions to be answered in the Likert scale 5 – Strongly agree, 4 – agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree. As shown in table 17, respondents almost not sure and few disagree on the statement that (Mean value 2.88 and Std. Deviation 1.106)

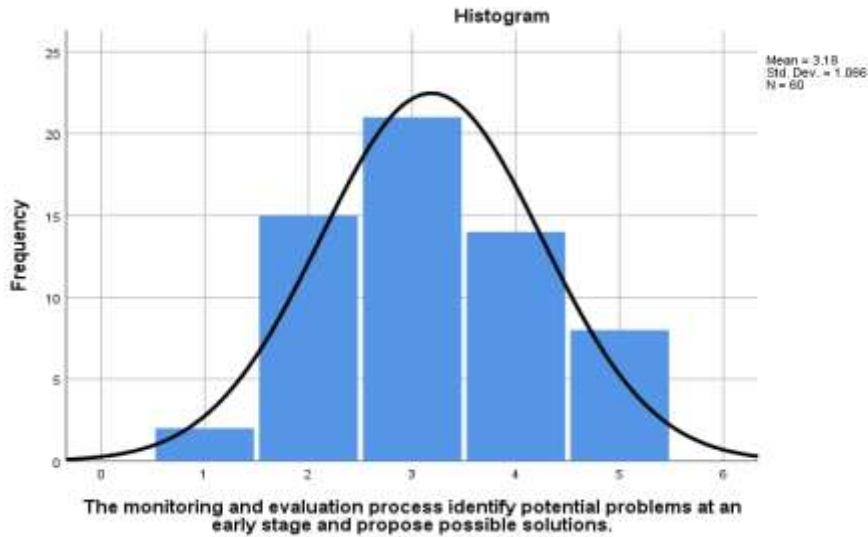
stakeholders have a clear understanding of the priorities and information needs of people interested in or affected by the project/programme and totally not sure that (Mean value 3.03 and Std. Deviation 0.956) the Information obtained from the monitoring and evaluation is based on the agreed-upon standards and criteria. In addition to that in table 4-17 of respondents illustration shows that the respondents are not sure whether the monitoring and evaluation process strictly reporting the result of the M&E for the appropriate party or not (Mean value 2.98 and Std. Deviation 1.112) and they are not sure also ( Mean value 3.02 and Std. Deviation 1.097) that special studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide sufficient information. Moreover the respondents are not also sure that(Mean value 3.17 and Std. Deviation 1.076) these special studies may lead to a timely solution rather than waiting for a formal evaluation.

**Table 4-17:Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Stakeholders have a clear understanding of the priorities and information needs of people interested in or affected by the project/programme.	60	1	5	2.88	1.106
Information obtained from the monitoring and evaluation is based on the agreed-upon standards and criteria.	60	1	5	3.03	0.956
The monitoring and evaluation process strictly reporting the result of the M&E for the appropriate party	60	1	5	2.98	1.112
Special studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide sufficient information	60	1	5	3.02	1.097
The results of the above actions may lead to a timely solution rather than waiting for a formal evaluation	60	1	5	3.17	1.076
Valid N (listwise)	60				

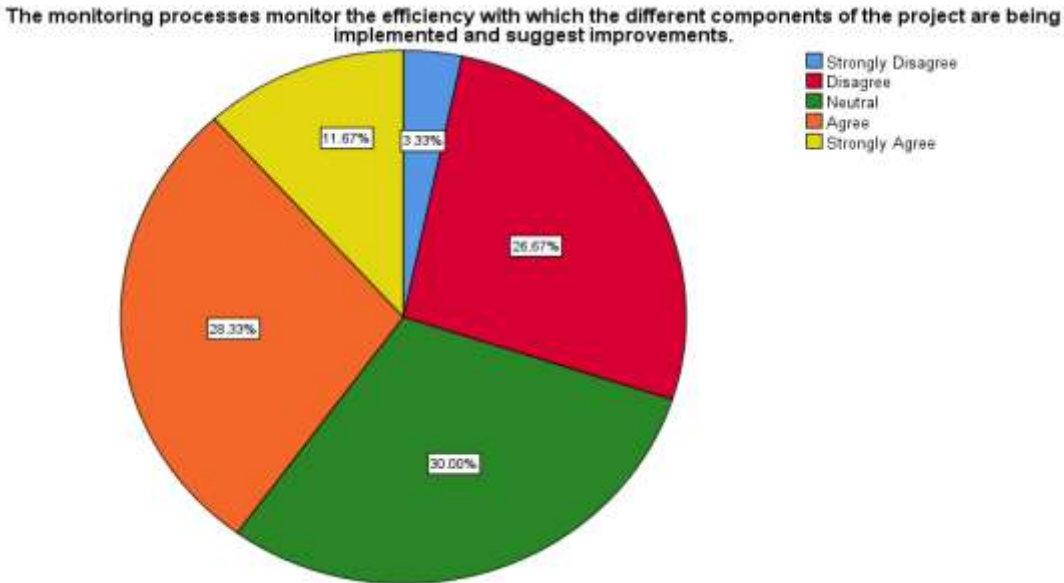
In the histogram figure 4-3 below depicted that the respondents are still not sure that the monitoring and evaluation process identify potential problems at an early stage and propose possible solutions (Mean value 3.18 and Std. Deviation 1.066)

**Figure 4-3: The monitoring and evaluation process identify potential problems at an early stage and propose possible solutions.**



In small part of the respondents disagreement has shown in the figure 4-4 below in the pie chart that monitoring processes monitor the efficiency with which the different components of the project are being implemented and suggest improvements. Almost an equal part of respondents' answer are neutral and in agreement with the statement.

**Figure 4-4: The monitoring processes monitor the efficiency with which the different components of the project are being implemented and suggest improvements.**



In table 4-18 below 25% of the respondents disagree and strongly disagree that the information comes from the monitoring and evaluation process provide guidelines for the planning of future projects. However, 45% of the respondents agree and strongly agree that the information comes from the M&E process provides guidelines for the planning of future projects. However 30% of the respondents are neither agree nor disagree on the statement.

**Table 4-18: The information comes from the monitoring and evaluation process provide guidelines for the planning of future projects**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.3	8.3	8.3
	Disagree	10	16.7	16.7	25.0
	Neutral	18	30.0	30.0	55.0
	Agree	19	31.7	31.7	86.7
	Strongly Agree	8	13.3	13.3	100.0
	Total	60	100.0	100.0	



In the analysis of the qualitative data for the interview two of the senior experts other than the units in the QAT said that the monitoring and evaluation practice was done by management and at the unit or department levels and the follow up is done by the quality assurance department key users. One of the two senior experts is also said that the monitoring and evaluation process of IFMIS is ineffective, although the evaluators are external consultants in cooperative with the M&E units. They were also said that the external consultants had no enough knowledge to evaluate the system even the application part and they lack the language of end users of Ethiopia to communicate well. The one who is in the QAT didn't answer the first question b/s he said that he had busy and wanted to answer the selected question.

Some of the tools and methods used in the monitoring and evaluation according to the respondents from the interview were follow up, observation, checklist, meeting, reporting. According to the respondents in the interviews there is no document or guidance book for doing the monitoring and evaluation work in the project office but there is checklist that are within the proposal document.

According to the respondents there is no training given for the employees for doing proper monitoring and evaluation work but there is a procedure for the employees like education background and experience they have in the process hiring the employees in the units.

Two of the respondents said that there was involvement of stakeholders in the process but one respondents from the senior experts other than the units said that there is no as such involvement of stakeholders. The three respondents said that there is Lack of enough knowledge and skill among the monitoring and evaluation employee's as a challenge and infrastructure challenge like network and power failure as well. In addition to that one respondent said that there is also a challenge of working language between end users and the consultants. Employee from the quality assurance team said that there is also challenge of focus from the top management and timing and scheduling and skill manpower.

Two of the respondents recommended that there need to be skilled manpower and good infrastructure system should be there like network. One expert from the senior staff also recommended that energetic and who have detail knowledge about the project management should run the project.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter discusses how adequately and intensely the research finding gives answer to the research questions placed in chapter one of this study paper. This chapter also discusses whether the objects set out in the first chapter were achieved by the findings of the research in chapter four. Therefore the subsequent sub section presents the summary of the finding under each research questions. Then this is followed by concluding statement and recommendations.

#### **5.2. Summary of the Findings**

The findings of the study focus on providing answer for the research question as stipulated in the first chapter of this study. Therefore, the following section is presented ensuing whether the research questions are appropriately addressed by the findings.

##### **5.2.1 The monitoring and evaluation IFMIS Project activities practiced**

According to the finding in the questionnaires, the majority above 60% of the respondents, interviews of some project senior experts and researcher' observation of the project documents showed that there is clear framework and plan of action for M&E activities that is incorporated into the overall project plans. However, the baseline for M&E is not well communicated for the project staff according to the finding.

According to the finding most of the project staffs do not sure that the monitoring process is carried out throughout the project life cycle and the evaluation process is carried out periodically. In addition to that some project staffs do not know whether there is a department or a unit which does the monitoring and evaluation process.

The finding revealed that, monitoring and evaluation process for the implementation is not done according to established baseline and lessons learned most of the times are not systematically captured for knowledge and improving future implementation sites projects. The results of the findings also revealed that most of the time annual or quarterly project reports about the status of the IFMIS project at sites are not available and communicable and there is no as such monitoring of each level of IFMIS projects at different sites that is inputs, activities, outputs. The result of

the finding also uncover there is no as such mechanism to ensure quality and the appropriate use of monitoring and resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes).

### **5.2.2 Level of effectiveness of M & E on the IFMIS Project**

As known in the literature and other project management practice one factor of the effectiveness of the M&E process is good team members. As shown in the finding less percentage of disagreement and from the researcher observation there are capable and knowledgeable team members in the project monitoring and evaluation units however from the finding other members of the project staff other than members in the M&E units are included but that is not enough. In addition to that from the result of the finding even if, there is some agreement in the statement that there is mechanism or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting, the monitoring and evaluation process is not done according to schedule and there is not enough team members in the monitoring and evaluation unit.

As shown in the finding also that there is more disagreement among the respondents of 60 project staffs that IFMIS implementation at sites always starts and ends as per planned time, cost and quality. More percentage of the respondents from the finding of the result disagrees that the M&E process evaluates the extent to which the project is able to achieve its general objectives and more percentage of the respondents are disagree and not sure on that the monitoring and evaluation process incorporates views of different stakeholders.

In addition to that from the finding we see that (58.3%) of the respondents do not know or they are not sure that whether design readiness assessment was done before the monitoring and evaluation process. From the finding it is shown that average respondents are not totally sure whether there is sometimes negative information generated by the M&E system however, we can see that the some respondents agree that and most respondent are not sure that Information should flow up and down in M&E system, rather than being collected, stored, and used at one level—but never shared across levels.

### **5.2.3 The challenges in the monitoring and evaluation endeavors**

From the survey respondents asked of the challenges in the monitoring and evaluation endeavors of IFMIS project the result of the finding show that there is less challenge that the collected

information that is generated from the monitoring and evaluation ends up unanalyzed and unused. Relatively there is a challenge for the lack of a channel or system to share information with people but the respondents are not sure that there is a challenge of lack of skilled manpower to analyze and use the information that is generated from the M&E.

From the result of the finding we can also see that there is no challenge from budget constraints and choices the best approach that fit for the current situation but there is little challenge shown from integration of proper owner and system for the proper design and implementation activities of M&E and there is lack of involvement of potential users of in the design and implementation of M&E in the project.

#### **5.2.4 Information obtained in the monitoring process used for decision of control**

From the finding the respondents are less disagree and not sure form the statement that stakeholders have a clear understanding of the priorities and information needs of people interested in or affected by the project/programme and the monitoring and evaluation process strictly reporting the result of the M&E for the appropriate party. The respondents are also not sure Information obtained from the M&E is based on the agreed-upon standards and criteria, special studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide sufficient information and the results of the above actions may lead to a timely solution rather than waiting for a formal evaluation as well.

In the finding also show that the respondents are still not sure that the monitoring and evaluation process identify potential problems at an early stage and propose possible solutions and the monitoring processes are not as such monitor the efficiency with which the different components of the project are being implemented and suggest improvements but almost half of the respondents said that the information comes from the monitoring and evaluation process provide guidelines for the planning of future projects.

### **5.3 Conclusion**

The objective of the study was to assess the effectiveness of monitoring and evaluation of IFMIS project in the Ministry of Finance. Having this objective in mind, data collected from primary sources and secondary source were reviewed. From the analysis of this collected data and findings, the following conclusions are made.

In IFMIS project there is a plan of action for M&E activities that is incorporated into the overall project plans. However, the baseline for M&E is not well communicated for the project staff according to the finding. In addition to that the researcher conclude that in accordance with the finding the monitoring and evaluation process is not being done according to the schedule and inputs, activities and output level. And there is no as such mechanism to ensure quality and the appropriate use of monitoring and resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes).

The researchers conclude that there are no capable and knowledgeable team members in the project monitoring and evaluation units of IFMIS project and there are few members of the project staff other than members in the M&E units. Mechanism or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting; of the monitoring and evaluation process is not well done according to the finding.

From the finding the researcher concludes that, IFMIS implementation at sites doesn't always starts and ends as per planned time, cost and quality. M&E process doesn't evaluate the extent to which the project is able to achieve its general objectives and doesn't incorporate views of different stakeholders.

From the finding and the researcher observation, the researcher conclude that relatively there is a challenge for the lack of a channel or system to share information with people but there is no challenge of lack of skilled manpower to analyzed and used the information that is generated from the M&E and also there is no challenge from budget constraints and choices the best approach that fit for the current situation but there is challenge shown from integration of proper owner and system for the proper design and implementation activities of M&E.

IFMIS project monitoring and evaluation process not strictly reporting the result of the M&E for the appropriate party and information obtained from the M&E is not based on the agreed-upon standards and criteria. The monitoring and evaluation process doesn't identify potential problems at an early stage and propose possible solutions and the monitoring processes are not as such monitor the efficiency with which the different components of the project are being implemented and suggest improvements.

From the research observation and interviews, the researcher conclude that there is no well-defined institute for undertake proper evaluation since it has been started and this result in poor performance of IFMIS in its implementation.

#### **5.4. Recommendation**

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

Before doing the monitoring and evaluation process proper site assessment should be done and there should be baseline to compare actual performance of the project. The monitoring process should be continuous throughout the project life cycle and the evaluation process also done properly and periodically.

The unit which does the monitoring and evaluation process should capture lessons learned for knowledge and future implementation sites projects. Annual and quarterly project reports about the status of the IFMIS project should available and communicable for all project staff according to the time table. It also should incorporate well experienced experts. There should have monitoring of input, activities and outputs levels and there should be mechanism to ensure quality of the project performance at each sites during the monitoring and evaluation process.

The researcher also recommends the monitoring and evaluation process should have a clear working modality and capable management inclusiveness and incorporate views of different stakeholders in order to improve the chance of achieving results. In addition to that there should be a channel or system to share information with people and the monitoring and evaluation design and implementation of IFMIS project should involve potential users.

Information obtained from the monitoring and evaluation should be based on the agreed-upon standards and criteria. The monitoring and evaluation process strictly reporting the result of the M&E for the appropriate party. Special studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide sufficient information. The monitoring and evaluation process should identify potential problems at an early stage and propose possible solutions.

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## Appendices

### Appendix 1: Questionnaire

Addis Ababa University

College of Commerce

Master of Arts in Project Management (MAPM)

Dear respondents, I am a post graduate student in the department of project management at Addis Ababa University college of commerce. Currently working a thesis research entitled **“Assessment of the effectiveness of monitoring and evaluation of IBEX/IFMIS project in the MOF”** in partial fulfillment of the requirements for the Master Degree in project Management. The purpose of this self administered questionnaire is solely to gather the necessary information in order to assess the effectiveness of monitoring and evaluation process and practice of IFMIS project in the Ministry of Finance (MOF). The information you provide will be used only for the academic purpose and will be kept confidential. Hence please don't hesitate to provide any necessary information to the best of your knowledge. Thank you in advance for providing response timely and honestly.

Please put tick mark (✓) in the appropriate box and write your response in the space provided to the questions.

#### Part I: The respondent's personal data

1. Gender:

a) Male  b) Female

2. Age:

a) Below 25  b) 25-35  c) 36-45  d) above 45

3. Academic qualification:

a) Diploma  b) Bachelor  c) Master  d) PHD

4. Years of service in the IBEX/IFMIS Project office

a) Less than 3 years  b) 3 – 7 Years

c) 8 – 10 years  d) Greater than 10 years

5. What is your current work category or position in the Authority?

- a) Manager       b) Team Leader       c) Senior Expert   
 d) Expert       e) Junior Expert

Other, specify \_\_\_\_\_

**Part II. Closed Ended questions**

This questionnaire contains a table with different variables which are to be rated. Please marking a tick mark (✓) a number which nearly reflected your view about the specific question which provided in the specific rows of table about the effectiveness of monitoring and evaluation of IFMIS project in the ministry of Finance. Writing your responses in the space provided for the open ended questions.

**Note:** 5=Strongly Agree                      4= Agree                      3= Neutral  
 2= Disagree                      1= Strongly Disagree

6	How are the monitoring and evaluation IFMIS Project activities practiced in MOF?	5	4	3	2	1
6.1	There is clear framework and plan of action for M&E activities that is incorporated into the overall project plans.					
6.2	If there is plan in the above question there is baseline for monitoring and evaluation?					
6.3	The monitoring process is carried out throughout the project life cycle?					
6.4	The evaluation process is carried out periodically					
6.5	There is a department or a unit which does the monitoring and evaluation process					
6.6	The monitoring and evaluation process for the implementation is done according to established baseline?					
6.7	Lessons learned are systematically captured for knowledge and improving future implementation sites projects					

6.8	There are Annual or quarterly project reports about the status of the IFMIS project at sites are available and communicable					
6.9	There are monitoring of each level of IFMIS projects at different sites that is inputs, activities, outputs					
6.10	There is mechanism to ensure quality and the appropriate use of monitoring					
6.11	There is mechanism To resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes)					

7	<b>What is the level of effectiveness of M &amp; E on the IFMIS Project in MOF?</b>	5	4	3	2	1
7.1	There are capable and knowledgeable team members in the project monitoring and evaluation units.					
7.2	There are other members within in the project management office are included project monitoring and evaluation team.					
7.3	There is mechanism or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting					
7.4	The monitoring and evaluation process is done according to schedule.					
7.5	There is enough and capable team members in the monitoring and evaluation unit					
7.6	IFMIS implementation at sites always starts and ends as per planned time, cost and quality					
7.7	The M&E process evaluate the extent to which the project is able to achieve its general objectives					
7.8	The project monitoring evaluation process Incorporate views of different stakeholders					

7.9	Before the monitoring and evaluation process, design readiness assessment was done which provide important information and baseline data against which capacity-building activities—if necessary can be designed and implemented.					
7.10	There is sometimes negative Information Generated by the M&E System.					
7.11	Information should flow up and down in M&E system, rather than being collected, stored, and used at one level—but never shared across levels.					

8	<b>What are the challenges in the monitoring and evaluation endeavors?</b>	5	4	3	2	1
8.1	The collected information that is generated from the monitoring and evaluation ends up unanalyzed and unused					
8.2	There is a challenge for the lack of a channel or system to share information with people					
8.3	There is lack of skilled manpower to analyzed and used the information that is generated from the M&E					
8.4	The practice and system of monitoring and evaluation suffer from budget constraints					
8.5	There is the lack of integration of proper owner and system for the proper design and implementation activities of M&E.					
8.6	There is lack of involvement of potential users of in the design and implementation of M&E in the project					
8.7	The monitoring and evaluation process of IFMIS project choices the best approach that fit for the current situation					

9	<b>To what extent are the sets of information obtained in the monitoring process used for decision of control.</b>	5	4	3	2	1
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9.1	Stakeholders have a clear understanding of the priorities and information needs of people interested in or affected by the project/programme.					
9.2	Information obtained from the monitoring and evaluation is based on the agreed-upon standards and criteria.					
9.3	The monitoring and evaluation process strictly reporting the result of the M&E for the appropriate party					
9.4	Special studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide sufficient information					
9.5	The results of the above actions may lead to a timely solution rather than waiting for a formal evaluation					
9.6	The monitoring and evaluation process identify potential problems at an early stage and propose possible solutions.					
9.7	The monitoring processes monitor the efficiency with which the different components of the project are being implemented and suggest improvements.					
9.8	The information comes from the monitoring and evaluation process provide guidelines for the planning of future projects					

If you have anything to say about the monitoring and evaluation process and practice of IFMIS project please state below on the space provided

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**Thank you!!!**

## **Appendix 2:**

### **Interview Guide Questions**

#### **Addis Ababa University College of Business and Economics**

#### **School of Commerce**

#### **Master of Art in project Management**

**Date of interview** \_\_\_\_\_

#### **Introduction: Good Morning**

**Purpose:** This interview is being conducted as part of my research paper to assess the Effectiveness of monitoring and evaluation of IFMIS project in the MOF. The information that you give me will be used purely and exclusively for the academic purpose and will be treated with a lot of confidentiality.

1. How the monitoring and evaluation process and practice done in IFMIS project?
2. Describe some of the tools and methods used in the monitoring and evaluation systems?
3. Is there any document or guidance book for doing the monitoring and evaluation work in your project office?
4. Do you have any training on M&E tool that you have for the employees of M&E team?
5. Do you involve stakeholders during the M&E activities?
6. What are the challenges when doing the M&E activities?
7. The employees in the M&E are knowledgeable and have required skill?
8. Do you have any recommendation regarding the monitoring and evaluation practice in your project office?

**Thank You!!!**