



Addis Ababa University
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Department of Project Management

THE EFFECT OF MONITORING AND EVALUATION ON PROJECTS' PERFORMANCE: A CASE OF CONCERN WORLDWIDE, ETHIOPIA

By

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A FINAL PROJECT WORK SUBMITTED TO THE SCHOOL OF COMMERCE OF ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF ARTS IN PROJECT MANAGEMENT

ADVISOR - FISSEHA AFEWORK (ASSOC. PROF).

July, 2023
Addis Ababa

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COMMERCE DEPARTMENT OF PROJECT MANAGEMENT

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Approval page

This is to certify that Ananiya Sisay's project work, titled "The Effect of Monitoring and Evaluation on Projects' Performance: A Case of Concern Worldwide, Ethiopia" submitted in partial fulfillment of the requirements for the Master of Arts in project management degree, complies with University regulations and meets accepted standards.

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Declaration

I, Ananiya Sisay, hereby declare that this project work entitled “The Effect of Monitoring and Evaluation on Projects’ Performance: A Case of Concern Worldwide, Ethiopia” was completed by myself under the guidance and supervision of Mr.Fesseha Afework (Ass. Prof).

I further declare that this research project is entirely my own original work, that all materials and sources utilized in its development have been correctly cited, and that no attempt has been made to submit it to a school with the intention of receiving an award.

Ananiya Sisay

Candidate

Signature

Date

LETTER OF CERTIFICATION

This is to certify that Ananiya Sisay has conducted this project work entitled “The Effect of Monitoring and Evaluation on Projects’ Performance: A Case of Concern Worldwide, Ethiopia” 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: Fessha Afework (Ass. Prof)

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ABSTRACT

Ineffective monitoring and control processes are one of the many factors that contribute to the failure of many projects worldwide. The overall objective of this study was to evaluate the effect of monitoring and evaluation on an international nongovernmental organizations' project performance and, in light of the results, to make suggestions for better M&E management practices. The study used a descriptive research design, and the research approach chosen was a quantitative one. The study was conducted on 30 Concern Worldwide, Ethiopia project related staffs. The researcher distributed questionnaire to respondents then all the data obtained from the questionnaire were analyzed using descriptive, correlation and multiple linear regression analysis. The findings showed that the independent variables such as logical framework, M&E plan, baseline study, budget allocation for M&E, and stakeholder participation are strongly and positively correlated with project performance while a moderate positive correlation was identified between baseline survey and project performance. The study recommended Concern Worldwide, Ethiopia not to better focus on baseline study and logical framework as both have insignificant level of influence on project performance rather Concern Worldwide, Ethiopia should prioritize working on other independent variables such as M&E plan and budget allocation for M&E to enhance the performance of the projects. On the other hand, Concern Worldwide, Ethiopia must not focus on working on the enhancement of stakeholder participation as the study revealed that stakeholder participation strongly and negatively influences projects' performance at Concern Worldwide, Ethiopia.

Keyword: Monitoring and Evaluation, Project Performance, Concern Worldwide, Ethiopia

List of Abbreviations

M&E: Monitoring and Evaluation

SPSS: Statistical Package for the Social Sciences

NGO: Non-Governmental Organization

CSOs: Civil Society Organizations

OCED: Organization for Economic Co-operation and Development

IFRC: International Federation of Red Cross and Red Crescent Societies

TOC: Theory of Change

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Chapter One

Introduction

This chapter discusses background of the study, statement of the problem, basic research questions, objectives of the study, definition of terms, significance of the study, and delimitation/scope of the study.

1.1 Background of the study

The term "monitoring and evaluation" (M&E) refers to a wide variety of actions taken to evaluate organizational performance and satisfy the needs of various stakeholders (Jeffery and David, 2013). On the other hand, monitoring and evaluating a project makes it possible to spot problems before they have an influence on the project performance (project's scope, quality, schedule, or budget (Mondayblog, 2020). M&E practice were becoming more exercised by non-governmental projects in recent years (UN Taskforce, 1984, p.7). According to (Toscano, 2013), during the 1960s and 1970s, interest in and activities related to creating M&E varied widely. The concept and scope of program monitoring and evaluation "in connection with development projects or technical assistance activities" were restricted. They were more focused on the delivery of tangible inputs and outcomes than they were on the type of beneficiaries and their impact. Project monitoring and evaluation, which is done as a fundamental part of project management, is a significant element that is required by the NGOs.

At national and international scales, performance criteria and indicators for M&E are important tools for defining, monitoring, and reporting on ecological, economic, and social trends, tracking progress towards goals, and influencing policy and practices (Sandrine, 2018). Many projects in third-world countries fail to be completed due to several reasons related to M&E (Nzayisenga, Wafula, & Kirabo, 2022). Also in Africa, according to (Mathayo and Kinyina, 2022), an ineffective approach to monitoring and evaluation is one of the factors contributing to failure of many projects' sustainability. This is not unique to international NGOs working in Ethiopia.

Projects that have been implemented in Ethiopia by local NGOs have benefited the country in several sectors. According to (ICNL, 2022), there were 2,953 CSOs registered with the Agency for Civil Society Organizations in Ethiopia as of July 2021. 2,460 of these CSOs are regional organizations, while 422 were established abroad. There are ten committees and 61 consortiums. As it is mentioned above, monitoring and evaluation practices are one of the elements that affect

how projects implemented by these NGOs perform.

Concern Worldwide is one of the NGOs that has been working in Ethiopia to implement humanitarian programs for more than 50 years. Based on the researcher's initial conversations with some Concern Worldwide project participants, monitoring and evaluation experts, and project coordinators, the organization has a solid track record of project success, but there are gaps in monitoring and evaluation that have been negatively affecting the performance of the projects.

Although studies have been conducted to demonstrate the impact of project monitoring and evaluation on project performance, the majority of them have not focused on NGO projects, particularly those undertaken by NGOs engaged in humanitarian work, and Concern Worldwide, Ethiopia, has not been the subject of a separate study demonstrating the relationship between monitoring and evaluation and project performance.

This research paper's primary goal is to investigate the effects of some project monitoring and evaluation activities on projects' performance using a case study of Concern Worldwide, Ethiopia. In addition to examining the correlation between some activities of monitoring and evaluation, and project performance, the outcome of this research will put recommendations to improve the project monitoring and evaluation practices of the Concern Worldwide, Ethiopia and there by improve its project performance.

1.2 Background of the company

Concern Worldwide started operating in Ethiopia 50 years ago when it first responded to the severe drought and subsequent famine in 1973. Concern team in Ethiopia worked through the extreme hunger crises that have hit the country. Starting with an emergency response, Concern evolved its operation in Ethiopia to include long-term development and resilience building programs targeted at the extreme poor in selected woredas in up to eight of the nine regions of the country.

In 1998, Concern designed its first five-year strategic plan 2006 – 2010, which focused on sectoral pillars. The strategic plan was based on analysis of the Government of Ethiopia's poverty reduction strategy, the PASDEP, and reviews of Concern Ethiopia's previous strategic plans and broader situational and contextual analysis. Thus, it has been helping the poorest improve food and income security, nutrition, health, water, and gender equality. With the effects of climate change like

frequent and prolonged droughts impacting parts of the country, Concern also promotes natural resource conservation, climate-smart agriculture, and land rehabilitation.

Concern is committed to engaging with clusters and sectoral management platforms, and to involving communities and local stakeholders to the fullest possible extent, to ensure effective management, coordination and implementation of projects. Concern have been reputed for working in hard-to-reach and underserved areas of the country, and supporting large numbers of those considered to be the furthest behind.

Concern aims for the highest standards of quality in management and program implementations. Its projects are managed in country using Project Cycle Management System which describes the order and details of each step that country teams should follow in planning, implementing, monitoring and evaluating development, and emergency projects.

Currently, Concern is implementing active projects in two regions of the country, namely, in Amhara and Somali regions. In each region, Concern has a Regional Coordination Office, and a Project Office in most woredas. Regional Coordination Offices coordinate and support all Project Offices under their respective regional programs. All Project Offices and Regional Offices are fully equipped with modern communication technology like fixed broadband internet connection, fixed line telephones and mobile phones. Concern is implementing Digital First Strategy that has the objective of creating a digitally transformed and digital-ready organization and applying technology, improving processes and driving efficiency in order to support the mission of helping people living in extreme poverty achieve major improvements in their lives. This strategy has enabled Concern to create a digital workplace whereby all our field offices and the Head Office have access to multi-platform solutions that serve the purpose of driving efficiency, improving internal and external communication, providing easy access to knowledge and data, and maintaining collaborative ways of working. We are networked with a system of Digital Data Gathering (DDG) devices in use to collect survey and monitoring data. This system also has enabled us to easily oversee our remote projects, and it facilitates our remote project management with real-time data, file sharing, commenting at the task level and the ability to tag all relevant staff on teams and get them in the loop for collaboration.

1.3 Statement of the Problem

Researching INGOs' experiences in Ethiopia would seem to be more relevant given the country's massive influx of INGOs in the 1970s and 1980s due to the country's repeated humanitarian crises brought on by drought (Abraham,1966). According to (Ayele, 2008), Ethiopia is not the only country experiencing an increase in number of NGOs. Recoding revealed a 525% rise between 1994 and 2000. While international NGOs grew by 265%, indigenous NGOs surged by 1025 percent. The number of projects that have been implemented by these NGOs in Ethiopia plays significant role in the economic and political aspects (Ayele, 2008).

Projects implemented by NGOs are not achieving their intended impact (Devex, 2011). One of the reasons why many programs in Africa fail to be sustainable is an ineffective method of evaluation and monitoring (Mathayo and Kinyina, 2022). In addition, the overall success of projects carried out in Africa has been found to be hampered by the fact that monitoring and evaluation are seen as a donor requirement rather than a management requirement (Mehret, 2017).

Ineffective monitoring and control procedures are the main cause of gaps in project performance, according to the researcher's preliminary interview with Concern Worldwide, Ethiopia's monitoring and evaluation experts. As the experts stated, some components of monitoring and evaluation such as logical framework, monitoring and evaluation plan, baseline study and so on have vital influence on the performance of projects in the organization. In addition, no one has conducted research to investigate the effect of monitoring and evaluation on project performance at Concern Worldwide, Ethiopia, as was understood from the preliminary interview with the experts.

1.4 Research questions

The following research questions are being looked into as part of this study.

1. To what extent does the adoption of Logical Framework influence the level of Project performance in Concern Worldwide?
2. What is the effect of monitoring and evaluation plan on project performance in Concern Worldwide?
3. How do baseline study influence project performance in Concern Worldwide?
4. How much does Concern Worldwide's budget allocation for monitoring and evaluation

influence project performance?

5. To what extent does stakeholder participation in M&E influence the level of project performance in Concern Worldwide?

1.5 Objectives of the study

1.5.1 General objective

By using Concern Worldwide as a case study, this study's overall objective is to assess the effect of monitoring and evaluation on the project performance of international nongovernmental organizations and to offer recommendations for improved M&E management practices in light of the findings.

1.5.2 Specific objective

The specific objectives of the study are:

1. To establish the extent to which the adoption of Logical Framework influences the level of Project performance in Concern Worldwide
2. To assess the effect of monitoring and evaluation plan on project performance in Concern Worldwide
3. To determine how baseline study influence project performance in Concern Worldwide
4. To examine the influence of budget allocation for monitoring and evaluation on project performance in Concern Worldwide
5. To assess the effect of stakeholder participation in M&E on the level of project performance in Concern Worldwide?

1.6 Definition of terms

Project Performance- a way to gauge a project's success in terms of delivering deliverables, completing on time, and staying within budget. (U.S. Department of Energy)

Monitoring and Evaluation(M&E)- is the procedure of methodically gathering and examining data from projects and comparing the outcome or impact of the project to its objectives (FAO, n.d).

M&E plan- is a document that is used to make sure that pertinent progress and performance data is regularly gathered to track indicators, and it also helps project team members to determine how the collected data will be analyzed for decision-making (FAO, n.d).

Baseline study- involves data collection and analysis that is done prior to the project's implementation to judge whether stated outcomes and impacts have been achieved (EvalCommunity, n.d).

M&E logical framework- is a participatory planning, monitoring & evaluation tool which provides an overview of a project's goal, activities and results (Ingenio Empresa, n.d).

Stakeholder participation in M&E- In order to ensure that the M&E findings are pertinent to local conditions and to foster a sense of ownership over the M&E results among stakeholders, stakeholder participation in M&E typically involves both the project management team and the project beneficiaries (tools4dev, n.d).

Budgetary allocation- the amount of funding that is set aside for an activity. In this study, it is the amount of funds allotted for M&E purpose (Mosaic, 2022).

1.7 Significance of the study

According to the study's goals, it is believed that the results will help the interested parties identify the gaps in the current monitoring and evaluation techniques and take the necessary corrective action in light of the study's findings and recommendations to improve project performance.

Project managers and M&E experts will be able to identify the areas that need to be improved for Concern Worldwide's, Ethiopia projects since the study will look at the relationship between monitoring and evaluation activities and project performance.

For academics and students who wish to pursue further research on project monitoring and assessment, the study will also be a useful resource and point of reference.

1.8 Scope of the Study

Using a literature analysis and an international M&E standard checklist, this study will evaluate the impact of monitoring and evaluation on project performance at Concern Worldwide, Ethiopia, and will offer recommendations for improving M&E procedures. This organization is the sole subject of the investigation. The study also focuses on two projects that have been implemented by Concern Worldwide, Ethiopia, namely, enhanced response to Nutrition Emergency which has been implemented from June 2020, and Emergency Nutrition Response which has been implemented from September 2021. Both projects have been implemented in Amhara and Somali.

Chapter Two Literature Review

2.0 Introduction

This chapter's introduction provides a description of M&E and an explanation of the differences between monitoring and evaluation. After that, the significance of monitoring and evaluating is discussed. The other section is about the types of monitoring and evaluation and this is followed by a section which discusses about the steps for planning and implementation of an M&E system. Challenges of M&E, M&E Logical Framework and Project Performance, M&E plan and Project Performance, Baseline study and Project Performance, Budget allocation and Project Performance, and Stakeholder participation and project performance are the subsequent sections. The last sections of this chapter present the theoretical and conceptual frameworks of the study.

2.1 Project Monitoring and Evaluation: What they are and how they differ

According to (OCED, 2011), Project Monitoring is an ongoing process that uses the systematic gathering of data on predetermined indicators to give management and the key participants in an ongoing development intervention indication of the level of progress and achievement of objectives as well as progress in the use of allocated funds. Monitoring includes keeping track of the strategies and actions being implemented by both partners and non-partners and determining what new strategies and activities are required to advance toward the most crucial results (UNDP, 2009).

Evaluation is a thorough and unbiased review of either finished or continuing activities to see how well they are accomplishing specified goals and aiding in decision-making (UNDP, 2009). Evaluation is a particular action rather than a process. It is an assessment of the effectiveness and consequences of a program or policy, either as a whole or with a focus on certain components and problems. While evaluations (sometimes referred to as reviews) can be carried out throughout the course of a program, they are most usually done after its conclusion to determine its effectiveness and draw lessons for programs that will follow (OCED, 2011).

There is a difference between Monitoring and Evaluation. Monitoring is the process of gathering

data and reviewing it, whereas evaluation is the process of gathering data, analyzing it, and then drawing conclusions about the success of a project or program. Monitoring provides information on the program's current status, whereas evaluation assesses if a program was effective or not (EvalCommunity, 2023). Typically, the team's internal personnel provide monitoring. The external members are primarily responsible for the evaluation. But occasionally it may also be carried out by team members working inside or by a combination of internal and external team members.

2.2 Importance of Monitoring and Evaluation

Each monitoring and evaluation activity helps to make the foundation for managing for results stronger, promotes learning and knowledge creation both inside the organization and in the larger development and evaluation community (UNDP, 2009). A successful M&E system is essential to effective project/program management and accountability. In situations that could become difficult to control, monitoring enables decision-makers to be anticipatory and proactive rather than reactive. Due to its ability to determine whether, how, why, and what kind of change has occurred throughout an intervention, evaluation offers practitioners the detailed and evidence-based information they need for decision-making (IOM, 2020). According to (IFRS, 2011) the following are the importance of monitoring and evaluation.

- Support the implementation of projects and programs with reliable, fact-based reporting that guides management and decision-making and enhances project and program performance
- Reflect on experiences and lessons learned, and then share them with others to support organizational learning and knowledge sharing so that we may fully benefit from what we do and how we do it
- Provide stakeholders, especially beneficiaries, the chance to share feedback on and impressions of our work while demonstrating receptivity to criticism, a desire to learn from mistakes, and a willingness to adjust to changing needs
- By showcasing our successes, we may raise morale and encourage the mobilization of resources while also promoting and celebrating our efforts

2.3 Types of monitoring and evaluation

I. Types of Monitoring

According to (M&E blog, 2013), there are five types of project monitoring; namely, process monitoring/ physical progress monitoring, technical monitoring, assumption monitoring, financial monitoring, and impact monitoring.

Process monitoring/ physical progress monitoring

This involves gathering and analyzing routine data to see whether project tasks and activities are achieving the desired project results. It verifies the project's progress toward the desired outcomes. The inputs, activities, and outputs are measured in this type of monitoring. Process monitoring thus provides a solution to the queries "what has been done thus far, where, when, and how has it been done?" The majority of the information gathered during project execution is often used for this type of monitoring.

Technical Monitoring

Technical monitoring is evaluating the plan being used to carry out the project to see if the desired results are being obtained. It includes the project's technical details, such as the planned activities. In another word, technical monitoring is the oversight of a project's execution, where a committed expert keeps track of progress by routine (even unannounced) inspections and observations at the project site or during particular operations (WIGO, 2016).

Assumption monitoring

Every project has its working hypotheses, which must be spelled out in the project log frame. These presumptions refer to variables that could affect a project's success or failure but over which the project has no control. Assumption monitoring entails keeping track of these variables outside the project. Assumption monitoring is crucial since it can shed light on a project's success or failure.

Financial Monitoring

Financial monitoring is essentially the act of keeping track of project or program expenses and comparing them to the budgets created during the planning stage. A program's or project's usage of the available funds is essential for preventing excesses and waste. Financial oversight is crucial for gauging financial efficiency as well as for reporting and accountability requirements (the maximization of outputs with minimal inputs).

Impact Monitoring

Impact monitoring is a sort of monitoring in which the effect of project operations on the target

population is continuously evaluated. Impacts are typically a project's long-term effects, it's true. Yet, for long-term initiatives or programs (programs have no set deadlines), it becomes necessary to measure impact change to determine whether the general conditions of the intended beneficiaries are getting better or worse. In this instance, the manager uses the pre-defined set of impact indicators to track impact. It becomes essential to monitor the project's or program's planned and unintended effects, as well as their good and bad effects.

II. Types of Evaluation

According to (Focus International, 2009), there are four types of project evaluation. Ex-ante evaluation, Mod-term evaluation, Terminal evaluation and Ex-post evaluation are the four types.

Ex-ante Evaluation

This type of evaluation is done before the commencement of an intervention and its purpose is to determine the necessity and conformity of an intervention and to clarify the details of an intervention and set indicators. Ex ante review of a variety of programs enables the most effective design of a program that optimizes affects for a given cost or accomplishes certain desired outcomes at the lowest cost (Petra and Kenneth, 2007).

Mid-term Evaluation

This is done halfway through the implementation phase to assess how well an intervention is working and, if necessary, make changes to the original plan and/or operational structure.

Terminal Evaluation

After an intervention is finished, a terminal evaluation is conducted basically to assess an intervention's effectiveness, efficiency, and sustainability in order to decide whether or not a follow-up is required.

Ex-post Evaluation

Ex-post assessment is done following the completion of an intervention to assess the intervention with a focus on impact and sustainability as well as to learn lessons and make suggestions for bettering the design and implementation of subsequent interventions.

2.4 Steps for planning and implementation of an M&E system

The planning and implementation of an M&E system for the systematic, timely, and efficient gathering, analysis, and use of project/program information usually guided by six steps according to (IFRC, 2002). The first step is identifying the purpose and scope of the M&E system. For the

M&E system, this step functions as a point of reference, guiding important choices regarding informational requirements, methodological approaches, capacity building, and resource allocation. Here it is important to review the project/program's operational design as it contains a well-developed log-frame that reflects the informational needs of the project/program. In addition to this, determine the informational demands and expectations of important stakeholders, determining the scope of key M&E events and functions, and identifying any M&E requirements are important activities that should be done under the first step.

The second step is planning for data collection and management. This step involves planning for the trustworthy gathering and management of the data to enable effective analysis and information utilization. Since data management starts the instant data is obtained, there is a strong connection between data collection and management. The primary activity under this step is developing an M&E plan table that builds on a project's or program's log-frame to specify important M&E needs for each indicator and assumption. The other crucial sub-step that can save a lot of time and money is evaluating the availability of secondary data. Additionally, it can be used to support the triangulation of data sources and verify (confirm) the core data and analysis that were directly gathered as part of the project or program. After this, triangulate data collection sources and methods is the next important activity. determining sampling requirements, preparing specific data collection methods/tools, establishing stakeholder complaints and feedback mechanisms, establishing project/program staff/volunteers review mechanisms, and planning for data management are other imperative activities that should be done after triangulating the data.

Planning for data analysis is the third step. The information that is reported and its possible uses are shaped during this crucial stage of the M&E planning process. Making meaning of the data collected to guide ongoing and future programming is actually a continuous process that happens throughout the project/program cycle. Here a plan should be developed for data analysis, the time period, procedures, pertinent tools and templates, personnel in charge, and goal of the data analysis should all be taken into consideration. A data analysis plan may be included as part of the overall project/program management and M&E system or it may take the shape of a separate, comprehensive written document. The other crucial element is that the major steps of data analysis—namely, data preparation, analysis, presentation, verification, and recommendations and action planning—should be followed.

The fourth step is planning for information reporting and utilization. No matter how carefully data is gathered and processed, if it is not presented correctly, it cannot be used, which can result in a significant loss of time, resources, and employees. Reporting is a crucial component of M&E. Reporting can be time- and resource-consuming, thus it should only be used to accomplish a specific goal. Thus, it is crucial to prepare ahead of time for reporting, which is the first activity in this phase. The next activity is planning for information utilization that involves information dissemination (refers to how information (reports) is distributed to users).

Planning for M&E human resources and capacity building is the fifth step. Although the M&E strategy specifies who is in charge of collecting data for each indicator, it is equally crucial to prepare for the individuals in charge of M&E procedures, such as data administration, analysis, reporting, and M&E training. Finding M&E experience among the project/program team, partner organizations, target communities, and any other prospective M&E system participants is the first step in planning for M&E human resources. The other crucial action is to assess the level of local involvement (volunteers and communities) and outside expertise. Then, at each level of the M&E system, the roles and responsibilities for M&E should be established. It is crucial to outline any M&E training requirements once the roles and responsibilities have been established. It may be helpful to construct an M&E training schedule (planning table), defining major training sessions, their schedule, location, participants, and allocated budget, for longer-term projects/programs or those with large training demands.

The last step is preparing the M&E budget. Here, the first activity is to itemize M&E budget needs, which starts by listing the M&E activities and related expenses. A planning table for important M&E activities might be utilized to direct the process if one has been created. The other tasks that should be completed at this phase include including M&E expenses into the project/program budget, examining any donor budget requirements and contributions, and planning for cost contingency.

2.5 Challenges of Monitoring and Evaluation

According to (Analytics in Action), Time and Resource, Technical Expertise, Culture/Attitudes, and Lack of Focus are the main challenges.

Time and Resource

According to recent research, the majority of non-profit organizations cited insufficient financial resources (52%) and a lack of staff time (79%) as obstacles to evaluation operations. Many NGOs lack appropriate funding for their operations, which means that the limited resources they do have are directed toward carrying out project activities rather than M&E, which is seen as an expense they cannot afford or is only partially carried out (Mathayo and Kinyina, 2022). It can be simple for Monitoring and Evaluation to fall down the list of priorities while other operations are taken care of instead because most organizations are dealing with funding restrictions. But over time, efficient monitoring and evaluation can actually help non-profits overcome some of these significant problems. Staff time and resources can be freed up by being aware of where you can make the biggest difference and what aspects are most crucial to successful interventions. Similar to that, being able to show and provide evidence of your impact will significantly help you in your fundraising efforts, both with individual donors and grant-giving organizations, increasing your access to money and easing financial restrictions.

Technical Expertise

Developing efficient monitoring and evaluation processes and activities can also be significantly hampered by a lack of technical skills inside an organization. Limited staff knowledge, expertise, and/or access to tools were cited as a hindrance to evaluation operations by 48% of non-profits, and knowledge and expertise availability was cited as a major enabler for evaluation activities by 69% of organizations. Just 8% of organizations have people who simply conduct evaluations, which contributes to this lack of technical proficiency. Because of this, it is quite difficult to find evaluation professionals, and many people in organizations responsible for M&E activities will be focused on other things. There are a variety of solutions to this problem that many non-profits can afford. If having M&E professionals in-house is not an option for you, you can hire outside consultants to fill that need for you without incurring recurring costs associated with hiring an employee.

Culture/Attitudes

Making ensuring your organization has a culture that supports the process is another difficulty for M&E. Monitoring and evaluation involves a team that prioritizes learning and has a growth attitude, not just any specific action or procedure. Monitoring and evaluation may frequently feel

like it serves only to criticize and point out shortcomings if the proper culture isn't in place. When implemented properly and with the appropriate mindset, however, M&E may play a significant role in fostering an atmosphere that fosters a pleasant environment within an organization. This setting allows people to grow and learn without worrying about facing consequences. According to a study, having the correct culture is crucial to supporting evaluation efforts. 77% of organizations cited leadership support (77%) and having an assessment-friendly culture (67%) as the two main motivating reasons for evaluation.

Lack of Focus

Choosing where to concentrate your efforts is the last obstacle in monitoring and evaluation. You could opt to gather any of a plethora of statistics and information about your projects and their effects. As a result, it might be difficult to know where to concentrate your efforts in order to maximize your return on investment. When there isn't a clear idea of why you are doing it or what you are seeking to achieve, M&E can frequently feel overwhelming or be pushed down the list of priorities. Without a thorough understanding of these issues, you may spend a lot of time gathering data without ever learning anything insightful. Understanding why you are conducting the monitoring and evaluation and what you hope to learn from it is therefore one of the methods to support your efforts. When you concentrate your time and resources on fewer areas, you can considerably aid your organization's larger initiatives.

On the other hand, using modeled frameworks and inaccurate data are the other challenges (Humanitarian Global, 2022). Under modeled frameworks, successful NGOs frequently have the same organizational structure or data strategy. On the other hand, many of these frameworks have been altered to meet the needs of the business. It's possible that your organizational structure differs from mine, which could lead to improper data analysis or ineffective data processing. Also, while some of the frameworks were created in the west, they might not be appropriate for your stakeholders' or donors' eastern sensibilities. When we see the challenge related to inaccurate data, despite your best efforts, not all of the data you gather will be accurate. Similar to every other aspect of life, there are common issues in M&E that need to be resolved before an effective solution can be established, especially in the data-collection portion. It's possible that data entry errors, fraudulent data entry, wrong computations, data loss, or efforts by stakeholders or beneficiaries to glorify the outcomes in order to win your approval occurred. If the data is inaccurate, you might not get the results you want, which could endanger your resources.

The other challenge is related to inadequate capacity building, as it is known, without competent personnel who successfully carry out the activities they are accountable for, organizations cannot function (Toscano, 2013). Developing an adequate human resource capability is essential to the long-term viability of M&E systems. Also, it must be acknowledged that educating evaluators involves technical orientation, which can be acquired through workshops and formal education (Mathayo and Kinyina, 2022). In addition to this challenge, inconsistent requirements from donors are also the other challenge to M&E. If an NGO has several donors or if one donor has more stringent standards than others, the NGOs must contend with conflicting M&E regulations. This is regarded as placing more pressure on NGOs to adhere to the rules (Mathayo and Kinyina, 2022). The practice of placing a strong emphasis on upward accountability to the donor with little or no accountability to other stakeholders is also spread by strict donor funding restrictions (Ehsan, 2013).

In addition to the challenges mentioned above, bad questions and ineffective approaches are the other challenges (EvalCommunity, 2023). Bad questions can be a significant barrier to monitoring and evaluation. Inaccurate data and biased outcomes can be the result of poorly designed questions. Poorly constructed questions may be excessively broad, too specific, or use obscene language. To obtain the most accurate findings, questions should be unbiased, straightforward, and succinct. Bad questions frequently make it too difficult to respond or the respondent may not grasp the question, which is another prevalent issue. Unbiased, direct, and concise questions will yield the most accurate results. Poor questions frequently make it too difficult to respond, and another common problem is that the respondent might not understand the inquiry. Ineffective monitoring and evaluation approaches can result in incomplete data and erroneous findings. Organizations may lack the required data to accurately measure their performance and progress without adequate monitoring and evaluation. Evaluations that are poorly planned may produce false data and incorrect interpretations of the findings. In addition, wasted opportunities to spot trends and make necessary modifications can result from improperly monitoring progress. Ineffective methods can also result in an overreliance on subjective data and anecdotal evidence, which can produce incorrect results. Ultimately, a number of issues might arise from employing the incorrect data collection techniques, failing to comprehend how to identify the data correctly, failing to comprehend outputs and outcomes, and/or failing to choose the appropriate evaluator for your project. If you don't follow the correct methods, your evaluation experience won't be successful.

2.6 M&E Logical Framework and Project Performance

The Logical Framework serves largely as a tool for project design. Following needs analysis, problem descriptions, or market analyses, it is used to summarize agreements reached by project stakeholders regarding project design. The LogFrame requires project designers to establish project goals, define success indicators, identify important activity groups, describe critical underlying assumptions, create methods for confirming project success, and specify resources needed for implementation. The implementation, monitoring, and assessment of projects can all be improved with the help of the LogFrame (Rolf,1991). Although building a log frame is challenging and time-consuming, planners, managers, and M&E staff benefit greatly from having a clear understanding of the project's goals and the methods for gauging those goals in advance. The project manager will lay out the project's goals, objectives, and performance indicators in the logical framework. They will also outline what may be expected from the project (Oxfam, 2003).

The performance of the project's activities and its progress is assessed using the project's logical framework's listed indicators (Bernard, 2015). Hence it is possible to say that Log frame is a key instrument for monitoring the performance of the project.

2.7 M&E plan and Project Performance

As per (FAO, n.d), the M&E plan, which includes a description of the tasks necessary to collect the pertinent data on the designated indicators and the necessary techniques and tools to do so. Using a methodical approach, the M&E plan organizes the gathering of certain data to be evaluated and identifies the roles and responsibilities of project/plan stakeholders. In order to support timely, evidence-based decision-making, it makes sure that pertinent progress and performance data is regularly gathered, processed, and analyzed. There are six steps under the Monitoring and Evaluation plan, these are identifying program goals and objectives, define indicators, define data collection methods and timeline, identify M&E roles and responsibilities and create an analysis plan and reporting templates, and lastly, plan for dissemination and donor reporting (Compass, 2012).

(GEF IW: LEARN, 2020) mentioned that the project performance is tracked using the Monitoring and Evaluation Plan (M&E Plan). The M&E Plan is made up of two parts: (a) progress monitoring; and (b) performance and achievement evaluation. Although the performance/ achievement

indicators used by both components may be the same, each component employs a unique set of tools and procedures. The monitoring section of M&E plan must have at least one performance indicator to track advancement toward the accomplishment of the project's primary goal, or project purpose. Several important project performance indicators that are required to track advancement toward achievement of anticipated project outcomes below the Project Purpose are also included in the monitoring section (USAID, 2017). These indicate that M&E plan is very imperative tool for project performance.

2.8 Baseline study and Project Performance

A baseline study is a preliminary analysis carried out before to the commencement of a project or intervention to collect information about the target population's present circumstances, attitudes, and habits. Throughout the course of the project, progress can be gauged and assessed using the data gathered as a benchmark (EvalCommunity, n.d). Managers can track their progress towards achieving outputs and outcomes by using baselines. Baselines also aid in determining the degree of change at each level of result (USAID, 2010). A baseline study must often be carried out before to project implementation because doing so when a project is already underway would not provide an accurate picture of its status because a continuing project will have an influence, even if it is little (Hogger et al, 2011). Sample surveys, group interviews, individual interviews, case studies, rapid appraisal, participant observation and so on are the tools that are important to collect data for baseline study.

The major goal of gathering baseline data is to increase the effectiveness of implementation and enhance development outcomes. All stakeholders' concerns should also be addressed. In the event that this is not the case, it loses its meaning or there might have been a problem with the approach (Tekkwo, 2019). The data collected in the baseline survey includes information on indicators that were chosen specially to track project performance on a regular basis (Brendah, 2017). This demonstrates clearly the significant impact baseline studies have on project performance.

2.9 Budget allocation and Project Performance

It is clear that monitoring and evaluation is essential to project performance. Nonetheless, sufficient budgetary support is required for efficient monitoring and assessment according to (Kimani, 2014). Not only the amount of budget but also timely funding would affect the M&E

activities. As per The Prompt distribution of M&E funds as needed will prevent any delays in M&E and ultimately help the project function smoothly. Periodic internal and external audits of the M&E budget are necessary to verify that budgeting is done correctly and effectively. This will guarantee that budget allocations are maintained and used appropriately, which will have a positive impact on project monitoring and assessment (Callistus, Clinton, and Didi, 2019).

A budget for monitoring and evaluation should make up 5% to 10% of the overall project budget (Kelly and Magongo, 2004). The first step is to include the projected cost while establishing the monitoring and evaluation plan, even if it may not be simple to estimate the cost of the M&E activities at the early planning stage (Silva, 2016). Before approving any funding requests, funders have recently placed a strong emphasis on making sure that monitoring and evaluation are included in the budget. Contrarily, implementing agencies place little to no focus on M&E, and the majority of them work to avoid putting in place organizational frameworks that can enable M&E (Amos, 2014).

So, from the literatures mentioned above, the quality of M&E is affected by the budgetary allocation and this would in turn affect project performance.

2.10 Stakeholder participation and project performance

As it is known the success or failure of project goal will have an impact on or be influenced by the people who make up the stakeholders. Participatory monitoring and evaluation is becoming more popular and effective for a better project performance. In participatory monitoring and evaluation (M&E), stakeholders from all levels collaborate to evaluate a project or policy and take any necessary remedial action (Jennifer and Deepa, 1998).

According to (Jennifer and Deepa, 1998), below are the key principles of participatory monitoring and evaluation:

- Outsiders facilitate while stakeholders assess
- Locals are active participants, not just information providers
- Focus on increasing stakeholders' analytical and problem-solving skills
- Process strengthens commitment to putting any suggested corrective measures into action.

The value that stakeholders would offer to the success of the monitoring and evaluation process

depends on how much they participate in the overall monitoring and evaluation process. Stakeholders provide intrinsic value by holding duty bearers accountable for their omissions and commissions when they take an active role in the project and program monitoring process. Value for money cannot be assured when they turn into passive participants, which has a detrimental impact on the sustainability of projects and programs (Mohammed, Alhassan and Kanlisi, 2018). The primary goal of Participatory Monitoring and Evaluation is to obtain information quickly and effectively so that it may be used for project planning and execution (Meredith and Mantel, 2006). This is crucial to improving project performance since it allows for the delivery of all project deliverables on time and within budget.

2.11 Theoretical Framework

There are various theories on monitoring and evaluation, each of which has a unique paradigm and concept. Realistic evaluation theory and the theory of change served as the study's guiding principles because projects are agents of change.

Realistic evaluation theory

It focuses on what project outcomes are created, how they are produced, and what is significant about the varying situations in which the interventions take place (Pawson et al, 2004). A realistic evaluation provides information on how the intervention functions and the circumstances under which a certain mechanism must operate. Context, mechanisms, and outcomes are the three central ideas of realistic evaluation. The evaluator creates a Context-Mechanism-Outcome (CMO) hypothesis, which is a prediction of the mechanisms that will probably work in various settings and the results that will be seen when they do (Mercer and Lacey, 2021).

A realistic evaluation goes beyond simply determining whether or not a development intervention was successful. It is intended to answer issues like the ones below (Mercer and Lacey, 2021).

- What is effective (or ineffective)?
- To what extent (and for whom)?
- Under what conditions does it function?
- How does it function, and why?

Theory of change

Theory of Change (ToC) explains why and how change is necessary. In plain English, this is deciding how you want the current situation relating to a problem to change and how you believe your project may contribute to that transformation. This theory is seen as a tool for developing remedies for challenging social issues (MAALIM, 2017).

Although the exact origin of the phrase "theory of change" is difficult to pinpoint, there is evidence of it in the substantial body of theoretical and applied research in the evaluation field, particularly in the works of individuals like Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss. Weiss popularized the term "Theory of Change" as a way to describe the set of assumptions that explain both the mini-steps that lead to the long-term goal and the connections between program activities and outcomes that occur at each step of the way (Center for Theory of Change, n.d).

Monitoring and evaluation must take into account the theory of change. The ToC provides a thorough and graphic explanation of how and why a desired change is anticipated to occur. As per (Entrepreneuratscale, n.d) theory of change gives a broad overview of the desired change, including modifications that your project will implement straight and additional adjustments that are not directly related to project activities but that are necessary in order to reach a long-term objective.

2.12 Empirical Review

Several researches have been conducted to examine the effect of monitoring and evaluation on project performance, majority of which seems to agree that M&E is a major contributor to project performance and success. A study by (Maalim, 2017) examined the influence of monitoring and evaluation practices on project performance in Mombasa. The researcher specified client acceptance, timely delivery and cost effectiveness as components of project performance. The goals were to assess the impact of budgetary allocation on project performance in Mombasa County, to examine the impact of capacity building on project performance in Mombasa County, and to establish the impact of stakeholder participation on project performance. The research reveals a statistically significant positive association between full participation and project acceptability at the 99% level of confidence ($r = .210$, $p < 0.010$) and between partial participation and project acceptance at the 95% level of confidence ($r = .171$, $p < 0.050$). The other project

performance measures do not, however, significantly relate to stakeholder participation. Furthermore, the study found a substantial and positive association between formal training and project acceptance at a 95% level of confidence ($r = 0.146$, $p < 0.050$), as well as a positive correlation between formal training and project budget at a 99% level of confidence ($r = 0.246$, $p < 0.010$). The results indicated that informal training was not substantially correlated with any project performance. This study has also indicated that, budgeting has no significant relation with project acceptance though it has a positive and significant correlation with completing the project on time and within the allotted budget. Also, the study showed that political support has, at 99% level of confidence, a positive and substantial association to project deliverable acceptability ($r = 0.576$, $p = 0.000$). The association between politics and the other project performance, timeliness, and budget adherence characteristics, on the other hand, was not found to be related to politics.

Another study by (Abebe, 2021) researched the Effect of Monitoring and Evaluation on Project Performance: A Case of Right to Play, Ethiopia. In order to investigate how monitoring and evaluation effect project performance, the researcher collected primary and secondary data using questioner and document analysis. The sample size of the study was 27 where 25 of these responded to the questionnaire. The researcher evaluated how much the usage of a logical framework influenced project performance levels and how much monitoring and evaluation plans affected those levels. influences the project's performance level and the degree to which baseline surveys Monitoring and evaluation training influences the level of project performance, the extent to which monitoring and evaluation training Effects the level of project Performance, the extent to which Stakeholders analysis Effects the level of project Performance and the extent M&E reports and lessons learned be used to enhance Performance of RTP projects. According to the study, the logical framework, monitoring and evaluation strategy, baseline survey, training in monitoring and evaluation, stakeholder analysis and involvement, as well as M and E reports and lessons learned, had a significant impact on the projects.

In a separate study by Ogolla and Moronge (2016) titled Factors of effective M&E of government funded water projects in Kenya: A case of Nairobi County. The study indicated project teams, budget allocation, managerial abilities, and stakeholder involvement has an impact on M&E.

2.13 Conceptual Framework

A conceptual framework is a diagram that represents concepts and how they are related. It consists of two different kinds of variables: dependent and independent. The M&E practices are the study's independent variable. Performance of projects at Concern Worldwide, Ethiopia is the dependent variable. The independent variables for this study are: Logical Framework, M&E Plan, baseline study, budget allocation for monitoring and evaluation, and stakeholder participation in M&E. The first independent variable in this paper measures whether the adoption of logical framework has brought effect on the achievement of desired deliverables, timeliness and cost effectiveness of the projects. The second independent variable, which is the M&E plan consists of two sub components, namely, the presence of documented M&E plan and staff involvement in formulation of the plan. The third independent variable, that is the Baseline study, is to know the effect of conducting a baseline survey on the achievement of desired deliverables, timeliness and cost effectiveness of the projects. Adequate budget and timely funding make up the fourth independent variable, which is budget allocation for M&E, this paper measures the effect of this variable on project performance. The last independent variable is stakeholder participation that consist of active and passive participation as sub-components. This paper measures the effect of active and passive participation of stakeholders on project performance. The sub-components of the dependent variable, which is, project performance include: desired deliverables are met; on-time delivery of all deliverables; and project cost effectiveness.

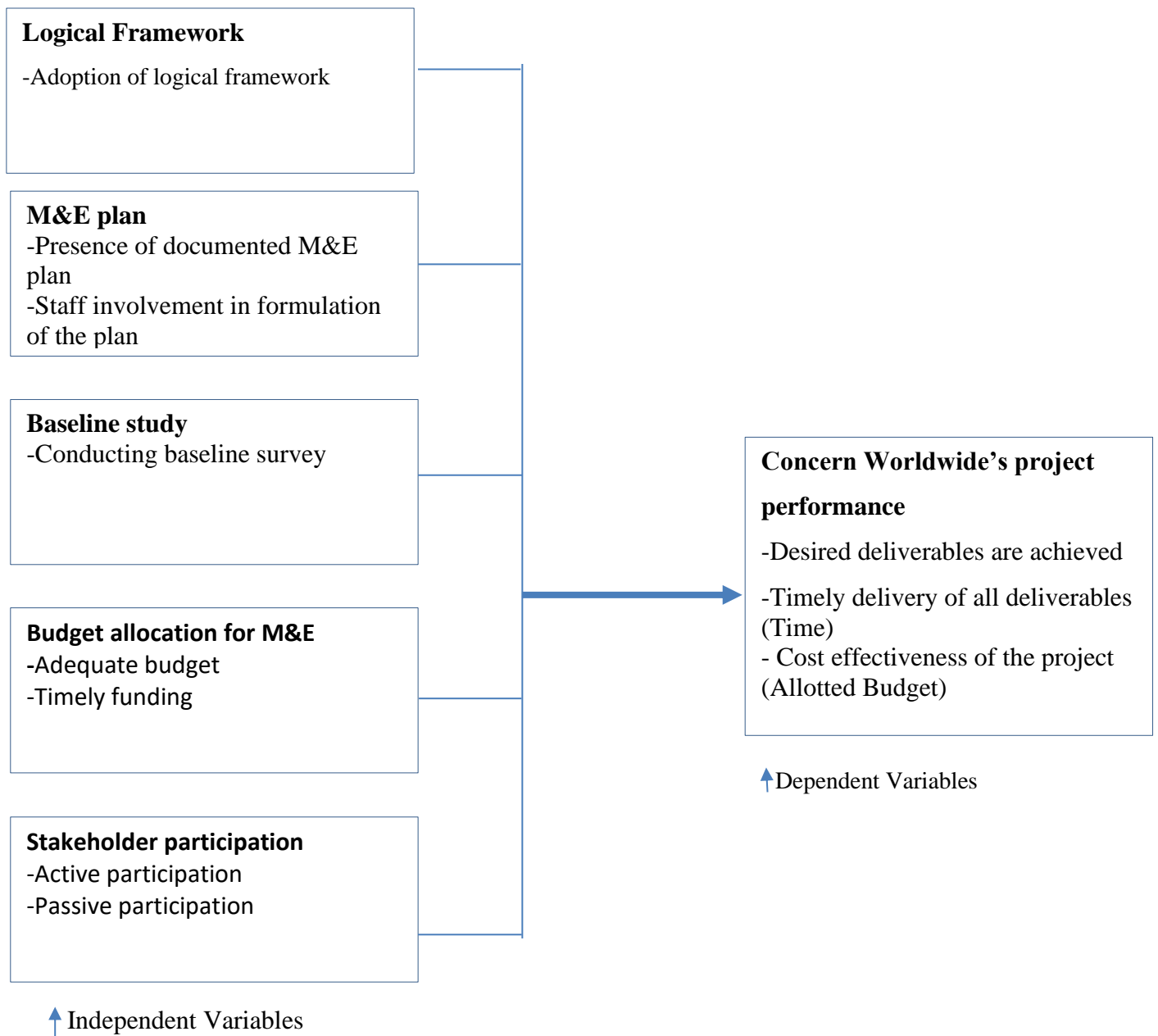


Figure 1: Conceptual framework

Source: Own work, 2023

Chapter Three

Research Methodology

3.1 Research approach and design

3.1.1 Research approach

Mainly, there are two types of research approach, namely qualitative, quantitative (Taherdoost, 2022). Qualitative approach makes use of a variety of empirical resources, including case studies, personal anecdotes, and stories that illustrate routines and issues that cannot be quantified. Because these techniques are exploratory, they are helpful in analyzing phenomena for which there is little readily available data.

On the other hand, quantitative research approach is a technique that uses numbers that come from observations to describe and explain the phenomena that the observations can reflect on. This approach uses both empirical statements and descriptive statements that explain the cases' actual meaning, rather than what they "ought" to mean and procedures. The researcher in this study used quantitative research approach.

3.1.2 Research design

A descriptive research design was used in this study as the research seeks to explain the current state of a variable that has been identified or to offer systematic data on a phenomenon (Rutgers university Libraries, 2022). This study aims to comprehend and, hence, explain the M&E practices that have an effect on the success of the Ethiopian projects of Concern WorldWide. The study aims to identify the relationship between five independent variables and the dependent variable.

3.2 Sampling Design

3.2.1 Study Population

Source of population are all project team members who are implementing Concern WorldWide projects in Ethiopia. Project staff (people who are directly involved to projects activity) such as: Project Managers, Project Monitoring and Evaluation officers, Senior Project officers and project officers and so on working at Concern WorldWide, Ethiopia were included in the study.

3.2.2 Sampling Techniques

The respondents for this study are experts who have knowledge related to monitoring and evaluation. Since the total number of experts is 30, which is small, census was found to be the best fitted sampling technique for this study. Due to their small number and the need for accurate results, those who are expected to have knowledge of M&E were chosen using Census sampling technique.

3.2.3 Sample size

Since the study was mainly done at one study setting as well as time constraints the researcher took 30 project staffs who have been implementing project in Concern Worldwide. The project staffs working at regional level were contacted through email.

3.3 Sources of data and Research Instrument

Primary data source was used to collect the necessary data required to achieve the intended research objectives. Specifically, questionnaire was outlined and used as instruments of data collection. A questionnaire was prepared, then the structured questionnaire was issued to Concern Worldwide's project staffs to collect data. The survey questionnaire comprised close-ended questions which will address all the research objectives.

3.4 Methods of data analysis

For the analysis, IBM's SPSS statistical program was used. Tables summarized the data analysis result. The data analysis include frequencies and percentages for the independent and dependent variable and correlation analysis was done to see the effect of independent variable on the dependent.

3.5 Ethical Considerations

In the course of conducting any research, the researcher has an obligation to conduct the study truthfully and morally. As a result, this research was meticulously organized, devoid of plagiarism and fraud. The permission of the respondents was requested before disseminating the questionnaire and gathering the data. The respondents were informed of the goal of the study and that only that purpose would be served by their responses. The respondents' identities were kept confidential.

The questionnaire did not contain any personal information, and visual and auditory privacy were both protected.

3.6 Reliability and Validity

Reliability calculates how consistently the measurements are made, or more simply, how uniformly the results of repeated measurements are produced.

The data quality has been guaranteed and verified using internal validity tools in the proper research instrument applications for precisely measuring the variables during the data collection operations. Additionally, the reliability test (Cronbach's Alpha techniques) was used to assess the consistency of the data. Among the total sample size of 30 respondents, the questionnaire was piloted on 12 respondents and Cronbach Alpha was calculated using SPSS version 26, and the result was 0.86, which exceed 0.70 the accepted value for Cronbach's Alpha (Mohsen and Reg, 2011).

The extent to which an instrument measures what it is intended to measure is what validity is all about. For the validity, the research questionnaire for this study paper was prepared based on the subject topic and concepts of project monitoring and evaluation which is believed to be applicable and relevant with the subject organization. The questionnaire was also designed by reviewing related study by other researchers in similar areas. Besides, the research instrument and data were validated internally by colleagues who have expertise in the research areas.

Chapter Four Data Analysis, Presentation and Interpretation

4.1. Introduction

In this chapter, the descriptive and correlation analyses of the quantitative data collected from respondents are presented and explained.

4.2 Response rate and demographic data

4.2.1 Response rate

Table 4.2.1 Respondents' response rate

<i>Questionnaires Distributed</i>	<i>Questionnaires Returned</i>	<i>Percentage</i>
30	30	100

Source: Own survey, 2023

As shown in table 4.2.1 above, Respondents received 30 questionnaires, 30 of which were correctly completed and returned at a rate of 100%. The response rate was regarded appropriate for analysis to draw conclusions for the study, in accordance with (Lietz & Zayas, 2010), who claims that a response rate of above 70% is deemed to be extremely good.

At the time of data collection, the researcher also had the opportunity to respond to the respondents' questions while taking the required precautions to avoid influencing the results. The impact of the language barrier was also lessened, resulting in a higher instrument response and scoring rate.

4.2.2 Demographic data

The demographic details of the study's respondents are covered in this section. Results are presented in terms of the study objectives and respondents are distributed according to their gender, age, education level, and work experience.

Table 4.2.2 Respondents' profile

No	Factors	Categories/ Characteristics	Quantity	%age
1	Sex	Male	29	96.7%
		Female	1	3.3%
2	Position	Program Manager	2	6.7%
		Project Manager	5	16.7%

		M&E expert	2	6.7%
		Senior Project Officers	12	40%
		Project Officer	3	10%
		Program Officer	3	10%
		Project Supervisor	2	6.7%
		Team Leader	1	3%
3	Educational level	Diploma	2	6.7%
		Graduates	18	60%
		Postgraduates	10	33.3%
4	Work experience at Concern worldwide	1 to 2 years	14	46.7%
		3 years	9	30%
		4 years	1	3.3%
		5 years	3	10%
		More than 5 years	3	10%

Source: Own survey, 2023

As can be seen in the aforementioned table 4.2.2, the majority of responders (96.7%) were men, while only one (3.3%) were women. This demonstrates that there were more men than women who responded in Concern Worldwide's two projects in Ethiopia.

The respondents' educational background was sought after, and they were requested to provide this information, which is crucial for enabling the respondent to complete the questionnaire correctly. The outcomes of the investigation are displayed in Table 4.2.2 above. Degree holders made up the majority of responses (18, or 60%), followed by Masters degree holders (10, or 33.3%), and diploma holders (6.7%). 28 people (93.3%) had a degree or postgraduate degree combined. As demonstrated by the majority of respondents, degree and postgraduate holders were mostly senior project officers, project managers, and program officers and could thus contribute fruitfully to the monitoring and assessment of projects. All of the respondents had their elementary and secondary schooling finished, and they all had either a diploma, a degree, or a postgraduate degree. This indicates that the majority of the sampled personnel possessed the necessary expertise to respond to the questions in a decisive manner and to oversee the project that the organization was conducting.

Work experience at Concern worldwide determines indicates the organizational and project-level

expertise the person possesses. According to the survey, 46.7% of respondents had between one and two years of experience in their present employment. 3.3% and 30% of respondents, respectively, had 3 and 4 years of experience. 20% of those surveyed have worked for Concern Worldwide in Ethiopia for 5 years or more. It was sufficient to offer responses to the research questions to participate in these two Concern worldwide, Ethiopia projects for at least a year. Therefore, it can be said that the respondents are experienced enough to respond to the questionnaire because no one has less than a year of experience at the Ethiopian firm.

The study also sought to find out the role played by each respondent to know the effects they have on the in the projects they have been running. Of the total respondents, 40% are senior project officers, 6.7% are program managers, 17% are project managers, 10% are project officers, 10% are program officers, 6.7% are M&E experts, 6.7% are project supervisors and the remaining 3% represents a team leader. Their job title indicate that they took imperative role in managing as well as executing the projects.

4.3 Descriptive analysis

The Likert scale, a type of rating tool used to assess attitudes and perspectives, was used to ask the participants to rate their perceptions. The respondents were asked to rate statements on a scale of 1 to 5, depending on how well they comprehend the organization's M&E practice. 1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

4.3.1. Descriptive analysis of Logical framework

The study examined the level of adoption of logical framework at Concern Worldwide, Ethiopia. According to table 4.3.1 below, 56.7% and 40% of respondents, respectively, agree and strongly agree that the projects have been implemented utilizing a logical framework, with a mode value of 4. The majority of the respondents (96.7%) agree that there has been the adoption of logical framework and only one respondent (3.3%) respondent disagree with the adoption of logical framework at Concern Worldwide, Ethiopia.

Table 4.3.1 Descriptive analysis of logical framework

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	There has been the adoption of logical framework during the project implementation	30	1 (3.3%)	0	0	17 (56.7%)	12 (40%)	4

4.3.2. Descriptive analysis of M&E plan

Regarding the monitoring and evaluation plan (M&E planning), as it is shown in table 4.3.2 below, with a mode value of 5, 46.7% and 43.3% of the respondents strongly agree and agree with the development of monitoring and evaluation plan during the implementation of projects at Concern Worldwide, Ethiopia. Only 10% of the respondents are not sure (neutral) about the development of M&E plan during the execution of projects at Concern Worldwide, Ethiopia.

Table 4.3.2 Descriptive analysis of M&E plan

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	M&E plan was developed during the implementation of project	30	0	0	3 (10%)	13 (43.3%)	14 (46.7%)	5
2	There was staff involvement in the formulation of M&E plan	30	0	1 (3.3%)	1 (3.3%)	17 (56.7%)	11 (36.7%)	4

Respondents were also asked about whether there have been staff involvement in the formulation of M&E plan. As it is shown in table 4.3.2, with a mode value of 4, 56.7% and 36.7% of respondents, respectively, agree and strongly agree that staff members were involved in the development of the monitoring and evaluation plan. Only one respondent disagrees with the involvement of staff in the formulation of Monitoring and Evaluation plan.

4.3.3. Descriptive analysis of baseline study

The study also assessed whether baseline study had been conducted or not. As it is shown in table

4.4.4 below, with a mode value of 4, 53.3% and 46.7% of respondents agree and strongly agree, respectively, that a baseline study was conducted at Concern Worldwide, Ethiopia. None of the respondent did strongly disagree and disagree with a baseline study was conducted at Concern Worldwide, Ethiopia.

Table 4.3.3 Descriptive analysis of baseline study

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	Baseline study had been conducted	30	0	0	0	16 (53.3%)	14 (46.7%)	4

4.3.4. Descriptive analysis of budget allocation for M&E

Additionally, the study also determined whether adequate budget has been allocated for monitoring and evaluation tasks. Based on table 4.3.4, with a mode value of 5, 50% and 40% of the respondents strongly agree and agree that there was adequate budget allocation for monitoring and evaluation works. Only 6.7% and 3.3% of respondents, respectively, disagree and are unsure that Concern Worldwide, Ethiopia, has allocated sufficient funds for monitoring and evaluation tasks.

Table 4.3.4 Descriptive analysis of budget allocation for M&E

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	Adequate budget has been allocated for M&E	30	0	2 (6.7%)	1 (3.3%)	12 (40%)	15 (50%)	5
2	There was timely funding of M&E budget	30	0	1 (3.3%)	2 (6.7%)	15 (50%)	12 (40%)	4

On the other hand, only 6.7% and 3.3% of respondents, respectively, are unsure and disagree that there was timely funding of Monitoring and Evaluation budget at Concern Worldwide, Ethiopia. With a mode value of 4, 50% and 40% of the respondents, respectively, agree and strongly agree with timely funding of monitoring and evaluation budget; only 6.7% and 3.3% of the respondents disagree and unsure with this statement.

4.3.5. Descriptive analysis of active and passive participation of stakeholders

Majority of the respondents agree that there has been active participation of stakeholders in

monitoring and evaluation activities in Concern Worldwide, Ethiopia, as it is shown in table 4.3.5, with a mode value of 4, 46.7% and 43.3% of the respondents agree and strongly agree that there has been active participation of stakeholders in the monitoring and evaluation activities; only 6.7% and 3.3% of the respondents are unsure and strongly disagree with this statement.

Table 4.3.5 Descriptive analysis of active and passive participation of stakeholders in M&E

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	There was active participation of stakeholders in M&E	30	1 (3.3%)	0	2 (6.7%)	14 (46.7%)	13 (43.3%)	4
2	There was passive participation of stakeholders in M&E	30	4 (13.3%)	12 (40%)	3 (10%)	8 (26.7%)	3 (10%)	2

On the other hand, as it is shown in table 4.3.5, with a mode value of 2, 40% and 13.3%, respectively, disagree and strongly disagree that there has been passive participation of stakeholders in M&E. And 26.7% and 10%, respectively, agree and strongly agree that there was passive participation of stakeholders in M&E activities in Concern Worldwide, Ethiopia.

4.3.6. Descriptive analysis of dependent variable (project performance)

4.3.6.1 Descriptive analysis of Achievement of Desired deliverables

The study also assessed the degree of achievement of projects' desired deliverables. According to table 4.3.6.1, with a mode value of 4, 80% and 10% of the respondents, respectively, agree and strongly agree that all outcomes of projects were achieved; only 10% of the respondents disagree with this statement. On the other hand, majority of the respondents (80%) agree that all the delivered deliverables of projects have met the expected level of quality while only 10% of the respondents don't believe that the projects' deliverables have been meeting the expected level of quality.

In addition, according to table 4.3.6.1, with a mode value of 4, 60% and 23.3% of the respondents agree and strongly agree that the clients of the projects are satisfied with the outputs of the deliverables; only 10% of the respondents disagree with this statement.

Table 4.3.6.1 Descriptive analysis of Achievement of Desired deliverables

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	All the outcomes of the project were achieved	30	0	3 (10%)	0	24 (80%)	3 (10%)	4
2	All the delivered deliverables of the project have met the expected level of quality	30	0	4 (13.3%)	2 (6.7%)	22 (73.3%)	2 (6.7%)	4
3	The client of the project is satisfied with the outputs of the deliverables	30	0	3 (10%)	2 (6.7%)	18 (60%)	7 (23.3%)	4

4.3.6.2 Descriptive analysis of Timeliness

According to table 4.3.6.2, with a mode value of 4, 50% and 20% of the respondents agree and strongly agree that all the deliverables of the projects have been delivered on time while 20% of the respondents don't think all of the project deliverables were made on schedule, but 10% of the respondents are neutral about this statement. On the other hand, with a mode value of 4, 53.3% and 13.3% of the respondents, respectively, agree and strongly agree that there are projects' activities are completed even earlier than the originally anticipated timeline; only 13.3% of respondents disagree with this statement.

Table 4.3.6.2 Descriptive analysis of Timeliness

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	All the deliverables of the projects have been delivered on time	30	0	6 (20%)	3 (10%)	15 (50%)	6 (20%)	4
2	There are project activities that are completed even earlier than the originally anticipated timeline.	30	0	4 (13.3%)	6 (20%)	16 (53.3%)	4 (13.3%)	4
3	The project's client has not expressed any dissatisfaction with the timeliness of project deliverables	30	2 (6.7%)	7 (23.3%)	2 (6.7%)	13 (43.3%)	6 (20%)	4

In addition to this, majority of the respondents agree that the project's client has not expressed any dissatisfaction with the timeliness of project deliverables. Based on table 4.3.6.2, with a mode value of 4, 43.3% and 20% of the respondents, respectively, agree and strongly agree that the project clients are satisfied with the timeliness of project deliverables, but 23.3% of the respondents disagree that the projects' client have not expressed any dissatisfaction with the timeliness of projects deliverables.

4.3.6.3 Descriptive analysis of Cost effectiveness

The study also assessed whether the projects' have been progressing in a cost-effective manner or not. According to table 4.3.6,3, with a mode value of 4, 53.3% and 20% of the respondents agree and strongly agree that the projects have been implemented in a cost-effective manner, while 23.3% of the respondents are unsure about it. On the other hand, with a mode value of 4, majority of the respondents (more than 73%) agree that the project's original budget has been exceeded as a result of the incorporation of more activities than were originally planned. With a mode value of 2, 50% and 6.7% of respondents, respectively, disagree and strongly disagree that the projects have been implemented in a lower cost than originally planned cost, while a little more than 42% agree that the projects have been implemented in a lower cost than originally planned cost.

Table 4.3.6.3 Descriptive analysis of Cost effectiveness

No	Statements	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	Mode
1	The project has been implemented in a cost-effective manner	30	1 (3.3%)	0	7 (23.3%)	16 (53.3%)	6 (20%)	4
2	The project's original budget has been exceeded as a result of the incorporation of more activities than were originally planned	30	0	5 (16.7%)	7 (23.3%)	13 (43.3%)	5 (16.7%)	4
3	The project has been implemented in a lower cost than originally planned cost	30	2 (6.7%)	15 (50%)	0	11 (36.7%)	2 (6.6%)	2

4.4. Correlation Analysis

Spearman correlation was employed to measure the strength of the relationship between variables as Likert scale is ordinal level data. Spearman's correlation coefficients (r) can range from -1 to 1. According to (Dr. Ali Raheem Al nassr), below are the interpretations of spearman's correlation coefficients:

0.01-0.19 "very weak"

0.20- 0.39 "weak"

0.40-0.59 "moderate"

0.60-0.79 "strong"

0 .80-1.0 very strong

4.4.1 Correlation Analysis of components of independent variables and components of dependent variable

4.4.1.1 Correlation Analysis of component of logical framework and components of dependent variable

As it is shown in table 4.4.1.1, the component of logical framework, which is the adoption of logical framework is strongly correlated with all the three components of dependent variable. The adoption of logical framework has a strong positive correlation ($r=0.652$, $P<0.01$) with desired deliverables are achieved, as well as it has a strong positive correlation ($r=0.641$, $P<0.01$) with timely delivery of all deliverables, moreover, it has a strong positive correlation ($r=0.659$, $P<0.01$) with cost effectiveness of the project.

Table 4.4.1.1 Correlation Analysis of component of logical framework and components of dependent variable

Independent Variable	Components of Independent variable	Correlation	Dependent Variable Components		
			Desired deliverables are achieved	Timely delivery of all deliverables	Cost effectiveness of the project
Logical Framework	Adoption of logical framework	Correlation Coefficient (r)	.652**	.641**	.659**
		Sig. (2-tailed)	.000	.000	.000
		N	30	30	30

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

4.4.1.2 Correlation Analysis of components of M and E plan and components of dependent variable

As table 4.4.1.2 depicts, the first component of monitoring and evaluation plan, which is the presence of documented M&E plan, has a very strong positive correlation ($r=0.952$, $P<0.01$) with desired deliverables are achieved and it has a moderate positive correlation both with timely delivery of all deliverables and cost effectiveness of the project with value of ($r=0.517$, $P<0.01$) and ($r=0.567$, $P<0.01$) respectively.

On the other hand, table 4.4.1.2 also shows the details of correlation between staff involvement in formulation of the plan and components of dependent variable. Staff involvement in formulation of the plan has a very strong positive correlation with desired deliverables are achieved ($r=1$.

P<0.01) and it has a strong positive correlation with timely delivery of all deliverables (r=0.732, P<0.01), in addition, it also has a moderate positive correlation with cost effectiveness of the project (r=0.402, P<0.05).

Table 4.4.1.2 Correlation Analysis of components of M and E plan and components of dependent variable

Independent Variable	Components of Independent variable	Correlation	Dependent Variable Components		
			Desired deliverables are achieved	Timely delivery of all deliverables	Cost effectiveness of the project
M&E plan	Presence of documented M&E plan	Correlation Coefficient (r)	.952**	.517**	.567**
		Sig. (2-tailed)	.000	.003	.001
		N	30	30	30
	Staff involvement in formulation of the plan	Correlation Coefficient (r)	1.000**	.732**	.402*
		Sig. (2-tailed)	.000	.000	.028
		N	30	30	30

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

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

4.4.1.3 Correlation Analysis of component of baseline study and components of dependent variable

Table 4.4.1.3 Correlation Analysis of component of baseline study and components of dependent variable

Independent Variable	Components of Independent variable	Correlation	Dependent Variable Components		
			Desired deliverables are achieved	Timely delivery of all deliverables	Cost effectiveness of the project
Baseline study	Conducting baseline survey	Correlation Coefficient (r)	1.000**	.540**	.095
		Sig. (2-tailed)	.000	.002	.617
		N	30	30	30

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

As table 4.4.1.3 shows, conducting baseline survey has a very strong positive correlation with desired deliverables are achieved (r=1, P<0.01) while it has a moderate positive correlation with

timely delivery of all deliverables ($r=0.54$, $P<0.01$) and it has no significant level of correlation with cost effectiveness of the project.

4.4.1.4 Correlation Analysis of components of budget allocation for M&E and components of dependent variable

The study also assessed the correlation between components of budget allocation for M&E and components of dependent variable. As it is shown in table 4.4.1.4, adequate budget allocation for M&E has a very strong positive correlation with desired deliverables are achieved ($r=1$, $P<0.01$), it has a strong positive correlation with timely delivery of all deliverables ($r=0.766$, $P<0.01$), and it also has a strong positive correlation with cost effectiveness of the project ($r=0.743$, $P<0.01$).

Table 4.4.1.4 Correlation Analysis of components of budget allocation for M&E and components of dependent variable

Independent Variable	Components of Independent variable	Correlation	Dependent Variable Components		
			Desired deliverables are achieved	Timely delivery of all deliverables	Cost effectiveness of the project
Budget allocation for M&E	Adequate budget	Correlation Coefficient (r)	1.000**	.766**	.743**
		Sig. (2-tailed)	.000	.000	.000
		N	30	30	30
	Timely funding	Correlation Coefficient (r)	1.000**	.692**	.570**
		Sig. (2-tailed)	.000	.000	.001
		N	30	30	30

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

On the other hand, timely funding of M&E budget has a very strong positive correlation with desired deliverables are achieved ($r=1$, $P<0.01$) while it has a strong positive correlation with timely delivery of all deliverables ($r=0.692$, $P<0.01$), and it has a moderate positive correlation with cost effectiveness of the project ($r=0.570$, $P<0.01$).

4.4.1.5 Correlation Analysis of components of stakeholder participation and components of dependent variable

As table 4.4.1.5 shows, active participation of stakeholders has a very strong positive correlation with desired deliverables are achieved ($r=1$, $P<0.01$), it also has a strong positive correlation with timely delivery of all deliverables ($r=0.668$, $P<0.01$), but it has a moderate positive correlation with cost

effectiveness of the project ($r=0.494$, $P<0.01$).

Table 4.4.1.5 Correlation Analysis of components of stakeholder participation and components of dependent variable

Independent Variable	Components of Independent variable	Correlation	Dependent Variable Components		
			Desired deliverables are achieved	Timely delivery of all deliverables	Cost effectiveness of the project
Stakeholder participation	Active participation	Correlation Coefficient (r)	1.000**	.668**	.494**
		Sig. (2-tailed)	.000	.000	.006
		N	30	30	30
	Passive participation	Correlation Coefficient (r)	1.000**	.818**	.788**
		Sig. (2-tailed)	.000	.000	.000
		N	30	30	30

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

On the other hand, passive participation of stakeholders has a very strong positive correlation with desired deliverables are achieved ($r=1$, $P<0.01$), it also has a very strong positive correlation with timely delivery of all deliverables ($r=0.818$, $P<0.01$), and it has a strong positive correlation with cost effectiveness of the project ($r=0.788$, $P<0.01$).

4.4.2 Correlation Analysis of independent variables and dependent variable (project performance)

4.4.2.1 Correlation Analysis of logical framework and project performance

As it is shown in table 4.4.2.1, the independent variable called logical framework has a strong positive correlation with the dependent variable, project performance with ($r=0.720$, $P<0.01$).

Table 4.4.2.1 Correlation Analysis of logical framework and project performance

Independent Variable	Correlation	Dependent Variable
		Project Performance
Logical Framework	Correlation Coefficient	.720**
	Sig. (2-tailed)	.000
	N	30

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

4.4.2.2 Correlation Analysis of M&E plan and project performance

The study also investigates the correlation among monitoring and evaluation plan and project performance. Based on table 4.4.2.2, monitoring and evaluation plan has a strong positive correlation with project performance ($r=0.754$, $P<0.01$).

Table 4.4.2.2 Correlation Analysis of M&E plan and project performance

Independent Variable	Correlation	Dependent Variable
		Project Performance
M&E plan	Correlation Coefficient	.754**
	Sig. (2-tailed)	.000
	N	30

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

4.4.2.3 Correlation Analysis of Baseline study and project performance

Table 4.4.2.3 shows the correlation among baseline study and project performance; accordingly, baseline study has a moderate positive correlation with project performance ($r=0.59$, $P<0.01$).

Table 4.4.2.3 Correlation Analysis of Baseline study and project performance

Independent Variable	Correlation	Dependent Variable
		Project Performance
Baseline study	Correlation Coefficient	.590**
	Sig. (2-tailed)	.001
	N	30

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

4.4.2.4 Correlation Analysis of Budget allocation for M&E and project performance

The study also assessed the correlation among budget allocation for monitoring and evaluation and project performance. According to table 4.4.2.4, budget allocation for M&E has a very strong positive correlation with project performance ($r=0.863$, $P<0.01$).

Table 4.4.2.4 Correlation Analysis of Budget allocation for M&E and project performance

Independent Variable	Correlation	Dependent Variable
		Project Performance
Budget allocation for M&E	Correlation Coefficient	.863**
	Sig. (2-tailed)	.000
	N	30

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

4.4.2.5 Correlation Analysis of stakeholder participation and project performance

According to table 4.4.2.5, stakeholder participation has a very strong positive correlation with project performance (r=0.848, P<0.01).

Table 4.4.2.5 Correlation Analysis of stakeholder participation and project performance

Independent Variable	Correlation	Dependent Variable
		Project Performance
Stakeholder participation	Correlation Coefficient	.848**
	Sig. (2-tailed)	.000
	N	30

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

Table 4.4.3 Summary of correlation analysis of components of independent variables and components of dependent variable

Independent Variable	Components of Independent variable	Correlation	Dependent Variable Components		
			Desired deliverables are achieved	Timely delivery of all deliverables	Cost effectiveness of the project
Logical Framework	Adoption of logical framework	Correlation Coefficient	.652**	.641**	.659**
		Sig. (2-tailed)	.000	.000	.000
		N	30	30	30
M&E plan	Presence of documented	Correlation Coefficient	.952**	.517**	.567**
		Sig. (2-tailed)	.000	.003	.001

	M&E plan	N	30	30	30
	Staff involvement in formulation of the plan	Correlation Coefficient	1.000**	.732**	.402*
		Sig. (2-tailed)	.000	.000	.028
		N	30	30	30
Baseline study	Conducting baseline survey	Correlation Coefficient	1.000**	.540**	.095
		Sig. (2-tailed)	.000	.002	.617
		N	30	30	30
Budget allocation for M&E	Adequate budget	Correlation Coefficient	1.000**	.766**	.743**
		Sig. (2-tailed)	.000	.000	.000
		N	30	30	30
	Timely funding	Correlation Coefficient	1.000**	.692**	.570**
		Sig. (2-tailed)	.	.000	.001
		N	30	30	30
Stakeholder participation	Active participation	Correlation Coefficient	1.000**	.668**	.494**
		Sig. (2-tailed)	.	.000	.006
		N	30	30	30
	Passive participation	Correlation Coefficient	1.000**	.818**	.788**
		Sig. (2-tailed)	.000	.000	.000
		N	30	30	30

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

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

Table 4.4.4 Summary of correlation analysis of independent variables and dependent variable (project performance)

Independent Variable	Correlation	Dependent Variable
		Project Performance
Logical Framework	Correlation Coefficient	.720**
	Sig. (2-tailed)	.000
	N	30

M&E plan	Correlation Coefficient	.754**
	Sig. (2-tailed)	.000
	N	30
Baseline study	Correlation Coefficient	.590**
	Sig. (2-tailed)	.001
	N	30
Budget allocation for M&E	Correlation Coefficient	.863**
	Sig. (2-tailed)	.000
	N	30
Stakeholder participation	Correlation Coefficient	.848**
	Sig. (2-tailed)	.000
	N	30

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

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

4.5 Regression Analysis

Regression analysis has been carried out to examine the effect of all independent variables of monitoring and evaluation on the performance of projects at Concern Worldwide, Ethiopia.

Table 4.5.1 Analysis of variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.905	5	.781	5.402	.002
Residual	3.470	24	.145		
Total	7.375	29			

Based on the analysis of variance in Table 4.5.1, the total regression model has a significant value of 0.02, which is less than 0.05. Consequently, this indicates that the independent variables have an overall effect on the dependent variable. Moreover, according to table 4.5.2, the $R^2=0.53$ depicts that the model explains 53% of the variance on project performance.

Table 4.5.2 Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
	.782	.53	.432	.380	.002

Regression Coefficients

The estimated regression coefficient is shown in table 4.5.3; for each unit of change in the independent variables, the corresponding regression coefficients represent the mean change in the projects' performance (the dependent variable).

Table 4.5.3 Regression coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.733	.870		.843	.008
Logical Framework	-.049	.095	-.086	-.523	.606
M&E plan	.263**	.168	.260	1.568	.013
Baseline study	.254	.153	.256	1.662	.110
Budget allocation for M&E	.359**	.103	.535	3.497	.002
Stakeholder participation	-.025**	.105	-.038	-.234	.017

** Regression coefficient is significant at 0.05 level

The findings showed that only three variables—the M&E plan, the budget allotted for M&E, and stakeholder involvement—have a significant impact on project performance, whereas the logical framework and baseline study have no significant effect on the dependent variable (project performance). According to table 4.5.3, a unit increase in the M&E plan would result in an increase in project performance by a factor of 0.263, a unit increase in the M&E budget would result in an increase in project performance by a factor of 0.359, and a unit increase in stakeholder participation would result in a decrease in project performance by a factor of 0.025.

The following model depicts the regression equation relating to the performance of projects as a linear function of the three independent variables: the M&E plan, the budget allotted for M&E, and participation of stakeholders.

$$Y_i = 0.733 + 0.263X_1 + 0.359X_2 - 0.025X_3 + \epsilon$$

Where Y_i = performance of projects of Concern Worldwide, Ethiopia

X_1 = M&E plan

X_2 = Budget allocation for M&E

X3= Stakeholder participation

£= Error term

4.6 Discussion

The study indicated that the first component of the independent variable, which is the adoption of logical framework has a strong positive correlation with project performance but the regression coefficient indicated that it has no significant effect on project performance. This finding is not consistent with Ruggero Golini, Paolo Landoni & Matteo Kalchschmidt (2018) which stated that the logical framework has a positive effect on project performance.

On the other hand, this study has identified that monitoring and evaluation plan has a positive effect on project performance. This finding is consistent with Niwagaba Hubert and Dr. Patrick Mulyungi (2018) that stated M&E planning is the blueprint for project monitoring and evaluation that results in influencing project performance. The result is inconsistent with Rogito ogiki douglas (2010) findings which revealed that baseline survey has influence on project performance while this study found out that conducting baseline study don't have an effect on project performance.

On the other hand, a study made by Lily, C., Harriet, K and Christopher, G (2017) which is The Influence of Monitoring and Evaluation Budget on Performance of Horticulture Projects in Nakuru County, Kenya indicated that the effectiveness of horticultural projects was significantly impacted by the M&E budget. The study's overall finding is that M&E budget performance on horticultural projects in Nakuru county was statistically significant. This finding is consistent with the finding of this study.

The study made by MAALIM, A. (2017) indicated that there is a relationship between stakeholder participation and project performance and also Victor karianjahi miako (2018) stated that stakeholder participation positively and significantly impacts project performance and it has also indicated that the successful completion of every project depends on conducting a stakeholder analysis. The finding on the effect of stakeholder participation on project performance by Victor karianjahi miako (2018) is inconsistent with the finding of this study.

Chapter Five

Summary, Conclusion and Recommendation

5.1 Summary

This study's main objective is to determine the effect of monitoring and evaluation on project performance by taking Concern Worldwide, Ethiopia as a case study. This chapter summarizes the findings of the study described in chapter 4, draws conclusions, and then makes recommendations. The summary of the study for each of the variables are discussed below.

According to the study, Concern Worldwide, Ethiopia, has an excellent level of logical framework adoption as more than 95% of the respondents concur with this assertion. And it strongly and positively correlates with desired deliverables are achieved, timely delivery of all deliverables, and also with cost effectiveness of the project. Overall, it has also a strong positive correlation with project performance. But the regression analysis indicates that logical framework doesn't have a significant level of effect on projects' performance at Concern Worldwide, Ethiopia, since the P-value is greater than 0.05.

On the other hand, the study also indicates that majority of the respondents agree with the development of monitoring and evaluation plan during the implementation of projects at Concern Worldwide, Ethiopia. And although few (3.3%) of the respondents disagree, majority of them agree that there have been staff involvement in the formulation of M&E plan at Concern Worldwide, Ethiopia. One of the components of M&E plan, which is the presence of documented M&E plan has a very strong positive correlation with desired deliverables are achieved but it has a moderate positive correlation both with timely delivery of all deliverables and cost effectiveness of the projects. The other component of the M&E plan, which is the staff involvement in the formulation of M&E plan has a very strong positive correlation with desired deliverables are achieved and with timely delivery of all deliverables but it has a moderate positive correlation with cost effectiveness of the project. And, overall, the study found that M&E plan has a strong positive correlation with project performance. According to the regression study, a unit increase in the M&E plan would increase project performance by a factor of 0.263.

Based on the analysis result of the study, majority of the respondents agree that Concern Worldwide, Ethiopia conducted baseline studies for projects. Regarding the correlation among baseline study and dependent variable components, the study found that conducting baseline

survey has a very strong positive correlation with desired deliverables are achieved but it has a moderate positive correlation with timely delivery of all deliverables, and it has no significant level of correlation with cost effectiveness of the project. And overall, the analysis indicates that baseline study has a moderate positive correlation with project performance. Additionally, the regression analysis shows that the baseline study has no significant effect on the performance of projects at Concern Worldwide, Ethiopia, as the P-value is higher than 0.05.

Majority of the respondents agree that adequate budget has been allocated for M&E also majority of them believe that there was timely funding of M&E budget. Adequate budget allocation for M&E has a very strong positive correlation with all components of the dependent variable, namely, desired deliverables are achieved, timely delivery of all deliverables and with cost effectiveness of the project. On the other hand, timely funding of M&E budget has a very strong positive correlation with desired deliverables and with timely delivery of all deliverables but it has a moderate positive correlation with cost effectiveness of the project. In general, the study found out that budget allocation for M&E has a strong positive correlation with project performance. According to the regression analysis, project performance would increase by a factor of 0.359 for every unit increase in the Budget allocation for M&E.

Majority of the respondents agree that there was active participation of stakeholders in M&E and majority of the respondents disagree that there was passive participation of stakeholders in M&E. Regarding correlation, active participation of stakeholders has a very strong positive correlation with desired deliverables are achieved and with timely delivery of all deliverables, but it has a moderate positive correlation with cost effectiveness of the project. On the other hand, passive participation of stakeholders has a very strong positive correlation with desired deliverables are achieved, timely delivery of all deliverables (and it has a strong positive correlation with cost effectiveness of the project. Overall, the study identified that stakeholder participation has a very strong positive correlation with project performance. According to the regression analysis, project performance would decrease by a factor of 0.025 for every unit increase in the stakeholder participation.

Based on the study finding, majority of the respondents respondent agree that all the outcomes of the project were achieved, all the delivered deliverables of the project have met the expected level of quality, and the client of the project is satisfied with the outputs of the deliverables. Regarding timeliness of the projects, majority of the respondents agree that all the deliverables of the projects

have been delivered on time, there are project activities that are completed even earlier than the originally anticipated timeline, and they also agreed that the projects' client has not expressed any dissatisfaction with the timeliness of project deliverables. On the other hand, majority of the respondents agree that the project has been implemented in a cost-effective manner and the projects' original budget has been exceeded as a result of the incorporation of more activities than were originally planned but most of the respondents disagree that the project has been implemented in a lower cost than originally planned cost.

5.2 Conclusion

It can be concluded that there is a good level of adoption of result framework at Concern worldwide, Ethiopia. But the study found that adoption of Logical Framework doesn't have significant level of influence on the project performance in Concern Worldwide. On the hand, Concern Worldwide, Ethiopia has been developing M&E plan while implementing projects and it has also involved staffs in the formulation of M&E plan. From the study finding, it can be concluded that M&E plan has positive and strong effect on the projects' performance at Concern Worldwide, Ethiopia.

It can be said that Concern Worldwide, Ethiopia has conducted baseline studies while implementing projects. But, based on the study, it can be concluded that conducting baseline study has no significant influence on project performance.

Adequate budget has been allocated for M&E activities and also there was timely funding of M&E budget at Concern Worldwide, Ethiopia. In general, the study found that budget allocation for M&E strongly and positively influences project performance.

In addition, there was active participation of stakeholders in M&E activities at Concern Worldwide, Ethiopia. Although there has been active participation of stakeholders at Concern Worldwide, Ethiopia, the study found that stakeholder participation in general has a strong negative influence on project performance.

5.3 Recommendation

Based on the output of this study, except for logical framework and baseline study, all other components of monitoring and evaluation have strong level of effect on project performance. In general, in order to enhance the performance of projects at Concern worldwide, Ethiopia, the organization needs to pursue on providing better attention to developing M&E plan, and enhancing the allocation of budget to M&E activities than focusing on conducting baseline surveys and

developing logical framework, as both have no significant level of influence on project performance according to the study output. Additionally, Concern Worldwide does not need to pay more attention to stakeholder participation while conducting projects because the study showed that it has a negative influence on project performance.

On the other hand, as few respondents disagree with the allocation of budget to M&E activities, Concern worldwide, Ethiopia need to enhance the allocation of sufficient fund to M&E tasks to increase project performance as the study found that budget allocation for M&E strongly and positively influences project performance. To determine the effect of the current M&E processes on project performance, other studies in other public-sector organizations and non-governmental organizations must be done since this study was carried out only at Concern World, Ethiopia.

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Appendix

Questionnaire

Dear Respondent,

I am conducting research on “The Effect of Monitoring and Evaluation on Projects’ Performance: A Case of Concern Worldwide, Ethiopia”.

The information is going to be used as a primary data in this research which the researcher is conducting as a partial fulfillment of his study at Addis Ababa University for completing Master of Project Management. Believing that your frank and genuine responses will contribute vastly to the quality of the findings of this study, the researcher would like to ask you kindly to complete this questionnaire, as truthfully as possible. He would also like to inform you that the responses you provide will be kept confidential and will not be disclosed to the third party without your consent. The researcher would like to express his heartfelt thanks in advance for taking part in this endeavor.

Name of the researcher: Ananiya Sisay

Contact: 0912889793

Instruction

This questionnaire consists of two sections; section A and B. Section A is demographic information while section B is project information. Please be honest when completing both sections. The study focuses on **two projects** that have been implemented by Concern Worldwide, Ethiopia, namely, **Enhanced Response to Nutrition Emergency**, and **Emergency Nutrition Response**. Please consider only these two projects while filling out the questionnaire.

Section A: Demographic details

Please indicate your answer by “**bolding**” one of the alternatives given under each of the questions

A. General Information

1. Gender

A. Male

B. Female

2. Age:

A. 21-30

B. 31-40

C. 41-50

D. above 50

3. Level of Education

Please indicate the highest level of education you have attained

Code	1	2	3	4	5	6
Education level	Primary	Secondary	Diploma	Graduate	Post graduate	PhD

4. Current Position in the organization:

- A. Program Manager
- B. Project Manager
- C. M&E expert
- D. Senior Project Officers
- E. Project Officer
- F. Program Officer
- G. Project Supervisor
- H. Other_____

5. Please indicate the number of years of experience at Concern Worldwide

- A. 1 to 2 years
- B. 3 years
- C. 4 years
- D. 5 years
- E. More than 5 years

Section B: Give the responses based on the project in which you were involved in

Please rate by how much you agree with the following statements putting a tick (√) appropriately in the table below (**Key: SD- Strongly Disagree, D- Disagree, Neutral, A- Agree and SA- Strongly Agree**)

1. Logical framework and Project Performance

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Statement					
There has been the adoption of logical framework during the project implementation					
Effect of logical framework					
Adoption of logical framework results in the achievement of projects' desired deliverables					
Adoption of logical framework leads to timely delivery of projects					
Adoption of logical framework improves cost effectiveness of projects					

2. M&E plan and project performance

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Statement					
M&E plan was developed during the implementation of project					
There was staff involvement in the formulation of M&E plan					
Effect of M&E plan					
The presence of documented M&E plan enhances the achievement of projects' desired deliverables					
The presence of documented M&E plan leads to timely delivery of projects					

The presence of documented M&E plan improves cost effectiveness of projects					
Staff involvement in the formulation of M&E plan improves the achievement of projects' desired deliverables					
Staff involvement in the formulation of M&E plan leads to timely delivery of projects					
Staff involvement in the formulation of M&E plan improves cost effectiveness of projects					

3. Baseline study and project performance

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Statement					
Baseline study had been conducted					
Effect of baseline study					
Conducting baseline study enhances the achievement of projects' desired deliverables					
Conducting baseline study leads to timely delivery of projects					
Conducting baseline study improves cost effectiveness of projects					

4. Budget allocation for M&E and project performance

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Statement					
Adequate budget has been allocated for M&E					
There was timely funding of M&E budget					

Effect of budget allocation					
Adequate budget allocation for M&E improves the achievement of projects' desired deliverables					
Adequate budget allocation for M&E leads to timely delivery of projects					
Adequate budget allocation for M&E enhances the cost effectiveness of projects					
Timely funding of M&E budget results in the achievement of projects' desired deliverables					
Timely funding of M&E budget leads to timely delivery of projects					
Timely funding of M&E budget enhances the cost effectiveness of projects					

5. Stakeholder participation and project performance

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Statement					
There was active participation of stakeholders in M&E					
There was passive participation of stakeholders in M&E					
Effect of stakeholder participation					
Active participation of stakeholders in M&E improves the achievement of projects' desired deliverables					
Active participation of stakeholders in M&E leads to timely delivery of projects					

Active participation of stakeholders in M&E enhances the cost effectiveness of projects					
Passive participation of stakeholders in M&E results in the achievement of projects' desired deliverables					
Passive participation of stakeholders in M&E leads to timely delivery of projects					
Passive participation of stakeholders in M&E enhances the cost effectiveness of projects					

6. Project performance

A. Achievement of Desired deliverables

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
All the outcomes of the project were achieved					
All the delivered deliverables of the project have met the expected level of quality					
The client of the project is satisfied with the outputs of the deliverables					

B. Timeliness

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
All the deliverables of the projects have been delivered on time					

There are project activities that are completed even earlier than the originally anticipated timeline.					
The project's client has not expressed any dissatisfaction with the timeliness of project deliverables					

C. Cost effectiveness

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The project has been implemented in a cost-effective manner					
The project's original budget has been exceeded as a result of the incorporation of more activities than were originally planned					
The project has been implemented in a lower cost than originally planned cost					

Thank You!