



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF MONITORING AND EVALUATION PRACTICES ON
THE PERFORMANCE OF PROJECTS: THE CASE OF SELECTED
LOCAL NGO's**

**BY
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**JULY 2024
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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REQUIREMENT FOR MASTER OF ART DEGREE IN PROJECT
MANAGEMENT**

JULY 2024

ADDIS ABABA, ETHIOPIA

DECLARATION

I, the undersigned declare that this thesis is my original work, prepared under the guidance of MARU SHETE (PhD) this thesis is a first of its kind and not submitted to any other institutions anywhere for the award of any academic qualifications

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Addis Ababa

ENDORSEMENT

I hereby certify that thesis entitled: ‘The Effect of Monitoring and Evaluation Practices on the Performance of Projects: the Case of Selected Local NGO’s’ has been submitted to Saint Mary’s University, School of Graduate Studies for examination with my approval as a university advisor.

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LIST OF ABBREVIATIONS/ACRONYMS

AEID	Afro Ethiopian Integrated Development
ANPPCAN	African Network for the Prevention and Protection against Child Abuse and Neglect
ASE	Agri-Service Ethiopian
CSO	Civil Society Organization
ERSHA	Enhanced Rural Self Help Association
FAO	Food Agriculture Organization of the United Nations
GDP	Gross Domestic Product
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IGA	Income Generating Activities
ISHIDO	Integrated Service on Health and Development
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OECD	Organization of Economic Co-operation and Development
PM4DEV	Project Management for Development
PMBOK	Project Management Body of Knowledge
PMDPro	Project Management for Development Professionals
PMI	Project Management Institute
SMART	Specific, Measurable, Achievable, Reliable and Timely
UNAIDS	United Nations Program on HIV/AIDS
UNDP	United Nation Development Program
WaSH	Water, Sanitation and Hygiene

ABSTRACT

Monitoring and evaluation is a fundamental instrument of project management that ensures effective, efficient and accountable delivery of project results. Set of interrelated M&E activities are identified and implemented at various phases of the project life. With this in mind a research study was conducted with the objective of determining the effect of monitoring and evaluation practices on the performance of development projects implemented by five local NGO's. The study objective was guided by the following five research questions: To what extent does availability of funds affects the performance of projects? To what extent does M&E Planning affects the performance of projects? To what extent does use of M&E result findings affects the performance of projects? To what extent does M&E structure affects the performance of projects? And to what extent does role of management affects the performance of projects?

The study was conducted focusing on five local NGO's that have similar level of engagement and scale of operations. Descriptive and explanatory research designs were employed to analyze the collected data. A total of 33 purposively selected respondents working as officers, managers, coordinators of projects and M&E were targeted for the quantitative study. Data was collected online and in person using both Google form and word format questionnaire. Qualitative data were collected from managerial level key informants of the local NGO's using open ended checklists. Relevant documents of the NGO's and existing literatures were consulted as sources of secondary information. The findings of the quantitative data were analyzed using means, standard deviation, percentages and frequencies then presented and discussed using tables. Correlation and multiple regression models were applied to empirically analyze the association and the cause and effect relationship between the independent and dependent variables of the study.

The data collection instrument of the research study was found to be reliable and consistent at Cronbach Alpha test value of 0.958. The association between M&E budget allocation, M&E planning, use of M&E result, M&E structure, role of management and performance of projects witnessed positive and significant at correlation coefficient values of 0.56, 0.77, 0.72, 0.74 and 0.80, respectively. The result of the multiple regression analysis revealed a positive and significant association ($p < 0.001$) between the dependent and all the independent variables jointly at R value of 0.83. The computed R^2 value of the regression model also indicated that 68% of the variation of the dependent variable (performance of project) was significantly ($p < 0.001$) explained by the independent variable selected for study (M&E budget allocation, M&E planning, use of M&E result, M&E structure, role of management).

Key words: Local NGO's, M&E budget allocation, M&E planning, Use of M&E result findings, M&E structure, Role of management, Performance of projects

CHAPTER ONE

1. INTRODUCTION

1.1. Background

Non-Governmental Organizations (NGO's) are among subsets of actors within civil society which refers to the large universe of nongovernmental entities found in virtually every society - labor unions and trade guilds, professional associations, grassroots community organizations, cultural affiliations, and other voluntary associations (Clark, 2000). NGOs appeared in Ethiopia around 1960 after a law that govern the NGO's was passed by the government. Before Proclamation No. 1113/2019, Ethiopia had around 3,500 federally registered CSOs (both local and international) (UN Women, 2020). In contrast, Kenya has 86,000 CSOs, and South Africa has 100,000 (Clark, 2000).

As the most common instrument of international aid, International Development Projects (IDPs) are delivered by donor countries either through bilateral agreements with recipient governments or through a “middlemen” – frequently a non-governmental organization (NGO) (Crawford and Bryce, 2003; Zetland, 2010). NGOs in developing countries receive funding in form of development assistance aimed at improving the living conditions of targeted population. This development assistance has been focused on complementing government's efforts in critical sectors like health, education and livelihoods (UNDP, 2011).

NGO's in Ethiopia have been contributed in various development dimensions of food security, infrastructural development, education and health services, microfinance services and capacity building, among others. Because of their reach, focus and being closer to the poorer communities, CSO's are widely believed to provide better services than the government agencies (FSS, 2018)

Despite the mobilization of huge resources, government authorities as well as individuals working with NGOs have argued that NGOs have failed to bring about substantial improvement in the livelihood of the communities they worked for (Hailu, 2016).

Only recently researchers started to consider project management (PM) practices as possible remedy for the poor performance of ID projects (Golini et al., 2015). The implementation of PM

tools and methodologies among NGO projects have shown progressive adoption starting from the Logical Framework toward more sophisticated tools. According to Amanuel (2022), the application of project management practices of Plan International Ethiopia, International NGO, was at moderate level in light of the five process groups defined by PMI. Reportedly, the initiation and execution practice were higher than the other process groups while the project closure process group was the lowest practice as per the project management practice level standards. Similar study by Addisu (2018) across 20 international Non-governmental organization revealed that limited sets of project management knowledge and tools are being applied in NGO's.

Project performance and project success are not alike. As defined by Bourguignon (1995) as cited in Nanéma et.al. (2021), performance is “the achievement of organizational objectives, whatever the nature and variety of these objectives. This achievement can be understood in the strict sense (result, outcome) or in the broad sense of the process that leads to the result (action). Project performance doesn't tell in its self whether a project is successful or not.

Unlike project performance project success can't be measured before the project is completed. Many organizations still consider the triple constraints (cost, time, and quality) and ignore other aspects while defining project success. However, in development projects, success goes beyond meeting the schedule and budget goals; it includes delivering the benefits and meeting the expectations of beneficiaries, stakeholders, donors, or funding agencies (Siles, 2018 as cited in Shafiei & Puttanna, 2023). Failure in the projects not only involves quality problems, delays, and extra costs (i.e., internal performance) but also may mean neglecting long-term goals and their impact on the society (i.e., external performance) (Ika et al., 2012), which are the real goals of the NGO intervention.

Studies assessing M&E practices regionally revealed varied experiences and challenges in implementation of NGOs projects. According to Banteyirga (2018), most projects implemented were not effectively monitored and evaluated. The study highlighted the challenges contributing to this situation as constrained funding, limiting policy framework, lack of expertise and limited understanding on how to use the M&E tools among the project staff. The study proposes NGOs to employ a participatory approach in conducting M&E, allocation of more funds for M&E, staff capacity building and development of clear M&E plan as means to strengthening NGOs M&E systems.

The five local NGO considered under this specific research study have decades of experience in implementing integrated developments projects financed by international donors. The projects hosted by the NGO's are widely focused on improving economic and social statuses of their targets (food security, IGA, WaSH, education, health, environment and building of capacities, among others). They are commonly serving pro poor and underserved communities living in marginalized areas of the country with the aim of improving quality of lives.

Although the NGO's have hands on track record in terms of dealing projects of diverse nature, the performance of the projects are often not comply with the agreed time, quality, cost and scope of the projects. Beneficiaries and other stakeholders are not adequately participated in the identification, designing and controlling of the projects. M&E mechanisms specific to the projects are not well established and expected results and corresponding measures are not well articulated and communicated to concerned actors. Timely follow up of progresses and documentation, sharing and use of findings are unsatisfactory. Due to limited budget and concern, most of the NGO's have no M&E unit in their structure and at times lack a full time dedicated M&E personnel and clear job descriptions.

While some NGO's have broader organization level M&E policies, incoming projects are deficient with a workable M&E and data quality assurance plans. The tools recommended for standard M&E practices are underdeveloped and lack comprehensiveness overlooking some of the basic frameworks. Their reporting and communication lines are weak in terms of timelines and targeting appropriate audiences. The development projects focused in this study are indifferent in terms of suffering with ineffective M&E. They lack specific M&E plan with ear marked budget. Participation of stakeholders in targeting and setting expectations, project and operation management are deficient. The projects are vulnerable to politically motivated external interference during the entire process from targeting to management and utilization of the services.

Strengthening the M&E function of the NGO's enhances successful performance of the development projects ensuring delivery of the result within the agreed time, budget, scope and quality. As a key accountability compliance of donors, establishing effective M&E system improves fund raising capacity of the NGO's. Therefore the study finding will benefit the NGO's to establish effective M&E system through identifying the M&E practices that are critical for the

performance of the projects. Besides the study ensures adequate clarity on the extent of contribution made by effective M&E for the success of the projects.

1.2. Statement of the problem

Monitoring and evaluation can help an organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

The renewed focus on results reflects an interest within the donor community to better demonstrate the effectiveness of development interventions through recognizing M&E as a key element. While perceptions as to the role and function of M&E may vary, their place as key elements of the project cycle among development agencies is incontrovertible (FAO, 2010). M&E are the only project activity that transcends throughout all the phases of the project management cycle and helps to ensure the progress of the project is on track (PMBOK, 2017).

M&E can only be useful if it answers the question why has there been success or failure (Woodhill, 2007). M&E requires formulating the expected results; selecting indicators of outputs and outcomes; gathering baseline data on outputs and outcomes; setting milestones and a timeline for progress; establishing a system for collecting, analyzing, and reporting data; monitoring progress; evaluating the activity to determine its relevance, efficacy, and efficiency; and establishing a framework for using M&E findings (World Bank, 2006).

Over the years, many authors have used different lines of research to identify the variables or conditions that leads to successful projects. Effective monitoring was cited as one of among the 27 critical success factors of a project in the 12 of the 63 reviewed literatures (Fortune & White, 2006). Studies also further revealed effectiveness of M&E to be determined by various factors. Accordingly, Tengan et al. (2021) summarized the frequency of occurrence for 18 different factors that determine effectiveness of M&E published by 16 authors.

Projects carried out by NGOs in developing countries were characterized by high failure rates and unsatisfying performance (Golini et al. 2015). After reviewing various literatures, Shafiei & Puttanna (2023) identified that projects were failed due to inappropriate project design and

ineffective project planning, inadequate project implementation procedures, low capacity and the lack of skilled human resources, political decisions and political interference, and low administrative capacity and inadequate monitoring and supervision. As founded by Hyvari (2006), over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring and evaluation systems. This leads to project being delivered over budget, behind schedule and time frame thus affecting quality and projects performance (Ike, Diallo & Thuillier, 2012).

A review of the M&E system for 74 completed projects of World Bank indicated that with very few exceptions, the M&E systems have been poorly developed and implemented at the field level. Weaknesses in M&E are traced back to the design of the M&E system, particularly the absence of clearly identifiable monitorable indicators and a lack of ownership and participation by the stakeholders. M&E systems often reflect shortcomings in the description of project objectives, components and implementation arrangements. Delays in conducting complicated baseline surveys and impact assessment, and in operationalizing the M&E system, are weaknesses often encountered during project implementation (FAO, 2010).

The local NGO's considered in the study are indifferent in terms of experiencing failures in their development project interventions. Monitoring and evaluation is a mandatory requirements of the NGO's to meet compliance of donors and the government. The development projects implemented by the NGO's are usually encountered problems of cost overdue, time overrun, quality and scope creeps. Stakeholder of the projects are poorly defined and their roles and expectations are not adequately articulated. Project results and benefits are poorly sustained and lack ownership and deficient in addressing priorities.

While M&E continuous to receive the greatest attention by the NGO's, its proper functionality is not yet maintained among others due to the following various constraining factors: i) the organization structure is lacking policies, units, dedicated staffs, clearly defined job descriptions, the required expertise, budget and training programs related to M&E, ii) the M&E framework and plan are deficient in using of recommended tools, defining project results, SMART indicators, targets, baseline value, budget, roles etc., iii) monitoring and oversight of project is weak in terms of timeliness, engaging of stakeholder, feedback, documenting, sharing and using of information, iv) need assessment, baseline studies, rapid reviews and periodic evaluation that are needed for corrective actions and future learning and programming are more of optional than mandatory.

In his study of the M&E practices of 88 local NGO's, Huluka (2014) found out a serious gap that more than 63 % of the respondents never carryout need assessments, some respondents had never written monitoring and evaluation plan, 50% of the respondents did not provide monitoring and evaluation training for their staff, only 75% of the respondent NGOs record data on the spot, 29% of the respondents fail to acquire gender and age disaggregated data, 54% of the respondents did not have monitoring and evaluation system that assist staff, 88% of the respondents did not share monitoring and evaluation findings with other program staffs, 65% of respondent did not document lessons properly. In her study of M&E practice of CRS, an international NGO, Amanuel (2022) also confirmed from the views of 54% of her study participants that M&E plans were not strongly linked with the objectives of the projects. In her study of the practice and challenges of M&E system of 12 local NGO's, Mzengia (2021) confirmed deficient applications of M&E in the availing of M&E work plan, usage of ICT tools, updating of M&E tool, documenting of lessons, management support for M&E and training of M&E staffs as witnessed by 54%, 61%, 52%, 63%, 73%, 62% of the study participants, respectively.

The research study was designed to identify the extent of project success achieved by the M&E practices carried out across the selected local NGO's. Although previous studies on similar themes have been carried out, many were broadly representing the experience of developing countries, specifically Kenya given the pivotal role of NGO's. In this regard the study explored the role of M&E practices towards enhancing the performance of development projects of the NGO both at coordination offices and operational project areas.

In summary the study was believed to enrich the existing knowledge base bridging the gaps observed from previous similar studies. Despite some previous studies on M&E practices of NGO's were conducted, many were dealing beyond the topics of this study and focused on analyzing applications, roles and challenges of M&E practices. Earlier studies conducted by (Amanuel, 2022), (Tsfaye, 2020), (Huluka, 2014), (Mzengia, 2021) were focused either on foreign NGO's, Networks or specific project themes and those studies conducted on local NGO's were focused on unrelated topics.

Although previous studies linked to the topic were conducted by (Solomon, 2021; Worku, 2023; Dejene 2017, Ayehu and Shete, 2023), the studies were focused only on one foreign NGO's that differ from potential targets of the current study. Very often M&E studies conducted at local

NGO's collected primary information only from staffs basing at coordination office of Addis Ababa disregarding staffs at operational areas of other regions. Although the proposed study has more similarities with previous study of Workneh & Aga. (2022), their target was a network based NGO and associated staffs basing at quarter office.

As learned from literatures effective M&E system was influenced by several factor (close to 20 as stated above). However the previous studies were appeared to deal with low number of variables, few indicators and employing similar variables used elsewhere. This study was attempt to account more variables such as M&E work plan, structure for M&E, resource allocation for M&E, use of M&E findings and role of management. Alongside exhaustive lists of adequate indicators are used for reliable measurement of the variables.

In addition unlike the public sector the NGO's are dealing with frequent internal changes in structures, process and tasks mainly associated to fierce competition to limited donor finance and fluid government regulatory environment. In this regards the study is supposed to be sounding and beneficial in terms of bridging the M&E gaps triggered by the changing situations.

1.3. Research objective and/or Research question

1.3.1. General objective

To determine the effect of monitoring and evaluation practices on performance of development projects implemented by local non-governmental organizations (LNGO's)

1.3.2. Specific Objectives

- To examine how resource allocation (physical items, manpower and finance) for monitoring and evaluation influences performance of development projects managed by local non-governmental organizations
- To examine how monitoring and evaluation plan influences performance of development projects managed by local non-governmental organizations
- To examine how utilization of monitoring and evaluation results influences performance of development projects managed by local non-governmental organizations
- To examine how organizational structures for monitoring and evaluation influences performance of development projects managed by local non-governmental organizations

- To examine how role of management on monitoring and evaluation influences performance of development projects managed by local non-governmental organizations

1.3.3. Research Questions

- To what extent does resource allocation for monitoring and evaluation influences performance of development projects managed by local non-governmental organizations?
- To what extent does monitoring and evaluation plan influences performance of development projects managed by local non-governmental organizations?
- To what extent does utilization of monitoring and evaluation results influences performance of development projects managed by local non-governmental organizations?
- To what extent does organizational structures for monitoring and evaluation influences performance of development projects managed by local non-governmental organizations?
- To what extent does role of management on monitoring and evaluation influences performance of development projects managed by local non-governmental organizations?

1.4. Significance of the study

The study finding will contribute for the effort made by the targeted local NGO's towards strengthening their project management practices. The NGO's are enabled to gauge their M&E effort and to justify how far they are progressing in terms of applying the required standards. The dimensions of M&E practices that are required for any project initiatives are adequately familiarized among the staffs. It encourages the different level of management to provide the necessary support in terms of budget, manpower and facilities needed for M&E practices. It improves the role and participation of the internal and external stakeholder in the M&E effort. Specifically the study helps the implementing NGO's to enhance their M&E role overcoming the long established attitude of associating M&E mainly with donor compliance. Overall it helps the NGO's to strengthen their M&E efforts through revising and newly developing their M&E policies, units, job descriptions, budget, manpower, team formation, structure, practices, processes, tools and techniques.

1.5. Scope of the study

The research study was conducted focused on the M&E practices of five local NGO's that engaged in integrated rural development projects: Enhance Rural Self Help Association (ERSHA), Afro Ethiopian Integrated Development (AEID), Agri Service Ethiopia (ASE), Integrated Service on Health and Development (ISHDO) and African Network for the Prevention and Protection against Child Abuse and Neglect (ANPPCAN). Geographically the study was examined the M&E practices of the NGO's projects carried out both at Addis Ababa and regional operational areas. Similarly pertinent staffs working across the projects were represented as respondents of the study.

Although various M&E practices play behind performance of projects, the study was conducted relying on only five M&E practices, due to the interest of time and limited resources. The M&E practices that were relevant to the targeted local NGO's were prioritized. Development projects of the NGO' that were implemented over the past 3 years period of 2021-2023 were considered in the study. The study was collected primary data from purposively sampled respondents and interview of key personnel's. While review of previous studies and NGO's document were used as sources of secondary data.

1.6. Limitations of the study

The set of limitations of the research study among others, includes: i) Lack of similar previous studies in related topics focusing on local NGO's at large and about those engaged in integrated rural development in particular, ii) Number of local NGO's covered by the study were very few compared to total local NGO's working in the country and the finding may not be representative. iii) Due to budget and time constraint as well as to reduce the size of the questionnaire, the range of M&E practices covered by the study were very few despite many factors influences M&E effectiveness, iv) Frequent internet problems at region level affected the size of respondents included in the study and timely collection of data, v) Overlapping of the data collection period with peak working quarter of the NGO's affected willingness of the respondents. In the period all levels of the NGO staffs were burdened to prepare and submit their annual reports and plans to government and donors and conduct mandatory auditing and general assemblies.

1.7. Organization of the study

The structure of the entire study process and findings were presented following a standard scientific research procedures. All portions of the thesis including the front, body and back matters were logically embedded in the study document. The front portion among others addresses the title, contents, acknowledgment, acronyms and abstracts. The abstract represented a snapshot of the research finding succinctly presenting the research problem, the study objectives, the methodologies employed, the study finding and conclusions and recommendations of the study. While the main body of the thesis includes five main chapters with sub heading, namely: Introduction, Literature Review, Research Methodology, Result and Discussion and Conclusion and Recommendations. Similarly the back portion of the thesis encompasses, among others: References and appendixes with sub sections of survey instruments, accessory documents and etc.

The introduction covers sub topics of the study background, overall and specific objectives, statement of the problem, research question, significance of the research study, scope and limitation of the study and lastly the organization of the study. The literature review addresses the theoretical, conceptual and empirical frameworks of the study with set of subtopics linked to the research study. The methodology addresses the selected research design, the target population, sample size and sampling techniques, the data collection technique and method of the data analysis. The result and discussion topic presents the overall finding of the study including subtopics of descriptive and inferential analysis. The conclusion provides a summary of the overall implication of the researcher study finding while the recommendations stipulates way forward actions and measures suggested by the researcher based on the findings of the study. The back portion specifically the appendix provides graphs, tables, pictures, survey instruments and etc.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical literature

2.1.1. The genesis of Non-Profit Organizations

The history of non-profit organizations (NPOs), also known as not-for-profit, non-governmental or third sector organizations is traceable to the mid-19th century when the significant non-profit, the World's Young Christian Men's Association (YCMA), was formed in 1844 in pursuit of social objectives (Glaeser & Shleifer, 2001; Muravu, 2020). As stated, Jean-Henri Dunant after co-founding the YCMA, later founded the Red Cross in 1864 after witnessing the bloody battle of Solferino. Since then, as subsets of actors within civil society, NPOs have continued to play a critical role in society's political and socio-economic development (Clark, 2000).

The non-profit organization model differs from conventional business in that 'investors' in the former don't want a return and the 'customers' usually pay nothing (Kareithi & Lund, 2012; Muravu, 2011). Ordinarily, NPOs do not earn a profit but can achieve a surplus which they utilize for self-preservation and furtherance of their objectives (Anheier, 2000; Glaeser & Shleifer, 2001; Kareithi & Lund, 2012).

2.1.2. NGO's Performance and effectiveness

Performance and effectiveness topic within the NGO sector has remained elusive over the years. According to Lecy et al. (2009) and Kronkisky (2007), past research has focused on goal attainment, systems resources, reputation and multi-dimensional measurement approaches of NGO performance. The study summarizes the researches in four multidimensional domains of NGO performance as 'organizational management', 'program design and implementation', 'responsiveness to environment' and 'partnerships and networks' incorporating goal attainment, resource systems and reputational measurement approaches.

Nevertheless, the concept of NGOs performance has been defined in different theoretical frameworks and used for different managerial processes (Ramadan and Borgonovi, 2015). One important part of NGOs performance measurement, that has been a concern for a long period, is

to understand the appropriate indicators that should be taken into account when measuring and evaluating NGOs performance (Herman and Renz, 1999). Performance Measures play an important role in the entire Performance Management System (PMS). These provide a direction to the employees for setting up their goals and targets. From the review of literature, important performance measures relevant to NGOs are indicated in Table below:

Table 2.1. Suggested functional areas applied to measure performances of NGO's

Performance Measures	Description
Fundraising efficiency	The ability of an NGO to raise fund
Financial transparency	The ability to preparing reports and submitting them to the concerned stakeholders
Programs/ Projects financial efficiency	The best use of the funds or financial resources to achieve the required or the planned outputs, it measures the relationship between the financial inputs and the outputs
Programs/ Projects non- financial efficiency	The best use of the non-financial resources to achieve the required or the planned outputs, it measures the relationship between the non-financial inputs, such as time, staff, expertise and the outputs
Outcomes performance (effectiveness)	The extent to which the outcomes of an NGO's program been achieved
Impact performance	The long-term consequences of an NGO's program including positive or negative effects
Partnership	The level of networking with partners, their relevance and satisfaction
Quality	The quality of services provided by an NGO

Source: Ramadan and Borgonovi, 2015

2.1.3. Application of project management practices in NGO development projects

Targeting of distance beneficiaries of other countries with limited role in project design coupled with the difficult operation environment in terms of natural, political, or social factors leads to fatal error for the execution of development projects financed by international agencies (Ahsan and Gunawan, 2010; Ika, 2012). These projects also involve many stakeholders in different countries and have to deliver intangible outputs (e.g., training and education, society empowerment) or outcomes (e.g., alleviation of poverty, improvement of standards of living, protection of basic

human rights) (Youker, 2003). To include these peculiarities in PM practices, some PM guidelines have been created for NGOs managing the projects. The two best-known guidelines are PMDPro (developed by PM4NGO) and PM4DEV. These guidelines are well known among practitioners and are considered a good alternative to or integration of the standard methodologies (e.g., PMBOK by PMI or IPMA competence baseline). The comparison of the guidelines indicated that all tools included in the PMBOK® Guide are also present in the other two guides (PM4DEV and PMDPro), except for the Logical Framework and tree analyses (problem tree, objective tree, and alternative tree) (Golini and Landoni, 2013; Hermano et al., 2013).

NGOs are more likely to adopt simple techniques than to focus on more structured and analytical methodologies. The logical framework is one of the most widespread tools, while in standard PM guides (e.g., PMBOK® Guide) it is not even mentioned (Golini and Landoni, 2014). Projects that adopt a wider range of tools are more likely to achieve higher external and internal performance. Thus, it is important to increase both awareness and knowledge of these tools among NGOs. Tools such as the stakeholder matrix, responsibility assignment matrix, organizational breakdown structure, and communication plans can address specific human resource management and strategic performance issues, such as monitoring and reporting to stakeholders and managing their involvement can significantly contribute to enhance external performances.

2.1.4. Introducing definitions and concepts of monitoring and evaluation

From a theoretical perspective, the term M&E has been conceptualized and defined variedly. The lack of comparable definition of M&E remains a crucial challenge in the literature (Patton, 2003). Monitoring and evaluation as a tool for project management have been defined as follows by few scholars, among others,

Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (OECD, 2002). According to UNDP (2001), Monitoring is a continuing function that aims primarily to provide project management and the main stakeholders of an ongoing programme or project with early indications of progress, or lack thereof, in the achievement of programme or project objectives. As defined by Bamberger and Hewitt (1986),

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

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors (OECD, 2002). According to Tache (2011), evaluation is the objective and systematic assessment of project activities to determine its relevance, effectiveness, efficiency and impact. It looks at the extent to which objectives have been met, drawing on the data and information generated through monitoring (Otieno, 2000). As defined by Funnell & Rogers (2011), evaluation is a process of delineating, obtaining, reporting and applying descriptive and judgmental information about some object’s merit, worth, probity and significance.

2.1.5. Types of Monitoring and Evaluation

Studies have been identified diverse types of monitoring. The three types of monitoring as categorized by Tache (2011) are: baseline monitoring, impact monitoring and compliance monitoring. Kusek and Rist (2004) categorize monitoring into activity-based monitoring, results-based monitoring and implementation monitoring. As summarized by IFRC (2011) the different types of monitoring are: Results monitoring, Process (activity) monitoring, Compliance monitoring, Context (situation) monitoring, Beneficiary monitoring, Financial monitoring, and Organizational monitoring.

Regarding types of evaluation, Tache (2011) and Gudda (2011) identified the existing of three types of time based evaluation as: ex-ante evaluation, mid-term (interim) evaluation and final evaluation. The mid-term evaluation is formative in nature and can occur several times depending on the need while the final evaluation is summative in nature and is often conducted by external evaluators. Five types of evaluation were described by IFRC (2011) based on the methodology adopted as: a real-time evaluation, meta-evaluation, thematic evaluation, cluster or sector evaluation and impact evaluation. The ex-post evaluation, also described as an evaluation conducted after the period of the final evaluation, to ascertain sustainability or impact of the project on the beneficiary community (IFRC, 2011). The IFRC (2011) further identifies participatory

evaluation as one which is conducted with the involvement of beneficiaries and all other key stakeholders with the aim to empower, build capacity, ownership and support for the project. Further, Igboke-Ibeto (2012) classified evaluation as internal or external based on the implementers or those responsible for the evaluation

2.1.6. Approaches to Monitoring

According to (Singh *et.al*, 2017) monitoring of a project are adopting the following different approaches:

Progress and Process Monitoring

Progress Monitoring: as the name suggests it assesses the progress of a project towards its objectives and target milestones. It is advisable to do progress monitoring concurrently or intermittently along with the project implementation to ensure that the project is on track. Progress monitoring is an ongoing process which involves collecting and analyzing the output level or even outcome level indicators related to the project to see if the project is on track to deliver its planned results.

Process Monitoring: It includes monitoring of the processes and the activities done as part of the project implementation. Its objective is to focus on the quality of the implementation rather than focusing only on the targets or the milestones achieved by the project. As an initial step, the processes that need to be adopted for implementation of each project activity are delineated and listed. Activity-wise, this is an ideal process and sequence in which each activity that is to be implemented is first envisaged so that the desired results are achieved. A process intensive approach is required for ensuring quality and sustainability of project outcomes. It is usually done using a process checklist that enlist all the steps and records the activities that are followed as part the process implementation.

Participatory Monitoring and Evaluation

As the name implies, is a process through which all the project stakeholders at various levels are engaged in monitoring and evaluating a project or a programme. Unlike conventional M&E, in participatory M&E, all stakeholders of the project including donors, implementation agencies, primary stakeholders and other stakeholders share control over the process, content and results of the M&E activity. Also, all stakeholders are involved in identifying or taking corrective action in

case any issues or deviation is observed (Forster, 2002). Participatory M&E's core principle is that it considers the project beneficiaries as active participants and not just information providers. It believes that their capacities should be built so that they can be actively engaged in analyzing and reflecting on the project performance so that the performance can be improved based on the inputs from the ground. During participatory M&E, all stakeholders are engaged throughout all stages of the M&E, which include formulating the M&E framework, information collection, collation, analysis, interpretation and finally, decision making.

Monitoring without Indicators using the Most Significant Change technique

The Most Significant Change (MSC) technique is a participatory technique that is used in both monitoring and evaluation. It was invented by Rick Davis in an attempt to meet some of the challenges associated with monitoring and evaluating a complex participatory rural development programme (Davis, 2005). MSC is a participatory technique in which all stakeholders are first involved in deciding the criteria of change to be recorded, then in collecting these stories of change and lastly, in analyzing them. It is essentially a type of monitoring tool as this activity is done through the project cycle to provide feedback to programme managers about the direction of the programme. The process involves collection of significant change (SC) stories from the grassroots level with representatives sitting together and reading these SC stories and further discussing the value of these stories.

2.1.7. Comparison of Traditional Implementation-Focused and Results-Based M&E Systems

Traditional implementation-focused M&E systems are designed to address compliance—the “did they do it” question. Did they mobilize the needed inputs? Did they undertake and complete the agreed activities? Did they deliver the intended outputs (the products or services to be produced)? The approach focuses on monitoring and assessing how well a project, program, or policy is being executed, and it often links the implementation to a particular unit of responsibility. However, this approach does not provide policy makers, managers, and stakeholders with an understanding of the success or failure of that project, program, or policy. Whereas Results-based M&E systems are designed to address the “so what” question. So what about the fact that outputs have been generated? So what that activities have taken place? So what that the outputs from these activities have been counted? A results-based system provides feedback on the actual outcomes and goals

of government actions. Results-based systems help answer the following questions: What are the goals of the organization? Are they being achieved? How can achievement be proven? (Kusek & Rist, 2004)

2.1.8. M&E Experience in Developed and Developing Countries

There is no one correct way to go about building such systems. Different countries—developed and developing alike—will be at different stages with respect to constructing M&E systems. Within countries, different ministries or levels of government may be at different stages of development in their M&E capacity (Kusek & Rist, 2004). Accordingly, a number of factors contributed to the adoption of an evaluation culture in the pioneering OECD countries. Many of the earliest adopters of M&E systems were predisposed to do so because they had democratic political systems, strong empirical traditions, civil servants trained in the social sciences (as opposed to strict legal training), and efficient administrative systems and institutions.

The challenge of designing and building a results-based M&E system in a developing country is difficult and not to be underestimated. Developing countries building their own results-based M&E systems face challenges both similar to and different from those of developed countries. Demand for and ownership of such a system—the most basic requirement—may be more difficult to establish in developing countries. Developing countries may find it more challenging to do longer-term strategic economic, investment, and policy planning. Weak political will and institutional capacity may slow progress. Difficulties in inter-ministerial cooperation and coordination can impede progress toward strategic planning, too.

M&E in Africa dates back to as early as the 1990s and has seen a steady and fast growth on the continent. After reviewing literatures on M&E practices of South Africa and Kenya, Basheka & Byamugisha (2015) & Tengan et.al. (2021) asserted that while the field of M&E practice continues to grow and brings professionals together under specialized departments to operate, the institutional framework for M&E practice remains weak. Also, in an attempt to safeguard the foreign resource interest of the developed world and the emphasis on output, outcome, accountability and transparency of investments contributed to the rise in the demand for M&E in Africa. With the growing global movement to demonstrate accountability and tangible results, many more developing countries can be expected to adopt results-based M&E systems in the future (Kusek & Rist, 2004). The two countries appeared to have a well-structured M&E system, plans

and processes for national, provincial and municipal infrastructure delivery, regulatory and policy environment with clearly stated M&E responsibilities. The growing demand for organizations to improve project outcome has increased the uptake of Monitoring and Evaluation.

2.1.9. Determinants of effective Monitoring and Evaluation practices selected by the study

Resource Allocation

Regardless of time and place resources of a project are always limited in supply because any given resource can have many alternative uses. Depending on the scope of the M&E system, it is possible to determine the amount of resources necessary to each M&E step. The most effective M&E systems are the ones that match the system's purpose and design with the implementation capacity of the projects. A part of this capacity is the resources allowed for use in M&E (Cristina, 2012). These may be categorized into three; (a) financial capacity to do M&E; (b) Human capacity to do M&E (People, skills and knowledge) and (c) Physical capacity to do M&E (equipment, technology and machines) (UNAIDS, 2008).

Financial resources for M&E activities should be planned and set aside before the start of a project (UNDP, 2009). As underscored by Chaplowe (2008), it is crucial for M&E professionals to assess, budget and allocate for M&E activities when designing a project. Some activities that will require funds in M&E activities include planning and sensitization meetings, training expenses such as use of tools and reporting requirements, stationary, M&E team salaries, data collection (including surveys for baseline, midterm and final evaluations), MIS support covering infrastructure and software acquisition, data entry and feedback or review meetings. Organizations and project professionals should take caution not to under budget to give inaccurate and incredible or over budget to take away resources from program activities (Zaltman, 2014).

Organizations need to invest in skilled personnel to run M&E either by; 1) hiring already trained people, which may be very difficult for most projects to achieve because few people are skilled in conventional M&E; 2) training the people you need either on-the-job or through external courses; 3) hiring external consultants for focused inputs (IFAD, 2002). Ability to gather and interpret data to make it usable and the ability to themselves use the same is the key element of investing resources in M&E personnel (Briceño, 2010). After verifying monitoring and evaluation systems of African countries of Ghana, Kenya and Benin, (CLEAR 2012) concluded that in all these cases,

considerable human and financial resources are put into development of these departments. In the study, resource allocation was indicated by; M&E budgetary allocation, hiring qualified M&E Personnel, access to M&E reference material, allowing use of organizational asset for M&E activities, allocating funds for training in M&E and allocating fund to contract M&E experts.

Monitoring and Evaluation Plan

In most instances the outcomes of interventions planned by development partners do not match with the intended goals. Formative evaluation that held anytime while the project is active and ongoing can help to rectify the problem employing mid-course corrective measures. Planning when done effectively has been known to lead to success of projects using all the parameters of time, cost and quality. Development partners often use M & E initiatives to keep projects on track and maintain acceptable levels of transparency and accountability. Establishing a strategic project usually involves the development of monitoring and evaluation systems and work plans. The design and timing for funding a project can pose challenges to effective implementation of the project plan. In often cases fund for approved projects are channeled long after the design of the projects and agreement signing is endorsed. The project plans that were formulated at the design stage are rolled out after the budget award without revisions. This has led to a mismatch between plan and execution all through subsequent phases of the project.

The M&E plan should be supported with the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoring throughout the project lifecycle and in-depth evaluation exercise. Clear definition of the purpose and scope of the intended M & E system helps when deciding of issues such as budget levels, number of indicators to track, type of communication needed and so forth. When formulating the project purpose at appraisal or revising it during start-up, the organization should ask themselves the following questions; what are the main reasons to set up and implement M & E for implementing partners and primary stakeholders and for other key stakeholders?

According to Kalali, Ali & Davod (2011), the inputs required for M&E plan would include human resources with M&E technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure. While the process would involve advocating for the need for M&E, assessing strategic information needs (including planning for M&E utilization dissemination), achieving consensus and commitment among stakeholders, particularly on

indicators and reporting structure & tools, developing mechanism for M&E plan review, and preparing document for final approval. Detailed M&E planning commences by breaking down the components into sub-components to produce a product (deliverables) breakdown structure as far as breakdown is feasible.

Utilization of Monitoring and Evaluation Findings

Quite unfortunate is that in the African region, the utilization of monitoring and evaluation results remains scanty as monitoring and evaluation remains relatively a new practice, to the extent that almost all countries are described as being in a monitoring and evaluation formative stage (Porter, 2013). As noted by the study, although progress has been observed overtime in adopting M&E practices in public agencies, the utilization of its findings remains poor with personnel characterized with gaps in skills and capacity. The lack of learning culture and the demand for decision factors for monitoring and evaluation results in general are among the several issues that are not yet resolved (Schacter, 2000). Meta-evaluations have shown that a third of evaluations are not worth their investment (in terms of utilization) and another third are of uneven quality despite several billions of US dollars were spent on evaluations (Quesnel & Québec, 2010).

Demand driven M&E where the stakeholders plan what they are seeking, trained on approaches and methods in any particular evaluation process enhance use of results. Studies report that decision factors linked to decision characteristics such promoting accountability through M&E report as having a profound influence on the level of use of results got from the Monitoring and Evaluation activities. It was argued by Mayne (2000) that government's commitment to sharpening its citizen focus in designing, delivering, evaluating and reporting on government activities, had a direct role in finding the best use of evaluation results. Further, Thomas (2010) established that the external demand for specific information on outcomes and impacts played a key role in promoting measurement of those aspects of development work, and in keeping the system in use and honest on the overall. The report from AusAID (2000) indicated that feedback information during project implementation from local project staff, and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information, and therefore its use in future projects.

Need assessment and baseline study results are necessary to get full information on the project, and such information is key to being usable in future evaluations. A well-defined M&E process

improves utilization through generating quality data. Creating ownership for M&E process among beneficiaries encourage use of results fostering beliefs that findings are addressing interests. Studies have shown that increased resource allocation as an M&E capacity building strategy has influenced on M&E result utilization. As noted by Kithinji *et. al*, (2017), for every unit increase in resource allocation, there was an increase of 26.1% in M&E result utilization score which is a percentage that would justify allocating resources for M&E activities by project organizations.

Organization Structure of Monitoring and Evaluation

Organizational Structure describes the hierarchy, reporting lines, and systematic arrangement of work in an organization. Literature varies in views on the correct placement of an M&E unit within the organization. According to Gorgens and Kusek (2009), the M&E function must work collaboratively with the planning and budget functions. Some organizations gives the M&E function separate and equal placement within the organization, other co-locate the M&E function with the budget or planning function. The authors further noted that if M&E is mandated primarily for accountability then the best place for the M&E function may be outside the primary organization. These M&E units provide an independent review function of an organization's program. Muriithi and Crawford (2003) remarked that one major challenge observed at the managerial level of organizations that impact the M&E of the project is the struggle for power between M&E unit staff. In addition, the general organizational structure is said to influence project M&E. This does not allow the M&E unit the independence and self-sufficiency to deal with all setbacks in the M&E of projects. As noted by Kaschny & Nolden (2018), organizational structures and clarity of roles and responsibilities within an organization, makes each individual employee aware of the context in which they perform their tasks.

Study conducted by Ngatia (2016) to examine institutional factors which had effect on participatory monitoring and evaluation systems of a community based project in Kenya confirmed that funds need to be available in order to facilitate effective operation of any M&E system though, the poor execution in payment of allowance to the M&E committees. Institutional structures and capacity for M&E or to support M&E at the local government level influence the effective and efficient M&E implementation. According to Tengan et al. (2021), metropolitan, municipal and district assemblies in Ghana have a weak institutional capacity which affects the effective M&E

of projects. This probably explains the many incomplete and abandoned projects initiated by MMDAs across the country (Williams, 2015).

Role of Management

Organizational management and leadership is increasingly being regarded as a salient theme on the effectiveness of monitoring and evaluation. The organization's leaders should support and be involved in the M&E activities for the process to be effective and successful. The analysis carried out by Yang et al. (2011) indicated that increases in levels of leadership may enhance relationships among team members. The study also indicated that teamwork had a statistically significant influence on project performance. Management involvement enhances the credibility of the M&E process and ensures increased acceptance of the findings (Khan, 2003). The management plays a big role in allocation of resources, designing the system, communication of results and making key decisions which affect projects and monitoring and evaluation activities. Their commitment to the implementation of monitoring and evaluation system is paramount. It is through this that they will ensure that adequate funds and other resources are allocated to M&E. If there is no goodwill and support from organization's management, then the M&E system will perform poorly leading to ineffectiveness (World Bank, 2011).

Leadership is essential to ensure the successful coordination of the M&E process and activities to achieve accountability. Different parties (stakeholders) involved in projects exhibit different characteristics and interest and therefore it needs to have their interest managed and eliminate any power struggle and to ultimately guarantee project success requires strong leadership in the M&E process. As analyzed by Yang et'al (2009), the various factors which are critical to the success of a project most which were centered around managing stakeholders, Assessing attributes (power, urgency, and proximity) of stakeholders, Compromising conflicts among stakeholders effectively, Formulating a clear statement of project missions, Predicting stakeholders' reactions for implementing the strategies, Analyzing the change of stakeholders' influence & relationships during the project process and Assessing stakeholders' behavior. It's the role of management to look into the affairs of stakeholders.

Management commitment is a key aspect when it comes to the implementation of monitoring and evaluation since they are key decision makers in an organization (Magondu, 2013). Management's competence, commitment to the project, communication and cooperation with the project teams

has a significant contribution towards the success of Malaysian construction industry (Yong & Mustaffa, 2012). As remarked by Kamau & Mohamed (2015), the management has a role of enhancing project success through providing support to the monitoring and evaluation team in terms of Communication, Commitment, Leadership Style, Managing politics, Managing societal demands and Motivation. According to Luthra and Dahiya (2015), effective leadership is seen in how the leader communicate. Dissemination therefore of M&E finding to stakeholders underpins the success of the M&E process and hence the relevance of leadership. M&E leaders also requires appropriate leadership styles to make him effective.

2.1.10. Theoretical Frameworks of Monitoring and Evaluation

Theory is defined as a body of knowledge that organizes, classifies, describes, predicts or helps in understanding and controlling a topic. A theoretical approach to M&E can be described as a set of knowledge which helps understand the study and practice of M&E from several viewpoints (Waithera & Wanyoike, 2015). The origin of M&E is rooted in the perception of public sector failures as early as the 1950s (Cameron, 1993). As a relatively new phenomenon, it becomes crucial to situate the function and practice of M&E on firm theoretical foundations. Hence here follows are presented some important theories that guide this study.

As postulated by Weiss (2004), Theory of Change conceived that a key reason why a complex project fails is that the underlying expectations of the project are poorly articulated (Omony, 2015). It focuses not just on generating knowledge about whether a project is effective, but also on explaining how and what methods it uses to be effective (Cox, 2009). As underscored by Rogers (2014), a theory of change is a set of philosophies describing the expected change, how the process will occur, what makes it happen and what must be done for the intended results to be achieved. The links between outcomes are explained by rationales or statements of why one outcome is thought to be a prerequisite for another (Clark & Taplin, 2012). It, therefore, provides a model of how a project should work, which can be tested and refined through monitoring and evaluation. The theory is also a specific and measurable description of the change that forms the basis for planning, implementation and evaluation (Claude and Didace, 2020). This theory suggests that by understanding, what the project is trying to achieve, how and why, project staff and evaluators will be able to monitor and measure the desired results and compare them against the original theory of change.

The theory of change helps in developing comprehensible frameworks for monitoring and evaluation. It is mainly used by NGOs and donors to articulate long-term impact on projects (Tengan et al., 2021). Four purposes of a theory of change outlined by Stein and Valters (2012): Firstly, it is a support in systematic planning which integrates with the log frame to develop the process (pathways) leading to change in the intended outcome for project implementation; secondly, monitoring and evaluation aids in reviewing intended processes and outcomes over a period of time; thirdly, it provides a description which permits organizations to communicate selected changes of processes to partners; and the final purpose is learning which concerns the application of the theory of change as a thinking tool. It empowers stakeholders to model their desired outcomes before they decide on forms of intervention to achieve those outcomes. As monitoring and evaluation data available, stakeholders can periodically refine the Theory of Change as the evidence indicates.

Program theory assesses whether a programme is designed in such a way that it can achieve its intended outcomes. It recommends using flow diagrams to model the sequence of steps between a program intervention and the desired outcomes during monitoring and evaluation. Program Theory was pragmatic tool in monitoring evaluations for many years. It shows the capability of the program to fix a problem by addressing the needs in the assessment. It also gives tools to determine areas of impact in evaluation (Sethi and Philippines, 2012). It was illustrated by Uitto (2010) that benefits of using Theory-based framework in monitoring and evaluation. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program outcomes. Theory based evaluations as such enables the evaluator to understand why and how the Program is working (Rossi, 2012).

Program Theory principles may apply for a single evaluation, planning multiple evaluations of different projects that are funded under Program, or to collate data and information from multiple evaluations both midterm and final. The Theory therefore is in relation to the M&E planning objective. The study was benefited from the information offered by program theory in terms of identifying and tracking the set of requirements behind effective M&E practices, specifically ensures systemic iteration of the aspects of organization structure, deployment of resources, utilization of results and political influences during planning of M&E.

2.2. Empirical Literature

As described by Hyvari (2006), over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring and evaluation systems. This leads to project being delivered over budget, behind schedule and time frame thus affecting quality and projects performance (Ike, Diallo & Thuillier, 2012). With this in mind the empirical analysis will provide evidences of previous studies that demonstrate essential variables of effective M&E that leads to project success.

Based on the M&E review findings of completed and recent projects of World Bank, key recommendations were given as i) there is a clear need for greater simplicity in M&E, and for it to be better integrated into project management processes, ii). M&E design needs to be more formalized in appraisal procedures and implementation support and iii) M&E must be recognized as playing a key role in improving the effectiveness of investment operations in agriculture and rural development. The study further identified main weaknesses encountered during project implementation as: (i) Planned M&E systems and procedures delayed or not operationalized; (ii) Attention primarily on physical achievement, to the neglect of project outcomes; (iii) Monitoring largely undertaken to meet donor requirements, rather than as an internal management tool; (iv) Information generated by the M&E system not effectively used by project management. (FAO, 2010)

In their study on the Role of Monitoring and Evaluation on Performance of Non-Governmental Organizations Projects in Kiambu County, Karanja & Yusuf (2018) recommended that for projects to be successful, project performance strategies should be leveraged with factors like appropriate staffing and planning. Similarly, stakeholder's team ought to be conversant with project performance criterion as established, which included scheduling, cost quality, and quantity as such; this will be utilized as signals in determining the extent to which project deliverables will be achieved. Non-Governmental Organizations should invest in experts for appropriate investment in monitoring and evaluation systems. As remarked by the studies of Hardlife and Zhou (2013), availability of resources such as time, sufficient finances, skilled personnel, technical competence regarding application and utilization of M&E system and favorable administrative culture were significantly influenced the success of monitoring and evaluation system

In his study on challenges and practices of monitoring and evaluation for local NGO's executing education projects, Huluka (2014) confirmed that 63 % of the study participants were encountered

challenges such as scarce finance, inadequate baseline data, and deficiency of expertise to monitor and evaluate projects effectively. The local NGO's were mitigated the challenges through relocating budget for M&E and abstain from working in areas located far away from their head offices. It asserted that local NGOs were ineffective in practicing monitoring and evaluation though expected outcomes of their projects articulated clearly mainly due to inadequate planning for monitoring and evaluation. It was also found by Amanuel (2022) that irrelevant training, inadequate skilled human resource, unavailability of data gathering and analysis tools and improper M&E Approach, selection of Tools and Techniques as major barriers of M&E after examined the M&E practice and challenges of Catholic Relief Service (CRS) projects.

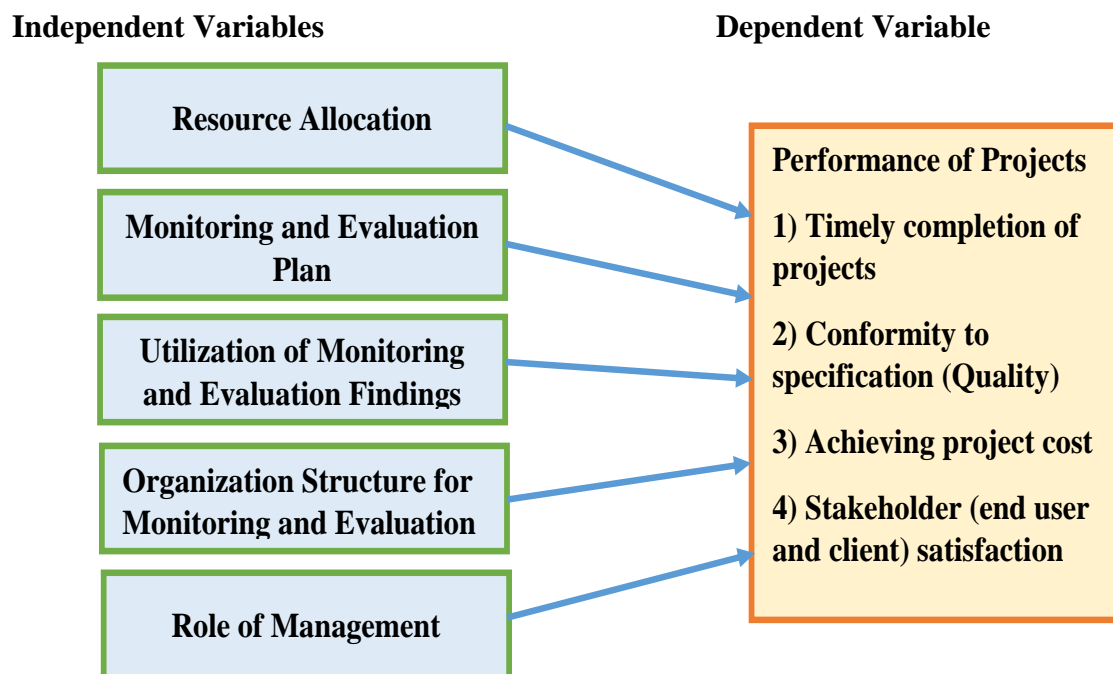
A study conducted by Worku (2023) on the role of M&E for the success of Danish Refugee Council (DRC) projects revealed that monitoring and evaluation plans, monitoring and evaluation training, and monitoring and evaluation data quality were significantly and positively influenced project performance and further confirmed that each of the variables were shown to have a positive and significant correlation with project performance. In her study on M&E challenges and practices of youth projects run by 12 local NGO's, Mzengia (2021) found that the NGO's M&E practices were hindered by inadequate fund allocated to M&E, absence of sufficient and skilled M&E expertise, poor usage of ICT, undefined role and responsibility of M&E expert, poor recognition and involvement of management, absence of capacity building trainings, unfamiliarity with M&E tools and techniques, strict use of donor guideline and procedures, non-involvement of stakeholders specifically beneficiaries in M&E process, not documenting lessons learned, and selective dissemination of M&E findings.

It was concluded from the study of Kaberia (2019) on influence of monitoring and evaluation practices on performance of projects funded by faith based organizations in North Meru County Kenya that M&E planning had the greatest influence on performance of projects followed by utilization of results, then monitoring and evaluation data collection and analysis while staff capacity showing the least influence on the performance of projects. In their study on the effect of monitoring and evaluation practices on the success of development projects of non-governmental organizations, Workneh and Aga (2022) found out that project M&E practices in terms of planning, staff technical skill, budgeting and stakeholders' engagement have positive and significant effects on project success. They recommended project-oriented organizations including NGOs to establish robust project M&E system in order to enhance the project success.

2.2.1. Conceptual Framework

As described by Frankel and Gage (2007) a conceptual framework is useful for identifying and demonstrating the factors and relationships that influence the outcome of a project. It has the purpose of determining to what levels the dependent variable relies on the independent variable. For this specific study the framework graphically presents the way the researcher conceptualized the relationships between the independent and dependent variable while considering confounding factors of moderating variables. In the conceptual framework indicated below, the five M&E practices represented as the independent variables of the study (allocation of resources, M&E planning, Utilization M&E results, organization structure for M&E and role of management) were considered to have a direct effect on project performance as illustrated below:

Figure 2.1. Conceptual Framework of the research study



Source: Adapted from Solomon (2021), Nasambu (2016) and Kaberia (2019)

CHAPTER THREE

3. RESEARCH METHODOLOGY

The chapter elaborates the research methodology employed to conduct the study. In this regard sub topics related to the research design, target population, size of sample respondents and selection techniques, data sources and data collection tools and techniques, data analysis approaches including study fit models and proposed analytical software were clearly stipulated.

3.1. Research approach and design

The study was guided by both quantitative and qualitative approaches. According to Kothari (2004), quantitative approaches involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. While qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior.

A research design contains the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). The study was conducted applying descriptive and explanatory research design. According to Gorard (2013) descriptive surveys are designed to portray accurately the characteristics of individuals, situations or groups. It is a well-constructed and a plan that endeavors to assist a researcher in coming out with findings that help in answering questions of any study (Lewis, 2015). While as revealed by Saunders et.al. (2009), explanatory research emphasizes on studying a situation or a problem in order to explain the relationship between variables.

3.2. Population, sample size, and sampling procedure

Population is the entire group that you want to draw conclusion about. The target population of the research study was the entire 262 technical staffs of the five local NGO that assume direct role of implementing the projects. The executive directors, program and project managers, coordinators and officers, M&E personnel's and other thematic specialists that engage in the project interventions were dealt as member of the population. The different level of management and decision making bodies of the NGO's that provide strategic support to M&E and others functions were treated as key informants and inquired for qualitative information.

To ensure acquisition of relevant information coherent to the study topic, technical staffs with greater insight and expertise were purposively selected as respondents of the quantitative survey. The study was conducted relying on members of the population with highest M&E technical competency. The researcher was decided to target the five NGO's in the study in view of their engagement in common areas of integrated rural development projects. Given the similarity among the NGO's in scale of operation, purpose, back donors, source of finance, external relation, geographic and thematic coverage, technical staffs selected for the study from any of the NGO's were believed to represent same target population.. For the quantitative survey the researcher was initially distributed the questionnaire to 47 purposively selected staffs of the NGO's who were reachable for the study. Ultimately the data was collected from 33 respondents of the population that were able to participate in the survey as shown below:

Table 3.1. Respondents represented in the sample across the studied local NGO's

Name of Organization	Number of respondents	Percent	Sampling technique
ERSHA	7	21.2	Purposive
ISHIDO	8	24.2	Purposive
ASE	7	21.2	Purposive
ANNPCAN	4	12.1	Purposive
AEID	7	21.2	Purposive
Total	33	100	

On the other hand 12 key informants were interviewed for the qualitative study following the guidance offered by Guest et. al. (2006) that underscored the adequacy of 12 in-depth interviews within a fairly homogenous groups. As a result office heads and managerial bodies of the five local NGO's were inquired for qualitative information for the purpose of validating data's obtained from other sources. Respondents represented in the sample across the studied local NGO's

3.3. Data sources and data collection method

A data source is the location where data that is being used originates from. The information for the planned research study were drawn both from primary and secondary sources. Technical staffs of the NGO's and the respective key informant management bodies were inquired as sources of primary data. While various literatures both published and unpublished reports produced by the NGO's and other stakeholders were consulted as sources of secondary information.

Data collection methods are techniques and procedures used to gather information for research purposes. The quantitative data of the study was collected online using Google form and email exchanges of word format questionnaire. The Google form was preferred to allow flexibility for respondents to efficiently use their limited time at their convenience, to reduce missing data and ensure collection of required information. It also build trust in the research process through providing email backups of filled forms and editing as well as repeated response possibilities. The researcher was frequently contacted respondents in person and through email to ensure the quality of the data.

Desk level information from literatures and other secondary sources were inquired through document review methods using appropriate checklists. While interview guide was used to draw qualitative data from managerial levels staffs. The qualitative information were used to triangulate and reinforce the data generated from quantitative and secondary sources. Project technical staffs were major targets of the survey that supply the basic quantitative information that were used to explore the variables identified by the research problem. Numeric data related to demographic and socioeconomic variables were collected alongside the basic research data.

3.4. Reliability of Research Instruments

Reliability represents the accuracy and precision of a measurement procedure (Kothari, 2004). Sound measurement must meet the tests of validity, reliability and practicality. As stated by Zikmund et.al (2010), a measure is reliable when different attempts at measuring something converge on the same result. Coefficient alpha (α) is the most commonly applied estimate of a multiple-item scale's reliability. Hence the reliability test result of the measurement scales used for the study were presented in the table below:

Table 1.2. Reliability analysis test results of survey instrument

Variables	Items	Alpha Value	Remarks
M&E Budget Allocation	6	0.888	Reliable
M&E Planning	7	0.955	Highly Reliable
Use of M&E result findings	6	0.952	Highly Reliable
M&E Structure	6	0.915	Highly Reliable
Role of Management	7	0.945	Highly Reliable
Project Performance	6	0.950	Highly Reliable

Source: Survey primary data

The computed Cronbach Alpha for all the 38 measurement scale was stood at 0.958. While all the five variables were reliable and registered coefficient values that exceed the prescribed threshold of 0.7. It was remarked that the research instrument was reliable and worth for the survey.

3.5. Validity of Research Instruments

As remarked by Saunders et. al. (2009), internal validity in relation to questionnaires refers to the ability of your questionnaire to measure what you intend it to measure. The four basic approaches to establishing validity as explained by Zikmund et.al (2010), are face validity (whether a scale logically reflects the concept being measured), content validity (the degree that a measure covers the domain of interest. Do the items capture the entire scope, but not go beyond, the concept we are measuring?), criterion validity (How well does my measure work in practice?), and construct validity (whether measure reliably measures and truthfully represents a unique concept).

For this specific study the researcher ensured its data validity following different approaches. Firstly, it makes the utmost caution in deriving its measurements from similar previous studies that were using well tested measurement scale in the topic. Secondly, the researcher was used the final measurement for study after it was commented, upgraded and endorsed by the advisor. Thirdly, the researcher was inquired views and insight of colleagues and scholars having knowledge and skills for measurement scales employed in similar concepts.

3.6. Data analysis method

Both quantitative and qualitative analytical techniques were applied to analyze the collected data of the study. The information were captured using Likert scale item questions that were designed for each of the scale variables/constructs selected for the study. Except for few demographic data the questions were addressed by ordinal scale categorical responses. The approach allowed quantitative analysis and to measure frequencies, central tendencies (mean) and dispersion (standard deviation) and present the finding in both tabular and graphical options.

The collected data was processed and analyzed with Statistical Package for Social Sciences (SPSS 24) after cleaned, organized and edited. The data presented in tables and graphs were discussed. The dataset collected for the study was tested against assumptions of regression model before

empirically analyzed. The dataset of the sample were computed using inferential analysis to verify the validity of the sample finding for the general population it represents.

Analytical techniques of correlation coefficient, assumption testing statistics and multiple linear regression models were used. The hypothesis proposed for the observed relationship between the independent and dependent variables were tested to determine the significance of the relationship. The qualitative information collected from managerial levels staffs using open ended checklists were analyzed, interpreted and used to triangulate the results of the quantitative survey. The magnitude of relationship between the independent and dependent variables were predicted using the following multiple linear regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon.$$

Where: Y= The Performance of Projects; β_0 = Constant; $\beta_1 - \beta_5$ = Beta coefficients; X_1 = Resource allocation; X_2 = M&E Planning; X_3 = Use of M&E result findings; X_4 = Monitoring and Evaluation Structure; and X_5 = Role of Management; and ε = Error term.

3.7. Ethical Considerations

Effort has been made to comply the research procedures with the standardized values of scientific studies. Before administering the survey consent was established with the studied organizations for the data collection. The researcher was issued support letter from SMU in order to officially communicate the organizations. The questionnaire was formatted respecting personal values giving options for anonymous responses. Respondents were acknowledged for their participation giving prompt confirmations for their responses. They were provided with backups to access their filled data. Responses of participants were kept confidential and open for editing and corrections.

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF FINDINGS

4.1. Introduction

The chapter covers the various steps and processes that were accomplished after completion of the data collection. Initially it presents the rate of responses for the survey and the reliability test results of the data collection instrument. Tabular and graphical presentation of the descriptive analysis was followed focusing on major demographic variables and Likert scale items formulated around the selected variables. Interpretation of the data were supported with frequencies, percentages and measure of central tendency statistics. Finally the empirical analysis finding of the data was presented using analytical techniques of correlation, tests of assumptions, regression analysis including test results of proposed hypothesis.

4.2. Response Analysis

The magnitude of the overall as well organization specific level of responses for the survey was indicted in the following table.

Table 2.1. Respondents represented in the sample across the studied local NGO's

Questionnai re status	ERSHA		AEID		ASE		ANPPCAN		ISHIDO		Overall response rate	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Returned	7	78	7	78	7	70	4	44	8	80	33	70.2
Unreturned	2	22	2	20	3	30	5	56	2	20	14	29.8
Total	9	100	9	100	10	100	9	100	10	100	47	100

Source: Survey primary data

It was noticed that 70.2% of the respondents were returned for the survey. The responses across the organizations were 78%, 78%, 70%, 44%, and 80% for ERSHA, AEID, ASE, ANPPCAN and ISHIDO, respectively. The low response in ANPPCAN was due to the presence of its major operations in conflict prone areas of Amhara region where internet was down during the study period.

4.3. Demographic Characteristics of Respondents

4.3.1. Work location of respondent staff participated in the study

In the survey staffs working across nine administrative regions of the country were participated as illustrated in the table below.

Table 4.2. Geographic Locations of respondents

Location	Frequency	Percent
Addis Ababa	17	51.5
Amhara	6	18.2
Benshangul Gumu	1	3
Central Ethiopia	1	3
Diredawa	1	3
Oromia	3	9.1
South Ethiopia	3	9.1
South West Ethiopia	1	3
Total	33	100.0

Source: Survey primary data

As shown in the table above 48.5% of the respondents were participated representing projects carried out at regional administrative level. Apparently the responses shown for Amhara region was obtained during the respondents were visited their coordination office at Addis Ababa.

4.3.2. Sex, age and educational category of respondents

Characteristics of the mix of employees included in the study across the organizations were inquired in light of the basic demographic profiles as illustrated below:

Table 4.3. Characteristics of respondents for selected demographic variables

Description	Category	Frequency	Percent
Sex of the respondent	Male	26	78.8
	Female	7	21.2
Age range of respondents	below 25	0	0
	25-30	5	15.2
	31-40	12	36.4

	41-50	11	33.3
	Above 50	5	15.2
Highest level of academic qualification	Degree	13	39.4
	Masters	20	60.6

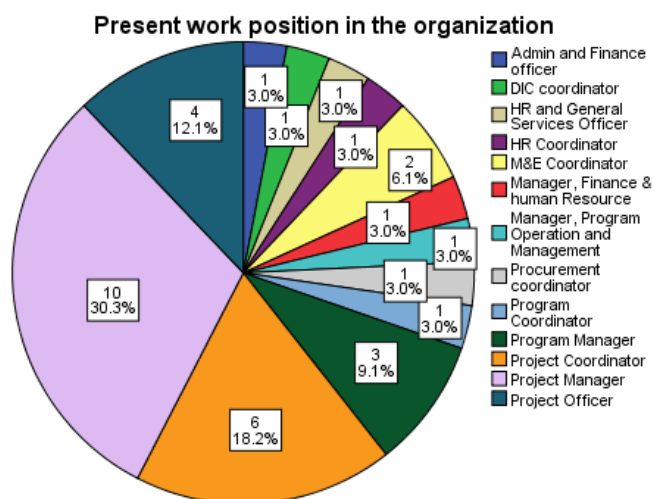
Source: Survey primary data

As outlined in the table above, of the sample respondents male and female accounted for 78.8% and 21.6%, respectively. It shows disproportion in gender balance in employment specifically for mid and higher level managerial roles. Similarly the age profile discloses dominance of adults in the organization in that 48.5% of the respondents were adults aged above 40. This shows shortage of youth staff across the studied local NGO's. On the other hand in terms of academic qualifications 39.4% and 60.6% of the respondents have attained education levels of Masters and Degree, respectively.

4.3.3. Current work positions for respondents of the study

As proposed in the methodology of the study, staffs with mid to high level managerial role were participated in the survey. The legend in the pie chart below indicates the representation of respondents in the study that assume 14 different positions. Very few non-technical staffs were also intentionally included in the survey as the role of monitoring and evaluation is cross functional and team oriented by its virtue.

Figure 4.1. Current Job titles of respondents of the study



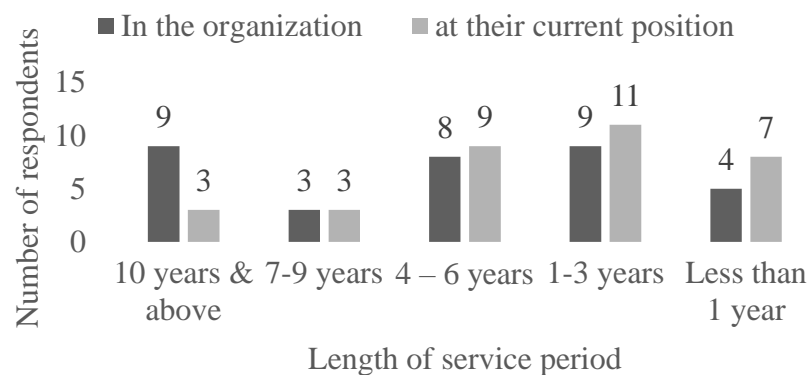
Source: Survey primary data

As shown above the occupation of respondents constituted 21 (63.6%) staffs of program coordinators or managers, 4 (12.1%) project officers, 2 (6.1%) M&E coordinators, 4 (12.1%) finance, admin and procurement heads and 2 (6.1%) HR and finance officers

4.3.4. Experience of respondents in their respective organizations and position

Information related to service period of respondents was inquired to measure their overall familiarity with the organizations. It was presumed that the longer the service period of the respondents the better will be their understanding about the organization M&E.

Figure 4.2. Work experience of respondents in the organization and in the current position



Source: Survey primary data

As illustrated in the figure above more than 60.5% and 45.5% of the respondents have been served for 4 years and above in the organization and in their current positions, respectively. While respondents worked between 1-3 years in the organization and in the current position accounts 27.3% and 33.3%, respectively. The remaining 12.1% and 21.2% of the respondents were served for less than a year in the organization and in their current position.

4.4. Descriptive Statistics

The section summarized the results of respondents answer for the items associated to each constructs (dependent and the independent variables) using a Likert rating Scale measurement of 1 – 5 points.. . Hence the respondents’ insights for the Likert Scale measured values regarding the effects of the independent variable on the dependent variable is discussed as follows.

4.4.1. Budget Allocation for M&E

The following table indicated the level of agreement established by the respondents for the various statements related to budget allocation for M&E using Likert Scale measurement of 1-5 (Strongly Disagree to Strongly Agree).

Table 4.4. Respondents level of agreement for selected M&E budget allocations statements

Statements	SD N (%)	D N (%)	N N (%)	A N (%)	SA N (%)	Mean	St.Dev
M&E funds carefully estimated and monitored	0 0.0%	4 12.1%	7 21.2%	12 36.4%	10 30.3%	3.85	1.00
Sufficient funds allocated for M&E practices	0 0.0%	7 21.1%	8 24.2%	8 24.2%	10 30.3%	3.64	1.14
Separate and independent budget for M&E	1 3%	6 18.2%	10 30.3%	7 21.2%	9 27.3%	3.52	1.18
M&E budget is easily accessible as needed	1 3%	7 21.2%	9 27.3%	11 33.3%	5 15.2%	3.36	1.08
M&E budget are used only for M&E activities	1 3%	9 27.3%	5 15.2%	9 27.3%	9 27.3%	3.48	1.25
M&E budget are timely disbursed on need basis	0 0.0%	6 18.2%	10 30.3%	9 27.3%	8 24.2%	3.58	1.06
Overall Mean and Standard Dev.						3.57	0.88

Source: Survey primary data

As indicated in the table above, most of the respondents were agreed (36.4 %) with a mean value of 3.85 that funds allocated for M&E practices are carefully estimated and the actual expenditure is carefully monitored. It supports the need for proper follow up of both M&E budget allocation and their actual expenditure in the projects. With a mean value of 3.64, the respondents were strongly agreed (30.3%) that the organization allocates sufficient fund for M&E practices, which indicates the necessity of allocating M&E specific funds for the projects. While 27.3% of the respondents strongly agreed with mean score of 3.52 that budget for M&E is separate and independent from the overall project budget showing the practice of earmarked budget for M&E. At a mean score of 3.36, the respondents (33.3%) were agreed that budget is easily accessible whenever M&E activities arises, emphasizing the need for budget release in executing M&E

activities of a project. Further each 27.3% of the respondents either agreed or strongly agreed at a mean score of 3.48 that funds allocated for M&E were used for M&E activities only, underscoring the need to exclusively utilize M&E budget for its purpose in a project. While 30.3% of the respondents were neither agreed nor disagreed towards the timely and need based disbursement of funds for M&E activities suggesting the need to incur M&E budget on timely and need basis.

4.4.2. M&E Planning

Respondents were expressed their level of agreement for the various statements related to M&E planning using a 1-5 Likert scale (Strongly Disagree to Strongly Agree) in the table below:

Table 4.5. Respondents level of agreement for selected M&E Planning statements

	SD	D	N	A	SA		
	N%	N %	N %	N %	N %	Mean	St.Dev
There is an up to date M&E plan	0	4	5	12	12	3.97	1.02
	0.0%	12.1%	15.2%	36.4%	36.4%		
M&E plan is linked to project and organizational plan	1	3	6	10	13	3.94	1.12
	3.0%	9.1%	18.2%	30.3%	39.4%		
Staffs and stakeholders involved in preparing M&E plan	0	7	11	10	5	3.39	1.00
	0.0%	21.2%	33.3%	30.3%	15.2%		
M&E plan includes goal, logframe, risk, monitoring and dissemination. plan	0	6	7	9	11	3.76	1.12
	0.0%	18.2%	21.2%	27.3%	33.3%		
M&E plans have indicator linked to the project objectives	2	2	6	10	13	3.91	1.18
	6.1%	6.1%	18.2%	30.3%	39.4%		
M&E plan ensures effective tracking of progresses	1	3	6	13	10	3.85	1.06
	3.0%	9.1%	18.2%	39.4%	30.3%		
M&E plan is accessible to project team and field staffs	0	8	4	13	8	3.64	1.11
	0.0%	24.2%	12.1%	39.4%	24.2%		
Overall Mean and Standard Dev.						3.77	0.95

Source: Survey primary data

As sought by the study, respondents were shared their views on the effect of M&E planning on performance of the NGO projects. The finding confirms that majority of the respondents strongly agreed for the existing of an up to date M&E plan (36.4%), the linkage of M&E plan with the

overall project plan and organizational strategy (39.4%), the M&E plan is comprehensive outlining project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan (33.3%) and as well as the presence of indicators in the M&E plan that linked to the objectives of the project (39.4%) with a mean score of 3.97, 3.94, 3.76 and 3.91, respectively. Most respondents also agreed that M&E planning ensures effective tracking of project progresses (39.4%) and accessibility of the M&E plan to project team and field staffs for reference (39.4%) with a mean score of 3.85, and 3.64, respectively.

While majority of the respondents were not agreed (21.2%) or undecided (33.3%) for the statement that project staff and key stakeholders were involved in the preparation of M&E plan with a mean score of 3.39. The results of the study demonstrates the practice of developing a workable and inclusive M&E plan engaging staffs of the local NGO's. However participation of external stakeholder in M&E planning appears rudimentary. The finding justifies that the M&E plan was not yet in its optimal quality and need further improvement to meaningfully contribute to projects.

4.4.3. Use of M&E result findings

Respondents were expressed their level of agreement in terms of 1-5 Likert scale (Strongly Disagreed to Strongly Agreed) for the following Use of M&E results related statements

Table 4.6. Respondents level of agreement for selected Use of M&E result findings statements

Statements	SD N %	D N %	N N %	A N %	SA N %	Mean	St. Dev
M&E findings are used in establishing project progresses	1 3.0%	4 12.1%	5 15.2%	11 33.3%	12 36.4%	3.88	1.14
M&E findings are used to identify challenges and take measures	1 3.0%	4 12.1%	4 12.1%	11 33.3%	13 39.4%	3.94	1.14
M&E findings help the management to follow right strategies and successful M&E	1 3.0%	4 12.1%	6 18.2%	9 27.3%	13 39.4%	3.88	1.17
Project information are disseminated to demonstrate accountability and to earn loyalty	0 0.0%	4 12.1%	9 27.3%	11 33.3%	9 27.3%	3.76	1.00
M&E information is used to notify stakeholder what the program is doing	0 0.0%	3 9.1%	7 21.2%	14 42.4%	9 27.3%	3.88	.93

M&E information is used during budgeting sessions	0	3	11	10	9	3.76	.97
	0.0%	9.1%	33.3%	30.3%	27.3%		
Overall Mean and Standard Dev.						3.84	0.93

Source: Survey primary data

As shown from the result above majority of the respondents were strongly agreed that M&E findings are utilized in establishing the progress of the project progress (36.4%), M&E findings are used to identify challenges encountered and to come with solution (39.4%), M&E findings helps the management to come up with the right strategies for implementing a successful M&E system (39.4%) with a mean score of 3.88, 3.94 and 3.88, respectively. Similarly most respondents were agreed for the statements that project information are disseminated to demonstrate accountability and to earn loyalty (33.3%) and M&E information is used to notify stakeholder what the program is doing (42.4%) with a mean score of 3.76 and 3.88, respectively.

While most respondents (33.3%) were not shown either their agreement or disagreement for the statement that M&E information is used during budgeting sessions with a mean score of 3.76. The study finding suggests that documentation, sharing and use of M&E information appears to be adequately practiced by the local NGO's to improve performances of projects. It also remarked the need for the budgeting process to rely more on information supplied by the M&E system.

4.4.4. M&E Structure

Respondents were expressed their level of agreement in terms of 1-5 Likert scale (Strongly Disagreed to Strongly Agreed) for the following M&E related statements

Table 4.7. Respondent's level of agreement for selected M&E structure related statements

Statements	SD N %	D N %	N N %	A N %	SA N %	Mean	St. Dev
The organization has policy and standards that clarify the operation of the M&E system	2 6.1%	1 3.0%	4 12.1%	12 36.4%	14 42.4%	4.06	1.12
M&E leadership is equipped with M&E focal points, M&E units or M&E professional	1 3.0%	5 15.2%	6 18.2%	14 42.4%	7 21.2%	3.64	1.08
M&E staff role and mandate is well clarified and outlined in job description	1 3.0%	4 12.1%	3 9.1%	13 39.4%	12 36.4%	3.94	1.12

M&E responsibilities are included in job description of staff implementing projects	2	2	5	11	13	3.94	1.17
	6.1%	6.1%	15.2%	33.3%	39.4%		
The organization has a well-defined structure that includes a monitoring and evaluation unit	0	3	6	10	14	4.06	1.00
	0.0%	9.1%	18.2%	30.3%	42.4%		
Top management has a positive attitude towards strengthening the M&E system	0	2	4	12	15	4.21	.89
	0.0%	6.1%	12.1%	36.4%	45.5%		
Overall Mean and Standard Dev.						3.97	0.87

Source: Survey primary data

Majority of the respondents were strongly agreed with the statements that the organization has policy and standards that clarify the operation of the M&E system (42.4%), M&E responsibilities are included in job description of staff implementing projects (39.4%), the organization has a well-defined structure that includes a monitoring and evaluation unit (42.4%) and top management has a positive attitude towards strengthening the M&E system (45.51%) with a mean score values of 4.06, 3.94, 4.06 and 4.21, respectively. While majority of the respondents were disclosed their agreement for the statement that M&E leadership is equipped with M&E focal points, M&E units or M&E professional (42.4%) and M&E staff role and mandate is well clarified and outlined in job description (39.4%) with mean score of 3.64 and 3.94, respectively. The study finding revealed that the local NGO's have been established their M&E structure supported with independent unit, dedicated M&E personnel and clearly defined job description aiming to enhance performances of their projects.

4.4.5. Role of Management

In the table below respondents were shared their level of agreement for the statement linked to M&E role of management using 1- 5 Likert scale (Strongly Disagree to Strongly Agree)

Table 4.8. Respondents' level of agreement for selected M&E role of management statements

Statements	SD N %	D N %	N N %	A N %	SA N %	Mean	St. Dev
Management ensures sufficient resources are allocated for M&E roles	0 0.0%	3 9.1%	11 33.3%	11 33.3%	8 24.2%	3.73	.94
Management participates in designing, planning and implementing M&E activities	0 0.0%	3 9.1%	6 18.2%	14 42.4%	10 30.3%	3.94	.93

Management properly uses M&E findings in decision making processes	0	3	6	10	14	4.06	1.00
	0.0%	9.1%	18.2%	30.3%	42.4%		
Management clearly and frequently communicates M&E results	0	5	8	10	10	3.76	1.06
	0.0%	15.2%	24.2%	30.3%	30.3%		
Management ensure staffs are trained on M&E regularly	0	8	10	11	4	3.33	.99
	0.0%	24.2%	30.3%	33.3%	12.1%		
Organization's policy supports M&E activities	0	4	6	11	12	3.94	1.03
	0.0%	12.1%	18.2%	33.3%	36.4%		
Ensure effective use of lessons learned from projects for improving ongoing and future projects	0	3	5	15	10	3.97	.92
	0.0%	9.1%	15.2%	45.5%	30.3%		
Overall Mean and Standard Dev.						3.82	0.82

Source: Survey primary data

The table above indicated that the level of agreement expressed by the respondents for the different statements were not uniform. Majority of the respondents were strongly agreed with the statement that management properly uses M&E findings in decision making processes (42.4%) and the organization's policy supports M&E activities (36.4%) with mean score of 4.06 and 3.94, respectively. The majority of the respondents were strongly agreed and agreed with equal proportion of 30.3% with the statement that management clearly and frequently communicates M&E results with a mean score of 3.76. Further majority of the respondents were also agreed with the statement that management participates in designing, planning and implementing M&E activities (42.4%), management ensure staffs are trained on M&E regularly (33.3%) and management ensure effective use of lessons learned in different projects for future decision making and improved project delivery (45.5%) with mean score of 3.94, 3.33 and 3.97, respectively.

While majority of the respondents were agreed and also neither disagreed or agreed with equal proportion of 33.3% that management ensures sufficient resources are allocated for M&E roles with mean score of 3.73. The result justifies that the management of the local NGO's were actively engaged in broader areas of M&E that ensures achievement of project results. However the management focus on staff training and adequate M&E budget allocation requires further strengthening as many respondents were declined to agree on the statements.

4.4.6. Project Performance

The table below summarizes respondent's level of agreement on statement to performance of the local NGO's projects using the likert scale measures of 1-5 (Strongly disagree to Strongly agree)

Table 4.9. Respondents' level of agreement for selected statement of performance of projects

Statements	SD N %	D N %	N N %	A N %	SA N %	Mean	St. Dev
Projects are completed at the planned time	0 0.0%	5 15.2%	6 18.2%	8 24.2%	14 42.4%	3.94	1.12
Projects are completed within the planned budget	0 0.0%	6 18.2%	5 15.2%	12 36.4%	10 30.3%	3.79	1.08
Project beneficiaries are satisfied and impacted positively	0 0.0%	4 12.1%	3 9.1%	12 36.4%	14 42.4%	4.09	1.01
The project meet its intended goals and objectives	0 0.0%	4 12.1%	2 6.1%	15 45.5%	12 36.4%	4.06	.97
There is proper utilization of project resources on its performance	0 0.0%	4 12.1%	3 9.1%	11 33.3%	15 45.5%	4.12	1.02
Concluded projects normally meet the required scope and quality standards	0 0.0%	3 9.1%	6 18.2%	13 39.4%	11 33.3%	3.97	.95
Overall Mean and Standard Dev.						3.99	0.89

Source: Survey primary data

As illustrated in the table above majority of the respondents were strongly agreed with the statements that projects are completed at the planned time (42.4%), project beneficiaries are satisfied and impacted positively (42.4%) and proper utilization of project resources on its performance (45.5%) with a mean score of 3.94, 4.09 and 4.12, respectively. While majority of the respondents were agreed with the statements that projects are completed within the planned budget (36.4%), the project meet its intended goals and objectives (45.5%) and concluded projects normally meet the required scope and quality standards (39.4%) with a mean score of 3.79, 4.06 and 3.97, respectively.

It was found that the performance of the local NGOs projects were satisfactory in various measurements as agreed by the majority of the respondents. From perspectives of majority of the

respondents', satisfactory performance of the local NGO's projects were largely contributed by the proper application of the M&E practices.

In summary the study confirmed that M&E structure has the greatest effect on the performance of the projects followed by utilization of M&E results, role of management, M&E planning and M&E budget allocation with overall mean score values of 3.57, 3.77, 3.84, 3.97, 3.82, respectively.

4.5. Correlation Analysis

A Pearson correlation test was employed to understand the degree and significance of relationship between the independent variables and the dependent variable. The test confirms the existence of relationship and measures the magnitude and direction of relationship between two variables. Correlation between the survey variables of M&E budget allocation, M&E planning, Use of M&E results, M&E structure, Role of management and the degree of variation in the dependent variable (Project performance) was assessed and estimated. The correlation analysis was done based on the assumption that the data is continuous, normally distributed and linearly associated. The findings are shown in the table below:

Table 4.10. Correlation Coefficient scores of studied variables

		M&E Budget Allocation	M&E Planning	Use of M&E result finding	M&E Structure	Role of Manageme nt	Project Performance
Pearson							
M&E Budget Allocation	Correlation						
	Sig. (2-tailed)						
M&E Planning	Pearson Correlation	.789**					
	Sig. (2-tailed)	.000					
Use of M&E result finding	Pearson Correlation	.833**	.867**				
	Sig. (2-tailed)	.000	.000				
M&E Structure	Pearson Correlation	.762**	.912**	.867**			
	Sig. (2-tailed)	.000	.000	.000			

	Sig. (2-tailed)	.000	.000	.000		
	Pearson					
Role of	Correlation	.768**	.926**	.858**	.891**	
Management	Sig. (2-tailed)	.000	.000	.000	.000	
	Pearson					
Project	Correlation	.556**	.766**	.722**	.740**	.808**
Performance	Sig. (2-tailed)	.001	.000	.000	.000	.000

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

Source: Survey primary data

In order to change the variables to continuous data the average summative scores of the likert items were computed to conform to the assumption. Then Pearson correlation test conducted at 95% confidence interval and a 2-tailed 5% confidence level.

As indicated in the findings of the correlation matrix above, there was a positive and significant correlation between each of the independent variables (M&E budget allocation, M&E planning, Use of M&E results, M&E structure, Role of management) and dependent variable (Performance of local NGO's projects). M&E budget allocation ($r = 0.556$, $p < 0.001$), M&E Planning ($r = 0.766$, $p < 0.001$), Use of M&E results ($r = 0.722$, $p < 0.001$), M&E structure ($r = 0.740$, $p < 0.001$), Role of management ($r = 0.808$, $p < 0.001$).

Overall the results of the correlation analysis shows that all the five independent variables of the study have a positive and significant association with the dependent variable. Of all the independent variable role of management and were exhibited highly strong and M&E budget allocation with moderate association with the dependent variable at r values of 0.808 and 0.556, respectively.

4.6. Regression Analysis

The regression analysis enables to assess the strength of a cause-and-effect relationship between variables It also helps to predict the values of a dependent variable given the values of one or more independent variables by calculating a regression equation. According to (Zikmund *et.al*, 2010), regression analysis is attempting to predict the values of a continuous, interval-scaled dependent variable from specific values of the independent variable When calculating a regression equation it is required to meet the following assumptions:

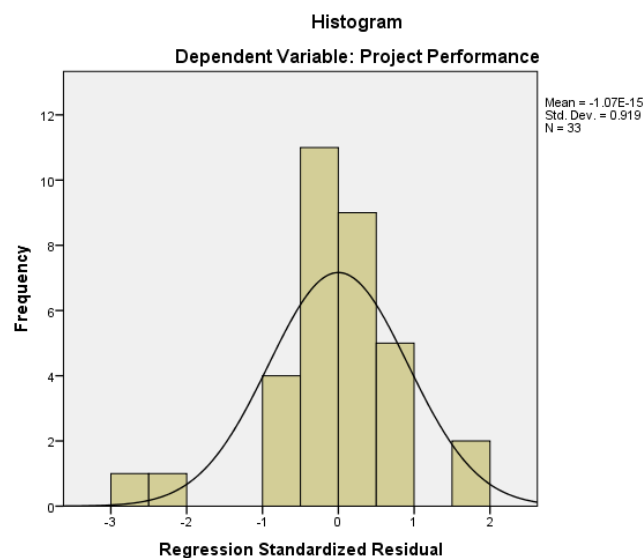
Testing assumptions of linear regression model

In order to carry out the multiple linear regression analysis and testing of the hypothesis the research dataset was verified for its conformance with the assumptions established for the model. Testing the assumption ensures to maintain the data validity and robustness of the regressed result through correcting potential flaws identified in the model. It avoids coming up with spurious results. Hence the test made for this study covers the assumptions of multicollinearity, homoscedasticity, linearity, and normality

Tests for Normality

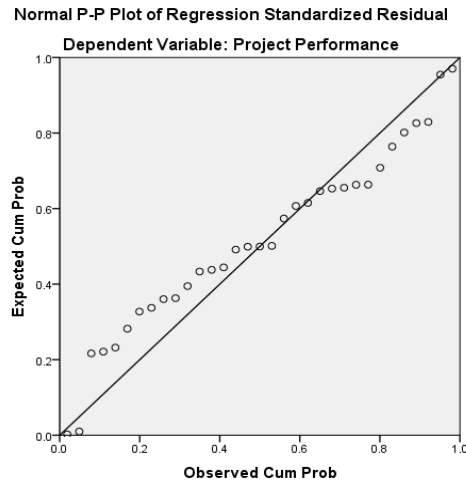
Normality test was employed to calculate the probability of the random variable representing the population after ensuring that the data set of the sample were derived from same normal population. The study validates normality assessing normal distribution of residuals of regression models using graphical method (histogram) and Normal P-P plot as illustrated below: As presented in the next figure normality check was initially done by generating a histogram from the data using the SPSS software version 24

Figure 4.3. Graphical test method of normality using histogram



The normality of the data set was further validated using the below P-P plot that verifies normality visualizing the distribution pattern of the residuals along the best fit line of the model.

Figure 4.4. Graphical test method of normality using P-P plot



On top of showing the normality feature of the standardized residuals, the histogram as a goodness-of-fit statistics also checks normality numerically testing skewness and Kurtosis descriptive statistics as follows:

Table 4.11. Numerical tests of normality based on skewness and kurtosis statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
M&E Budget Allocation	33	-.103	.409	-1.191	.798
M&E Planning	33	-.755	.409	-.293	.798
Use of M&E result finding	33	-.687	.409	-.169	.798
M&E Structure	33	-1.125	.409	.664	.798
Role of Management	33	-.589	.409	-.289	.798
Project Performance	33	-.943	.409	-.050	.798

As per theoretical a priori skewedness and kurtosis results ranging between -2 to +2 indicates that a variance is considered normal. The values generated by the test result applied for the study justified conformity with the established thresholds as indicated above:

Multicollinearity

Problems of multicollinearity makes difficult to determine the separate effects of individual variables. It is occurred when there is a high degree of correlation between independent variables that results distorted and less reliable values of the regression coefficients (Kothari, 2004). As a

common diagnostic measure of collinearity tolerance and Variation Inflation Factor (VIF) values were used. Hence multicollinearity occurs if tolerance is <0.1 or $VIF > 10$ for all variables. The findings were presented in the below table

Table 4.12. Multicollinearity Diagnoses

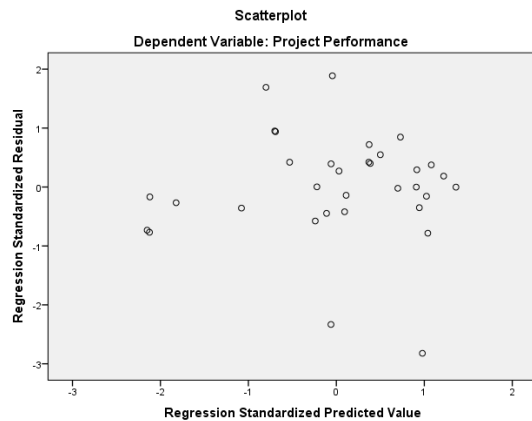
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
M&E Budget Allocation	0.288	3.476
M&E Planning	0.099	10.147
Use of M&E result finding	0.163	6.143
M&E Structure	0.138	7.240
Role of Management	0.124	8.073

As shown in the above test results, the scores the collinearity test justified occurrence of some inter dependence among the variables. Specifically the extent of collinearity shown by M&E planning with the remaining independent variable was beyond the allowable threshold level. However the resulting values for other variables were within the agreed threshold and confirms absence of multicollinearity that affects the estimated model.

Homoscedasticity

It is referring to the uniformity of the variance for the residuals from the predicted line established for the model across different values of the dependent and independent variable. It assumes the distance established by the error terms between the observed and predicted values to remain indifferent across the data values. Equivalent extent of residuals are expected across the regression line in order to comply with the assumption of homoscedasticity. A scatter diagram was formulated using SPSS software 24 in order to measure homoscedasticity of variance as illustrated in the figure below:

Figure 4.5. Graphical tests showing extent of homoscedasticity of residuals variance



As presented above, the scatter plot output appears that the spots are diffused and do not form a clear specific pattern. The absence of structured sequence either disintegrating or clustering from the source leads to a conclusion that the regression model doesn't have heteroscedasticity problem.

4.7. Multiple Regression Analysis

The regression analysis was conducted with the interest of finding out what influence the different independent variables proposed for this study have on the dependent variable. Further the regression analysis was computed to establish the measure in the predicted variable (performance of local NGO's projects) which can be estimated from the predictor variables (budget allocation, M&E planning, Use of M&E results, M&E structure and Role of management).

The regression equation was computed omitting the M&E planning independent variable as it was violating the multicollinearity assumption of the model with high VIF (10.147) than the allowable threshold level. It is customary to re specify the model through introducing new or omitting some variables and transforming the original variables so as to produce a new form which meets the assumptions (Koutsoyiannis, 1977).

Table 4.13. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.825 ^a	0.680	0.634	0.54179

a. Predictors: (Constant), M&E Budget Allocation, Use of M&E result finding, M&E Structure, Role of Management

b. Dependent Variable: Project Performance

The multiple correlation coefficient, R measures the relationship or association between the dependent variable and independent variables in combined form. The R indicates how strong the

correlation is between the true dependent variable and the estimated/predicted variable. Hence the reported R values of 0.825 demonstrate the strong positive relationship between the observed and predicted values.

The coefficient of determination, R^2 indicates how much the variance of the dependent variable can be explained by the independent variables. The more of the variance of the dependent variable explained indicates the strength of the model. The R^2 value of 0.680 indicates 68% of the variation in performance of the local NGO's projects was explained by the independent variables, M&E budget allocation, use of M&E results, M&E structure and role of management. The adjusted R^2 was estimated at 0.634 and offsets the inflated values of R^2 triggered by large number of independent variables.

Table 4.14. Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.475	4	4.369	14.883	.000 ^b
Residual	8.219	28	0.294		
Total	25.694	32			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), M&E Budget Allocation, Use of M&E result finding, M&E Structure, Role of Management

As shown in the ANOVA analysis summary above, the computed F statistic was 14.883 and significant at p value of 0.000. As the p-value is less than 0.05, it can be concluded that the predictors in the model are collectively significant in explaining and predicting the performance of the local NGO's projects.

Table 4.15. Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.670	0.468		1.431	0.164
M&E Budget Allocation	-0.287	0.200	-0.283	-1.440	0.161
Use of M&E result finding	0.258	0.255	0.267	1.014	0.319
M&E Structure	0.074	0.269	0.073	0.277	0.784
Role of Management	0.802	0.281	0.732	2.855	0.008

a. Dependent Variable: Project Performance

Based on the computed values of the coefficients indicated above, the regression equation can be presented as:

$$Y = 0.670 - 0.287X_1 + 0.258X_2 + 0.074X_3 + 0.802X_4$$

The regression equation justifies that taking all the four independent variables at zero, performance of the local NGO's project will be at 0.670. The equation further indicates that a unit increase in the use of M&E result finding increases performance of projects by 0.258 when others variables of the model are held at zero. The finding corresponds to Kaberia (2019), confirming that using of M&E results were helped among others, to point out challenges and come up for solutions, establishing the progress of the project and guides the management to make informed decision towards the right strategies for implementing a successful M&E system.

Similarly a unit increase in the M&E structure increases performance of projects by 0.074 when others variables of the model are held at zero. The study finding was in agreement with Nasambu (2016) who revealed positive relationship between M&E structure and project performance as a function of positive attitude of the top management towards strengthening the monitoring and evaluation system, the establishment of well-defined structure that includes a monitoring and evaluation unit and the existing of policy standards that describe roles and responsibilities of the operation of M&E System

The study also confirmed that a unit increase in the role of management increases performance of projects by 0.802 when others variables of the model are held at zero. The finding was in agreement with Solomon (2021) that demonstrated role of management was positively and significantly affected performances of coffee initiative programs of Techno serve Ethiopia. The finding confirmed strong sense of accountabilities of the management in terms of participating in M&E system and organizational culture that supports the M&E practices including involving in the design of the M&E systems and allocating adequate resources.

In conclusion, as shown from the p values of the estimated coefficients in the table above, except the independent variable role of management, the coefficient for the remaining three independent variable were not significant. The finding implies that the null hypothesis for each of the three variables (M&E budget allocation, use of M&E results and M&E structure) that states the b's coefficients are zero in the population was not rejected. As the p-value are greater than 0.05 the null hypothesis couldn't be rejected based on the survey data.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The government and external agencies implementing projects use monitoring and evaluation as a major instrument to demonstrate accountabilities for optimal use of resources. In this regard to ensure successful delivery of the projects various M&E related activities are identified and carried out at all phases of the project cycle.

Accordingly in this section the overall findings of M&E practices prioritized for this specific study are discussed from perspectives of the selected local NGO's in light of the study objectives. The association and level of influence of the M&E practices on the performance of the NGO projects are clarified. Underperformed areas are identified and strengthening measures are recommended relying on views and insights of both the quantitative and qualitative respondents of the study.

5.2. Summary of Findings

The research was conducted to study the effect of selected M&E practices on the performance of development projects carried out by five local NGO's working across regions of the country. The study was guided by both quantitative and qualitative approaches. Descriptive and explanatory designs employed for research study. Quantitative data was collected from 33 purposively selected pertinent staffs while qualitative information was drawn from managerial bodies of the NGO's.. Collected data were analyzed using descriptive, correlation and regression analytical techniques. Findings related to each study objectives are discussed in subsequent paragraphs.

Majority of the respondents were agreed or strongly agreed (66.7%) that funds allocated for M&E practices are carefully estimated and the actual expenditure is carefully monitored. It supports the need for proper follow up of both M&E budget allocation and their actual expenditure in the projects. Funds allocated for M&E were also considered sufficient as agreed or strongly agreed by more than half of the respondents (54.6%) underscoring the necessity of allocating M&E specific funds for the projects. Nearly half of the respondents agreed or strongly agreed that budget for M&E is separate and independent from the overall project budget (48.5%), budget is easily accessible whenever M&E activities arises (48.5%) and funds allocated for M&E were used for M&E activities only (54.6%). However timely disbursement and use of the M&E budget for its

initially intended purpose was not openly agreed by the 48.8% and 45.6%, respectively. Further the finding also revealed the availability positive and significant correlation between M&E budget allocation and performance of the local NOG's with r value of 0.556.

As confirmed by the study finding, the majority of the respondents were agreed or strongly agreed that the local NGO's they belonged have an up to date M&E plan (72.8%), the M&E plan is linked with the overall project plan and organizational strategy (69.7%), the M&E plan is comprehensive outlining project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan (60.6%) and as well as the presence of indicators in the M&E plan linked to the objectives of the project (69.7%). It was also agreed or strongly agreed by the respondents that the M&E planning ensures effective tracking of project progresses (69.7%) and accessibility of the M&E plan to project team and field staffs for reference (63.6%). While the majority of the respondents were not openly agreed (54.5%) for the statement that project staff and key stakeholders were involved in the preparation of M&E plan. Although developing of a workable and inclusive plan is practiced by the NGO's, participation of external stakeholder in M&E planning appears rudimentary. Similarly strong and significant positive correlation is demonstrated between M&E planning and performance of projects as justified by r value of 0.766.

It was strongly agreed or agreed by majority of the respondents that M&E findings are utilized in establishing the progress of the project progress (69.7%), M&E findings are used to identify challenges encountered and to come with solution (72.7%), M&E findings helps the management to come up with the right strategies for implementing a successful M&E system (66.7%), project information are disseminated to demonstrate accountability and to earn loyalty (60.6%) and M&E information is used to notify stakeholder what the program is doing (69.7%). While some respondents (42.4%) were not openly agreed for the statement that M&E information is used during budgeting sessions which remarked the need for the budgeting process to rely more on information supplied by the M&E system. The study also justified for the presence of significant and positive correlation (0.722) between use of M&E result finding and performance of the NGO' project

The study found that majority of the respondents were strongly agreed or agreed with the statements that the organization has policy and standards that clarify the operation of the M&E system (78.8%), M&E responsibilities are included in job description of staff implementing

projects (72.6%), the organization has a well-defined structure that includes a monitoring and evaluation unit (72.6%) and top management has a positive attitude towards strengthening the M&E system (71.9%). Similarly majority of respondents were expressed to strongly or very strong agreed for the statements that M&E leadership is equipped with M&E focal points, M&E units or M&E professional (63.6%) and M&E staff role and mandate is well clarified and outlined in job description (75.8%).

As confirmed also from the qualitative study and reviewed documents functional M&E structure was established by local NGO's equipped with up to date M&E policies, independent unit, dedicated M&E personnel and clearly defined job descriptions. Moreover the finding demonstrated M&E structure to have a positive and significant association with performance of project with correlation value of 0.74.

A very strong or strong agreements were disclosed by majority of the respondents for the statements that management properly uses M&E findings in decision making processes (72.6%), the organization's policy supports M&E activities (69.7%), management clearly and frequently communicates M&E results (60.6), management participates in designing, planning and implementing M&E activities (72.7%), management ensure effective use of lessons learned in different projects for future decision making and improved project delivery (75.8%) and management ensures sufficient resources are allocated for M&E roles (57.5%).

On the other hand most respondents were not openly agreed for the statements that management ensure staffs are trained on M&E regularly (54.5%). Focus on staff training was justified as area of further improvement by the study. In addition the Pearson correlation test performed justified presence of positive and significance relationship between role of management and performance of projects at r score of 0.80.

It was agreed or strongly agreed by majority the respondents that projects are completed at the planned time (66.6%), project beneficiaries are satisfied and impacted positively (78.8%), proper utilization of project resources on its performance (78.8%), projects are completed within the planned budget (66.7%), the project meet its intended goals and objectives (81.9%) and concluded projects normally meet the required scope and quality standards (72.7%)

As indicated by the correlation measures, the project performance has a positive and significant association with all the M&E variables selected for the study - (M&E budget allocation ($r = 0.556$,

$p < 0.001$), M&E Planning ($r = 0.766$, $p < 0.001$), Use of M&E results ($r = 0.722$, $p < 0.001$), M&E structure ($r = 0.740$, $p < 0.001$), Role of management ($r = 0.808$, $p < 0.001$).

It was found that the performance of the local NGOs projects were satisfactory in various measurements as agreed by the majority of the respondents. From views and insights of majority of the respondents', satisfactory performance of the local NGO's projects were largely contributed by the proper application of the M&E practices. As confirmed also by decision bodies of the NGO's during the Key Informant Interview, the performance of the projects are met the standards and requirements of major stakeholders of the projects (donors, government sector offices and beneficiaries).

The results of the inferential analysis computed by the multiple regression model justified positive and significant association between the dependent variable (project performance) and the independent variables (M&E practices) in combined form as evidenced by R (multiple correlation coefficient) value of 0.825. Further as indicated by the R^2 value, 68 % of the variation of the dependent variable (project performance) is explained by the independent variable selected for the study (M&E budget allocation, Use of M&E results, M&E structure and Role of Management). The residuals/error terms excluded from the model explained only 32 % of the variation of the dependent variable. Similarly as the p-value of the computed F statistics shows the predictors in the model are collectively significant in predicting the performance of the local NGO's projects.

5.3. Conclusion

The finding of the study revealed that monitoring and evaluation is recognized as one of the fundamental work streams of all the selected local NGO's.

Regarding the first objective of the research study, the finding revealed a positive and significant association between allocation of budget for M&E and performance of projects. Encouraging experience was observed across the NGO's in terms disbursing budget for the purpose of M&E. Conscious planning and expenditure monitoring of M&E budgets are adequately exercised. Allocation of funds for M&E and their usage for M&E specific purpose were also satisfactory.

Timely disbursement, use of the M&E budget for its intended purpose, allocation of separate and independent M&E budget, ease of M&E budget accessibility were identified as future improvement areas. To guarantee that budgeting is done correctly and efficiently, periodic auditing

of the M&E budget is crucial to ensure budget allocations are sustained and influence the M&E of projects effectively (Tengan et al., 2021). The study findings was in coherent with (Zaltman, 2014) that supports allocation of sufficient budget for M&E taking into consideration not to under budget to give inaccurate and incredible or over budget to take away resources from program activities. As noted by Kithinji et. al (2017), for every unit increase in resource allocation, there was an increase of 26.1% in M&E result utilization

Related to the second objective of the research study, a strong and significant positive relationship was observed between M&E planning and performance projects. The local NGO's have developed M&E plan and keep updating it. The M&E plan is linked with the project plan and organizational strategy comprehensively outlining project goals, strategy, logic models, risk matrix, monitoring plan and dissemination plan. The project team and field staffs accessed the M&E plan for reference and apply it during tracking of progresses. However, participation of external stakeholder in M&E planning appears rudimentary and identified as crucial M&E area for future improvement. Key project stakeholders' involvement in M&E will drive the need to meet their expectations and to create an opportunity to share M&E responsibilities (Tengan et al., 2021). A good monitoring team is said to be that which has a good stakeholder representation (Kamau & Mohamed, 2015).

Related to the third objective of the study, strong and positive association was observed between utilization of M&E finding and performance of projects. The local NGO's used finding of M&E results for tracking progresses, for identification of challenges and taking corrective measures and for updating stakeholders what the program is doing. The NGO's attempted to use M&E results to inform management decision for crafting strategies and to demonstrate accountability, earn loyalty, trust building. Limitations were observed in using the M&E information in the budgeting process.. Budgeting is vital for NGOs for a variety of operational reasons, including planning, control, and assessment (Abogun & Fagbmi, 2012). It is valuable for translating organizational objective to feasible plan of action. However budgets are usually perceived as statements having no link with the strategic and operational objectives of organizations.

Concerning the fourth objective of the research study, it was found that organizational structures for monitoring and evaluation has a positive relationship with performance of the NGO's projects. Adequate emphasis was given to establish M&E specific structure across the studied local NGO's. The structure is equipped with up to date |M&E policies, independent unit, dedicated M&E

personnel and clearly defined job descriptions. High commitment was observed by the top management to strengthen the M&E system. Due to reasons of turnover and budget shortages the NGO's M&E staffs shown skill and expertise gaps. According to Gorgens & Kusek (2009), understanding the skills needed and the capacity of people involved in the M&E system is at the heart of the M&E system.

The fifth objective of the study, M&E role of management was also witnessed a significant and positive relationship with performance of the NGO's projects. The management was supported for proper functioning of the M&E system. It was established robust M&E policies, make M&E informed decisions, participated in crafting and implementing of the M&E system, effectively used lessons for program improvement. It was also strong in frequent communication of M&E results, allocating the required amount of M&E budget. However further effort was expected from the management in addressing M&E training of staffs and budget needs of M&E. Management has a role in enhancing project success through supporting monitoring and evaluation team (Kamau. & Mohamed, 2015). Many managers make the mistake of not involving members of their project teams in early planning and conceptual meetings. Management commitment is a key aspect when it comes to the implementation of monitoring and evaluation since they are key decision makers in an organization (Magundu, 2013).

There was an encouraging track record by the studied local NGO's in terms of successful performance of projects. Projects were satisfactorily completed meeting their intended goals and objectives, to the expectation of beneficiaries and other stakeholders, with the required scope and quality standards, with optimal and proper use of project resources and within the planned budget and time. As the study suggests efficient use of budget and time requires further strengthening to deliver projects to the required performance standards. The study concludes that satisfactory performance of the local NGO's projects were largely contributed by the proper application of the M&E practices.

As indicated by the correlation measures, the project performance has a positive and significant association with all the M&E variables selected for the study. The computed regression model under inferential analysis shows the presence of positive and significant correlation between the dependent variable and the combined forms of the independent variables with R score value of 0.825. The study also determined from the goodness of fit test of the model that 68% of the

variation of the dependent variable was significantly explained by the independent variable selected for the study at $p < 0.01$

5.4. Recommendations

The areas suggested for improvement are focused more on issues and activities that the respondents felt unsatisfied for their implementation and use. Therefore based on the study finding the following recommendation were suggested in light of the studied variables:

- There was a concern for actual allocation of M&E budget as planned across the local NGO's. The NGO's need to consider allocation M&E budget that is sufficient, separated from other components of the project, easily accessible whenever M&E activities arises, disbursed and used timely only for M&E activities as per agreed plans.
- There was a gap in developing applicable and standardized M&E plan by the NGO's. The NGO's have to develop a comprehensive and strategically aligned M&E plan that can be used for tracking of project progresses and ensure involvement of key stakeholder in the M&E planning process and accessibility of the M&E plan to all level staff
- M&E information was not adequately used for budgeting purpose across the local NGO's. Therefore the budgeting process of the local NGO should account the information supplied by the M&E system in order to develop realistic plan and optimal allocation of resources. The NGO's are also required to further improve use of M&E data for informed decision making.
- Some reservation was raised regarding establishment of the M&E unit and deploying of relevant professionals. Hence the local NGO's need to ensure for establishment of M&E unit equipped with appropriate expertise. They should solicit and allocate budget for hiring M&E staff. They should regularly ensure delegation of a fulltime and dedicated M&E personnel.
- Weak support was witnessed in the areas of allocating M&E budget and training of staffs on M&E. Therefore the management requires to not only ensure allocation of sufficient M&E budget during designing of the projects but also follow up proper and timely usage of the budget during implementation. Ensure regular upgrading of staffs M&E skills and knowledge.
- The local NGO's were challenged to complete projects within the planned time and planned budget. Hence due regard is needed by the NGO's in managing their time defining realistic

schedule for planning, implementing and closure of their projects. Similarly minimize overdue of budget following careful planning that accounts timeline, scope and quality of the projects.

- The empirical analysis has shown the presence of strong association between the independent and dependent variables. Therefore the NGO's should improve limitations of the independent variable in order to further enhance the performance of their projects.
- ***Recommendation for Further Research:*** Overall this study was focused to examine only very few of the M&E practices of the broader and plenty of M&E activities dealt in the management of projects. Therefore the NGO's are advised to further navigate the effect of other M&E practices not included in this study so that to invest their limited resources on the most beneficial practices after determining their relative importance in performances of projects.

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ANNEXES

1. Research Questionnaire for Respondents of the research study

Dear esteemed respondent,

I am conducting this research as a requirement for partial fulfillment of my graduate study in the field of Project Management at Saint Mary's University, Addis Ababa, Ethiopia. The purpose of this questionnaire is to collect data for the study entitled "THE EFFECT OF MONITORING AND EVALUATION PRACTICE ON THE PREFORMANCE OF PROJECTS" This questionnaire is designed to collect data purely for academic purposes. All information will be treated with strict confidence. You have been identified as a potential respondent looking familiarity of your current project personnel position with M&E roles.

Note that you do not need to write your name on this questionnaire. In all cases where answer options are available please tick (✓) in the box provided among the provided alternatives. If you have any inquiry, please do not hesitate to contact me and I am available as per your convenience (Tel; 0911303062 or e-mail; melakugorfu@gmail.com)

SECTION I: GENERAL INFORMATION

1. Your Name: _____

2. Your email: _____

3. Name of organization: _____

4. Work Location: _____

5. Gender

Male ☐ Female ☐

6. State your age category (Years)

Below 25 ☐ 25-30 ☐ 31-40 ☐ 41-50 ☐ Above 50 ☐

7. Highest level of academic qualification

Primary/ Secondary ☐ College/Tertiary ☐ Diploma ☐ University ☐
Masters ☐

8. Explain your present work position in the organization?

M&E Director ☐ M&E Specialist ☐ M&E Coordinator ☐ Project ☐
Manager ☐ Project Officer ☐ Project Coordinator ☐
Other, Specify_____

9. How long have you worked in the organization

Less than 1 year ☐ 1-3 years ☐ 4 – 6 years ☐ 7-9 years ☐ 10 years & above ☐

10. How long have you worked in your present position?

Less than 1 year ☐ 1-3 years ☐ 4 – 6 years ☐ 7-9 years ☐ 10 years & above ☐

11. Thematic sub subsector which you have a role (you can select more than one if you are working in more than one thematic sub sector)

1) Livelihood, Food Security, IGA, Nutrition 2) WaSH 3) Education 4) Health
5) Child Development 6) Gender and Youth 7) Natural Resource
Management, Climate change 8) Market Development 9. Humanitarian Response
10) Other Specify_____

SECTION II: Basic Research Questions

Part One: Budget Allocation

Do you support the idea that **Budget allocation** as one of the M&E practice has an effect on the performance of the different projects managed by the organization? ☐ 1. Yes ☐ 2. No

Please indicate your level of agreement with the statement using a 1-5 Likert scale,

Where:

5= Strongly Agree (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1=Strongly Disagree (SA)

Statements (Budget allocation)	1	2	3	4	5
Funds allocated for M&E practices are carefully estimated and the actual expenditure is carefully monitored.					
The organization allocates sufficient fund for M&E practices.					
Budget is separate and independent from the overall project budget					
Budget is easily accessible whenever M&E activities arises					
Funds allocated for M&E are used for M&E activities only.					
Timely disbursement of funds for M&E activities on need basis.					

Part Two: M&E planning

Do you support the idea that **M&E plan** as one of the M&E practice has an effect on the performance of the different projects managed by the organization? ☐ 1. Yes ☐ 2. No

Please indicate your level of agreement with the statement using a 1-5 Likert scale, Where:
5= Strongly Agree (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1=Strongly Disagree (SA)

Statements (M&E planning)	1	2	3	4	5
There is a monitoring and evaluation plan which is up to date					
M&E plan is linked to overall project plan and organizational strategy					
Project staff and key stakeholders are involved in the preparation of M&E plan					
The project M&E plan is comprehensive i.e. outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan					
M&E plan have indicators that are linked to the objectives of the project.					
M&E Planning ensures effective tracking of progress of the projects					
The M&E plan is accessible to project team and field-based staff for reference					

Part Three: Utilization of M&E findings/results

Do you support the idea that **Utilization of M&E findings/results** as one of the M&E practice has an effect on the performance of the different projects managed by the organization? ☐ 1. Yes

2. No

Please indicate your level of agreement with the statement using a 1-5 Likert scale,

Where:

5= Strongly Agree (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1=Strongly Disagree (SA)

Statements (Utilization of M&E findings)	1	2	3	4	5
The M&E findings are utilized in establishing the progress of the projects					
The M&E findings are utilized in identifying the challenges encountered during the M&E process and to come with solutions					
The M&E findings helps the management of the projects to come up with the right strategies for implementing a successful M&E system					
The project disseminates information to demonstrate accountability and earn client loyalty					
M&E information is used to explain to stakeholders and the community what the project program is doing					
The M&E information is used during budgeting sessions					

Part Four: Monitoring and Evaluation structure

Do you support the idea that **Monitoring and Evaluation structure** as one of the M&E practice has an effect on the performance of the different projects managed by the organization? 1. Yes ☐

2. No ☐

Please indicate your level of agreement with the statement using a 1-5 Likert scale, Where:

5= Strongly Agree (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1=Strongly Disagree (SA)

Statements (Monitoring and Evaluation structure)	1	2	3	4	5
The organization has a policy or set standards in place describes roles and responsibilities of the operation of M&E System					
There is effective leadership for M&E within the project (M&E focal points, M&E units or M&E professional)					
There is clarity on role and mandate of M&E staff and it is well outlined in their job descriptions					
The responsibilities for monitoring and evaluation are included in job description of staff implementing projects					
The organization has a well-defined structure that includes a monitoring and evaluation unit					
Top management has a positive attitude towards strengthening the monitoring and evaluation system					

Part Five: Role of management

Do you support the idea that **Role of management** as one of the M&E practice has an effect on the performance of the different projects managed by the organization?

1. Yes ☐ 2. No ☐

Please indicate your level of agreement with the statement using a 1-5 Likert scale,

Where:

5= Strongly Agree (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1=Strongly Disagree (SA)

Statements (Role of management)	1	2	3	4	5
Management ensures sufficient resources are allocated for M&E roles					
Management participates in designing, planning and implementing M&E activities					
Management properly uses M&E findings in decision making processes					
Management clearly and frequently communicates M&E results					

Management ensure staffs are trained on M&E regularly					
Organization's policy supports M&E activities.					
Ensure effective use of lessons learned in different projects for future decision making and improved project delivery					

Part Six: Performance of Projects

Do you support the idea that **Monitoring and Evaluation** as one of the **project success factor** has an effect on the performance of the different projects managed by the organization?

1. Yes ☐ 2. No ☐

Please indicate your level of agreement with the following statement on

performance of projects using a 1-5 Likert scale, Where:

5= Strongly Agree (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1=Strongly Disagree (SA)

Statements	1	2	3	4	5
Projects are completed at the planned time					
Projects are completed within the planned budget					
Project beneficiaries are satisfied and impacted positively					
The project meet its intended goals and objectives					
There is proper utilization of project resources on its performance					
Concluded projects normally meet the required scope and quality standards					


Are there any other project performance related success factors which are missed in the above list? If so, please specify below:_____

2. Interview Question for managerial levels staffs of the local NGO's

1. Explain the M&E experience of the organization and engagement level of the management, staff, donors, government signatories and beneficiaries of the projects
2. Is M&E considered as major success factor in the performance of your organization projects?
If your answer is Yes, state the major contribution of M&E for effective and efficient delivery of project results including the ranges of M&E practices
3. Is a separate budget for the M&E activities allocated in the approve project budget
4. If your answer is Yes, are the M&E budgets sufficient, timely used, accessible when they are needed, disbursed only for M&E related tasks, utilized for their initially intended purpose, don't shifted to other non-M&E activities?
5. Is there an up-to-date M&E plan that is linked to project and organizational plan? Does it includes stakeholders views, goal, logframe, indicator, risk, monitoring and dissemination plan, ensures effective tracking of progresses and accessible to project team and field staffs
6. Is the organization uses information generated from M&E for establishing project progresses, to identify challenges and take measures, for budgeting, to set strategies, for accountability to inform stakeholder and program improvement?
7. Is there an M&E structure that is equipped with policies, units, adequate skilled staff, clarified job descriptions and supported by top management
8. State the extent of the management support for M&E in designing and implementing of M&E plan, allocating of resources, use of M&E results for decision making, sharing of M&E results, training of staffs, availing of M&E policies and documenting and use of lesson for future learning
9. Are the projects implemented by your organization over the past 3 years successfully completed? Explain supported with key performance measurement indicators.

3. SMU Support Request Letter

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ድህረ-ምረቃ ት/ቤት



St. Mary's University
School of Graduate Studies

+251-11-552-45 03 1211, 18490 Fax 011552 83 49 e-mails: sgs@smuc.edu.et, Addis Ababa, Ethiopia

Ref. No.: SGS/0812/2024
Date: Jan, 11/2024

TO Whom It May Concern


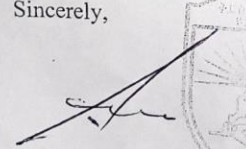
Subject: Request for Cooperation

Melaku Gorfu Id .No. SGS/0519/2015A is a post graduate student in the Department of Project Management. He is working on his Thesis entitled “Influence Of Monitoring & Evaluation Practices On the Performance Of Projects Managed by local NGO's” and would like to collect data from your institution.

Therefore, I kindly request your office to allow him to access the data he needs for his research.

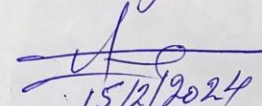
Any assistance rendered to his highly appreciated.

Sincerely,



Desse Assefa Lemu
Guidance, Counselor and Thesis Coordinator

*we will provide
required information.*



15/12/2024

Student Support Services Office (SSSO)

አይናለም አሸብር ገብረሐይወት
Aynalem Ashebir Gebrehiwot
ጥቁ ሥራ አስኪያፅ
Executive Director