

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

EFFECTS OF MONITORING AND EVALUATION PRACTICES ON DEVELOPMENT PROJECT PERFORMANCE IN NGO'S A CASE OF WORLD VISION ETHIOPIA

BY; MUSSIE HABTAMU

SGS/0322/2014A

Advisor: Muluadam Alemu (PhD)

June 2024 Addis Ababa Ethiopia

EFFECTS OF MONITORING AND EVALUATION PRACTICES ON DEVELOPMENT PROJECT PERFORMANCE IN NGO'S CASE OF WORLD VISION ETHIOPIA

By: MUSSIE HABTAMU BELAY

SGS/0322/2014A

A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS IN PROJECT MANAGEMENT

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

EFFECTS OF MONITORING AND EVALUATION PRACTICES ON DEVELOPMENT PROJECT PERFORMANCE IN NGO'S A CASE OF WORLD VISION ETHIOPIA

By Mussie Habtamu

Approved by the Board of Examiners

Temesgen Belayneh (PhD)

Dean, Graduate Studies

Muluadam Alemu (PhD)

Advisor

Yilkal Wassie (Ass.Prof)

External Examiner

Temesgen Belayneh (PhD)

Internal Examiner

Signature



Signature



Signature

Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under Muluadam Alemu's (PhD) guidance. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted in part or in full to any other higher learning institutions to earn any degree.

Name: Mussie Habtamu

St. Mary University Addis Ababa, Ethiopia

Department: Project Management

June 2024

Endorsement

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University Advisor.

Muluadam Alemu (Ph.D)



08/06/24

Name

Signature

Date

ACKNOWLEDGEMENT

I want to begin by acknowledging the grace and blessings of the **Almighty God**, without whom this journey would not have been possible. I am deeply grateful for the wisdom, strength, and guidance that have been bestowed upon me throughout the process of completing this thesis.

I express my deepest gratitude to my thesis advisor, Dr. Muluadam Alemu for his invaluable guidance and unwavering support throughout the research process. I am also thankful to the participants who generously shared their insights. Last but not least I am grateful to my beloved mother, brothers and their families **Yeshi**, **Dawit**, **Yared**, and Abdi for their support and understanding during this academic journey.

Table of Content

Chapter One
Introduction1
1.1 Background of the Study1
1.2 Background of the Organization
1.3 Statement of the Problem
1.4 General Objective
1.5 Specific Objectives
1.6 Research Questions
1.7 Significance of the Study
1.8 Scope of the Study6
1.9 Limitations of the Study7
1.10 Organization of the Study
Chapter Two9
Literature Review
2.1 Introduction
2.2 Understanding Monitoring and Evaluation System on Project
2.3 Development Project and Project Performance
2.4 Importance of Monitoring and Evaluation in Development Projects
2.5 Impact of Monitoring and Evaluation Practices on Project Performance
2.6 Best Practice for Enhancing Monitoring and Evaluation System
2.7 Result Based Management (RBM)14
2.8 Factors Influencing Monitoring and Evaluation Practice15
2.9 Influence of M&E Resource Allocation on Project Performance

2.10 Staff Capacity on M&E and Project Performance	17
2.11 Influence of Stakeholders Involvement in M&E and Project Performance	18
2.12 Conceptual Framework	22
Chapter Three	23
Research Methodology	23
3.1 Introduction	23
3.2 Research Approach and Design	23
3.3 Source of Data & Data Collection Instrument	23
3.3.1 Source of Data	23
3.4 Target Population	24
3.5 Data Analysis Method	24
3.6 Validity	24
3.7 Reliability	25
3.8 Ethical Consideration	26
Chapter Four	27
Data Analysis, Presentation and Interpretation	27
4.1 Introduction	27
4.2 Background Information of Respondents	27
4.3 Descriptive Data Analysis Related to Fundamental Research Questions	
4.3.1 Resource Allocation to M&E and Project Performance	
4.3.2 Staff Capacity on M&E and Project Performance	33
4.3.3 Stakeholders' Involvement in M&E and Project Performance	37
4.3.4 Project Performance	40
4.4 Findings from Open-Ended Questions	47
4.4.1 Which activities have the most significant effect on successful M&E Implementation?	47
4.4.2 How do you describe the effect of training in your M&E activities?	

4.4.3 How do you see the availability of trained human resources for the M&E system in your organization?	53
4.4.4 How do you describe the challenge of finding quality data on M&E activities?	56
4.4.5 What are the M&E tools commonly used in your organization?	59
Discussion	61
Chapter Five	62
Summary of Findings, Conclusion, and Recommendation	62
5.1 Summary of Findings	62
5.1.1 Budget Allocation and Project Performance	62
5.1.2 Capacity of M&E Staffs	63
5.1.3 Stakeholders Involvement in M&E	63
5.1.4 Project Performance	63
5.2 Conclusions	63
5.2.1 Project Performance and Challenges:	64
5.3 Recommendations	65
5.3.1 Resource Allocation to M&E and Project Performance	65
5.3.2 Capacity of M&E Staff and Project Performance	65
5.3.3 Stakeholders Involvement in M&E and Project Performance	66
5.3.4 Data Quality	66
5.3.5 M&E Tools	67
5.3.6 Project Performance	67
References	68
Appendix	72

List of Tables

Table 1. Source Stephanie G Cronbach's Alpha, 2021	25
Table 2 Reliability Test Survey Data March 2024	26
Table 3 Gender	27
Table 4 Age of Respondents Error! Bookmark not d	efined.
Table 5 Educational Qualification	28
Table 6 Position	28
Table 7 Experience	29
Table 8 Response	30
Table 9 Staff Capacity on M&E and Project Performance	33
Table 10 Stakeholders Involvement in M&E and Project Performance	37
Table 11 Project Performance	40
Table 12 Frequency of Response on Significant M&E Activities	47
Table 13 Frequency of Response of effects of training on M&E activities	50
Table 14 Frequency of Response on the availability of trained human resources	53
Table 15 Frequency of Response on challenges of finding quality data	56
Table 16 Frequency of Response on commonly used M&E tools	59

List of Figure

Acronyms

- NGO Non-Governmental Organization
- M&E Monitoring and Evaluation
- MEAL Monitoring Evaluation Accountability and Learning
- UNDP United Nations Development Program
- WVI World Vision International
- WVE World Vision Ethiopia
- LEAP Learning through Evaluation with Accountability and Planning
- DME Design Monitoring and Evaluation
- AP-Area Program
- IFRC International Federation of Red Cross
- RBM Result-based Management
- LFA Logical Framework Analysis
- PRA Participatory Rural Appraisal
- PIA Participatory Impact Assessment
- PLA Participatory Learning and Action
- SNA Social Network Analysis
- PMP Performance Management Plan
- KPI Key Performance Indicators
- WHO World Health Organization
- PME Participatory Monitoring and Evaluation
- PAR Participatory Action Research

Abstract

Effective monitoring and evaluation (M&E) practices significantly influence development projects' success within non-governmental organizations (NGOs). This study was undertaken to examine how monitoring and evaluation practices affect the performance of development projects. The study selects and considers three monitoring and evaluation practices, resource allocation for M&E, staff capacity on M&E, and stakeholders' involvement in M&E. To assess the project performance the study selects three key performance indicators; project timelines & budget, stakeholder satisfaction, and quality of project deliverables. Three objectives guided the study: to examine how the allocation of resources to M&E influences the performance of projects, to explore how the capacity of staff in M&E influences the performance of projects, and to investigate how the involvement of stakeholders in M&E influences the performance of projects. The researcher studied World Vision Ethiopia's Central Hub 8 Area Programs in and near Addis Ababa. The study respondents were World Vision Ethiopia Project staff and represented Child Protection, Water & Sanitation, Education, and Livelihood projects. A descriptive research design was chosen for the study, to describe the M&E practice. A quantitative data analysis approach was used in the study. Using the Census method all 40 WVE employees working on the eight area program projects were chosen. The primary data for the study were obtained through structured questionnaires. The questionnaires were provided in the form of a Likert Scale. Secondary data were collected from reports and the organization's official websites. The responses from the respondents were coded and analyzed by using SPSS 20 and Excel. The findings suggest that the correlation between the funds designated for M&E activities and project outcomes is evident. A majority of the survey participants, 80%, perceive the budget for M&E is adequate, the project staff possesses a good understanding of M&E concepts and principles and there is a high level of agreement on their ability to use M&E findings for decisionmaking, and communication, however, there is notable variation in the perceived ability to develop M&E frameworks and indicators and the project's timely and budgetary completion appears as an argumentative subject. The researcher concluded that the allocation of competent human resources and time for M&E directly influences the project performance so it was recommended that WVE reassess the distribution of the M&E budget to ensure it covers the human resource aspect and evaluate the time allocated xiifor M&E activities during M&E planning.

Key Words: Monitoring and Evaluation, Project Performance, Resource Allocation

Chapter One

Introduction

1.1 Background of the Study

Development projects play a crucial role in addressing the multidimensional challenges faced by communities around the world. These projects are often undertaken by non-governmental organizations (NGOs) to promote sustainable development, improve the well-being of marginalized populations, and foster economic growth (International Federation of Red Cross and Red Crescent Societies, 2002). NGOs have been at the forefront of many development projects, often working in partnership with government agencies and international organizations to address various social, economic, and environmental problems (Catley, 2008). The focus of development projects can range from education, healthcare, water, and sanitation to infrastructure and economic empowerment, all of which are essential components for advancing social and economic progress.

Despite that, the history of Monitoring and Evaluation (M&E) and Development Projects in nongovernmental organizations (NGOs) can be traced back to the early 20th century, when large-scale development projects began to take place in various parts of the world (Jeffrey Clark, 2000). As development projects gained momentum, it became clear that there was a need for a systematic approach to measure their impact and effectiveness. As NGOs began to take on more complex and long-term development projects, there was a growing recognition of the need for rigorous monitoring and evaluation systems to ensure these projects were achieving their intended goals and objectives (Aston et, 2022).

Monitoring and Evaluation process is an essential component of project management and is used to assess the progress, effectiveness, and impact of programs, policies, or interventions. It involves systematical collection, analysis, and interpreting of data to evaluate the efficacy, and impact of initiatives, programs, policies, or interventions (International Federation of Red Cross and Red Crescent Societies, 2002).

Monitoring refers to the systematic and ongoing collection of data and information to track the progress and performance of a project (Jody Zall Kusek Ray C. Rist, 2004). The primary purpose of monitoring is to provide real-time information on the project implementation process that helps to identify whether activities are being carried out as planned, whether resources are being utilized effectively, and whether targets and objectives are being achieved (Ika, 2010). Monitoring is conducted throughout the entire duration of a project or program, starting from the initial stages to the completion It focuses on tracking inputs, activities, outputs, and outcomes to identify any deviations from the planned course, it ensures that the project is on track and allows for timely adjustments and corrective measures if necessary (Marc Nzayisenga, Alice Kituyi Wafula, 2022).

Evaluation is a systematic assessment of a project, program, or policy to determine its relevance, efficiency, effectiveness, impact, and sustainability (Claver, 2020). The primary purpose of evaluation is to assess the overall performance and outcomes of a project or program, it aims to provide an independent and comprehensive analysis of the intervention's achievements, strengths, weaknesses, and lessons learned (International Federation of Red Cross and Red Crescent Societies, 2002) Evaluation typically takes place at specific points during or after the completion of a project or program, such as mid-term or final evaluations. The evaluation focuses on and examines the causal relationship between the intervention and its outcomes, and it assesses the extent to which the intervention has achieved its intended objectives (Haydn, 1978). Evaluation helps stakeholders understand what worked, what did not work, and why and provides recommendations for future improvements.

The process of monitoring and evaluation typically involves a series of essential steps and processes. These include defining project goals and objectives, developing measurable indicators, determining data collection methods and tools, analyzing the collected data, communicating findings, and incorporating feedback to stakeholders (Gaventa & Barrett, 2010)

Over the years, monitoring and evaluation in non-governmental organizations have evolved significantly, with organizations adopting a range of tools and techniques to measure and evaluate the impact of their projects, However, there are still challenges in measuring the performances of projects through effective monitoring and evaluation system, According to (World Bank 2017) some of the challenges in implementing effective M&E systems are poor data quality and reliability, lack of resources, insufficient stakeholder involvement, time constraints, the complexity of impact assessment and limited utilization of findings found from monitoring and evaluation.

In North America Monitoring and Evaluation have been recognized as vital tools for improving project performance, organizations with M&E systems found effective in a way that enables them to effectively oversee ongoing activities (Clementine Kuchio, 2023). A 2019 study conducted in Austria by Jhonson Beril found also that M&E systems have a favorable effect on resource allocation in project management. Many projects in third-world countries fail to be completed due to a lack of understanding

of the need for monitoring and evaluation (Claver, 2020). In Africa, the Monitoring and Evaluation System is also practiced, and a study conducted by (Marc Nzayisenga, and Alice Kituyi Wafula, 2022) in Rwanda found a higher relationship between Effective Monitoring and Evaluation System and project performance. Uganda's experience, as indicated by (Eben,2018), demonstrates that the adoption of M&E systems leads to observable improvements in project performance and assists project managers in decision-making. Similarly, a study in South Ethiopia Hadiya Zone reveals that factors like stakeholder participation in monitoring and evaluation positively affect project performance.

Monitoring and Evaluation (M&E) provides relevant information for government officials, development managers, and civil society with better means for learning from experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders (Aghimien, 2019).

This study's primary objective is to describe the effects of the monitoring and evaluation practices on the performances of WVE projects.

1.2 Background of the Organization

World Vision Ethiopia operates under the umbrella of World Vision International, a global Christian relief, development, and advocacy organization dedicated to working with children, families, and communities to overcome poverty and injustice. World Vision Ethiopia has a significant presence across the country, with field offices and programs implemented in various regions. They work closely with local communities, governments, and other partners to address the needs of vulnerable populations, particularly children. The organization's interventions in Ethiopia cover a wide range of areas including emergency response during crises such as natural disasters or conflicts, long-term development projects aimed at improving living conditions and resilience in communities, and advocacy efforts to promote child rights and welfare (WVE, 2012)

In Ethiopia, World Vision endeavors span a wide range of sectors including health, education, water and sanitation, livelihoods, and child protection. In the realm of humanitarian aid and development, World Vision Ethiopia stands as an example of hope and resilience, dedicated to uplifting the lives of the country's most vulnerable populations (WVE, 2021). At the heart of their operations lies a strong Monitoring and Evaluation (M&E) system, which serves as a critical tool in assessing the effectiveness, efficiency, and sustainability of interventions. Monitoring and Evaluation serve as indispensable tools in the account of development organizations, enabling them to track progress, identify challenges, and make informed decisions. In the context of World Vision Ethiopia, M&E plays several critical roles. Despite its many benefits, World Vision Ethiopia's M&E system is not without its challenges, limited resources, logistical constraints, and the complexity of development contexts can pose obstacles to effective monitoring and evaluation (Kathongo, 2018). Furthermore, ensuring data quality, reliability, and validity requires ongoing attention and investment. This research describes the influences of the monitoring and evaluation practices on the performance of WVE projects.

1.3 Statement of the Problem

This research endeavors to comprehensively investigate the impacts of monitoring and evaluation (M&E) practices on development projects, with a particular emphasis on the projects of World Vision Ethiopia. The significance of this study lies in addressing persistent challenges NGOs face in accurately assessing the effectiveness and sustainability of their development projects. Drawing from recent studies by (Soken-Huberty, 2023), (Ochunga, 2016), and (WVE, 2021) it is evident that M&E serves as a cornerstone for ensuring accountability, transparency, and learning within organizations engaged in humanitarian and development work. However, despite its recognized importance, several critical issues

impede the optimal functioning of M&E frameworks within the NGO sector (World Bank, 2017). One such challenge pertains to the inadequacy of existing M&E frameworks, which often lack standardized methodologies and indicators, leading to data collection, analysis, and reporting. This deficiency undermines the reliability and comprehensiveness of M&E findings, hampering informed decisionmaking processes. Moreover, resource constraints emerge as a significant barrier, with many NGOs facing limited financial investments and skilled human resources dedicated to M&E activities. As (Susan Kaaria, 2020) highlighted, these constraints often result in superficial M&E implementations, compromising the quality and depth of evaluations. Additionally, contextual complexities inherent in the regions where NGOs operate, such as Ethiopia, pose unique challenges to effective M&E, including access constraints, data reliability issues, and cultural barriers to community engagement. Without adequately addressing these contextual factors, M&E efforts risk overlooking critical nuances in project implementation and impact assessment, impeding sustainable development outcomes (Tilahun, 2016). Furthermore, the role of M&E extends beyond mere accountability to encompass organizational learning and improvement. However, the extent to which M&E practices within NGOs foster organizational reflection and adaptive management remains underexplored. By leveraging insights (WVE, 2021) this research seeks to illuminate the influences and dynamics between M&E practices like resource allocation, capacity of staff, stakeholder involvement, and performances of projects, thereby contributing to evidence-based decision-making, fostering organizational learning, and ultimately enhancing the impact of NGOs like World Vision Ethiopia in driving positive change within their target communities.

1.4 General Objective

The general objective of the study is to assess the influences of monitoring and evaluation practices on the project performance of World Vision Ethiopia.

1.5 Specific Objectives

- To examine how the allocation of resources to M&E influences the performance of WVE Projects.
- To explore how the capacity of staff involved in M&E influences the performance of WVE Projects.
- To describe how the involvement of stakeholders in M&E influences the performance of WVE Projects.

1.6 Research Questions

- 1. How does the allocation of resources to M&E influence the WVE Project's performance?
- 2. How does M&E staff capacity influence WVE Projects' Performance?
- 3. How does the involvement of stakeholders in M&E influence WVE Project Performance?

1.7 Significance of the Study

The significance of this study is multifaceted and profound. It addresses a critical knowledge gap by providing comprehensive insights into how M&E practices influence the performance and sustainability of non-governmental organization (NGO) development projects in a complex socio-economic context like Ethiopia. By analyzing recent studies and leveraging empirical evidence, this research aims to explain the intricate relationship between M&E practices and project performance, offering valuable insights for practitioners, policymakers, and stakeholders involved in development projects. Furthermore, the findings of this study hold practical implications for enhancing the efficiency and accountability of NGO operations, enabling organizations such as World Vision Ethiopia to optimize resource allocation, adapt interventions to local needs, and foster greater transparency in their practices. Additionally, by emphasizing the role of M&E in organizational learning and improvement, the research seeks to promote a culture of continuous reflection and adaptation within NGOs, ultimately contributing to the broader goal of sustainable development and positive social change. Generally, the significance of this study extends beyond academic inquiry to directly impact the practices and performance of development projects undertaken by NGOs like World Vision Ethiopia, thereby making a tangible difference in the lives of the communities they serve.

1.8 Scope of the Study

The research is conducted across eight area programs located in and around Addis Ababa namely, Enemore, Buhi, Guragge, Digeellu, Tijo, Kolfe, Yaya Gulele, and Omo Nada Area Programs representing a diverse array of contexts and communities within Ethiopia. By selecting area programs from various locations, the study aims to capture the trends of project implementation in different socioeconomic settings, thereby enhancing the generalizability and strength of its findings. Furthermore, the respondents of the survey encompass all project staff working within these area programs, ensuring comprehensive coverage of perspectives and insights from individuals directly involved in project monitoring and evaluation. This approach enables the study to investigate deeply the operational realities, challenges, and opportunities encountered by World Vision Ethiopia in its development projects M&E system, facilitating a refined understanding of the influences of M&E practices on project performance. Thus, the scope of the study encompasses a focused examination of M&E practices associated with resource allocation, staff capacity or competency, and stakeholder involvement within specific geographic contexts and among key stakeholders, in a way that offers valuable insight to enhance the performance of projects of WVE.

1.9 Limitations of the Study

While employing a census for sampling can offer certain advantages such as providing comprehensive data coverage, there are inherent limitations associated with this approach. One significant limitation is the potential for selection bias. Since the study relies on a census approach, it may inadvertently exclude certain groups or individuals who are not represented within the population of the selected area programs. This exclusion could result in a skewed representation of perspectives leading to biased findings and limited generalizability of results beyond the sampled population. As a result, there may be limitations in the depth and granularity of data collected, potentially overlooking nuanced insights or variations in M&E practices and their influences on development project performance. Therefore, while the quantitative approach offers valuable insights into the broader patterns and trends, it is essential to acknowledge and address the limitations inherent in the sampling methodology to ensure the validity and reliability of the study findings.

1.10 Organization of the Study

Five chapters make up this thesis. The first chapter contains an introduction that covers the studies and organizations background, the problem statement, the research objective, the research questions, the study's significance, its scope, and limitations. The second chapter reviews a variety of books and journal articles to provide the study with a foundation of existing literature. The research approach used to collect and evaluate the data used to derive conclusions is described in detail in Chapter three. The data analysis performed in Chapter four makes use of the instruments and data collection techniques mentioned in the methodology section. The final chapter addresses a summary of findings, conclusions, and recommendations. The references used in the study and questionnaires used are included in the references and appendix section.

Chapter Two

Literature Review

2.1 Introduction

This chapter focuses on examining the existing literature related to the influences of monitoring and evaluation practices on the performance of development projects in NGOs. The review of the literature is organized into several key themes and concepts to provide a comprehensive understanding of the influence of M&E practices on project performance in NGOs.

2.2 Understanding Monitoring and Evaluation System on Project

Monitoring and evaluation (M&E) are a methodical process that involves acquiring, analyzing, and interpreting data to evaluate the development, efficacy, and impact of initiatives, programs, policies, or interventions. It is an essential component of project management because it gives decision-makers the evidence-based information that they require to make educated choices and promote accountability (Indepth Research Institute, 2023).

Monitoring refers to the systematic and ongoing collection of data and information to track the progress and performance of a project, or program (Practitioner's Manual on M&E of Development Projects). Evaluation is a systematic assessment of a project, program, or policy to determine its relevance, efficiency, effectiveness, impact, and sustainability (In-depth Research Institute, 2023).

A Project Monitoring and Evaluation (M&E) System is a crucial component of project management that encompasses all activities carried out during or after a project to define objectives, select indicators, collect and analyze data, and use data, this system is where everything comes together, from the initial selection of objectives and indicators through to the final evaluation of a project (Intrac for Civil Society, 2019). M&E systems help organizations assess and manage performances so the right improvements can be made.

2.3 Development Project and Project Performance

Development projects are initiatives that aim to improve the economic, social, and environmental conditions of communities, particularly in developing countries. These projects are often implemented by non-governmental organizations (NGOs), international aid agencies, and governments to address various development challenges, such as poverty, inequality, and environmental degradation. The main

goal of development projects is to bring about positive change in the lives of individuals and communities, often through the provision of essential services, infrastructure, and resources (OECD 2021). Measuring project performance is a critical aspect of any project, particularly in the context of development projects undertaken by NGOs. Project performance refers to the ability of an NGO to meet its project objectives and deliverables on time, within budget, and to the satisfaction of stakeholders (Soken-Huberty, 2023). The success of a development project is often measured by its performance indicators, which are used to track progress, identify challenges, and make necessary adjustments to improve the project's outcomes.

Project performance indicators are essential for monitoring and measuring the success of a project. In particular, project timeline, budget, and quality are among the key performance indicators that are critical for assessing the performance of a project (World Bank, 2017).

A project timeline raises the ability of a project team to deliver the project on time, without delays or extensions. This is an essential performance indicator, particularly in the context of development projects, where beneficiaries may be in urgent need of the project services. Delays in project delivery can lead to frustration and disappointment among beneficiaries, which can ultimately impact the project's success. Therefore, it is important to set realistic timelines for project completion, monitor progress, and make necessary adjustments to ensure that the project is completed on time (Effect of M&E Practices on Development Projects, 2021).

A project budget is another key performance indicator that is critical for assessing the success of a project. This refers to the ability of the project team to deliver the project within the allocated budget. Effective project budget management is essential for ensuring that resources are used efficiently and effectively. This involves setting a realistic budget at the outset of the project, monitoring costs throughout the project, and making necessary adjustments to ensure that the project stays within budget (Kathongo 2018).

Project quality is also a critical performance indicator for any project. This involves measuring the extent to which the project deliverables meet the required standards of quality. In particular, in a development project, the quality of the project outputs could be measured by the number of people who are benefited from the services provided. By measuring the quality of the project outputs, the project team can identify areas where they need to improve and take corrective action (Ochunga, 2016).

Several studies have highlighted the importance of measuring project performance through key performance indicators, such as project timeline, cost, and quality. For example, in a study conducted by Kapsali and Bakatsaki (2016), the authors found that project timeline, cost, and quality were critical performance indicators in the success of construction projects. The study suggested that effective project management practices, such as setting clear project objectives, establishing performance indicators, and monitoring project progress, were essential for ensuring that these performance indicators were met. Also, in a study conducted by (Duncan Ngondo, 2021), the authors highlighted the importance of measuring project performance for the success of software development projects. The study found that project timeline, cost, and quality were critical performance indicators for software development projects and that effective project management practices, such as an effective M&E System, were essential for ensuring that these performance indicators were met.

Ultimately, the success of a project can only be determined by looking at project performance indicators, which include project cost, timeline, and quality (World Bank, 2017). To guarantee that these performance indicators are fulfilled, effective monitoring and evaluation systems are essential. These practices include defining precise project objectives, creating performance indicators, and keeping track of project progress. Project teams may make sure that their initiatives are successful, and help the long-term growth of the communities they serve by concentrating on enhancing these performance factors (Patton M.Q, 2010).

2.4 Importance of Monitoring and Evaluation in Development Projects

Project Managers and implementers depend heavily on monitoring and evaluation (M&E) because M&E offers a framework for evaluating project performance to make sure the desired results and advantages are achieved. Project managers and other stakeholders can determine whether project activities are progressing according to schedule and are on track to meet their goals by using M&E processes (Soken-Huberty, 2023). The capacity of M&E to deliver timely information that can direct resource allocation and decision-making is what makes it so important because it assists in determining what functions well and what doesn't, enabling modifications and advancements to be implemented throughout the project (Eval Community, 2024). M&E also promotes accountability and transparency. Stakeholders, such as governments, donors, and the community, can monitor the project's impact and how resources are being used by monitoring progress and measuring results. To preserve confidence and support for development projects, this transparency is crucial (Soken-Huberty,2023). M&E facilitates learning and knowledge exchange it offers fact-based information that can be applied to future initiatives to improve planning

and execution techniques (Eval Community, 2024). In the development sector, where each project can provide lessons that improve the overall effectiveness of aid and interventions, this learning component is particularly beneficial.

2.5 Impact of Monitoring and Evaluation Practices on Project Performance

Monitoring and evaluation (M&E) are a critical component of the project management process, and their impact on project performance has been extensively researched by scholars in the field. According to a study by (Bernard Phiri, 2015), effective M&E can lead to improved project performance by ensuring that projects are delivered on time, within budget, and to the required quality standards. The study further highlights that M&E provides valuable feedback to project stakeholders, allowing them to make informed decisions about the project. This feedback can help project managers identify potential risks and issues before they become major problems, enabling them to take corrective action promptly. Similarly, a study (Winiko, 2018) found that M&E can help to improve project performance by identifying areas where the project can be improved. This may include identifying new opportunities, refining project processes, and improving project design. The study further highlights that M&E promotes accountability for project outcomes, ensuring that project stakeholders are aware of the results achieved. This helps to build trust between stakeholders and promotes transparency in the project.

As a summary literature suggests that M&E plays a vital role in improving project performance. Effective M&E can lead to improved project outcomes, promote learning and knowledge sharing, and build trust between project stakeholders.

2.6 Best Practice for Enhancing Monitoring and Evaluation System

One of the key best practices in M&E is the use of results-based management (RBM) approach. RBM is a strategic management approach that focuses on achieving results and outcomes. According to (Kusek & Rist, 2004), RBM provides a clear and structured framework for M&E, ensuring that projects are monitored and evaluated based on their intended results and outcomes. RBM helps to identify indicators and targets that are specific, measurable, achievable, relevant, and time-bound (SMART). These indicators and targets provide a basis for measuring progress and assessing the effectiveness of the project. Another best practice in M&E is the involvement of stakeholders in the process. Engaging stakeholders in M&E enhances the reliability and legitimacy of the process and ensures that the perspectives of all stakeholders are considered. According to (Susan Kaaria, 2020), stakeholder involvement in M&E helps to identify and address potential issues and challenges, promotes ownership and accountability, and encourages learning and knowledge sharing. The use of appropriate and effective M&E tools and techniques is also important. M&E tools and techniques include surveys, interviews, focus groups, observation, and document analysis.

According to (UNDP, 2021), selecting the appropriate M&E tools and techniques is crucial for ensuring that the data collected is reliable, valid, and relevant to the project. The use of technology, such as mobile data collection and cloud-based platforms, can also enhance the efficiency and effectiveness of M&E. Training and capacity building of staff involved in M&E is also best practice in M&E. According to (Duncan Ngondo, 2021), staff involved in M&E should have the necessary knowledge, skills, and competencies to carry out the process effectively. Training and capacity building of RBM, and promote ownership and accountability. Finally, regular and timely reporting is very essential in M&E. Reporting provides feedback on the progress and effectiveness of the project and enables stakeholders to make informed decisions. According to (Kusek & Rist, 2004), regular reporting should be timely, accurate, and relevant to the intended audience.

In summary, successful M&E practices are essential to the accomplishment of development projects. The application of RBM, stakeholder involvement, the use of suitable M&E tools and processes, staff training and capacity building, and prompt and frequent reporting are examples of best practices in M&E. These best practices encourage learning and information sharing, strengthen ownership and accountability, and make sure that projects are tracked and assessed according to their intended outcomes.

2.7 Result Based Management (RBM)

Result-Based Management (RBM) is an approach that is used by organizations to ensure that their programs and activities are designed and implemented in such a way that they produce measurable results (OECD, 2021). The approach involves setting clear and specific goals, defining the indicators that will be used to measure progress toward these goals, and regularly monitoring and evaluating the performance of the program or activity to ensure that it is on track to achieve the desired results. One of the key advantages of RBM is that it focuses on outcomes rather than outputs (UNDP Evaluation Guidelines, 2021). This means that the focus is on what the program or activity is ultimately trying to achieve, rather than simply what it is doing. By setting clear goals and measuring progress towards these goals, RBM helps organizations to better understand whether their programs and activities are making a real difference and contributing to positive social change.

Another advantage of RBM is that it promotes accountability and transparency (World Bank, 2017). By setting clear goals and measuring progress towards these goals, organizations can demonstrate to stakeholders, including donors, beneficiaries, and the general public, that they are using resources effectively and efficiently to achieve meaningful results. This can help to build trust and credibility with stakeholders, which is crucial for the long-term sustainability of any organization.

RBM does not however come without challenges. One of the key challenges is ensuring that the indicators used to measure progress are meaningful and relevant. If the indicators are not well-defined or do not accurately reflect the goals of the program or activity, then the results produced may not be useful or informative. It is important, therefore, for organizations to carefully consider the indicators they use and to ensure that they are aligned with the goals and objectives of the program or activity (UNDP Evaluation Guidelines, 2021) another challenge is ensuring that RBM is implemented consistently across all programs and activities within an organization (OECD, 2021). This requires a strong commitment to RBM from senior management, as well as clear guidelines and processes for implementing RBM. It also requires regular training and capacity-building for staff at all levels, to ensure that they understand the principles and practices of RBM and can effectively implement RBM in their work.

RBM is an effective strategy that can assist projects in achieving significant outcomes and promoting constructive societal change. RBM may assist Non-Governmental Organizations in establishing confidence and trust with stakeholders and sustainably achieving their objectives by emphasizing results, encouraging accountability and transparency, and making sure that resources are used effectively and

efficiently. To guarantee that RBM is applied successfully and uniformly across all programs and activities, organizations must, however, carefully assess the implementation problems and make training and capacity-building investments.

2.8 Factors Influencing Monitoring and Evaluation Practice

Effective monitoring and evaluation (M&E) practices are essential for the success of development projects, as they provide critical insights for accountability and informed decision-making. The involvement of stakeholders in project M&E planning is a key factor, as it not only improves the relevance and accuracy of evaluations but also ensures that project outcomes are aligned with their needs (Maina&Karanja, 2021). Equally important is the competence of the M&E Staff, whose expertise is necessary for adapting M&E methodologies to specific project contexts, thereby enhancing the quality of the process(Clementine Kuchio, 2023). The selection of appropriate M&E methodologies is another vital consideration, as it directly influences the effectiveness of the monitoring team and the overall success of the projects (In-depth Research Institute, 2023). Furthermore, the allocation of adequate resources to M&E activities has been shown to have a positive impact on the effectiveness of M&E Systems (Soken-Huberty, 2023). Lastly, the integration of emerging trends and technologies, such as data analytics, is revolutionizing M&E practices in international development projects, making them more efficient and impactful (Eval Community 2024). This synthesis of recent studies highlights the multifaceted and interdependent factors that are critical to the efficacy of M&E practices in development projects.

2.9 Influence of M&E Resource Allocation on Project Performance

M&E resources refer to the resources used to collect, analyze, and report data on program performance (M&E in Development Sector, 2018). These resources include personnel, equipment, software, and financial resources. Personnel is one of the most important M&E resources. M&E professionals are responsible for designing and implementing M&E plans, collecting and analyzing data, and reporting on program performance (Michael Bamberger, 2012). They must have a strong understanding of evaluation methodologies, data management, and statistical analysis. Other M&E resources include software programs, such as statistical analysis software, data management systems, and visualization tools (Michael Bamberger, 2012). These resources help to modernize data collection and analysis, making it easier to identify patterns and trends. Financial resources are also essential for effective M&E, Organizations must allocate funding for M&E activities, including personnel, funds, software, and equipment (Patton M.Q, 2010). Lack of funding for M&E can lead to incomplete or inaccurate data,

making it difficult to assess program effectiveness. M&E resources are constantly evolving and improving. New technologies and software programs are developed to modernize data collection and analysis. Open data platforms have emerged, making it easier to share data and collaborate with other organizations (Fionah Wanjiru, 2022).

A study by Benson Waitutu (Benson, 2024) investigated the impact of M&E resources on the performance of development projects in Kenya. The study found that projects with adequate financial and human resources allocated to M&E had better project outcomes than those with limited resources. The authors concluded that M&E resources are critical for project success and recommended that organizations invest in M&E resources to improve project performance. Also, a study by (Fionah Wanjiru, 2022) examined the relationship between M&E resources and the performance of maternal health projects in Uganda. The study found that projects with adequate financial and human resources allocated to M&E had better project outcomes than those with limited resources. The authors recommended that organizations invest in M&E resources to improve the performance of maternal health projects. Another study (Krathong, 2018) examined the relationship between M&E resources and the performance of maternal health projects. Another study (Krathong, 2018) examined the relationship between M&E resources and the performance of environmental projects in Congo. The study found that projects with adequate financial and technical resources allocated to M&E had better project outcomes than those with limited resources to improve the performance of environmental projects. The study found that projects with adequate financial and technical resources allocated to M&E had better project outcomes than those with limited resources. The authors emphasized the importance of investing in M&E resources to improve the performance of environmental projects.

Yet, not all studies have found a clear relationship between M&E resources and project performance. A study (Kusek & Rist, 2004) examined the effectiveness of M&E in international development projects and found that M&E resources alone do not guarantee project success. The authors argued that the effectiveness of M&E depends on a range of factors, including the quality of M&E plans, the skills of M&E staff, stakeholder participation, and the extent to which M&E is integrated into project management.

In summary, the available literature suggests that M&E resources play a crucial role in project performance. Studies consistently show that projects with adequate M&E resources tend to have better project outcomes than those with limited resources. The literature also highlights the need for organizations to invest in M&E resources to improve project performance. However, it is important to note that M&E resources alone do not guarantee project success. The effectiveness of M&E depends on a range of factors, including the quality of M&E plans, the skills of M&E staff, stakeholders' participation, and the extent to which M&E is integrated into project management.

2.10 Staff Capacity on M&E and Project Performance

Monitoring and evaluation (M&E) is an essential process in the success of any organization or program, and staff capacity is a crucial element of an effective M&E system (UNDP, 2009). Staff capacity refers to the knowledge, skills, and abilities of M&E personnel and their ability to carry out M&E functions effectively. Effective M&E requires personnel with a strong understanding of data collection, evaluation methodologies, data management, and statistical analysis (Michael Bamberger, 2012). Staff capacity also includes the ability to communicate effectively, work collaboratively, and manage time and resources efficiently.

Organizations need to ensure that staff members have the necessary knowledge, skills, and abilities to carry out their M&E functions effectively. The importance of staff capacity in M&E is highlighted in the UNDP's Capacity Development Practice Note (UNDP, 2009) which emphasizes the need for organizations to invest in staff development to build M&E capacity. The practice notes state that "effective M&E requires skilled staff who are capable of collecting, analyzing and interpreting data, and who can use this information to inform decisions and improve program performance. Organizations can build staff capacity through a range of approaches, including training, mentoring, coaching, and on-the-job learning (Michael Bamberger, 2012). Training programs can provide staff members with the knowledge and skills they need to carry out their M&E functions effectively. Mentoring and coaching programs can provide staff members with ongoing support and guidance to help them apply their new skills in the workplace. On-the-job learning can provide staff members with opportunities to apply their skills and knowledge in real-world situations.

In addition to building staff capacity, organizations must also ensure that staff members have access to the necessary resources and support to carry out their M&E functions effectively. This includes access to appropriate software programs, data management systems, and other tools and resources (Michael Bamberger, 2012). Organizations must also ensure that staff members have the necessary time to carry out their M&E functions effectively.

A study by (Jude Muyomba, 2014) investigated the impact of project staff capacity on M&E and project performance in the health sector in Kenya. The study found that project staff with adequate technical and analytical skills were more likely to implement M&E effectively and produce high-quality data. The author concluded that capitalizing on the capacity building of project staff is critical to improving the effectiveness of M&E and project performance. In the same way, a study by (Lily Chebet, 2017)

examined the relationship between project staff capacity and project performance in the agricultural sector in Kenya. The study found that project staff with adequate training and experience were more likely to achieve project objectives and produce better results. The authors recommended that organizations invest in the capacity building of project staff to improve project performance. Another study by (Mburugu, 2015) investigated the impact of project staff capacity on M&E and project performance in the education sector in Ghana. The study found that project staff with strong leadership and management skills were more likely to implement M&E effectively and achieve project objectives. The authors emphasized the importance of investing in the capacity building of project staff to improve M&E and project staff to improve

Not all research, although, has discovered a direct connection between project performance and the capacity of project staff. According to a study by (Adhan and Morrisson Mutuku, 2023) project staff capacity alone does not ensure effective M&E or project success. The study looked at the effectiveness of M&E in the non-profit sector in South Africa. According to the authors, several variables, such as the standard of M&E design, the accessibility of resources, and the degree of M&E integration with project management, affect how effective M&E is and how successful the project is.

Conclusively, existing literature indicates that the capacity of project staff is a critical factor in both M&E and project performance. Research continuously demonstrates that project personnel who possess the necessary technical and analytical abilities, education, and experience are more likely to apply M&E successfully and meet project goals. The literature also emphasizes how important it is for organizations to fund project staff capacity building to enhance M&E and project performance. It is also crucial to remember that project personnel capacity by itself does not ensure successful M&E or the success of the project. Many variables, such as the M&E design, availability of resources, and the degree of M&E integration with project management affect the performance of projects.

2.11 Influence of Stakeholders Involvement in M&E and Project Performance

Stakeholder involvement in M&E denotes the active participation of individuals, groups, or organizations that have a stake in the project M&E process. According to the United Nations Development Program (UNDP), stakeholders are defined as "individuals, groups or organizations who can affect or are affected by, the achievement of development objectives" (UNDP, 2021). Stakeholders can include project beneficiaries, donors, government agencies, civil society organizations, and the private sector. Stakeholder involvement in project monitoring and evaluation (M&E) is crucial for

enhancing project performance and achieving project outcomes (WHO M&E Framework, 2018). Stakeholders can provide valuable insights into project design, implementation, and outcomes, and their participation in M&E can help to ensure that projects are responsive to the needs of the target population. Each stakeholder group has unique perspectives and expertise that can contribute to project design and implementation. By involving stakeholders in M&E, organizations can tap into this expertise and ensure that projects are designed and implemented in a way that is responsive to the needs of the target population. Involving stakeholders in M&E can also foster a sense of project ownership and support. Stakeholders are more likely to support project activities and have a higher stake in the project's success when they are participating in M&E (Ruwa, 2016). This can guarantee that the project reaches its goals and help it gain momentum.

Furthermore, stakeholder involvement in M&E can also help to build trust and accountability. When stakeholders are involved in M&E, they have greater visibility into project activities and are more likely to hold project implementers accountable for achieving project outcomes (WHO M&E Framework, 2018). This can help to build trust between stakeholders and project implementers and ensure that project activities are aligned with the needs of the target population. There is a range of approaches that organizations can use to involve stakeholders in M&E, including participatory monitoring and evaluation (PME) and (PAR) participatory action research, (Gaventa, J. & Barrett, 2010). PME involves engaging stakeholders in all stages of the M&E process, from data collection to analysis and reporting. PAR involves engaging stakeholders in the research process itself, to build knowledge and capacity among stakeholder groups.

There is substantial evidence to suggest that stakeholder involvement in M&E can have a positive impact on project performance. According to a study by Tambi Abdul Malik (Abdul Malik, 2019), projects that involve stakeholders in the M&E process are more likely to achieve their objectives than those that do not. The study found that stakeholder involvement in M&E helps in promoting accountability, transparency, and learning, which are essential for project success. Another study by (Tengan and Aigbavboa, 2017) found that stakeholder involvement in M&E helps in building trust and strengthening relationships between project stakeholders. The study also found that stakeholder involvement in M&E leads to better decision-making and more effective use of resources. In addition, stakeholder involvement in M&E can help in identifying potential risks and challenges that may affect project performance. A study by Alkire and Deneulin (2009) found that stakeholder involvement in M&E helps in identifying social and environmental impacts that may not be captured by traditional

M&E approaches. This, in turn, can help in developing appropriate mitigation measures and ensuring that the project is sustainable. Despite the potential benefits of stakeholder involvement in M&E, several challenges need to be addressed. One of the main challenges is the lack of capacity and resources among stakeholders to participate effectively in the M&E process (Susan Kaaria, 2020). This can be addressed through capacity-building initiatives such as training and mentoring and adequate resource allocation. Another challenge is the potential for conflicts of interest among stakeholders (Abdul Malik, 2019). For example, donors may have different priorities than project beneficiaries, which can lead to conflicts in the M&E process. This can be addressed through effective stakeholder engagement and discussion, which can help in identifying common goals and objectives.

2.12 Empirical Literatures

Kissi, et al. (2019) conducted research on the impact of monitoring and evaluation practices on construction project success criteria. The study was conducted on construction projects in Ghana with a quantitative research approach. The authors used purposive sampling and used questionnaires to collect data from selected 120 professionals who had worked over 20 years in the public and private sector. The research developed a clear relationship between the two concepts, project success criteria and the impact of M&E practices which had a positive relationship. Winnik, et al. (2018) used a mixed method approach to conduct a study on the use of monitoring, evaluation, and performance of digital education technology (DET) projects in Malawi. This study set out to ascertain the degree to which M&E results were applied in the DET project, and it was discovered that the degree of utilization was minimal. Further research into the impact of using M&E results on the performance of the DET project was conducted, and it was found that doing so had a statistically significant positive impact on the project's performance. In this line, the study found that the use of M&E results might account for a change of 23.9% in the performance of the DET project. Therefore, encouraging the use of M&E data will help the DET project perform better. Claude and Didace (2020) conducted a study on Project monitoring and evaluation and project success in local government in Rwanda. In their study, they have indicated that in Africa, 62% of road construction projects wouldn't end as per the initial scope of work, of which 32% are not completed due to lack of financial resources, 15% would face additional unexpected tasks during project implementation and 53% due to lack of monitoring and evaluation. Specifically, in Rwanda, in the year 2017, of 109 audited projects, projects worth 206 billion were delayed, projects worth 123 billion were abandoned and projects

worth 45 billion were not finalized which totally account for more than 50% of the country's government projects. 63% of these mentioned projects were road construction projects. The researchers used explanatory research design to determine the level of significance of project monitoring and evaluation on project efficiency in local government projects. Qualitative data was collected from a sample size of 90 respondents which were selected using probability sampling technique. The findings of the research show that 53.3% agreed that monitoring and evaluation is being implemented while the rest disagreed. The findings show that there is no significant relationship between technical skills of staff on monitoring and evaluation and budget allocation for monitoring and evaluation, and project success. Whereas, results indicated that level of stakeholder's participation in monitoring and evaluation has high significance in project success. Therefore, the researchers suggested that project funders and management should separate the M&E funds from the entire project, increase the level of stakeholder's involvement in M&E and more technical trainings on M&E are required to empower the staff. According to Callistus and Clinton (2018), when M&E is implemented effectively, projects are completed to quality, cost, schedule, health and safety regulations, and the satisfaction of stakeholders, despite the numerous challenges M&E faces, such as the limited financial resources for M&E, weak institutional capacity of M&E departments or team, and the weak linkage between project planning and M&E. Mesfin (2020) conducted a study on the effects of M&E practice on project success in projects funded by an NGO named Compassion International Ethiopia. The purpose of the study is to assess the M&E methods, examine their effect on project success and identify gaps of M&E. The research used explanatory and descriptive design to enable the researcher to describe M&E practice in Compassion International Ethiopia project successes. The researcher used non-probability sampling to identify 65 employees that we directly involved in the head office and projects out of the total employees of 142. The researcher revealed in his study that even though all projects don't have an M&E expert, M&E systems are implemented and highly contribute to the success of projects. Due to this reason the researchers believes that the presence of sound M&E system helps in project success but its absence does not necessarily result in project failure. Still, the researcher suggested that sufficient budget shall be allocated for M&E, Project planning and decision making should align with the M&E system and Project managers should use M&E tools as one of project management tool.

2.12 Conceptual Framework

A conceptual framework provides a theoretical and empirical foundation for the study, guiding the research design, data collection, and analysis. It helps to organize and structure the research by establishing the main variables, their interrelationships, and plausible explanations for the phenomena under investigation. Without a conceptual framework, research can lack coherence and direction, making it difficult to draw meaningful conclusions. As stated by Creswell (2017), a conceptual framework adds clarity to the research process by connecting key concepts or ideas. Furthermore, Maxwell (2013) emphasizes the importance of conceptual framework in shaping the research questions and hypotheses, providing a framework for data interpretation, and guiding the discussion of findings. A well-developed conceptual framework is essential for building a strong foundation for academic research. This study uses World Vision Ethiopia as a case study to investigate the influence of project monitoring and evaluation practices on project performance. The framework for this study identifies important variables or components that affect M&E practices directly or indirectly.

Independent Variables



Chapter Three

Research Methodology

3.1 Introduction

This chapter describes the study's research methodology and provides an objective research procedure to support the decisions and methodologies used. Target population, sample size, sampling techniques, data collection tools, and research design are among the subjects covered.

3.2 Research Approach and Design

This research employs a descriptive research design as it seeks to explore World Vision Ethiopia's (WVE) practices in monitoring and evaluation (M&E) within its programs. Descriptive research, as defined by (C.R. Kothari 2004), focuses on characterizing the attributes of individuals or groups, often utilizing statistical analyses to depict averages and frequencies of data. In the realm of business and management research, quantitative and qualitative methods, as outlined by (Saunders, 2019) are commonly employed for data collection and analysis. Quantitative methods primarily deal with numeric data, such as questionnaires and statistical analyses, whereas qualitative methods focus on non-numeric data, such as interviews and data categorization. This study utilizes a quantitative approach, integrating a qualitative component within the questionnaire. Data were collected from WVE project staff through both closed-ended and open-ended questionnaires. Furthermore, the research is cross-sectional in design, capturing a snapshot of M&E practices at a specific point in time. Cross-sectional studies, which typically employ survey strategies, offer insights into a phenomenon at a specific moment, allowing for comprehensive data collection and analysis.

3.3 Source of Data & Data Collection Instrument

3.3.1 Source of Data

To conduct this study relevant information was gathered from primary and secondary sources in a way that addresses the study's primary objective.

Primary Data Source

The data source used for this study was all WVE project staff. The primary data source was collected through a structured questionnaire and open-ended questions.

Secondary Data Source
The secondary source of data for this research was collected through the review of available documents, reports, and journal articles relevant to the research topic.

3.4 Target Population

In Research, a population is an entire group we want to conclude, while a sample is the smaller group of individuals from, which we collect data (Mccombes, 2021). It represents the individuals or entities from which data will be collected and analyzed to answer the research questions. This study population consists of 40 World Vision Ethiopia employees who represent the Health, Water & Sanitation, Education and Livelihood projects and the census was conducted.

Census surveys are crucial for obtaining accurate and reliable data, especially when dealing with small target populations. These surveys help to understand specifically Central Hub's Eight Area Program of World Vision Ethiopia's project performance regarding monitoring and evaluation practices in a way that provides valuable insights for targeted intervention and policy-making. As pointed out by Breidert, Hahsler, and Reutterer (2006), "small target populations often have unique characteristics that should be accounted for in survey design and analysis, " and a census survey ensures that every individual within the target population is included in the data collection process, thus minimizing the risk of bias and ensuring representative results. Therefore, conducting a census survey for a small target population is essential for obtaining comprehensive and accurate information for research and decision-making purposes.

3.5 Data Analysis Method

Both qualitative and quantitative data were produced by the study. On tabulation sheets using SPSS (Statistical Package for Social Sciences) and Excel, data were combined. Descriptive statistics, such as frequency tables, percentages, and means, were used to report the data.

3.6 Validity

Validity refers to the ability of the instrument to measure what it is designed to measure. (Saunders, Lewis &Thom Hill, 2007) states that validity strengthens our conclusions, implications, or propositions. It concerns whether an instrument is on target in measuring what is expected to be measured. Since the questionnaires were adapted from the previous thesis (Tilahun, 2016) the researcher did not carry out a pilot study to test the instrument's validity.

3.7 Reliability

According to Saunders et al., (2009), reliability indicates the extent to which the items in a questionnaire are related to each other and also it verifies whether or not it would produce steady findings at different times and under different conditions. One of the most commonly accepted. measures of reliability is Cronbach's alpha. It measures the internal consistency of the items in a scale that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflect a higher degree of internal consistency and values less than 0.5 are unacceptable. Internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire.

Cronbach's alpha can be written as a function of the number of test items and the average intercorrelation among the items. The formula for the standardized Cronbach's alpha is as shown below:

$$\alpha = N * \overline{C} / \overline{v} + (N-1) * \overline{C}$$

Where: N - Equal to the number of items,

 \overline{C} - the average inter-item covariance among the items and

 \overline{v} - the average variance.

A - The commonly accepted rule of thumb according to (Saleh, 2009) for describing internal consistency using Cronbach's alpha is as follows.

Cronbach's alpha	Internal consistency
$\alpha \ge 0.9$	Excellent reliability
$0.9 > \alpha \ge 0.8$	Good reliability
$0.8 > \alpha \ge 0.7$	Acceptable reliability
$0.7 > \alpha \ge 0.6$	Questionable reliability
$0.6 > \alpha \ge 0.5$	Poor reliability
$0.5 > \alpha$	Unacceptable reliability

Table 1. Source Stephanie G Cronbach's Alpha, 2021

Reliability Statistics

Cronbach's	N of Items
Alpha	
0.836	18

Table 2 Reliability Test Survey Data 2024

The reliability scale result is 0.836 which indicates that there is a very high consistency. Therefore, it can be said that the questionnaire is reliable and ready for distribution to the population.

3.8 Ethical Consideration

The researcher conducted the study by morally and ethically sound procedures. The participants gave their complete approval for the data to be collected. In this case, neither the identities of the respondents nor any information about them would be shared with parties not directly associated with the study. The researcher employed correct citations and adhered to genuine data-collecting and analysis procedures to safeguard the participants' rights. The information will be handled with discretion, keeping the case structure, staff agreement, and respondent identification unaltered to comply with research ethics requirements.

Chapter Four

Data Analysis, Presentation and Interpretation

4.1 Introduction

This chapter provides an explanation and discussion of the conclusions drawn from the data analysis. The study's findings were examined by comparing and contrasting the information from other sources. The discussion aims to address the research questions and achieve the study's goals. The study's results were arranged under the research questions. Using SPSS V20 and Excel, the questionnaire data were statistically examined. The results of the open-ended questions were used as supplementary data to explain relevant assessment topics and determine whether any variables that affected the assessment were ignored. A total of 40 questionnaires were sent out, and 40 of them were returned, indicating a 100% response rate.

4.2 Background Information of Respondents

The demographic characteristics of the respondents are analyzed in terms of gender, age, level of education, position in the project, no. of years of experience.

Gender	Frequency	Percent (%)
Male	31	77.5
Female	9	22.5
Total	40	100

Table 3 Gender Distribution of the Respondents

Source: Own Survey (2024)

Based on the research findings, it is evident that the majority of the respondents, accounting for 77.5%, were male, leaving 22.5% as female respondents. This gender distribution underscores the need for a balanced and inclusive approach in our analysis and decision-making processes.

Table 4: Age

Age	Frequency	Percent (%)
Below 30	6	15
31 - 40 years	26	65
41- 50 years	8	20
Total	40	100

Source: Own Survey (2024)

According to the study, 65% of respondents said they were between the ages of 31 and 40, 15% said they were under 30, and 20% said they were between the ages of 41 and 50. This indicates that the majority of responders were in the 31–40 age range.

Table 4 Educational Qualification

Educational	Frequency	Percent (%)
Qualification		
Degree	8	20
Master's Degree	32	80
Total	40	100

Source: Own Survey (2024)

The data shows that 80% of the respondents had master's degrees and 20% had bachelor's degrees. This indicates that most of the respondents were well-educated and likely knowledgeable enough to provide accurate and reliable information for the research.

Table 5 Position

Position	Frequency	Percent (%)
Project Officer	16	40
Finance Officer	8	20
MEAL Officer	8	20
AP Manager	8	20
Total	40	100

Source: Own Survey (2024)

The table shows the respondents' roles in the project: 20% were project managers, 20% were M&E officers, 20% were finance officers, and 40% were project officers. This distribution indicates that the research successfully included individuals from various important roles within the project.

Table 6 Experience

Experience	Frequency	Percent (%)
1 - 5 year	9	22.5
6 - 10 year	20	50
11 - 15 year	9	22.5
Above 15 years	2	5
Total	40	100

Source: Own Survey (2024)

The table above indicates most respondents have significant experience in monitoring and evaluation (M&E), with 50% having six to ten years, 22.5% having one to five years, another 22.5% having eleven to fifteen years, and 5% having over fifteen years of experience. This means the organization has a well-skilled team capable of conducting effective M&E. The mix of newer and highly experienced staff helps ensure continuous learning and improvement, fostering innovation while keeping methods consistent.

4.3 Descriptive Data Analysis Related to Fundamental Research Questions

4.3.1 Resource Allocation to M&E and Project Performance

Table 7

Questions			Re	sponse	(%)		
Influence of M&E Resource on	SD	D	Ν	А	SA	Mean	St. D
Project Performance							
There is adequate budget for M&E							
Activities	2.5	7.5	10	60	20	3.88	9.11
The budget for M&E is usually							
channeled to the right purpose	-	10	10	45	35	4.05	0.932
The budget to facilitate M&E							
activities is usually provided on	5	17.5	2.5	52.5	22.5	3.7	1.159
time							
The M&E activities have adequate							
personnel	20	45	5	27.5	2.5	2.48	1.176
The time allocated for M&E							
activities is sufficient	17.5	50	5	25	2.5	2.45	1.131

Source: Own Survey (2024)

The findings from the data analysis on Monitoring and Evaluation (M&E) activities reveal a complex interaction between budget allocation, staff availability, and time sufficiency, all of which are essential to the success of a project.

Budget Allocation and Project Performance: A substantial majority of survey participants, constituting 80%, perceive the budget allocated for M&E as adequate, as indicated by an average rating of 3.88 out of 5. This perception suggests that projects are more likely to achieve their objectives effectively when M&E activities are adequately funded. The correlation between the funds designated for M&E activities and project outcomes is evident.

Financial resources enable comprehensive monitoring, facilitating timely evaluations and adjustments, and ensuring that projects remain aligned with their goals. This finding is consistent with existing literature emphasizing the importance of adequate funding for M&E in enhancing project effectiveness. (Benson, 2024) argue that financial resources allocated to M&E play a crucial role in project success by enabling thorough monitoring and timely evaluations. Similarly, (Michael Bamberger, 2012) found that sufficient financial support for M&E correlates positively with project effectiveness, highlighting the significance of resource allocation in this domain.

On top of that, the average rating of 3.88 for the perceived adequacy of the M&E budget highlights the respondent's acknowledgment of the availability and adequacy of funding for monitoring and evaluation. This sentiment aligns with the (Kathongo, 2018) statement regarding the key role of financial support in facilitating evidence-based decision-making and comprehensive monitoring practices. In summary, the finding indicates the availability of an adequate budget for M&E activities.

Proper Utilization of Funds: In addition to assessing the adequacy of budget allocation for monitoring and evaluation (M&E) activities, this study examines how the allocated funds are utilized effectively for their intended purposes. The proper utilization of allocated funds is another critical aspect of M&E. An overwhelming majority of survey respondents, comprising 80%, express confidence in the appropriate utilization of the M&E budget. This view is reflected in a notably high average rating of 4.05, indicating a widespread acceptance that allocated funds are efficiently spent on designated M&E activities.

This finding suggests a positive trend where financial resources reserved for M&E purposes are consistently directed towards their intended objectives and repeats with existing literature highlighting the critical role of proper fund utilization in promoting effective M&E practices. For instance, (Monitoring and Evaluation in the Development Sector, 2014) emphasizes the importance of aligning budgetary allocations with M&E objectives to maximize the impact of monitoring efforts. Similarly (Fionah Wanjiru, 2022) argues that the efficient utilization of allocated funds is essential for ensuring the credibility and reliability of monitoring and evaluation processes. In conclusion, the respondents' strong sense of trust in the proper use of the M&E budget indicates that there is an effective organizational M&E practice.

Staffing: This segment of the study examines the staffing adequacy for monitoring and evaluation (M&E) activities within the organizational framework. Despite an apparent adequacy in budget allocation for M&E, the findings reveal a notable gap in staffing levels dedicated to these essential tasks.

The survey results demonstrate a significant difference in the perception of adequate budget and staffing levels for monitoring and evaluation (M&E). The low average rating of 2.48 indicates that only 30% of respondents believe there is sufficient staff for these jobs. This difference highlights a significant issue facing the company: a mismatch between the amount of money available and the amount of time and people needed for M&E tasks.

The significance of adequate staffing for M&E activities cannot be overlooked. Effective monitoring and evaluation necessitate a skilled and dedicated workforce capable of conducting detailed and frequent assessments. Such personnel help identify areas of improvement, facilitate data collection, analysis, and interpretation, and ensure the overall progress and success of projects.

This finding highlights a key organizational concern that warrants attention and strategic intervention. Despite the availability of financial resources, the underinvestment in staffing for M&E activities significantly hinders the organization's ability to conduct comprehensive and impactful monitoring. Addressing this staffing gap is imperative for World Vision Ethiopia to optimize the utilization of available resources and enhance the effectiveness of its projects.

This finding is consistent with established literature highlighting the essential role of skilled human resources in effective M&E practices. Scholars such as (Mburugu, K. N., 2019) highlight the importance of staffing adequacy in enabling organizations to conduct rigorous and meaningful evaluations, thereby informing evidence-based decision-making and driving project success. In conclusion, the findings underline the importance of addressing staffing concerns to strengthen M&E capabilities, by aligning human resource investments with budgetary allocations, WVE can enhance its capacity to conduct thorough and effective monitoring and evaluation, ultimately improving project performance.

Time Allocation for M&E Activities: This section investigates the adequacy of time allocated for monitoring and evaluation (M&E) activities. The findings reveal a prevalent insight among respondents regarding the insufficiency of time dedicated to these essential tasks.

Approximately 67.5% of respondents express dissatisfaction with the allotted time for M&E activities, as evidenced by an average rating of 2.45. This consensus underscores a notable difference between the perceived time allocation and the actual time requirements for conducting comprehensive M&E activities. Time is acknowledged as a fundamental resource in the M&E process, facilitating thorough data collection, analysis, and reflection on findings. The inadequacy of time allocation poses a

significant challenge, potentially leading to rushed evaluations that may overlook critical insights essential for informing project improvements.

This finding emphasizes the importance of allocating sufficient time for M&E activities to ensure their effectiveness and relevance on project performance. Comprehensive evaluations require adequate time for thorough data collection, analysis, and interpretation, enabling organizations to derive meaningful insights and make informed decisions regarding project strategies and interventions (Susan Kaaria, 2020).

Addressing the time constraints associated with M&E activities is critical for enhancing the quality and impact of development projects. WVE needs to prioritize the allocation of sufficient time resources to M&E efforts, thereby enabling comprehensive assessments that contribute to project success and the attainment of development objectives.

This conclusion is consistent with previous research emphasizing the value of time allocation in M&E procedures. Ample time and skilled human resources are crucial for enabling comprehensive and significant reviews, which raises the legitimacy and efficacy of monitoring activities, according to academics (Duncan Ngondo, 2021). In summary, the findings underscore the need for World Vision Ethiopia to address the time constraints associated with M&E activities.

4.3.2 Staff Capacity on M&E and Project Performance

Table 8

Questions				Respo	nse (%)		
Capacity of staff on M&E	SD	D	Ν	А	SA	Mean	St. D
& project performance							
I understand the key							
concepts and principles of	-	-	5	55	40	4.35	0.58
monitoring and evaluation.							
I am capable of developing							
effective M&E frameworks	7.5	22.5	12.5	27.5	30	3.5	1.34
and indicators	,		12.0	_,	20	2.0	

I have the skills necessary to collect, analyze, and interpret M&E data accurately	-	5	10	42.5	42.5	4.23	0.832
I can effectively use M&E findings to inform decision- making and improve project outcomes.	-	-	12.5	50	37.5	4.25	0.67
I am proficient in reporting M&E results clearly and communicating them to stakeholders.	-	2.5	17.5	42.5	37.5	4.15	0.8

Source: Own Survey (2024)

The data table above reflects the self-assessed capacity of staff on various aspects of Monitoring and Evaluation (M&E) and its influence on project performance.

Understanding of M&E Concepts and Principles: The majority of the staff 95% express agreement or strong agreement regarding their understanding of the key concepts and principles of monitoring and evaluation (M&E). This high level of consensus is reflected in a mean score of 4.35, with a low standard deviation of 0.58, indicating minimal variation in understanding within the team. This strong foundational knowledge of M&E among the staff is crucial for effective program implementation and evaluation.

Recent literature supports the importance of a comprehensive understanding of M&E principles for successful program outcomes. (Michael Bamberger, 2012) emphasize the significance of staff proficiency in M&E concepts, highlighting its role in enhancing organizational performance and decision-making processes. Similarly, (UNDP, 2009) underscores the correlation between staff competency in M&E and improved project performance, emphasizing the need for continuous capacity-building initiatives.

In conclusion, the findings suggest a strong consensus and minimal variation in understanding among staff regarding the key concepts and principles of monitoring and evaluation. This highlights the importance of ongoing training and capacity-building initiatives to sustain and enhance staff proficiency in M&E, thereby maximizing program impact and outcomes.

Development of M&E Frameworks and Indicators: The findings regarding staff capability in developing effective monitoring and evaluation (M&E) frameworks and indicators exhibit a notable diversity of responses. While 57.5% of the staff agree or strongly agree with their capability in this domain, a substantial 30% express disagreement or strong disagreement. Moreover, 12.5% refrained from providing a response, indicating varied perceptions within the team. This difference is reflected in the lower mean score of 3.5 and a higher standard deviation of 1.34, suggesting potential challenges in achieving consensus and proficiency in developing M&E tools.

To develop M&E frameworks and indicators for projects' M&E systems, project implementers' knowledge, and skills are crucial, as the literature highlights.(Adhan and Morrisson Mutuku, 2023), for example, stress how crucial it is for project workers to be knowledgeable about M&E frameworks to guarantee program accountability and effectiveness. It is consistent with earlier research findings, nevertheless, that staff perceptions of their capacity to create M&E frameworks and indicators vary.

In conclusion, the significant divergence in staff perspectives regarding their capability to develop effective M&E frameworks and indicators underlines the need for targeted interventions. Addressing skill gaps in M&E tool development is crucial for enhancing the reliability and effectiveness of monitoring and evaluation processes, ultimately maximizing program impact and outcomes.

Skills for Data Collection, Analysis, and Interpretation: Proficiency in data-related skills is essential for the successful implementation of monitoring and evaluation (M&E) processes. The findings highlight a notable level of confidence among staff, with 85% expressing agreement or strong agreement in their ability to collect, analyze, and interpret M&E data accurately. However, despite this overall confidence, there exists variability in self-assessed data management skills, as evidenced by the mean score of 4.23 and a standard deviation of 0.832, indicating areas for further exploration.

The research constantly retells this focus on data-related skills. (Mburugu, 2015) stress that to gather trustworthy data for program evaluation, experience and expertise in data collecting are essential. In a similar (Lily Chebet, 2017) emphasizes how crucial it is for project implementers to possess strong data analysis skills to extract valuable insights from M&E data and subsequently guide decision-making processes. To sum up, the study findings indicate that there is a notable level of confidence among staff in this area.

Utilization of M&E Findings for Decision-Making: The findings indicate a strong affirmation from 87.5% of the staff regarding their ability to effectively use monitoring and evaluation (M&E) findings for decision-making and improving project outcomes. This assertion is supported by a mean score of 4.25 and a standard deviation of 0.67, indicating a high level of agreement among staff regarding the practical application of M&E results. Such consensus underscores the significance of leveraging M&E findings for adaptive project management, ensuring responsiveness to evolving project needs.

The high degree of agreement among staff members about their capacity to use M&E findings efficiently is consistent with the conclusions made by (Bernard Phiri, 2015). The aforementioned study underscores the benefits of integrating M&E into decision-making procedures, as it enables well-informed choices that culminate in improved project outcomes and sustainable development.

In general, the results show that staff members strongly believe they can use M&E findings to make better decisions and enhance project performance.

Proficiency in Reporting and Communication: This variable "I am proficient in reporting M&E results clearly and communicating them to stakeholders" indicates staff members' confidence in their ability to convey monitoring and evaluation (M&E) findings effectively. The finding underscores this confidence, with 80% of respondents agreeing or strongly agreeing with this statement. The mean score of 4.15 and a standard deviation of 0.8 signify a high level of agreement among staff, although with some variability in consistency.

This is in line with research that highlights how important staff assurance and capability are to M&E procedures for program management and decision-making (Gaventa. J. & Barrett, 2010) emphasize the value of staff development and training in M&E, whereas (Mburugu, K.N. 2019), contend that improved M&E capability improves program results and decision-making.

The variability in consistency across respondents suggests the necessity for ongoing improvement efforts to enhance reporting and communication practices, consistent with (Gaventa, J. & Barrett, 2010) emphasis on continuous support and learning opportunities for staff to maintain quality in M&E practices.

4.3.3 Stakeholders' Involvement in M&E and Project Performance

Table 9

Questions			R	lesponse	(%)		
Influence of Stakeholders Involvement	SD	D	N	А	SA	Mean	St. D
on Project Performance							
How much do you agree that stakeholder involvement ensures a shared understanding of the project objectives?	-	-	-	20	80	4.8	0.4
Regular updates to stakeholders on project milestones contribute to maintaining alignment with the project objectives	-	-	12.5	47.5	40	4.28	0.679
How strongly do you agree that trust between stakeholders and the project team leads to more effective collaboration?	-	-	-	22.5	55	4.78	0.423
There is a clarity of information shared through communication channels to stakeholders.	-	22.5	7.5	42.5	27.5	3.75	1.1
The frequency of communication with stakeholders is sufficient to keep them informed and engaged.	12.5	42.5	5	37.5	2.5	2.75	1.17

Source: Own Survey (2024)

Shared Understanding of Project Objectives: Stakeholder involvement is perceived as essential for achieving a shared understanding of project objectives at WVE. All respondents with 100% agreement/strong agreement endorsed this statement, reflected in a high mean score of 4.8 and a negligible standard deviation of 0.4. This aligns with research by (Mwanza, 2020) who emphasizes the importance of stakeholder engagement in defining project goals to have shared understanding. By

involving stakeholders in the planning process, NGOs can ensure that project objectives are clear, relevant, and well-understood by everyone involved. This shared understanding fosters collaboration, increases buy-in, and ultimately contributes to project success (UNDP, 2021). WVE's focus on stakeholder involvement appears to be a strength, potentially leading to well-defined project goals and a strong foundation for achieving desired outcomes.

Alignment with Project Objectives: The findings reveal that respondents widely perceive regular updates to stakeholders on project milestones as crucial for maintaining alignment with project objectives. Specifically, 40% strongly agree, and 47.5% agree with this assertion, resulting in a mean score of 4.28. This implies that most stakeholders are regularly informed about project progress by project implementers.

The high level of agreement among project staff regarding the importance of regular updates echoes with established best practices in project management, monitoring and evaluation. (Susan Kaaria, 2020) underscores the necessity of consistent communication with stakeholders to ensure project success and satisfaction. However, the slightly higher standard deviation SD 0.67 compared to the first statement suggests some variability in the project team's perception of the importance of these updates. This diversity in perception may stem from factors such as varying levels of experience and expertise among respondents on development projects.

This finding corresponds with current literature on stakeholder participation and communication in project management and development contexts. (Ochunga, 2016) highlights the essential role of stakeholder management in project success, advocating for clear and regular communication to preserve alignment with project goals. (Ruwa, 2016) highlights the significance of stakeholder involvement in attaining project sustainability, highlighting the importance of regular updates to preserve stakeholder alignment and support.

In conclusion, the findings highlight the perceived importance of regular updates to stakeholders about project milestones for maintaining alignment with project objectives. While most respondents acknowledge the significance of these updates.

Trust and Collaboration: Trust is a cornerstone for effective collaboration among stakeholders and the project team. A high proportion of respondents 77.5% agreed or strongly agreed, with a low standard deviation of 0.423 indicating a strong consensus. This aligns with research by (Ochunga, 2016) who found that trust is critical for fostering open communication, shared goals, and a willingness to

collaborate in project teams. Strong trust can lead to better problem-solving, reduced conflict, and improved project outcomes (Tengan & Aigbavboa, 2017).

These findings suggest that WVE's emphasis on building trust is likely contributing to a collaborative and successful project environment.

Clarity of Information: Most respondents 70% believe there is clarity in information, but there is still room for improvement as shown by the standard deviation of 1.1, indicating differing opinions. A significant portion 22.5% disagreed with the clarity of information. This is consistent with findings from a previous study (Ruwa, 2016) which identified communication challenges within NGOs. Unclear communication can lead to confusion and mistrust among stakeholders, impacting project performance. Therefore, it is suggested that WVE should review its communication strategies to ensure consistency and clarity in all channels.

Frequency of Communication: An area for potentially significant improvement lies in the frequency of communication with stakeholders. Only 40% of respondents (agreeing + strongly agreeing) felt communication is frequent enough to keep stakeholders informed and engaged. The high standard deviation of 1.17 further highlights this concern, indicating a substantial portion of 55% disagrees with the statement. This aligns with the study by (Susan Kaaria, 2020) who found that infrequent communication is a common hurdle for NGOs in stakeholder engagement. Inadequate communication can lead to stakeholders feeling disengaged and uninformed, ultimately hindering project buy-in and success (Magassouba, 2019).

These findings suggest that World Vision Ethiopia should prioritize improving communication frequency to ensure stakeholders feel informed and involved throughout the project lifecycle.

4.3.4 Project Performance

Table 10

Questions	Response (%)						
Factors Influence Project Performance	SD	D	N	А	SA	Mean	St. D
To what extent do you agree that the project was completed on time and within budget?	7.5	37.5	-	47.5	7.5	3.1	1.21
To what extent do you agree that the quality of deliverables produced by the project was high?	-	-	10	42.5	47.5	4.38	0.66
To what extent do you agree the level of stakeholder involvement and satisfaction throughout the project was satisfactory?	-	5	12.5	62.5	20	3.98	0.73

Source: Own Survey (2024)

The performance of a project is often examined through various lenses to ensure that it meets the objectives. The above data presents an analysis of a project's performance responses to the survey, focusing on three key aspects: completion within time and budget, quality of deliverables, and stakeholder involvement and satisfaction.

Completion Within Time and Budget: This study's findings indicate a notable divergence in perceptions among project staff regarding the completion of projects on time and within budget. While a majority of 47.5% agreed and a smaller portion of 7.5% strongly agreed, a substantial percentage disagreed 37.5% or strongly disagreed 7.5%. The mean score of 3.1 suggests a somewhat neutral stance overall, leaning slightly towards agreement. This variation in perceptions could be attributed to several factors. One potential factor is the effectiveness of monitoring and evaluation (M&E) practices within the projects. Effective M&E practices can help ensure that projects stay on track regarding timelines and budget allocations. However, if M&E practices are inadequate or not properly implemented, it can lead to discrepancies between planned and actual project outcomes.

Literature on M&E in development projects highlights the importance of strong M&E systems for achieving project goals. For instance, a study by (Michael Bamberger, 2012) emphasizes that effective M&E practices are essential for enhancing project efficiency, accountability, and learning. In contrast, a lack of adequate M&E can result in project delays, cost overruns, and ultimately, suboptimal outcomes (World Bank, 2017).

Moreover, the findings align with the broader discourse on project management in the NGO sector. According to (Bernard Phiri 2015), NGOs often face challenges in project management due to resource constraints, stakeholder complexities, and contextual factors. In such contexts, implementing rigorous M&E practices becomes imperative to mitigate risks and ensure project success. The relatively high percentages of disagreement and strong disagreement suggest potential areas for improvement in M&E practices within WVE's projects. Strengthening M&E frameworks, enhancing data collection and analysis methodologies, and fostering a culture of accountability and transparency could help address these challenges (UNDP, 2021).

In conclusion, this study highlights the significance of monitoring and evaluation practices in ensuring project completion within the agreed time and budget.

Quality of Deliverables: The findings regarding the quality of deliverables produced by the project suggest a generally positive perception among project staff. A significant majority 47.5% strongly agreed, while 42.5% agreed. Only a small percentage 10% responded neutrally. The mean score of 4.38 indicates a high level of agreement with the statement.

This strong consensus among respondents regarding the high quality of deliverables is promising and reflects positively on the project's effectiveness. High-quality deliverables are essential for achieving the intended outcomes of development projects and ensuring their long-term impact (Olala & Nyonje, 2020).

Recent literature on project quality management underscores the importance of meeting or exceeding stakeholder expectations regarding deliverable quality. According to Pinto and Slevin (2019), delivering high-quality outputs is crucial for enhancing stakeholder satisfaction, building credibility, and fostering long-term partnerships.

Furthermore, the findings align with the principles of results-based management (RBM) in development projects. RBM emphasizes the importance of focusing on outcomes and results rather than just outputs,

with a particular emphasis on quality (UNDP, 2021). The study findings suggest that the project staff's perceptions align with the project's ability to deliver high-quality outcomes.

However, it's essential to recognize that perceptions of quality can be subjective and may vary based on individual experiences and perspectives. Therefore, WVE needs to continue monitoring and evaluating the quality of deliverables through strong M&E mechanisms (OECD, 2021)

In summary, the overwhelmingly positive perception of project staff regarding the high quality of deliverables indicates a strong foundation for project success. By leveraging this positive momentum and continuing to prioritize quality management, WVE can further enhance the impact and sustainability of its development projects.

Stakeholder Involvement and Satisfaction: Findings regarding stakeholder involvement and satisfaction throughout the project reveal a generally positive perception among project staff, although with some variability. A significant majority 62.5% agreed, and a notable proportion 20% strongly agreed, indicating a favorable view of stakeholder involvement and satisfaction. However, a smaller percentage 5% disagreed, and a minority 12.5% responded neutrally. The mean score of 3.98 suggests an overall agreement with the statement.

Stakeholder involvement and satisfaction are critical aspects of project management, especially in the context of development projects where multiple stakeholders with diverse interests and needs are involved (Ruwa, 2016). Positive stakeholder engagement enhances project legitimacy, increases support, and fosters ownership, ultimately contributing to project success (UNDP, 2021)

The high percentage of agreement and strong agreement among respondents reflects positively on WVE's efforts to engage stakeholders effectively throughout the project lifecycle. This aligns with the principles of participatory development, which emphasize the active involvement of stakeholders in decision-making processes (Tengan & Aigbavboa, 2017). However, the presence of different opinions 5% disagreed and neutral responses 12.5% indicates that there may be areas for improvement in stakeholder involvement and satisfaction.

In conclusion, while the findings indicate a generally positive view of stakeholder involvement and satisfaction, there is room for further enhancement and refinement. By continuing to prioritize stakeholder engagement and responsiveness, WVE can strengthen its relationships with stakeholders and maximize the impact of its development projects.

Correlational Analysis

The section presents a correlational analysis between Resource Allocation, Staff Capacity and Stakeholder Involvement in M&E, and Project performance.

Correlation Analysis

	Resource	Staff Capacity	Stakeholder	Project
	Allocation		Involvement in M&E	
				Performance
Resource Allocation	1			
Staff Capacity	0.530**	1		
Stakeholder	0.520^{**}	0.469*	1	
Involvement in M&E				
Project performance	0.787^{**}	0.729**	0.768**	1

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

From table 4.5, a strong positive coefficient correlation of 0.787,0.729 and 0.768 was established between Resource Allocation, Staff Capacity, and Stakeholders involvement in M&E with project performance respectively. The correlation was significant at 0.01 level of significance. A positive strong correlation indicates that Resource Allocation, Staff Capacity and Stakeholders Involvement influences performance of project. (TolaData, 2019) also points out that the M&E Plan is like a roadmap that describes how you will monitor and evaluate your program, as well as how you intend to use evaluation results for project improvement and decision making. Further a relatively strong positive correlation coefficient of 0.729 was established between Staff Capacity is very key for the project to achieve the desired results. This means an increase in skills and capacities due to training in staff implementing the project would equally translate to effective delivery of the projects leading to achievement of its goals. These findings agree with (Ivan, 2020) which established positive relationships of 0.076 between Staff Capacity in M&E and project performance. Additionally, a relatively strong positive correlation of coefficient of 0.768 was established between Stakeholder Involvement in M&E and performance of project. The relation was significant at 0.01 level of significance.

Regression Analysis

The section presents multiple regression with independent variables: Resource Allocation, Staff Capacity, Stakeholders Involvement in M&E and dependent variable: project performance. A regression equation of $(Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta nXn + \epsilon)$ was used. The results were summarized as shown in the table below.

Model Summary

Μ	odel	R	R Square	Adjusted R	Std. Error of the	Durbin-Watson
				Square	estimate	
1		.930 ^a	.865	.845	.23730	1.707

Predictors(constant), Resource, Staff Capacity, Stakeholders Involvement

Dependent variable: Project performance

Source: Survey data, 2024

From the analysis above, the coefficient of determination (R square) shows the model power of explaining (how much the independent variables explain the outcome variable). Therefore, R square equals 0.865 told us that 86.5% of the project success could be explained by the M&E planning, M&E training and M&E data quality together.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.244	3	2.415	42.882	.000 ^b
Residual	1.126	20	0.056		
Total	8.370	23			

Dependent Variable: project performance

Predictors: (Constant), Resource Allocation, Staff Capacity, Stakeholders Involvement

The ANOVA tells us if the dependent variables changes according to the level of independent variable (Bevans, 2020). Since the significance result on the ANOVA table is 0.000 which is p < 0.05, the regression analysis proved the presence of a good degree of prediction.

Table Regression coefficients

Coefficients							
Model	Unstar	ndardized	Standardized			95.0% confide	nce
	coeffic	cients	coefficients				
						interval for B	
	В	Std.Error	Beta	Т	sig	Lower	Upper
							_
						bound	Bound
(constant)	.119	.326		.366	.718	.561	.800
Resource Allocation	.288	.074	.403	3.886	.001	.134	.443
Staff Capacity	.290	.089	.325	3.236	.004	.103	.476
Stakeholders	.371	.091	.406	4.070	.001	.181	.561
Involvement							

Dependent Variable: project performance Source: Survey Data, 2024

Based on the finding in Table 4.8, there is a positive and relatively highest significant association between the project performance and stakeholders' involvement ($\beta = 0.371$, t= 4.070, CI=0.181-0.561), P-value <0.05). This showed that stakeholder's involvement in M&E was a significant tool for the success of project. The higher the stakeholder's involvement, the higher would be the projects' success. Taking all other independent variables constant at zero, a unit improvement on the stakeholders' involvement in M&E would lead to a 0.371 total improvement on the Project performance. This told us that stakeholders' involvement had the highest influence on the project success by a coefficient of 0.371. There were a positive but not a much significant relationship between; project performance and Staff Capacity ($\beta = 0.290$, t= 3.236, CI=0.103-0.476), p-value =0.004); M&E planning ($\beta = 0.288$, t= 3.886, CI=0.134-0.443), P-value = 0.001.

Regression Equation

Project performance = 0.119 + 0.371(Stakeholders Involvement) + 0.290 (Staff Capacity) + 0.288 (Resource Allocation) + e.

The equation indicates that taking all independent variable constant at zero, a unit increase in stakeholder involvement would lead to a 0.371 increase in performance of project. Further holding all other independent variables at a constant zero, a unit increase in Staff Capacity would lead to a 0.290 increase in performance of project. Holding all other independent variables at a constant zero, a unit increase in performance in Resource Allocation would lead to a 0.288 increase in performance of project. Therefore, all the variables had a significant influence of on project performance.

4.4 Findings from Open-Ended Questions

4.4.1 Which activities have the most significant effect on successful M&E Implementation? Table 11

	Response	Frequency	%
1	Regular data collection and analysis (Implementing systematic data	37	35
	collection and analysis processes helps in monitoring processes and		
	identifying bottlenecks in a timely manner)		
2	Stakeholder engagement (Involving all key stakeholders in the	19	18
	development and implementation of the M&E system ensures		
	participation, ownership, and relevance of the M&E activities)		
3	Developing M&E Plan (Creating a detailed M&E plan that outlines	24	23
	the indicators, data collection methods, and responsibilities is crucial		
	for tracking progress and making informed decisions)		
4	Staff capacity building (Training M&E staff with the necessary skills	13	12
	and tools to collect, manage, and analyze data effectively is essential		
	for the reliability of the M&E system)		
5	Regular review and adjustment of the M&E system (allows the	13	12
	system to adapt to changing circumstances and improve over time)		
		106	100
To	otal		

Source: Own Survey (2024)

The data suggests that all listed activities contribute to successful Monitoring and Evaluation (M&E) implementation, but their impact varies.

Regular Data Collection and Analysis: Regular data collection and analysis emerge as the most significant activity, emphasized by 35% of responses. This activity is crucial for monitoring progress and identifying issues promptly. Consistent and systematic data collection and analysis ensure that the M&E system provides real-time insights into the project's performance, making it a dynamic tool for decision-making and improvement.

The importance of regular data collection and analysis is well-supported in M&E literature. Consistent data collection enables timely and accurate tracking of project indicators, which is essential for effective monitoring and evaluation (Kusek & Rist, 2004). Regular analysis helps in identifying trends, issues, and opportunities for improvement, thereby enhancing the responsiveness and adaptability of the M&E system (Mwangi, S. W & Moronge 2019).

Developing an M&E Plan: Developing an M&E plan is the second most impactful activity, noted by 23% of respondents. A well-crafted M&E plan serves as a comprehensive roadmap for the entire M&E process, outlining what needs to be measured, how it should be done, and who is responsible. This clarity ensures that all team members are aligned and that M&E efforts are focused and effective.

The development of an M&E plan is a foundational step in establishing an effective M&E system. Literature emphasizes the need for a detailed and clearly defined M&E plan to guide the process and ensure coherence and alignment among team members (Ochunga, 2016). A well-structured plan helps in setting clear objectives, identifying key indicators, and assigning responsibilities, thereby enhancing the overall effectiveness of the M&E activities (Görgens & Kusek, 2009).

Stakeholder Engagement: Stakeholder engagement is highlighted by 18% of respondents as a crucial activity for successful M&E implementation. Engaging stakeholders ensures that the M&E system is relevant and tailored to the needs of all parties involved. It fosters a sense of ownership and participation, leading to better adoption and support for M&E activities.

Stakeholder engagement is recognized as a critical element in the success of M&E systems. Effective engagement ensures that the perspectives and needs of all stakeholders are considered, enhancing the relevance and acceptance of the M&E system (Kathongo, 2018). Engaging stakeholders can lead to increased buy-in, support, and collaboration, which are essential for the successful implementation and sustainability of M&E activities (Gaventa, J. & Barrett, 2010)

Staff Capacity Building: Staff capacity building is identified by 12% of respondents as an essential activity. Training staff ensures that they have the necessary skills to execute the M&E plan effectively, maintaining the quality and reliability of the M&E system.

Capacity building is a critical component of effective M&E systems. The literature emphasizes the importance of training and developing the skills of M&E personnel to ensure they can perform their roles effectively (OECD, 2021). Continuous professional development and capacity building are necessary to adapt to evolving M&E methodologies and tools (Michael Bamberger, 2012).

Regular Review and Adjustment of the M&E System: Regular review and adjustment of the M&E system, also noted by 12% of respondents, are essential for maintaining its quality and reliability. These activities allow the M&E system to evolve and improve over time, adapting to new challenges and information.

Regular review and adjustment are crucial for the sustainability and effectiveness of M&E systems. Literature highlights the need for continuous feedback loops and iterative improvements to address emerging issues and incorporate new insights (Duncan Ngondo 2021). Periodic reviews help in refining M&E processes, ensuring they remain relevant and effective in achieving their objectives (C.R. Kothari, 2004).

4.4.2 How do you describe the effect of training in your M&E activities?

Table 12

	Responses	Frequency	%
1	Enhance Knowledge & Skills (Training often leads to improved	37	39
	knowledge and skills among M&E personnel, which can enhance the		
	quality of data collection, analysis, and reporting		
2	Improve M&E Plans (with better training, individuals can develop	16	17
	more efficient M&E plan frameworks and design data collection		
	tools that lead to better performance and greater accountability)		
3	Increase effectiveness (Effective training can help in understanding	27	29
	the extent to which trainees can implement learning in their		
	workplace, leading to more effective M&E activities)		
4	Change behavior (training can result in behavior change among	6	6
	staff, which may be gradual and involve trial and error, but		
	ultimately leads to increased competence in M&E practices.		
5	Create a learning environment (training can create a learning	8	9
	environment where stakeholders are involved in a continuous		
	process of learning how to improve the project continually)		
	Total	94	100

Source: Own Survey (2024)

The result of the response outlines the impact of training on Monitoring and Evaluation (M&E) personnel across five different response categories.

Enhance Knowledge & Skills: The largest proportion of responses (39%) indicates that training primarily leads to improved knowledge and skills among M&E project implementers. This enhancement is crucial as it directly affects the quality of data collection, analysis, and reporting. The significant focus on knowledge and skill enhancement underscores the fundamental role of training in equipping staff with the necessary expertise to perform their duties effectively.

The importance of training in enhancing knowledge and skills is well-documented in the literature. Effective training programs are essential for developing the technical competencies

required for M&E activities (Mburugu, 2015). Enhanced skills lead to more accurate data collection and analysis, which are critical for the credibility and reliability of M&E (Michael Bamberger 2012).

Improve M&E Plans: The second category, with 17% of responses, suggests that better training enables individuals to develop more efficient M&E plan frameworks. This includes designing effective data collection tools and improving overall performance and accountability. Although this category has a lower proportion compared to the first, it highlights the strategic impact of training on the planning phase of M&E activities.

Training's role in improving M&E plans is crucial for establishing a better M&E system. Literature highlights that well-trained personnel can design comprehensive and efficient M&E plans, ensuring clarity in objectives, methodologies, and responsibilities (Kusek & Rist, 2004). Effective planning is foundational to successful M&E, as it guides the systematic collection and analysis of data, enhancing the overall impact of M&E activities (Maalim, Mohamed Abdi, 2017).

Increase Effectiveness: The third category, with 29% of responses, focuses on the effectiveness of training in terms of implementation. This category measures how well trainees can apply what they've learned in their workplace. The high proportion reflects the practical benefits of training, indicating that learned concepts are being translated into actions that enhance the overall effectiveness of M&E activities.

The effectiveness of training in improving M&E implementation is supported by numerous studies. Training programs that emphasize practical application ensure that M&E personnel can effectively execute their roles (Muyomba, 2014). This leads to more efficient and impactful M&E activities, as trained staff can apply their skills to real-world scenarios, thereby improving program outcomes and accountability (Mwangi, S. W & Moronge 2019).

Change Behavior: Behavior change among staff, indicated by 6% of responses, is a gradual process involving trial and error. However, it ultimately leads to increased competence in M&E practices. Although this category has the lowest proportion, it is critical as behavior change is a fundamental step towards long-term improvement in M&E competencies.

Behavior change is a crucial but often underemphasized outcome of training. Literature suggests that for training to have a lasting impact, it must not only convey knowledge and skills but also influence attitudes and behaviors (Mburugu, K. N. 2019). Sustainable improvements in M&E practices require changes in how staff approach their tasks, which can be achieved through ongoing training and support (C.R. Kothari, 2004).

Create a Learning Environment: The fifth category, with 9% of responses, emphasizes the role of training in fostering a learning environment. This environment encourages continuous improvement among stakeholders in the project. Though a smaller proportion, this aspect is essential as it ensures that the benefits of training extend beyond individual competencies to influence the organizational culture.

Creating a learning environment is critical for the long-term success of M&E systems. Literature highlights the importance of fostering a culture of continuous learning and improvement within organizations (OECD, 2021). Such an environment supports ongoing professional development and adaptability, ensuring that M&E practices remain current and effective in the face of changing conditions (Ochunga, 2016).

The data suggests that training is a multi-sided tool in enhancing M&E activities. The highest proportion of responses points to knowledge and skill enhancement as the most significant outcome of training. However, the other categories collectively indicate that training's impact is comprehensive, affecting planning, implementation, behavior, and the broader learning culture within an organization. Training in M&E is not just about conveying knowledge; it's about fostering an ecosystem where continuous learning and improvement are integral to the organization's fabric. The data reflects a clear recognition of training's role in building a strong M&E system that is capable, accountable, and continuously evolving.

4.4.3 How do you see the availability of trained human resources for the M&E system in your organization?

Table 13

	Responses	Frequency	%
1	In need of further training (while we have dedicated	16	29
	staff there is a need for further training to fully meet the		
	demands of our M&E system)		
2	Highly qualified but limited (Our organization has	15	27
	highly qualified M&E personnel but the number is		
	limited, which sometimes affects the timelines of our		
	reporting)		
3	Resource constraints (Resource constraints have been a	8	15
	challenge and we are working on strategies to improve		
	the availability of trained human resources for our M&E		
	activities)		
4	Utilizing technology (we utilize technology to	16	29
	compensate for the limited availability of trained human		
	resources, which helps in streamlining our M&E		
	processes"		
		55	100
	Total		

Source: Own Survey (2024)

The result is categorized into four distinct response categories, each with its frequency and proportion of the total responses:

In Need of Further Training: The finding that 29% of responses indicate the need for further training suggests that while the organization has dedicated staff members, they lack the comprehensive skill set required to fully meet the M&E demands. This highlights a gap between current capabilities and the ideal proficiency levels necessary for effective M&E operations.

The need for continuous training is a recurring theme in M&E literature. Studies often emphasize the dynamic nature of M&E, where evolving methodologies and tools necessitate ongoing professional development (Michael Bamberger, 2012) This is supported by (Kusek & Rist, 2004), who highlights that capacity building through training is essential for effective M&E systems. The respondent's emphasis on the need for further training aligns with the broader consensus that skilled human resources are foundational to successful M&E practices.

Highly Qualified but Limited: Representing 27% of the responses, this group acknowledges the high qualifications of the M&E personnel. However, it also highlights a limitation in their number, which can impact the timeliness of reporting.

The literature supports the notion that having highly qualified but insufficient staff is a common challenge in M&E systems. According to Bourguignon and Sundberg (2007), the effectiveness of M&E systems is often hindered not by the lack of skills but by the shortage of skilled personnel. This shortage can lead to overburdening of existing staff, affecting the quality and timeliness of M&E outputs (Bernard Phiri 2015).

Resource Constraints: The 15% of responses pointing to resource constraints highlight the financial and logistical challenges the organization faces in improving the availability of trained human resources for M&E activities. This indicates ongoing efforts to strategize and manage resources more effectively to bridge this gap.

Resource constraints are a well-documented challenge in the implementation of M&E systems. Financial limitations often restrict the ability to recruit and retain skilled personnel and provide necessary training (UNDP, 2009). The need for strategic allocation of limited resources is frequently discussed, emphasizing the importance of efficient resource management to enhance M&E capabilities (World Bank, 2017)

Utilizing Technology: The fact that 29% of responses mention leveraging technology to address the limited availability of trained human resources indicates a proactive approach by the organization. Utilizing technology can help streamline M&E processes, enhance data collection, and improve reporting accuracy.

The use of technology in M&E is increasingly recognized as a critical enabler of efficiency and effectiveness. Digital tools and platforms can mitigate the impact of limited human resources by

automating data collection, analysis, and reporting processes (UNDP, 2021). This approach is consistent with findings from the literature, which suggest that technology can significantly enhance M&E functions by improving data quality and accessibility while reducing the workload on human resources (Michael Bamberger, 2012).

The respondent's insights into the availability of trained human resources for the M&E system in their organization reflect common themes found in the literature. The need for further training, the presence of highly qualified but limited staff, resource constraints, and the utilization of technology are all critical factors that influence the effectiveness of M&E systems. Addressing these challenges requires a multifaceted approach, including continuous professional development, strategic resource management, and the integration of technological solutions to optimize M&E processes.

4.4.4 How do you describe the challenge of finding quality data on M&E activities?

Table 14

	Response	Frequency	%
1	Inconsistent data collection (one of the main challenges we face is	29	34
	the inconsistency in data collection methods, which can lead to		
	unreliable data that affects the overall quality of our M&E		
	activities)		
2	Limited Capacity (Our projects struggle with limited capacity in	18	21
	terms of skilled personnel and resources, which sometimes results		
	in incomplete or tardy data)		
3	Data Verification Issues (Verifying the accuracy of data is a	31	36
	significant challenge, as it requires additional resources and		
	systems that are not always available effectively)		
4	The complexity of Data Management (Managing the vast amounts	7	8
	of data collected from various sources is complex and often leads		
	to issues with data quality, such as duplication or errors)		
	·	85	100
Tota	1		

Source: Own Survey (2024)

This study investigated each challenge, examining its implications and proposing solutions to enhance the M&E system's effectiveness. The findings were categorized into four response categories, with corresponding frequencies and proportions:

Inconsistent Data Collection: The most common challenge, cited 34%, is inconsistent data collection. This refers to variability in data collection methods, leading to unreliable and inconsistent data that undermine the quality and effectiveness of M&E activities. Inconsistent data collection can stem from differing protocols, varying levels of staff training, and disparate data sources.

Inconsistent data collection is a well-documented challenge in M&E systems. According to the literature, variability in data collection methods can lead to significant issues in data reliability and validity (Duncan Ngondo, 2021). Consistency in data collection is crucial for accurate monitoring and evaluation, as emphasized by (Kusek & Rist, 2004), who suggests standardizing data collection processes to ensure uniformity and comparability of data across different contexts.

Limited Capacity: Limited capacity, making up 21% of responses, highlights the struggle with insufficient skilled personnel and resources. This often results in incomplete or delayed data, impeding the M&E system's ability to function effectively. Limited capacity affects both the quality and timeliness of data collection and analysis.

The issue of limited capacity is frequently highlighted in M&E literature. (Bernard Phiri, 2015) note that a shortage of skilled personnel and resources is a major barrier to effective M&E. This can lead to gaps in data collection and delays in reporting, which in turn affect decision-making processes. Capacity building is therefore a critical component for enhancing the effectiveness of M&E systems (Muyomba, 2014).

Data Verification Issues: Data verification issues are the largest challenge, cited 36%. This highlights the significant difficulties in ensuring data accuracy due to the lack of resources and systems to verify data. Verification is crucial for maintaining data integrity and ensuring that decisions are based on accurate information.

Data verification is a critical aspect of data quality in M&E systems. The literature emphasizes the importance of having strong systems in place to verify data accuracy (Clementine Kuchio, 2023). Without proper verification mechanisms, data can be prone to errors and inaccuracies, leading to flawed evaluations and decisions (Michael Bamberger, 2012). Ensuring data accuracy through verification is a common challenge, particularly in resource-constrained environments.

Complexity of Data Management: The complexity of data management, reported by 8% of responses, relates to difficulties in managing large volumes of data from various sources. This can lead to data quality issues such as duplication, errors, and inconsistencies, complicating the M&E process.

Managing large datasets is a recognized challenge in the M&E field. As noted by (Gaventa, J. & Barrett, 2010), the increasing volume and complexity of data require sophisticated management systems to avoid issues such as duplication and errors. Effective data management practices, including the use of technology and standardized procedures, are essential to maintaining data quality (Michael Bamberger, 2012). The complexity of managing diverse data sources requires a systematic approach to ensure data integrity and usability.

4.4.5 What are the M&E tools commonly used in your organization?

Table 15

	Response	Frequency	%
1	Logical Framework Approach (A management tool used to improve	39	40
	the planning, implementation, monitoring, and evaluation of		
	projects)		
2	Performance Monitoring Plan (Specific quantifiable measures used	17	18
	to assess the success of a project or program)		
3	Formal Survey (Structured questionnaires that collect quantitative	19	20
	data from a specific population or group)		
4	FGD (Techniques that involve the stakeholders of a project in the	22	23
	M&E process, ensuring their perspectives and insights are		
	considered)		
Тс	otal	97	100

Source: Own Survey (2024)

Monitoring and Evaluation (M&E) tools are essential for the systematic tracking of an organization's progress and the effectiveness of its projects. The response provided offers insight into the prevalence of various M&E tools within an organization.

The response categorizes four primary M&E tools used by the organization, along with their respective frequencies and percentages:

Logical Framework Approach (LFA): The Logical Framework Approach (LFA) is the most commonly used M&E tool in the organization, accounting for 40% of the total responses. LFA is a strategic management tool that helps in planning, implementing, monitoring, and evaluating projects. Its widespread use indicates its effectiveness in providing a structured framework for project management, facilitating clear goal-setting, and aligning activities with objectives.

The LFA is widely recognized and utilized in the field of project management and M&E. It provides a clear and logical structure for defining project goals, outcomes, outputs, activities, and indicators (UNDP, 2021). The LFA helps ensure that all project components are aligned and that there is a systematic approach to monitoring and evaluation (MEAL DPro, 2020). Its popularity
in WVE reflects its general acceptance and effectiveness in enhancing project monitoring and evaluation.

Performance Monitoring Plan (PMP): Performance Monitoring Plan (PMP) is used 18% of the time, indicating its role in assessing project success through specific, quantifiable measures. PMPs are crucial for tracking performance against predefined targets and indicators, providing a basis for evaluating progress and making necessary adjustments.

PMPs are essential tools in M&E for establishing clear performance indicators and benchmarks (Kusek & Rist, 2004). They facilitate the continuous tracking of project outcomes and impacts, ensuring that project objectives are being met and allowing for timely corrective actions (Ruwa, 2016).

Formal Survey: Formal surveys, making up 20% of the responses, involve the use of structured questionnaires to collect quantitative data from a targeted population or group. This tool is valuable for gathering baseline data, assessing needs, and evaluating project outcomes through statistically reliable methods.

Formal surveys are a common quantitative tool in M&E, providing a systematic way to collect data from a large number of respondents (C.R. Kothari, 2004). They are particularly useful for obtaining objective and quantifiable information that can be analyzed statistically (Duncan Ngondo, 2021). The fact that formal surveys are used in WVE emphasizes how crucial they are for producing accurate data that helps with decision-making.

Focus Group Discussions (FGD): Focus group discussions (FGDs), with a frequency of 22 and making up 23% of the responses, are participatory techniques that engage stakeholders in the M&E process. FGDs are valuable for gathering qualitative insights, ensuring that diverse perspectives and experiences are considered in project evaluation.

FGDs are widely used qualitative methods in M&E, providing rich, detailed information through group interactions (C.R. Kothari,2004). They are effective for exploring complex issues, understanding stakeholder perspectives, and generating ideas for project improvements (Ochunga, 2016). The importance of FGDs in WVE emphasizes the usefulness of participatory methods for gathering in-depth and situation-specific data.

Discussion

The way that WVE monitors and evaluates its projects is explained by an analysis of its current practice. The three main performance metrics, this study concentrated on were project completion time & budget, project quality deliverables, and stakeholders' satisfaction and involvement.

First off, project team members had conflicting opinions on finishing projects on schedule and under budget. A large number of employees thought that most projects were finished on time and budget. Nonetheless, a sizable portion of the workforce was either indifferent or disagreed, suggesting some difficulties with resource allocation and project management. This implies that for WVE to better follow schedules and budgets, these problems need to be addressed. Second, most staff members gave the project deliverables excellent grades for quality. This high degree of agreement suggests that WVE's development projects typically result in excellent outcomes. However, constant observation and assessment are necessary to maintain and enhance this quality. Lastly, stakeholder involvement and satisfaction emerged as crucial factors. While most staff agreed that stakeholders were adequately involved and satisfied, there were still some neutral or opposing views. This indicates room for improvement in how WVE engages with stakeholders. Enhancing communication and involvement strategies can help build stronger relationships with stakeholders and address their concerns more effectively.

In conclusion, the findings underline the significance of strong monitoring and evaluation practices in driving project success and stakeholder satisfaction. To build on these insights and improve future project outcomes, it is imperative to formulate actionable recommendations based on the research findings and relevant literature. The next chapter will list the overall findings, conclusions, and recommendations for WVE to enhance its monitoring and evaluation practices and optimize project performance.

Chapter Five

Summary of Findings, Conclusion, and Recommendation

5.1 Summary of Findings

5.1.1 Budget Allocation and Project Performance

The correlation between the funds designated for M&E activities and project outcomes is evident. A majority of the survey participants, 80%, perceive the budget for M&E to be adequate, reflected in an average rating of 3.88 out of 5. This suggests that when projects are well-funded, particularly in the realm of M&E, they are more likely to achieve their objectives effectively. The financial support enables comprehensive monitoring, which in turn facilitates timely evaluations and adjustments, ensuring the project remains on track toward its goals.

Staffing Concerns Despite the satisfactory budget, the survey highlights a significant gap in staffing for M&E activities. Only 30% of respondents are in strong agreement that there are sufficient personnel dedicated to these tasks, with a low average rating of 2.48. This disparity between the budget and staffing levels indicates that while funds may be available, they are not necessarily translating into human resource investments. Adequate staffing is crucial for carrying out detailed and frequent M&E activities, which are essential for identifying areas of improvement and ensuring the project's progress.

Utilization of Funds The proper utilization of allocated funds is another critical aspect of M&E. About 85.5% of respondents believe that the M&E budget is generally used appropriately, as evidenced by a high average rating of 4.05. This is a positive indication that when funds are allocated, they are often spent effectively on intended purposes, thereby contributing to better M&E practices and, consequently, better project outcomes.

Time Allocation for M&E Activities On the contrary, the time dedicated to M&E activities is considered insufficient by 67.5% of respondents, with an average rating of 2.45. Time is a fundamental resource in M&E, as it allows for thorough data collection, analysis, and reflection on the findings. Insufficient time can lead to rushed evaluations, potentially overlooking critical insights that could inform project improvements.

5.1.2 Capacity of M&E Staffs

The overall findings suggest that the staff possesses a good understanding of M&E concepts and principles, with a high level of agreement on their ability to use M&E findings for decision-making and communication. However, there is a notable variation in the perceived ability to develop M&E frameworks and indicators, as well as in data management skills. This could indicate a need for targeted training and capacity building in these areas to ensure the effectiveness and reliability of the M&E processes, which are essential for the successful performance of projects.

5.1.3 Stakeholders Involvement in M&E

The study's key finding here is that all the respondents generally recognize the value of stakeholder involvement in ensuring a shared understanding of objectives and maintaining alignment with project goals.

Trust is identified as a key factor in effective collaboration. However, there are clear indications that the clarity and frequency of communication could be areas of concern, with respondents expressing a need for improvement to stay informed and engaged.

5.1.4 Project Performance

The survey's data presents a complex picture of the project's performance. The project's strengths seem to be the quality of the deliverables and stakeholder satisfaction; high mean scores and reduced standard deviations show a consistent trend of favorable opinions. The project's timely and budgetary completion, however, appears to be an argumentative subject; a higher standard deviation and a wider range of responses indicate that respondents have had varying experiences.

5.2 Conclusions

The comprehensive analysis of the data presented in Chapter Four yields valuable insights into the multi-layered realm of Monitoring and Evaluation (M&E) and its profound impact on project performance. As we investigate the details of M&E practices, it becomes evident that effective implementation of these processes is not merely desirable but essential for the success of development projects.

The allocation of financial resources directly influences the effectiveness of project monitoring and evaluation (M&E). Ensuring that sufficient funds are reserved for M&E activities allows for

rigorous data collection, analysis, and reporting. Beyond the allocation of resources, the careful utilization of these funds is critical. M&E activities, such as data collection, impact assessment, and feedback mechanisms, must be executed efficiently to maximize their impact. Time is a precious resource in project management; allocating sufficient time for M&E activities ensures that monitoring occurs consistently throughout the project lifecycle.

The success of M&E hinges on the proficiency of the staff involved. M&E professionals must possess a deep understanding of M&E concepts, methodologies, and best practices, including familiarity with performance indicators, data collection techniques, and evaluation frameworks. Competent M&E staff should develop strong frameworks that align with the project goals, selecting appropriate quantitative or qualitative indicators to ensure that the right aspects of project performance are tracked. Effective data management, from data collection to analysis and reporting, requires skillful handling. M&E staff should be proficient in managing data streams, ensuring data quality, and deriving actionable insights. Projects succeed when stakeholders, whether internal or external, are actively engaged. Regular communication with project sponsors, beneficiaries, and partners fosters alignment with project objectives and provides a pathway for feedback and course correction.

5.2.1 Project Performance and Challenges:

- Quality Deliverables and Stakeholder Satisfaction: The project has achieved admirable success in terms of deliverable quality and stakeholder satisfaction. These positive outcomes validate the efficacy of M&E practices.
- Timely Completion Challenges: However, challenges persist in timely project completion within the allocated budget remains a concern. Balancing quality, stakeholder satisfaction, and adherence to timelines requires strategic management.

To sum up, there is no way to miscalculate the mutually beneficial relationship between M&E practices and project success. Development initiatives can manage complexity, maximize resource use, and produce long-lasting effects by adhering to the main principles mentioned above.

5.3 Recommendations

5.3.1 Resource Allocation to M&E and Project Performance

From findings the budget for M&E is generally perceived as satisfactory, there are notable concerns regarding staff numbers and the time allocated for M&E activities. These elements are essential for effective M&E, which in turn is vital for enhancing project performance. To address these issues, it is recommended that WVE:

- Reassess the distribution of the M&E budget to ensure it covers not only the financial aspects but also the human resources required.
- Evaluate the current time allocated for M&E activities and consider extending it to allow for more comprehensive and less hurried evaluations.
- Foster a culture that values M&E as a critical component of project management, ensuring that all stakeholders understand its importance and are committed to its success.

By tackling these concerns, WVE can strengthen its M&E practices, leading to more successful project outcomes and a greater impact on their projects. Monitoring and Evaluation are not mere formalities, they are the compass that guides a project to its intended destination. Effective M&E practices can transform good intentions into tangible results, ultimately contributing to the broader goals.

5.3.2 Capacity of M&E Staff and Project Performance

The implications of the data are clear: the WVE needs to invest in capacity building and resource allocation to enhance its M&E functions. The following recommendations are proposed:

- Training and Development: Implement a comprehensive training program to upskill the existing M&E staff. This could include workshops, seminars, and continuous professional development opportunities. Conduct targeted training sessions to enhance skills in developing M&E frameworks and indicators.
- Recruitment: Expand the team of M&E personnel by recruiting additional qualified individuals to alleviate the pressure on the current staff and improve reporting timelines.
- Resource Allocation: Secure additional funding and resources to support the M&E department. This could involve budget reallocations or seeking external funding sources.

- Technological Integration: Continue to embrace and integrate technology into M&E processes. This could include the adoption of advanced data analytics tools, automation software, and digital reporting platforms.
- Implement peer learning and mentoring programs to reduce variability in data collection and management skills.
- Foster a culture of continuous learning and improvement in M&E practices among staff.
- Regularly review and update M&E processes to align with best practices and project needs.

5.3.3 Stakeholders Involvement in M&E and Project Performance

All the project staffs generally recognized the value of stakeholders involvement in ensuring a shared understanding of objectives and maintaining alignment with project goals. Trust is identified as a key factor in effective collaboration. However, there are clear indications that the clarity and frequency of communication could be areas of concern, with stakeholders expressing a need for improvement to stay informed and engaged, improving these areas could lead to enhanced stakeholder satisfaction and project performance. It's recommended that project teams assess their communication strategies and consider increasing the frequency and clarity of their communications to better meet stakeholder needs.

5.3.4 Data Quality

- Develop and implement standardized data collection protocols.
- Conduct regular training sessions for M&E staff to ensure adherence to these protocols.
- Utilize technology to automate data collection where possible, reducing human error.
- Invest in the recruitment and training of additional M&E staff.
- Explore partnerships with academic institutions or other organizations to supplement capacity.
- Prioritize and update M&E activities to focus on key performance indicators.
- Implement strong data verification systems, including cross-checks and audits.
- Allocate budget for resources dedicated to data verification tasks.
- Engage stakeholders in the verification process to enhance transparency and accountability.
- Adopt advanced data management software to handle complex datasets.

- Train M&E personnel in data management best practices.
- Establish clear guidelines for data entry, storage, and maintenance to prevent errors and duplication.

5.3.5 M&E Tools

The distribution of M&E tools usage reveals a balanced approach to both quantitative and qualitative methods. However, the analysis suggests areas for enhancement:

- Strengthening PMP Utilization: Increasing the use of PMPs across all projects could standardize performance tracking and ensure consistent evaluation criteria.
- Integrating Surveys with FGDs: Combining the empirical data from surveys with the insights from FGDs can provide a more comprehensive understanding of project impacts.
- Expanding LFA Training: As the most used tool, ensuring that all staff are proficient in LFA can modernize planning and evaluation processes.
- Technology Integration: Leveraging technology to automate and integrate these tools can save time, reduce errors, and facilitate real-time data analysis.

5.3.6 Project Performance

To enhance future project performance, it is recommended that WVE

- Implement stricter project scheduling and budget monitoring.
- Maintain the high standards of deliverable quality that have been achieved.
- Continue to foster stakeholder engagement and address any concerns promptly.

References

- Abdi, M. Influence of monitoring and evaluation practices on project performance in counties: The case of Mombasa county, Kenya.
- Adhan, H. M. & Dr. Morrisson Mutuku. (2023). Influence of Monitoring and Evaluation Staff Competency on Performance of Community Water Projects in Mandera County, Kenya. https://doi.org/10.5281/ZENODO.7981505
- Babbie, E. R. (2010). The practice of social research. Australia; United Kingdom: Wadsworth Cengage Learning. http://archive.org/details/isbn_9780495598428
- Bamberger, M., Rao, V., & Woolcock, M. Using Mixed Methods in Monitoring and Evaluation: Experiences from International Development.
- Clementine Kuchio, T. (2023). Influence of Monitoring Systems on The Performance of Non-Governmental Organization Projects: A Case Study of Plan International Health Projects, Kenya. International Journal of Scientific and Research Publications, 13(11), 516–546. https://doi.org/10.29322/IJSRP.13.11.2023.p14351
- Hassan, M. (2024a, March 26). Validity—Types, Examples, and Guide. Research Method. https://researchmethod.net/validity/
- Hassan, M. (2024b, March 26). Validity—Types, Examples, and Guide. Research Method. https://researchmethod.net/validity/
- In-depth Research Institute, I. R. (2023, June 16). What is Monitoring and Evaluation? Definition, Process, Objectives, Differences - In-depth Research Institute. <u>https://blog.indepthresearch.org/what-is-monitoring-and-evaluation-definition-process-objectives-differences/, https://blog.indepthresearch.org/what-is-monitoring-and-evaluation-definition-process-objectives-differences/</u>
- Karanja, J. W., & Yusuf, D. M. (2018). Role of monitoring and evaluation on the performance of nongovernmental organizations projects in Kiambu county. 6(1).

- Kathongo, S. M. (2018). Influence of Participatory Monitoring and Evaluation on Performance of Public Secondary Schools Projects in Mutomo Sub-County, Kenya. International Journal of Scientific Research and Management (IJSRM), 6(03). https://doi.org/10.18535/ijsrm/v6i3.el06
- Kusek, J. Z., & Rist, R. C. (2004). Ten Steps to a Results-based Monitoring and Evaluation System: A Handbook for Development Practitioners. World Bank Publications.
- Kusek, J. Z., & Rist, R. C. (2004). Ten Steps to a Results-based Monitoring and Evaluation System: A Handbook for Development Practitioners. World Bank Publications.
- M&E in Development Sector 2018. (2014).
- Magassouba, S. M., Tambi, A. M. B. A., Alkhlaifat, B. I., & Abdullah, A. A. B. (2019). Influence of Stakeholders Involvement on Development Project Performance in Guinea. International Journal of Academic Research in Business and Social Sciences, 9(1), Pages 1111-1120. https://doi.org/10.6007/IJARBSS/v9-i1/5513
- Mburugu, K. N. (2015). Influence of organizational staff capacity on the implementation of electronic project monitoring information system in public tertiary institutions in Kenya.
- Murei, M. L. C., Kidombo, P. H., & Gakuu, P. C. (2017). Influence of monitoring and evaluation human resources capacity on the performance of horticulture projects in Nakuru county, Kenya. IJRDO -Journal of Social Science and Humanities Research, 2(11), Article 11. https://doi.org/10.53555/sshr.v2i11.909
- Muyomba, J. (2014). Effect of monitoring and evaluation systems on performance of World Vision Uganda community development programs: A case study of Eastern Uganda programs [Thesis, Uganda Management Institute]. <u>http://umispace.umi.ac.ug:80/xmlui/handle/20.500.12305/93</u>
- Mwangi, S. W., & Moronge (Ph.D), Dr. M. (2019). Influence of monitoring and evaluation practices on performance of World Bank funded projects in Nairobi city county, Kenya. Strategic Journal of Business & Change Management, 6(4). https://doi.org/10.61426/sjbcm.v6i4.1396
- Mwangi, S. W., & Moronge (Ph.D), Dr. M. (2019). Influence of monitoring and evaluation practices on performance of World Bank funded projects in Nairobi city county, Kenya. Strategic Journal of Business & Change Management, 6(4). https://doi.org/10.61426/sjbcm.v6i4.1396

- Mwanza, P. W., Namusonge, G. S., & Makokha, E. N. (2020). Influence of project stakeholders' practice on performance of construction projects in Kakamega County, Kenya.
- Ochunga, F. O. (2016). Influence of Stakeholder Participation on Sustainability of Community Development Projects Implemented by Plan International in Homa Bay Town Sub-county [Thesis, University of Nairobi]. <u>http://erepository.uonbi.ac.ke/handle/11295/97217</u>
- Ochunga, F. O. (2016). Influence of Stakeholder Participation on Sustainability of Community Development Projects Implemented by Plan International in Homa Bay Town Sub-county [Thesis, University of Nairobi]. http://erepository.uonbi.ac.ke/handle/11295/97217
- Okafor, A. (2021). Influence of Monitoring and Evaluation System on the Performance of Projects. 6. https://doi.org/10.53555/ijrdo/sshr/4535
- Real World Evaluation: Working Under Budget, Time, Data, and Political Constraints | Semantic Scholar. Retrieved April 26, 2024, from https://www.semanticscholar.org/paper/RealWorld-Evaluation%3A-Working-Under-Budget%2C-Time%2C-Bamberger-Rugh/63b3a4569bf7df117c890b112ff8c4dfcaf8e423
- Ruwa, M. C. (2016). The influence of stakeholder participation on the performance of donor funded projects: A case of Kinango integrated food security and livelihood project (kifslp), Kwale county, Kenya [Thesis, University of Nairobi]. <u>http://erepository.uonbi.ac.ke/handle/11295/99898</u>
- Ruwa, M. C. (2016). The influence of stakeholder participation on the performance of donor funded projects: A case of Kinango integrated food security and livelihood project (kifslp), Kwale county, Kenya [Thesis, University of Nairobi]. http://erepository.uonbi.ac.ke/handle/11295/99898
- Soken-Huberty, E. (2023, June 14). 10 Reasons Why Monitoring and Evaluation is Important. *Tools4dev*. <u>https://tools4dev.org/blog/why-monitoring-and-evaluation-is-important/</u>
- Tengan, C., & Aigbavboa, C. (2017). Level of Stakeholder Engagement and Participation in Monitoring and Evaluation of Construction Projects in Ghana. Procedia Engineering, 196, 630–637. <u>https://doi.org/10.1016/j.proeng.2017.08.051</u>
- Waititu, B. Resource allocation and performance of monitoring and evaluation system of child protection projects: a case of World Vision, Kenya.

- Wakejira, F. O., & Shete, M. St. Mary's University School of Graduate Studies College of Business Administration Department of Project Management.
- Wanjiru, M. F., & Alex, M. Influence of budgetary allocation in monitoring and evaluation of humanitarian projects planning: a case of international rescue committee.
- Winiko, S. M., Mbugua, J., & Kyalo, D. N. (2018). Utilization of Monitoring and Evaluation and Performance of Digital Education Technology Project in Malawi. International Journal of Innovative Research and Development, 7(11). <u>https://doi.org/10.24940/ijird/2018/v7/i11/NOV18002</u>

Worku, G. St. Mary's university school of graduate studies department of project management.

Appendix



ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

Department: Project Management

Dear Respondent:

I am a student at St. Mary University, pursuing a Master's degree in Project Management.

You are being asked to participate in a study I am conducting on the Effects of Monitoring and

Evaluation Practices on Development Project Performance: the case of World Vision Ethiopia, which is part of the requirement for completing my Master's degree.

Your participation in the research study is voluntary and all information obtained from you during this interview is for academic purposes only. The results will remain strictly confidential.

Please answer the following questions as comprehensively and honestly as possible. Use the space provided to write your answer and if you need more space, feel free to add more lines or enclose an additional sheet.

Thank you for your cooperation and your precious time.

Mussie Habtamu

Phone: +251911330686 E-mail: <u>mussieja@gmail.com</u> / mussie.habtamu@cureinternational.org Yours faithfully

Instruction

- No need to write your name
- Put $\sqrt{1}$ in the space provided

Section 1. Background Information of Respondents

		Choice	Put √
1	Gender	Male	
		Female	
2	Age	Below 30	
		31 - 40 years	
		41 – 50 years	
		Above 50	
3	Educational Qualification	High School Certificate	
		Diploma	
		Degree	
		Masters Degree	
		PHD	
4	Position	Project Officer	
		Finance Officer	
		MEAL Officer	
		AP Manager	
5	Experience	Less than 1 year	
		1 – 5 years	
		6 – 10 years	
		11 – 15 years	
		Above 15 years	

Section 2. Research Questions

Score	Response	Explanation	Clarification
5	Strongly Agree	Agree with no doubt	Very Satisfactory
4	Agree	Agree with some doubt	Satisfactory
3	Neutral	Not sure about any	None
2	Disagree	Disagree with some doubt	Fair
1	Strongly Disagree	Disagree with no doubt	Poor

Instruction: Kindly rate your choices for each option by marking on corresponding space.

PART I: Resource Allocation to M&E

		1	2	3	4	5
	Influence of M&E Resource on Project Performance					
1	There is adequate budget for M&E activities					
2	The budget for M&E is usually channeled to the right purpose					
3	The budget to facilitate M & E activities is usually provided on time					
4	The M&E activities have adequate personnel.					
5	The time allocated for M&E activities is sufficient					

Part II: Staff Capacity on M&E

		1	2	3	4	5
	Influence of Staff Capacity on M&E and Project					
	Performance					
1	I understand the key concepts and principles of monitoring					
	and evaluation.					
2	I am capable of developing effective M&E frameworks					
	and indicators					
3	I have the skills necessary to collect, analyze, and interpret					
	M&E data accurately					
4	I can effectively use M&E findings to inform decision-					
	making and improve project outcomes					
	making and improve project outcomes.					
_						
5	1 am proficient in reporting M&E results clearly and					
	communicating them to stakeholders.					

Influence of Stakeholders Involvement on Project		1	2	3	4	5
	Performance					
1	How much do you agree that stakeholder involvement					
	ensures a shared understanding of the project objectives?					
	x 1 1 1 1 1 1 1 1 1					
2	Regular updates to stakeholders on project milestones					
	contribute to maintaining alignment with the project					
	objectives					
3	How strongly do you agree that trust between					
	stakeholders and the project team leads to more effective					
	collaboration?					
4	There is a clarity of information shared through					
	communication channels to stakeholders.					
5	The frequency of communication with stakeholders is					
	sufficient to keep them informed and engaged.					

Part III: Stakeholders' Involvement in M&E

Part IV: Project Performance

	Factors Influence Project Performance	1	2	3	4	5
1	To what extent do you agree that the project was completed on time and within budget?					
	on time and within budget.					
2	To what extent do you agree that the quality of deliverables					
	produced by the project was high?					
3	To what extent do you agree the level of stakeholder					
	involvement and satisfaction throughout the project was					
	satisfactory?					

Section III: Open Ended Questions

- 1. Which activities have the most significant effect on successful M&E implementation?
- 2. How do you describe the effect of training on M&E activities?
- **3.** How do you see the availability of trained human resources for the M&E system in your organization?
- 4. How do you describe the challenges of finding quality data on M&E activities?
- 5. What is the M&E tools commonly used in your organization?

Thank you for your time!!!