

***THE EFFECTS OF MONITORING AND EVALUATION PRACTICE ON
PROJECT SUCCESS IN NGOS; A CASE STUDY ON PROJECTS FUNDED BY
COMPASSION INTERNATIONAL ETHIOPIA***

*A thesis Submitted to the School of Graduate studies of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of Master of
Arts in Project Management and Finance*

BY

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JIMMA UNIVERSITY

College of Business and Economics

Department of Accounting and Finance

JUNE, 2020

Addis Ababa, Ethiopia

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By

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Under the Guidance of;

Mr. Abel Worku (Assistant Professor)

And

Mr. Mohammed Getahun (Assistant Professor)



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DECLARATION

“I, hereby, declare that this thesis entitled the effect of Monitoring and Evaluation Functions in Achieving Project Success: (The Case of CIET financed Projects) is my original work, I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Declared by	Date	signature
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Mesfin Assefa	_____	_____
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CERTIFICATE

This is to certify that the Thesis entitles ““The Effect of Monitoring and Evaluation practice on projects success; A case of Compassion International Ethiopia financed projects”” for the award of the Degree of Master of Project Management and Financing (MPMF) and is a record of research work carried out by **Mr. Mesfin Assefa.**

Under our guidance and supervision we hereby declare that no part of this Thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Acronyms

SPSS: statistical package for social science

INGO: international nongovernmental organization

HO: head office

M&E: Monitoring and Evaluation

CIEt. Compassion International Ethiopia

Abstract

Monitoring and evaluation of project is an integral part of the project cycle and good management practice. An effective monitoring and evaluation system is fundamental if the goals of a project are to be achieved. Through setting up proper monitoring and evaluation systems, planning, efficiency and proper funds utilization can be achieved to enhance the performance of projects. The general objective of the paper is to assess the effect of monitoring and evaluation functions in achieving project success. To achieve the study objective, an explanatory research design along with mixed method approach has been employed. Primary data were collected through survey questionnaire from 65 project staff members who were selected using convenience sampling technique. Interview was also conducted with senior management team members to triangulate the quantitative data obtained from survey with regression. The findings of the study revealed that: poor practicing monitoring and evaluation system, team incompetency, weak program accountability and project life cycle stage are have far worst effect on CIE funded projects. The study recommended that based on the analysis of CIE funded projects should work on improving project success by paying attention to monitoring and evaluation procedures particularly, prepare adequately work breakdown structures with the expected outcomes to reducing project ineffectiveness and inefficiency. Using the standardize model of monitoring and evaluation are contributing to the success of projects and increase the level of the employee monitoring and evaluation continuous by providing relevant training programs. The study also found that there is a significance relationship between each of the mentioned factors and the dependent variable, project success. The researcher recommended that M&E tools should be part of the key performance indicators where they have being accountable for taking actions or in actions.

Key Words: *Evaluation, Monitoring, Project Success and Practices*

Chapter One

1. Introduction

This study has assessed the effect of monitoring and Evaluation of Compassion International Ethiopia projects. Compassion International Ethiopia is one of the international NGO's which has been actively involved in Ethiopia in varieties of developmental and humanitarian activities since 1993 G C. The research will shows the roll of monitoring and Evaluation of among the selected Compassion International Ethiopia assisted projects success. Compassion International has more than 470 projects, a round 110,000 children in Ethiopia, and serving the community in holistic service, Compassion works primarily through child sponsorship but also have specific initiatives to help babies and mothers, to develop future leaders, and to meet critical needs. CIE annual report, (2016)

All of compassion assisted projects are serving children in Holistic service, which are education, providing educational materials, school fees and Tutorials, In health provision, education of prevention of disease, treatment during illness, in socio emotional provision children will get different age related trainings and socio emotional educations with concerned professionals .The different projects in different areas are designed to contribute to changes in Children's lives. Project and program level reports, monitoring reports, minutes of review meetings and evaluations are used to validate the findings and recognize the role of monitoring and evaluation in project success. The purpose of this research is to investigate the effect of monitoring and evaluation practice in achieving project success in Compassion International Ethiopia. CIE annual report (2016)

1.1. Background of the Study

Monitoring is defined as “a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results” World Bank (2007, Pg. 2).According to World Bank, regular collection of information through continuous monitoring assist project managers in making timely decision guarantee accountability, and provide the basis for evaluation and learning. “Monitoring is a type of evaluation performed when the project is being implemented and the data obtained through monitoring is made use of in evaluation” Bamberger (1986, Pg.3)

According to the conceptualization of PMBOK, (2004) highlights various factors that may lead to project success which includes creating right teams; involving stakeholders; preparing detailed project scope; influencing stakeholders; information; managing expectation; communication; negotiation; and monitoring and evaluation. This, therefore, implies that monitoring and evaluation is one of the critical factors of project success. Equally, several studies have been carried out focusing on the project success. For example, (Raymond and Bergeron, 2008) identified several indicators of project success identified in the literature including “reduction of the time required to complete a task, improved control of activity costs, better management of budget, improved planning of activities, better monitoring of activities, more efficient resource allocation, and better monitoring of the project schedule”. Project management is hence acknowledged as being the most successful approach of managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliveries, timeframe and budget (Shapiro, 2011). M & E is one of the tools that assist project managers track performance and also provide the management with information to make decisions in regard to the project.

The Organization of European Co-operation for Development (2002) defines monitoring and evaluation Context (situation) monitoring tracks the setting in which the project/program operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project/program. For example, a project in a conflict-prone area may monitor potential fighting that could not only affect project success but endanger project staff and volunteers.

Beneficiary monitoring tracks beneficiary perceptions of a project/program. It includes beneficiary satisfaction or complaints with the project/program, including their participation, treatment, access to resources and their overall experience of change. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism .

The Organization of European Co-operation for Development (2002) defines monitoring and evaluation as; Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing

development intervention with indications of progress and achievement of objectives and progress in the use of allocated funds. Evaluation, on the other hand is the systematic assessment of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

Globally, Australia is one of the leading countries in the world in embracing M&E systems in the development projects (UNDP, 2002). The government created a fully-fledged government evaluation system, managed by the Department of Finance (DOF). This provided a spending baseline and freed up the budget process from a detailed, line item scrutiny of spending, to focus instead on changes in government policy and spending priorities in the development projects. The government of Australia advocated the principles of program management and budgeting, with a focus on the efficiency and effectiveness of government programs, through sound management practices, the collection of performance information, and the regular conduct of program evaluation (Mackay, 2011). What should the M&E Plan include? The M&E Plan should include an introduction and an indicator matrix table. The introduction should briefly describe the aims and objectives of the program, methodologies used to obtain the data, the planned interventions to be implemented, the critical assumptions underlying the intervention and the anticipated critical hindrances that might have an effect on the project.

Government M&E systems in Africa operate in complex terrain. To some extent they are hostages to other forces in government, nevertheless given a results-driven reform agenda, incentives can be put in place for the evidence generated to support developments in delivery, budgeting, and monitoring and evaluation are consistently designed to support valued change in people's lives, particularly the underprivileged (Nabulu, 2015). In Kenya, the monitoring and evaluation systems has not been that effective due to several challenges especially in the government sector. In the year 2005, the then Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation (M and E) in the National Development Program. This proposed Monitoring and Evaluation framework has not been fully operational, for example in this view, is supported by Wanjiru (2008) who indicated in her Social Audit of CDF that, monitoring and reporting should be strengthened and deepened in all CDF projects.

1.2. Statement of the Problem

Monitoring and Evaluation (M&E) provides government officials, development managers, the public and private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocation of resources and demonstrating results as part of accountability to key stakeholders (International Finance Corporation(IFC), 2008). It brings institutional development, refers to the creation or the capacity of an institution to reflect systematically and rigorously upon its role and function, and better enable them to carry out their responsibilities. It reflects an attempt to introduce change and development in the way the institution is organized so that it is better able to meet its mission (World Bank, 2005).

The performance projects depend on various factors. One of the key factors for project success is having a good monitoring and evaluation system and practices. Project monitoring and evaluation is an important element of the program management as it adds value to the overall efficiency of project implementation by offering corrective actions to the variances to the expected standard. Project Directors are required to undertake more exercising monitoring and evaluation of projects and develop framework and guidelines for measuring performance.

Preliminary assessment of Compassion International Ethiopia and assisted projects shows that Monitoring and Evaluation has a number of challenges. There is a Monitoring and Evaluation system in different programs and at country office; however, the system is not efficient and effective. In some cases, the project monitoring and evaluation system does not exist, projects did not routinely monitored, the monitoring findings did not taken up by decision makers, the project team did not follow up the translation of the findings in to practice, the evaluation conducted are not well monitored for further improvement .

It is known that monitoring and evaluation is the back bone of the project performance, In preliminary study no research is found in Compassion international Ethiopia monitoring and evaluation system. So this research tries to identify the monitoring and evaluation system and gaps of the method in this Organization.

Compassion International Ethiopia financed projects do not have monitoring and evaluation officer at the project level. The projects beneficiary end result could not be evaluated with the

donor compassion international Ethiopia. Based on the above problem, the research will address the following research questions.

In response to the problem, the researcher proposes to make detail study to bridge the gap of literatures within CIE funded projects, The gaps were identified by the researcher from the research reviewed to find a study under the topic however; researcher couldn't find much in Ethiopian case or in the case of CIE financed projects. furthermore, the study which the researcher reviewed in the case of international NGO's are descriptive study and it doesn't show inferential analysis on the sector as well as cannot addressed the complex issues that limited our understanding of emergent effects of monitoring and evaluation on project success factors in CIE financed projects which are increasing affecting NGO's poverty alleviation projects.

1.3. Research questions

- What are the methods of monitoring and evaluation practices in the selected projects of Compassion International Ethiopia Program?
- How monitoring and evaluation practices in the selected projects contributed to the project success/contributed to the achievement of project objectives?
- What are the gaps identified in the existing monitoring and evaluation practices which need to be improved for future programming?

1.4. General Objective

The aim of the research is to examine the effect of monitoring and evaluation in project success in Compassion International Projects.

1.4.1 Specific Object the specific objectives of this research are:

- ❖ To assess the monitoring and evaluation methods in compassion International Ethiopia Projects
- ❖ To examine the effect of monitoring and evaluation practices on project success.
- ❖ To identify the gaps of monitoring and evaluation into the CIE

1.5. Hypothesis

H₀: Monitoring and evaluation practice doesn't has positive and significant effect on project success

H_A: Monitoring and evaluation practice has positive and significant effect on project success

H₀: Monitoring and evaluation competency doesn't has positive and significant effect on project success

H_A: Monitoring and evaluation competency has positive and significant effect on project success

HO: Downward accountability doesn't has positive and significant effect on project success

HA: Downward accountability has positive and significant effect on project success

HO: Project life cycle doesn't has positive and significant effect on project success

HA: Project life cycle has positive and significant effect on project success

1.6. Limitation of the study

The researcher faced potential weakness of the study. The major limitation is doesn't included the wide array of project management practice and specific analogies. This paper also doesn't cover detail financial and work analyses of the organizations performance rather it will analyze measure undertaken to avoid ineffectiveness of project implementations. Even though this research has tried to assess the actual trend of monitoring and evaluation CIE projects success based on the presented evidences, it also has the below limitations to grant acceptability and implement changes in the system.

The study focused on factors affecting monitoring and evaluation practice in NGO's project success on the aspects of project management that affects the project success, but there are various factors that causes as internal and external factors.

Lack of adequate resource for the research could also be taken as important limitation in this research as increasing sample size or incorporating additional research designs require much more resource both in terms of time, cost and quality.

The scope of the research is on projects handled in Addis Ababa city only, whereas there are various projects that are being carried out of Addis Ababa city by CIE, Due to time and cost not included, so for the future studies these projects should be included for vast view.

1.7. Scope of the Study

The scope of this paper is limited on the general factors affecting monitoring and evaluation practice in CIE NGO's which had implemented for the last five years' projects. Since monitoring and evaluation and project success is a vast topic in content, it cannot be exhaustively discussed in this research. Therefore, the study is delimited particularly to assess the practice of monitoring and evaluation in CIE financed NGO's projects in Addis Ababa city only. The respondents were program staff members such as senior program management team, monitoring and evaluation staffs, project managers and project staffs who have more than one year of experiences in

Compassion International Ethiopia. Particularly, the research focused on program staff members that have in-depth knowledge on both project management and monitoring and evaluation.

1.8. significant of the study

The research findings will help CIE financed projects to improve understanding on affecting factors of project monitoring and evaluation practice on project success and also help to avoid some of project problems and this study has analyzed the actual scenarios of projects in CIE financed projects. Moreover, to contribute towards a reduction on the rate of projects' non-successful/ failure by providing relevant information that would help to improve the success of the projects in CIE. In a broader view this research is significant in alleviating the problems facing CIE financed projects. Create an understanding and foundation for future academic studies on studding factors affecting monitoring and evaluation practice on project success in NGO's by identifying and studying the affecting factors of project success. Furthermore, By identifying challenges and cause of ineffectiveness in the area and suggest measures to be taken to overcome as well as other researchers may also use this study as a bench mark or as a reference in their studies.

1.9. Organization of the Study

This paper would be organized in five chapters. Chapter one is the introduction which includes: back ground of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitation of the study and definition of terms. Chapter two would contain review of related literatures. Chapter three research design and methodology, includes data sources, sampling techniques, data gathering tools and procedures of data collections. Chapter four includes data presentation, analysis and interpretation and finally, chapter five would contain summary of major findings, conclusion and recommendation of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1 Monitoring and evaluation system

Monitoring and Evaluation System Project monitoring and evaluation effectiveness is dependent on the approach of monitoring and evaluation, the monitoring and evaluation competency, downward accountability and sound involvements of monitoring and evaluation in project life cycle. There are various monitoring and evaluation approaches that have been singled out through literature review. The monitoring and evaluation approaches identified from the literature are explained in the following paragraphs. Various monitoring and evaluation approaches and tools have been used in the development sphere and have undergone changes in parallel with dominant development paradigms in the development discourse Hummel Brunner, R. (2010).

The main monitoring and evaluation approaches are currently based on the positivist and constructivist paradigms. The former are linear, rigid and quantitative approaches, while the later are more nonlinear and qualitative, allowing room for measuring complex process (Rogers 2012). Some believe that the combination of these methods can work best, while others insist that fusion of these tools is not possible as they are completely different (Earl et al. 2001).

The Balanced Scorecard is another approach that can be employed in evaluating projects. Balanced Scorecard evaluates projects on the basis of four perspectives which are the financial perspective, customer perspective, Internal Business Process, and Learning & Growth. Alhyari et al. (2013) found out that balanced score card approach fitted very well with monitoring and measuring the performance of e-government in Jordan, and also in evaluating their success in IT project investments. The balanced scorecards in INGO context of Ethiopia are rather the work of ESAP (Anteneh, 2015, Ethiopian Social Accountability Program) part. Hence, the focus areas of this research is to look at the role of monitoring and evaluation more specifically in relation to project life cycle, accountability, monitoring and evaluation system and competency towards achieving the success of the project.

Logical framework (Log Frame) is one of the most common approaches used in project management for both planning and monitoring of projects. Log Frame matrix is a tool that is applicable for all organizations both governmental and nongovernmental that are engaged in development activities (Middleton, 2005; Martinez, 2011). Hummel Brunner, R. (2010) further confirms the continued use of Log Frame despite several criticisms. He asserts that Log Frame's Approach has not been fundamentally weakened by critics.

Even though many donors acknowledge its limits and weaknesses, they still maintain its use as a planning and monitoring tool. Myrick (2013) expresses that a pragmatic approach to monitoring and evaluation is ideal however in the real world practitioners may be limited by constraints that will prevent their continued use of either a log frame or some overly pragmatic approach to M & E. Myrick (2013) further explains that whatever the approach used, at least the basic principles for monitoring and evaluation which are measureable objective, performance indicator, target and periodic reporting should be used in a reporting tool. The advantages of a Log frame include simplicity and efficiency in data collection, recording and reporting. However, the Log Frame has faced the following criticism around its linearity, rigidity and stifling of creative and innovative working system.

Conditions and efforts have to be made to modify the logical framework through inclusion of more participatory learning elements. Hence, this study will try to look at what monitoring and evaluation practices help to measure the outcomes and impact correctly which consequently contribute to the project success, Myrick (2013).

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2.1.2 Monitoring and Evaluation in project management

Achieving development results, as most realize, is often much more difficult than imagined. To achieve development results and changes in the quality of people's lives, governments, UNDP and other partners will often develop a number of different plans, strategies, program and projects. These typically include: A National Development Plan or Poverty Reduction Strategy Sector-based development plans A United Nations Development Assistance Framework (UNDAF) A corporate strategic plan (such as the UNDP 2008-2011 Strategic Plan) Global, regional and country program documents (CPDs) and country program action plans (CPAPs) Monitoring and evaluation (M&E) frameworks and evaluation plans Development and management work plans Office and unit specific plans Project documents and annual work plans

However, good intentions, large program and projects, and lots of financial resources are not enough to ensure that development results will be achieved. The quality of those plans, program and projects, and how well resources are used, are also critical factors for success.

To improve the chances of success, attention needs to be placed on some of the common areas of weakness in program and projects. Four main areas for focus are identified consistently:

1. Planning and program and project definition—Projects and programs have a greater chance of success when the objectives and scope of the program or projects are properly defined and clarified. This reduces the likelihood of experiencing major challenges in implementation.
2. Stakeholder involvement—High levels of engagement of users, clients and stakeholders in program and projects are critical to success.
3. Communication—Good communication results in strong stakeholder buy-in and mobilization. Additionally, communication improves clarity on expectations, roles and responsibilities, as well

as information on progress and performance. This clarity helps to ensure optimum use of resources.

4. Monitoring and evaluation—Program and projects with strong monitoring and evaluation components tend to stay on track. Additionally, problems are often detected earlier, which reduces the likelihood of having major cost overruns or time delays later.

Good planning combined with effective monitoring and evaluation can play a major role in enhancing the effectiveness of development program and projects. Good planning helps us focus on the results that matter, while monitoring and evaluation help us learn from past successes and challenges and inform decision making so that current and future initiatives are better able to improve people's lives and expand their choices.(UNDP, 2009&2010)

2.1.3 The Benefits of Monitoring and Evaluation for Organizations

Monitoring involves tracking progress over time during the whole knowledge management process. Evaluation can be a very powerful tool of learning and change, because more than training or development work it puts the needs and experiences of users and potential users and the purpose and values of the project, at the run of change process. But it is also very political. (sarah, 2006).

According to sarah , (2006) Evaluation work can: Improve effectiveness in the way your organization meets local needs; Identify areas for improvement in your service to users; Attract resources; Help share learning and experience across the organization; Improve accountability to users, members and funders; Give greater work satisfaction for all managing body members and staff; Volunteers; Celebrate progress and achievement; Identify changes or new directions; Make the case for new resources.

Monitoring and evaluating program or project performance enables the improved management of the outputs and outcomes while encouraging the allocation of effort and resources in the direction where it will have the greatest impact. M&E can play a crucial role in keeping projects on track, create the basis for institutional learning and create an evidence base for current and future projects through the systematic collection and analysis of information on the implementation of a project (IFC, 2008).

2.1.4 Purposes of Monitoring and Evaluation for Public Organization

If organizations are to carry out effective M&E around capacity building, a key first question to address is —what is the purpose of that M&E? The usual answer to this is a combination of accountability and learning in order to improve performance (Nigel S & Rachel S, 2010). Monitoring and evaluating organization practices are necessary to improve and enhance the quality of existing programs; NGOs are facing increasing requirements to provide evidence to support their performance.

According to McDonald (2003), monitoring and evaluation helps organizations to: Assess efficiency and effectiveness of a program; Refine and improve an existing program; Decide whether to continue or replicate an initiative; Contribute to the established evidence base; and Justify the program or initiative and to help procure further funding. For these reasons, it is important that organizations devote resources towards improving their monitoring and evaluation process, as well as their capacity. (Eccles &Gootman, 2002).

2.1.5. Introducing the 10-Step Model for Building a Results-Based M&E System

Although experts vary on the specific sequence of steps in building a results-based M&E system, all agree on the overall intent. For example, different experts propose four- or seven-step models. Regardless of the number of steps, the essential actions involved in building an M&E system are to: Formulate outcomes and goals, Select outcome indicators to monitor, Gather baseline information on the current condition, Set specific targets to reach and dates for reaching them, Regularly collect data to assess whether the targets are being met and Analyze and report the results. (New Delhi,pp. 24–31)

Given the agreement on what a good system should contain, why are these systems not part of the normal business practices of government agencies, stakeholders, lenders, and borrowers? One evident reason is that those designing M&E systems often miss the complexities and subtleties of the country, government, or sector context. Moreover, the needs of end users are often only vaguely understood by those ready to start the M&E building process. Too little emphasis is placed on organizational, political, and cultural factors.

Step 1. Throughout, the model highlights the political, participatory, and partnership processes involved in building and sustaining M&E systems, that is, the need for key internal and external stakeholders to be consulted and engaged in setting outcomes, indicators, targets, and so forth.

Step 2 of the model involves choosing outcomes to monitor and evaluate. Outcomes show the road ahead.

Step 3 involves setting key performance indicators to monitor progress with respect to inputs, activities, outputs, outcomes, and impacts. Indicators can provide continuous feedback and a wealth of performance information. There are various guidelines for choosing indicators that can aid in the process. Ultimately, constructing good indicators will be an iterative process.

Step 4 of the model relates to establishing performance baselines- qualitative or quantitative—that can be used at the beginning of the monitoring period. The performance baselines establish a starting point from which to later monitor and evaluate results.

Step 5 builds on the previous steps and involves the selection of results targets, that is, interim steps on the way to a longer-term outcome. Targets can be selected by examining baseline indicator levels and desired levels of improvement.

Monitoring for results models

Step 6 of the model, includes both implementation and results monitoring. Monitoring for results entails collecting quality performance data, for which guidelines are given.

Step 7 deals with the uses, types, and timing of evaluation.

Reporting findings,

Step 8, looks at ways of analyzing and reporting data to help decision makers make the necessary improvements in projects, policies, and programs.

Step 9, using findings, is also important in generating and sharing knowledge and learning within governments and organizations.

Finally, Step 10 covers the challenges in sustaining results-based M&E systems including demand, clear roles and responsibilities, trustworthy and credible information, accountability, capacity, and appropriate incentives.

The use of such results-based M&E systems can help bring about major cultural changes in the ways that organization and governments operate. When built and sustained properly, such

systems can lead to greater accountability and transparency, improved performance, and generation of knowledge.(Ten steps--- Book , Jody ZallKusek , Ray C.Rist (The world Bank 2000, page 23-25).

2.3. Empirical Review

The empirical literature provides empirical evidences of monitoring and evaluation practices and project successes in CIE. Additionally, at the end of this section the conceptual frame of this study is presented. In order to bring projects into successes, MoFED (2008: Pg. 10 -11) conducted assessment on public sector monitoring and evaluation systems in the context of Ethiopia most of the project success factors are quite related to monitoring and evaluation, functions and systems which the researcher highlighted as follows;

- In the project cycle management, the attention given to monitoring and evaluation is inadequate resulting from the insufficient resource allocation as well as the insufficient skills and experience;
- The roles and responsibilities of monitoring and evaluation are not clear, it is usually considered as externally imposed obligations by donor and hence the monitoring and evaluation team gets busy on mechanical aspects such as supporting the project managers only in data collection and report writing
- Monitoring and evaluation system is too dependent on donor assistance and it will collapse when the funding is terminated. The system is in place without a thorough analysis and hence relevant issues are not incorporated
- The expectation from monitoring and evaluation is very high and it demands much information to be collected. This information lacks in considering the outreach, effect and impacts but rather focus only financial and physical aspects of the projects and hence the monitoring and evaluation information is of poor quality. It is also rather irrelevant as compared to the actual monitoring and evaluation functions;
- There was insufficient, untimely or a lack of feedback and also the needs and aspirations of stakeholders are overlooked and invisible in monitoring and evaluation;

- There was a lack of integrations and cooperation between project monitoring and evaluation and other project management and more importantly poor accountability for failures; and;
- Monitoring and evaluation findings and lessons learnt are not taken in to consideration for future project design and programming

2.3.1. Project Success

Successful Project implementation is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager has responsibility to handle all of the elements essential for project success. In addition, projects are implemented in the dynamic environment therefore identifying factors that are critical to project success can help to focus on important areas and set differential priorities across different project elements (pinto & Slevin,1987).

Factor of project successes or failures are not only the issues of developing countries but also the developed ones though it seems associated with only the former ones. Ethiopia has commenced socio economic and political system management since mid-1930s from feudo – capitalist to socialist oriented and market oriented with decentralized management.

In the three systems, the public sectors have played a leading role in the planning, execution, monitoring and evaluation and close out of projects. According to Temesgen, 2007, the public sectors progress report findings on the project implementation showed that projects were over or under budgeted and did not complete within the planned period. Furthermore, the researcher noted that most projects failed due to the institutional management difficulties, problems related to policy and resources and technical related problems.

The reason behind project failure in Ethiopian public sectors is project evaluations and poor planning as researched by Getachew (2010). This limited the attention given to evaluation both at strategic and grass root levels. Considering evaluations as impositions from donors resulted the lack in commitment, poor communication in project, program, and impact of policies in designing information collection platforms. Other results of this attitude include: lack in integrations amongst different actors in the evaluation systems at a diverse level; evaluation findings and lessons learnt not being used for programming and making informed decisions,

narrowing the scope of evaluation only to physical report and financial dimensions; limiting capacity of evaluations at both individual and systematic level.

One of the major factors in project failure in Ethiopian public sectors is weak project monitoring and evaluation. However, the project monitoring and evaluation system should be well designed in order to track progresses, improve the intended level of efficiency, to keep the project on course and to examine whether or not projects are up to meet the objectives (MoFED, 2008).

2.3.2. Monitoring and Evaluation

Practice If you do not measure results, you cannot tell success from failure (World Bank, 2004). “We cannot control what we cannot measure”. Donors have clear guidelines on monitoring and evaluation where all stakeholders must be involved in the monitoring and evaluation process.

2.3.3. Project Life cycle stage

According to SCI (2016), A project is a package of measures limited or capable of limitation in regional, social, subject and temporal terms by the partner and possibly other institutions in order to reach an objective that has been precisely designated beforehand and is objectively verifiable. A project may be part of an overarching program.

The Project Life Cycle refers to a logical sequence of activities to accomplish the project’s goals or objectives. Regardless of scope or complexity, any project goes through a series of stages during its life. There is first an Initiation or Birth phase, in which the outputs and critical success factors are defined, followed by a Planning phase, characterized by breaking down the project into smaller parts/tasks, an Execution phase, in which the project plan is executed, and lastly a Closure or Exit phase, that marks the completion of the project.

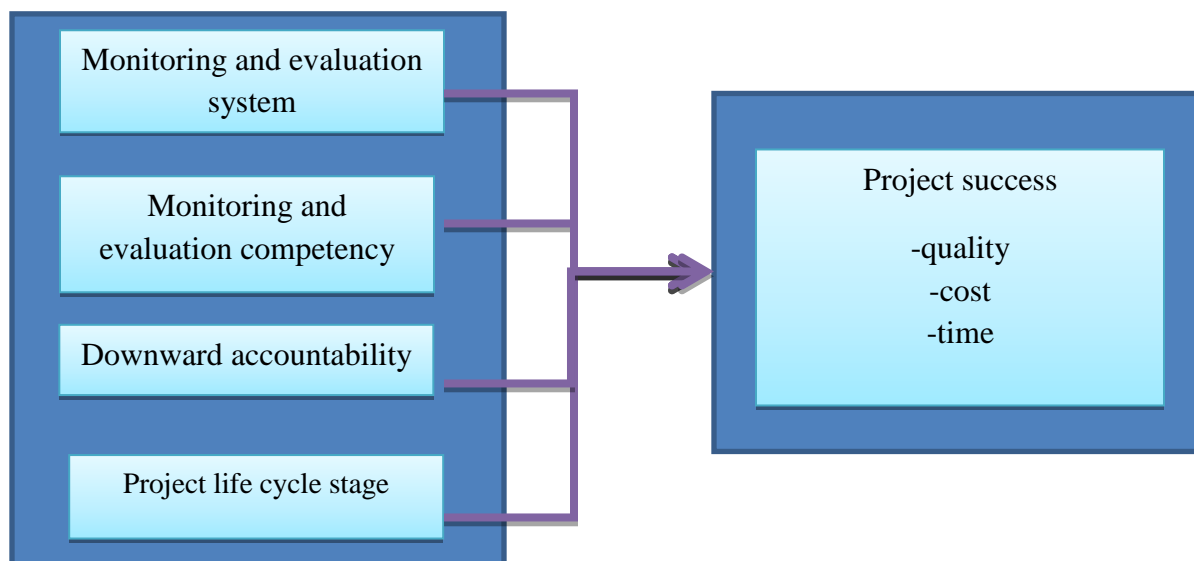
As of June 30, 2016 the country office has incorporated the following indicators related to project management, advocacy and policy development, project quality and budget as of the KPI where the line managers should sit together with the one to one session and continuously assess and strengthen the capacity of the staffs. The detail implementation plan, monitoring and evaluation Plan, budget versus accomplishments, phased budget, and IPTT (Indicator Performance Tracking Table) are some of the deliverables expected from the project managers. In all the stages of the project life cycle, the role of monitoring and evaluation as well as the project team has to work hand in hand to change the lives of children.

2.4. Conceptual Framework

The framework depicts the relationships between monitoring and evaluation and project success as mediated by management support. It is conceptualized that the factors influencing project success are effective strength of monitoring team, approach used by monitoring and evaluation team in evaluating projects, accountability specified as information sharing, participation and complaint and response mechanism; and the stage of project lifecycle. The monitoring and evaluation activities, accountability and project success are all geared towards achievement of value addition to the organization.

This emphasis on constant re-evaluation of the effects of work including networking and advocacy allows program staff to hold themselves and their program to higher standards of accountability and impact. It also empowers them to prioritize learning as a valued outcome that is essential to quality programming. By presenting monitoring and evaluation as much more than reporting, i.e. as a tool for re-planning throughout the program cycle, the researcher begins to see it as the engine room of the change that the project seeks. Finally, the tool is heavily visual and has been produced with engaging illustrations that make it very well suited to translation.

Independent variables



Source; own constructed (2020)

Chapter Three

3. Research Design and Methodology

According to Kothari, (2004) the formidable problem that follows the task of defining the research problem is the preparation of the design of the research project, popularly known as the “research design”. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure with in which research is will conducted; it constitutes the blue print for the collection, measurement and analysis of data.

3.1. Research Design

Explanatory and Descriptive research design were used for this research as it enabled the researcher to describe Monitoring and Evaluation practice in Compassion International Ethiopia projects successes. The research objective is also assess and explain whether the Monitoring and Evaluation practice are contributing to the success of the projects.

3.2. Research Approach

Both qualitative and quantitative research method is used to conduct this particular study, the qualitative method of research explains the experience of people in detail and permits to study and understand people in detail in their own perception. These approaches, in combination, allow gathering complementary information on the issue and help to make the existing situation to be comprehensible. The focus of the study is primarily quantitative and supported with qualitative approach where the logical flow of the analysis permits to interpreting the near-term impacts on project success and anticipated long-term effects of projects.

3.2. Data source

The study was conducted by gathering relevant and appropriate information on the role of monitoring and evaluation for success. The study has used quantitative methods by collecting primary and secondary data. Relevant data and information were also gathered from senior and middle level managers, directors and monitoring and evaluation experts. The primary and secondary sources helped to triangulate data from different perspectives regarding the research problem. The secondary sources of information used to provide the conceptual framework and

acquire a general picture of the problem. While the collection of the required data and information from the primary sources, questionnaire were used to get information on framework of the study.

3.5. Target Population

The target population of the study was 142 compassion International Ethiopia Head office senior manager, Department managers, monitoring and Evaluation experts, project partnership facilitators and project Directors and other project workers.

3.6. Sample and Sampling Techniques

Sampling is defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only a part of it. In most of the research work and surveys, the usual approach happens to be to make generalizations or to draw inferences based on samples about the parameters of population from which the samples are taken. The researcher quite often selects only a few items from the universe for his study purposes. All this is done on the assumption that the sample data enabled to estimate the population parameters. Sample should be truly representative of population characteristics without any bias.

	<u>No of employee</u>	<u>Employees included in the sample</u>
The organization has 1. Partnership Department	42	25
2. Program Department	38	6
3. Business Department	22	4
4. Four projects	40	20
Total	<u>142</u>	<u>65</u>

The above numbers of employee are not involved directly in monitoring and evaluation processes, only those who have actively part of monitoring and evaluation using direct related employees have gave a better result. So the researcher is used Non –probability sampling for 65 employees that were directly involved in the Head office and at the projects. The selected employees are partnership facilitator, department managers and project Directors.

3.3. Data Collection Procedure

The primary data was collected by the researcher through survey questionnaire, key informant interview and they was self-administered and secondary data were collected and merged with the primary data. The primary sources include: Compassion International senior management team, middle level managers and monitoring and evaluation experts by employing both questionnaire and key informant interview. Secondary data sources include: different records of the organization’s narrative annual reports, evaluation reports, audit reports, monitoring visit reports and related documents

3.4. Data Gathering Instruments

3.4.1. Questionnaire

A survey questionnaire was prepared and administered to senior management team members, middle level managers and monitoring and Evaluation experts. The questionnaire contains mainly closed ended and few open ended questions. It is an appropriate instrument to obtain variety opinions within a relatively short period of time. The questions rating has being depending on the type of questions and choices given. Since the media of communication of the international organization is English, the questionnaires were constructed in English. The questionnaire consisted of different parts mainly focusing on the monitoring and evaluation practices and its contribution to project success.

3.6. Method of Data Analysis

The study would use multiple regression as well as descriptive statistics to see the effect of independent variable on the dependent variable. The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. Thus, in the process of analysis, relationships or differences supporting or conflicting with original or new hypotheses should be subjected to statistical tests of significance to determine

with what validity data can be said to indicate any conclusions. Both quantitative as well as qualitative techniques of data analysis would use percentage, tables and charts with the help of IBM SPSS Statistics version 23 statistical computer software.

3.7. Regression model

Linear regression equation was used to find out what relationship use for this research if any, exists between the independent variables and the dependent variable.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Dependent variable Y= project success

Independent variable β_0 = is the regression coefficient/constant/ Y-intercept

Independent variable X_1 = monitoring and evaluation practice

Independent variable X_2 = monitoring and evaluation competency

Independent variable X_3 = downward accountability

Independent variable X_4 = project life cycle

While β_1 , β_2 , β_3 , and β_4 are coefficient of each independent variable and ε is the error term

3.8. Reliability and Validity

According to Saunders et al. (2009), internal validity in relation to questionnaires refers to the ability of the questionnaire to measure what the researcher intends it to measure. To achieve this, questions in the questionnaire are emanated from the broad research questions tailored to meet research objectives.

Content validity, on the other hand, refers to the extent to which the measurement device, in this case the measurement questions in the questionnaire, provides adequate coverage of the investigative questions. This is achieved by providing a 5 scale likert scale for addressing a range of alternatives.

Criterion-related validity, sometimes known as predictive validity, is concerned with the ability of the measures (questions) to make accurate predictions. This is achieved by providing a range of different sets of questions that cover main project success issues at the same time giving rich and in-depth information.

Reliability, on the other hand, refers to consistency. It refers to the extent to which the data collection techniques or analysis procedures will yield consistent findings. According to Gliem (2003), when using Likert-type scales it is essential to calculate and report coefficient for internal consistency reliability. But because Cronbach's alpha does not provide reliability estimates for single items, the analysis of the data must use the summated scales or subscales and not individual items. In this study, Cronbach's alpha test is calculated for the 22 Likert-style items using SPSS statistical software and the result is presented in the following table.

Table 3.1: Cronbach's Alpha reliability test

Reliability test	
Cronbach's Alpha	No of items
0.837	22

Source: Own survey 2020

Cronbach's alpha measures the reliability of research tools. For this study the Alpha coefficient for the overall scale calculated as a reliability indicator is .837. The values of Cronbach's alpha more than 0.7 is good. The alpha values in this study are far more than 0.7 and which are; therefore, it had very good reliability for the questionnaires.

3.10. Ethical Consideration

Considering the importance of ethics in research work, the researcher ensured that high level of ethics is reflected as much as possible. The participants would be approached and request their willingness to involve in the study before the actual data gathering date. The researcher would ensure that participates the idea of the study and its purpose beforehand. Furthermore, the researcher maintains the respondents' right to decline to answer a question or to participate in any activity or to refuse to discuss any topic if they have felt uncomfortable. Whatever information in the interviews and discussions are also kept confidential.

Chapter Four Results and Discussions

4.1. Data presentation and interpretation

There are several software packages for processing quantitative data some of which are broader in scope and user friendly like the SPSS. After data are collected in a manner that can enable the researcher to have concrete information to address the objective of the study, it was edited, coded and entered in to a Statistical Package for Social Science (SPSS) version 20 for analysis. In the scope of the survey, 65 questionnaires were distributed to employees in International Ethiopia Head office senior manager, Department managers, monitoring and Evaluation experts, project partnership facilitators and project Directors and other project workers. The data collected from them were later used to assess project success. Moreover, the responses of the subjects are presented, analyzed, and interpreted using SPSS 20, reliability tests, and other descriptive statistics such as Mean, and standard deviation. . Out of a total of 65 respondents, 58 (89.2 %) filled and return the questionnaires .Therefore it can be concluded that majority of the respondents returned the questionnaire with answers. Therefore, the researcher used all the questionnaires returned.

4.2. Descriptive statistical Analysis

In this section the descriptive analysis part is presented, the researcher used frequency, percentage, and standard deviation to show the results obtained from the primary data sources.

4.2 .1. Demographic Characteristics of the Respondents

This includes respondents' sex category, level of education, employment status. This helps to understand that from which age group, sex category, and level of education the data were obtained. Besides it also helps to know their employment status.

4.2.1.1. Gender distribution

Category		Frequency	Percent
Vali d	Male	51	86.4
	Female	8	13.6
	Total	59	100.0

Source; own survey 2020

Table 4.1 shows: As the gender profile shows by frequency and percentage in table 1, out of the 59 respondents 51 are male while 8 were female with a percentage of 86.4% and 13.6% respectively. Their proportion is large; the organization is advised to encourage the involvement of female.

4.1.1.2 Educational qualification

Table 4.2. Educational qualification of respondents

Category	Frequency	Percent
PhD	1	1.7
MBA/MSC	27	45.8
Valid BA/BSC	22	37.3
Diploma and below	9	15.3
Total	59	100.0

Source; own survey 2020

As a Table 4.2 indicates that 1 respondent which constitutes 1.7% are holders of PhD degree and 27(45.8%) respondents out of 59 have MBA/MSC while 22(37.3%) are qualified with BA/BSC. Moreover, 9(15.3%) respondents out of 59 have Diploma and below. From this it can be inferred that most of the respondents were educated and can better understand the questionnaire and filled properly.

4.1.3 Respondents Current Position

Table 4.3. Current position

Category	Frequency	Percent
Technical team leader	13	22.0
Head of Thematic Sector	12	20.3
program Manager	14	23.7
Valid Program Specialist	7	11.9
MEAL Manager	9	15.3
Humanitarian Response	4	6.8
Total	59	100.0

Source; own survey 2020

The above table 4.3: shows that respondent's **current position**. The result indicates the majority were in the category of Technical team leader 13(22%) ,Head of Thematic Sector ,12(20.3%) ,program Manager,14(23.7%) ,Program Specialist, 7(11.9%) position t. The study noted that, the organization has competent and easy to learn qualified employees.

4.3.1 Descriptive analysis for Measurement of Project Success

Table 4.4.Measurement of Project Success

s.n		Mean	Std. Deviation	level	Rank
2.1	Projects are completed at the planned time	4.24	0.703	agree	3
2.2	Projects are completed within the planned budget	4.29	0.671	agree	2
2.3	Project have national as well as international quality standard that must be met	4.37	0.667	agree	1
2.4	Project beneficiaries are satisfied and impacted positively	4.15	0.715	agree	4
2.5	Projects realized meet the planned objective and outcome that are intended to achieve	4.12	0.853	agree	5

Source; own survey 2020

Table 4.4 shows that In order to find out respondents opinion about the project success in projects, the following summary of respondents is discussed as follows. As can be seen in Table 4 regarding their agreement on the level of Projects are completed at the planned time, majority of respondents above 91.5 % agreed that , Projects are completed at the planned time. The mean value (4.24) for this factor also shows that, this kind of relationship is major contributing factor for success in project

The researcher also directly raised a question regarding the Projects are completed within the planned budget, based on this the majority (91.5%) of respondents agreed Projects are completed within the planned budget. The mean value (4.29) also support this opinion that from project success actors factors, this factor is the second factor that affect success or performance in projects

As seen from the above table, majority(93.3%) also agreed that , the Project have national as well as international quality standard that must be met, that is having mean (4.37) .From here it

can be concluded that meeting national as well as international quality standard , is an important aspects and major factor or successful performance in Projects .

From the above table it is possible to see, majority(88.1%) also agreed that , Project beneficiaries are satisfied and impacted positively , that is having mean (4.15) .From here it can be concluded that satisfying Project beneficiaries , is an important aspects and major factor or successful performance in Projects .

As seen from the above table, majority(83.1%) also agreed that , the Projects realized meet the planned objective and outcome that are intended to achieve , that is having mean (4.12) .From here it can be concluded that meeting planned objective and outcome that are intended to achieve , is an important aspects and major factor or successful performance in Projects

4.3.2 Descriptive analysis for Monitoring and Evaluation Practices

Table 4.5 Assessment of Monitoring and Evaluation Practices, more specifically monitoring and Evaluation System,

S.N		Mean	Std. deviation	Level	Rank
3.1	The monitoring and evaluation System is effective, efficient and Contributes to achieve the project objective	4.24	0.916	agree	4
3.2	The scope and purpose of the monitoring and evaluation system is clear	4.22	0.872	agree	5
3.3	The monitoring and evaluation system is built with a thorough situational analysis	4.42	0.770	agree	2
3.4	The monitoring and evaluation system has buy - in from the senior management team	4.44	0.650	agree	1
3.5	The monitoring and evaluation system reflects the theory of change and supports the mission and vision of the organization	4.27	0.739	agree	3

Source; own survey 2020

As a Table 4.5 shows that, With regard to “The monitoring and evaluation System is effective, efficient and contributes to achieve the project objective”, the majority of respondents 89.9% were agreed the statement having mean 4.24.

As seen from the above table, majority 88.2 % also agreed that, the scope and purpose of the monitoring and evaluation system is clear that is having mean (4.22), most of respondents 93.2% also agreed that the monitoring and evaluation system is built with a thorough

situational analysis, having mean (4.42) . Moreover, most of respondents, 91.5% responded to agree that The monitoring and evaluation system has buy - in from the senior management team with mean (4.44). From the above Monitoring and Evaluation Practices also, most of respondents 89.9% agreed to The monitoring and evaluation system reflects the theory of change and supports the mission and vision of the organization, having mean value of 4.27. From the above findings it can be concluded: Overall Monitoring and Evaluation Practices in the organization, is significant factor which is important aspects of and factor in project performances.

4.3.3 Descriptive analysis for Monitoring and evaluation competency

Table 4.6 Assessment of Monitoring and evaluation competency

S.N		mean	Std. deviation	Level	Rank
4.1	The organization has system in place to ensure that the children it aims to assist and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its activities	4.46	0.652	agree	3
4.2	The organization has a system to analyze the information collected from stakeholders to further improve the quality of program	4.44	0.650	agree	4
4.3	The organization has system in place to listen to the people it aim to assist ,incorporating their views, concerns and influence the program decision in project cycle management	4.66	0.576	Strong agree	1
4.4	The organization has a system to build the capacity (knowledge, skills and attitudes) of children to anticipate in project/program development,	4.58	0.622	Strong agree	2

Source; own survey 2020

Table 4.6 indicated that, With regard to “The organization has system in place to ensure that the children it aims to assist and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its activities”, the majority of respondents 94.9% were agreed the statement having mean 4.46. As seen from the above table, majority 94.8 % also agreed that, The organization has a system to analyze the information collected from stakeholders to further improve the quality of program that is having mean (4.44), most of respondents 97.5% also agreed that the organization has system in place to listen to the people it aim to assist, incorporating their views, concerns and influence the program decision in

project cycle management, having mean (4.66) . Moreover, most of respondents, 95.5% responded to agree that the organization has a system to build the capacity (knowledge, skills and attitudes) of children to anticipate in project/program development, with mean (4.58). From the above Monitoring and Evaluation competency requirement all criteria have mean values above 4 From the above findings it can be concluded: Overall Monitoring and Evaluation competency in the organization , is significant factor which is important aspects of and factor in project performances .

4.3.4 Descriptive Analysis on an assessment of Downward Accountability

Table4.7 assessment of Downward Accountability

S.N		Mean	Std. Deviation	Level	Rank
5.1	The organization has a system in place to incorporate children's participation in project/program development, implementation, monitoring and evaluation.	4.66	0.576	Strongly agree	1
5.2	The organization has a system in place to enable beneficiaries it aims to assist and other stakeholders to provide feedback and receive response through effective, accessible and safe information sharing mechanisms and processes	4.58	0.675	Strongly agree	2
5.3	The organization has system in place to store, verify and analyze the feedback, complaints and use for future programming and take an input for quality program delivery	4.39	0.743	agree	3

Source; own survey 2020

Table 4.7 shows that, With regard to “The organization has a system in place to incorporate children's participation in project/program development, implementation, monitoring and evaluation.”, the majority of respondents 98.3% were agreed the statement having mean 4.66. As seen from the above table, majority 96.6 % also agreed that, The organization has a system in place to enable beneficiaries it aims to assist and other stakeholders to provide feedback and receive response through effective, accessible and safe information sharing mechanisms and processes that is having mean (4.58). Moreover, most of respondents, 95.0% responded to agree The organization has system in place to store, verify and analyze the feedback, complaints and use for future programming and take an input for quality program delivery, with mean (4.39). From the above Downward Accountability requirement all criteria have mean values above 4 from the above findings it can be concluded: Overall Downward Accountability in the organization is significant factor which is important aspects of and factor in project performances.

4.3.5 Descriptive Analysis on An assessment of project life cycle in your project

Table 4.8 an assessment of project life cycle in your project

S.N		mean	Std. deviation	Level	Rank
6.1	The engagement of monitoring and evaluation staff in the initiation stages of project is high	4.49	0.626	agree	3
6.2	The role of monitoring and evaluation in baseline development is high	4.56	0.534	Strongly agree	1
6.3	The engagement of monitoring and evaluation staff in the planning stages of project is high	4.51	0.569	Strongly agree	2
6.4	The engagement of monitoring and evaluation in the execution stages of project is high	4.44	0.595	agree	4
6.5	The engagement of monitoring and evaluation in the evaluation stages of a project/program is high	4.39	0.616	agree	5

Source; own survey 2020

As a Table 4.8 shows that, With regard to “The engagement of monitoring and evaluation staff in the initiation stages of project is high”, the majority of respondents 96.6% were agreed the statement having mean 4.49. As seen from the above table, majority 91.6 % also agreed that , the role of monitoring and evaluation in baseline development is high that is having mean (4.56), most of respondents 96.8% also agreed that the engagement of monitoring and evaluation staff in the planning stages of project is high, having mean (4.51) . Moreover, most of respondents,

98.7% responded to agree that The The engagement of monitoring and evaluation in the execution stages of project is high with mean (4.44). From the above project life cycle in the project also, most of respondents 96.6% agreed to the engagement of monitoring and evaluation in the evaluation stages of a project/program is high, having mean value of 4.39. From the above findings it can be concluded: Overall project life cycle in the project is significant factor which is important aspects of and factor in project performances.

4.4. Inferential Analysis

This chapter exhibits an extensive inferential statistical analysis and their results. Inferential Analysis is conducted using binary correlation and linear regression analysis, based on statistical software SPSS. .When to predict membership of only continuous outcomes the analysis is known as binary linear regression. This chapter focuses on the results and discussion, based on the tables generated by SPSS.

4.4.1. Correlation analysis

Table 4.9 Correlation analysis

Correlations						
		Project Success	Monitoring and Evaluation	competency	Downward Accountability	Project life cycle
Pearson Correlation	Project Success	1.000	.692	.496	.429	.377
	Monitoring Evaluation	.692	1.000	.683	.568	.504
	Competency	.496	.683	1.000	.630	.570
	Downward accountability	.429	.568	.630	1.000	.744
	Project life cycle	.377	.504	.570	.744	1.000
Sig. (1-tailed)	Project Success	.	.000	.000	.000	.002
	Monitoring Evaluation	.000	.	.000	.000	.000
	Competency	.000	.000	.	.000	.000
	Downward accountability	.000	.000	.000	.	.000
	Project life cycle	.002	.000	.000	.000	.
N	Project Success	59	59	59	59	59
	Monitoring Evaluation	59	59	59	59	59
	Competency	59	59	59	59	59
	Downward accountability	59	59	59	59	59
	Project life cycle	59	59	59	59	59

Source; own survey 2020

As a Table 4.9 indicated that For interpreting correlation coefficient intervals: 0 to 0.20 corresponds to a very weak relationship; 0.21 to 0.40 corresponds to a weak relationship, 0.41 to 0.60 corresponds to a moderate relationship, 0.61 to 0.80 corresponds to a strong relationship, and 0.81 to 1.00 corresponds to a very strong relationship, Cohen (2003).

Therefore, from the above correlation result illustrated in table4.9, it is possible to see that, there is significant, positive and strong relation between Monitoring and Evaluation as a factor and project success ($r = .629$, $sig = .000$). There is also significant, positive and moderate relation between evaluators competency as a factor and project success ($r = .495$, $sig = .000$). There is also significant, positive and moderate relation between Downward Accountability as a factor and project success ($r = .4290$, $sig = .000$). There is also significant, positive and weak relation between Project life cycle and project success ($r = .377$, $sig = .002$). From the above correlation analysis it is possible to infer that all of the above identified project success factors are correlated with project success which is measured in terms of project accomplishment requirements.

4.4.2 .Regression Analysis

In this study, multiple regressions were conducted in order to examine the relationship between all of the significantly correlated factors with another dependent variable project success..

In conducting the multiple regression analysis, several' main assumptions were considered and examined in order to ensure that the multiple regression analysis was appropriate (Hair et al., 2006). The assumptions to be examined are as follow:' (1) outliers,' (2) normality linearity and homoscedasticity, and' (3) multicollinearity In order to see outliers, it is needed to check Data whether there are any potential outliers existing in the analysis. Pallant (2007) noted that "multiple regression is very sensitive to outliers (i.e. very high or low score)" Thus, outliers should be removed before running the regression analysis (Tabachnick & Fidell, 2007). Multivariate outliers can be detected by using statistical methods such as case wise diagnostics .During conducting multiple regression and Collinearity Diagnostics' 5 outlier was detected and removed. One of the assumptions to be examined is normality linearity and homoscedasticity, In order to check normality a graph is plotted using SPSS regression graph .The below graph shows the assumption of normality is accepted,

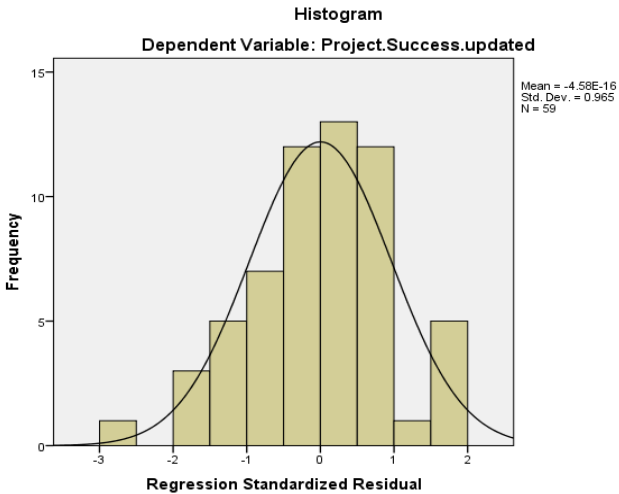


Figure1 histogram

Moreover, to check linearity, a graph is plotted using SPSS regression graph .The below graph shows the assumption of linearity is met.

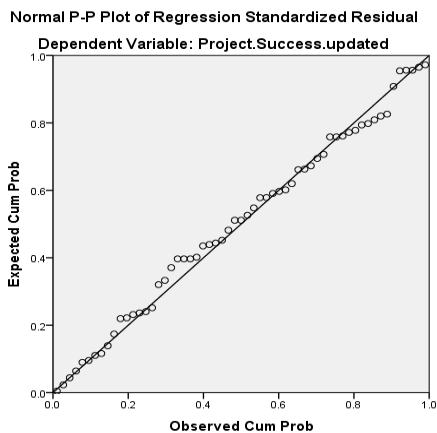


Figure 2 probability plot

So as to check assumption of homoscedacity or homogeneity, is plotted using SPSS regression graph and the graph shows most of the data scattered are compacted in one area in homogenized pattern.

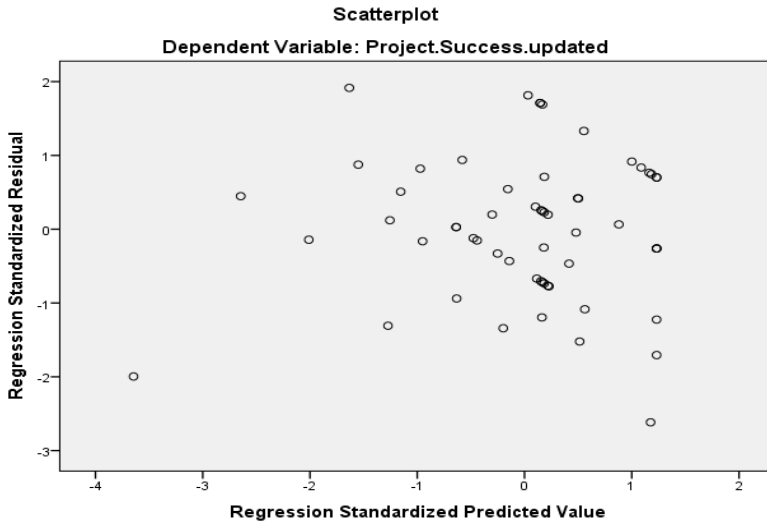


Figure 3 scatter plot

The above Figures and graph show the assumption of linearity, normality and homoscedasticity have been met. Moreover, in this case tolerance is much higher than 0 which is (0.373-0.500) - coefficient table 4.12. Hence, multicollinearity is not a threat to the substantive conclusions of this study and the B and Beta coefficients are stable (Variance Inflation Factor) is (1.999- 2.688) simply the reciprocal of tolerance. Therefore, when VIF is higher than 10, there is high multi co-linearity and instability of the B and Beta coefficients. In this case since VIF are less than 10, thus multicollinearity is not a threat to the substantive conclusions of this study and the B and Beta coefficients are stable

Table 4.10 Model summary of multiple regression

4.4.2.1 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.693 ^a	.480	.442	.41538	.480	12.482	4	54	.000	2.108

a. Predictors: (Constant), project.life cycle , Monitoring and Evaluation , competency, Downward Accountability

b. Dependent Variable: Project Success

R² is a measure of how much of the variability in the outcome (in this case Project success is accounted for by the predictors (i.e factors of project success), As shown in table 4.10, R² value is 0.48, which means that the mentioned factors of project success as a whole causes 48 % of the variation in project success .. The ANOVA table also suggests that the model is quite significant

in explaining the variances. The significance result at $p < 0.05(0.000)$ provides support for the significant.

4 variance of analysis

1. Table ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.615	4	2.154	12.482	.000 ^b
	Residual	9.317	54	.173		
	Total	17.932	58			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Monitoring Evaluation , monitoring and evaluation competency , Downward Accountability and project life cycle						

Source; own survey 2020

As ANOVA Table shown on the other hand depicts that the model is a good fit ($F=12.482$, $DF_1=4$, $DF_2=54$, $p < 0.0001$). That is, the sum of squares of variation in the Project success due to the effects of the latent variables ($SSR=8.615$) is more than the variation imposed by random effects (9.317).

4.4.2.3 Coefficients

Table 4.12. Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.107	.631		1.993	.049		
	Monitoring Evaluation	3.645	.138	.649	4.682	.000	.500	1.999
	competency	2.826	.165	.024	4.160	.000	.438	2.283
	Downward Accountability	1.079	.161	.040	2.980	.038	.373	2.680
	Project life cycle	1.008	.202	.006	2.242	.047	.428	2.338

a. Dependent Variable: Project Success

As shown from the above coefficient table, B column shows the values for the regression for predicting the dependent variable from the independent variable. Std. Error column shows the standard errors associated with the coefficients. Beta (standardized coefficients) is a measure of how strongly each predictor variable influences the criterion variable. These are the coefficients obtained if all of the variables in the regression are standardized, including the dependent and all of the independent variables, and the magnitude of the coefficients can be compared to see which one has more of an effect. The Beta (β) coefficient is the standardized regression coefficients. Their relative absolute magnitudes for a given step reflect their relative importance in predicting perceived model value.

The SPSS generated outputs as presented in table above the equation, ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes; $Y = (1.107X_0) + (3.645X_1) + (2.826X_2) + (1.079X_3) + (1.008X_4)$

The latent variables such as monitoring and evaluation ($t=4.682$, $p<0.0001$), competency ($t=4.160$, $p<0.0001$), downward accounts ($t=2.980$, $p=.038$), project life cycle ($t=2.242$, $p=.047$), are statistically significant at 5 % level of significance factors of project effectiveness and efficiency. Form the regression equation, all of factors taken to account; monitoring and evaluation, competency, downward accounts and project life cycle.

On the other hand, holding other factors constant, a unit change in monitoring and evaluation when holding the other factors constant would lead to a 3.645 improvement in project success, a unit change in competency when holding the other factors constant would lead to a 2.826 improvement in project success; a unit change in downward accounts when holding the other factors constant would lead to a 1.079 improvement in project success while a unit change project life cycle when holding the other factors constant would be lead to a 1.008 improvement in project success.

Chapter Five

Summary, Conclusion and Recommendations

5.1. Introduction

This chapter gives a summary of key findings of the study presented according to the objectives of the study. Conclusions are drawn from the findings and recommendation is provided to help investigate the role of monitoring and evaluation functions in achieving project success and also assesses the monitoring and evaluation practices.

5.2. Summary of Key Findings

The findings showed that CIET. monitoring and evaluation system is doing good in general terms and it has also areas of improvements around integrating the monitoring and evaluation system from projects to hubs and central country office system, the thinking of my project and my thematic has also influenced the whole system as some did not see the bigger picture of the organization as a whole.

The monitoring and evaluation team are affected by the availability of budget, its effective utilization of the budget as well as the absence of monitoring and evaluation staff. The role of monitoring and evaluation towards the sustainability of projects are also given a weak weighted average mean which implies the monitoring and evaluation system and the team competency have to help for a project to sustain beyond the project period.

The research findings revealed that the complaint and response mechanisms and the child participation have given a low weighted mean implying that CIE has to go a lot in terms of making the accountability mechanisms more robust within the different projects and mandates. The other findings in this connection is that there is no system for the staff of a project to raise concern with regard to management or leadership as the only system we have is the anonymous confidential system which help to stop fraud.

The finding showed that there is a positive relationship between the role of monitoring and evaluation functions and project success. This means that the monitoring and evaluation system is in place. It also means that the role of monitoring and evaluation in project cycle management, the strengthening of the monitoring and evaluation function in improving the downward accountability mechanisms and also the monitoring and evaluation team competency are contributing to the success of projects.

Thus the presence of a sound monitoring and evaluation system helps a lot in project success but its absence does not necessarily result in project failure. The monitoring and evaluation contributions are specified in using the installment of a system by recruiting a competent staff and continuously strengthening the capacity, strengthening the internal accountability mechanisms as well as the sound involvement of the monitoring and evaluation expert along the project cycle stages. There are actually other parameters which can contribute to the project success but the dimensions researched have contributed to the project success.

The monitoring and evaluation expert involvement along the project life cycle stages are of a varied understanding saying some has to participate in the whole project life cycle, some still say only in the baseline, evaluation and monitoring, still some pother say in the planning stage of a project. It is also reflected from CIE project managers do not have a certified project managers and are not well conversant on the tools and techniques that is why the monitoring and evaluation tools are not properly used as one of the other project management tools. The multiple regression analysis models the linear relationships between the dependent variables and the independent variables which were: the monitoring and evaluation system, the monitoring and evaluation team competency, the downward accountability and project life cycle stage. According to the results of the regression analysis, the independent variable explains of 47 percent of success (R²). The F statistics (ANOVA) for the model was 8.437 which was significant at 5 percent level of significance (P value was 0.000 which was less than 0.05). The coefficients table provides the necessary information to predict success from monitoring and evaluation system, monitoring and evaluation competency, strengthen downward accountability as well as life cycle stages.

5.3. Conclusion

The key role of monitoring and evaluation function is to provide evidence based feedback to the management which helps as input for decision making and track the project progress. The research problem that this study intends to address was that the role of monitoring and evaluation functions in achieving project success.

In response to the research problem and hence answering the research questions, this study gathered and analyzed data which has led to this conclusion. This research then concluded that generally projects implemented by CIET. are successful. The success of these projects was the results of strong monitoring

and evaluation system, competent monitoring and evaluation team, strong downward accountability mechanism and closely monitoring the projects at all stages of the project life cycle.

5.4 Recommendations

Based on the findings of the study, the researcher has given the following recommendations for CIE the latter to take in its monitoring and evaluation strategic direction and future programming.

- The findings revealed that the budget allocated for M&E support specifically for monitoring and evaluation experts as well as activities has not been adequate.
- The monitoring and evaluation practice will be improved if projects are implemented according to the plan and concrete decisions are made on issues identified during project monitoring.
- Project and program managers do not use the M&E tools as one of the project/program management tool. The researcher recommended that M&E tools should be part of the key performance indicators where they will be accountable for taking actions or in actions.

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Annexes

Questionnaire for M&E and Project Management Expert

Jimma University

School of Post Graduate Study

Questionnaire on “the role of monitoring and evaluation functions in achieving project success”
In Compassion international Ethiopia Assisted projects .

Questionnaire

Dear Respondent,

I am conducting a research on “the role of monitoring and evaluation in achieving project success: Compassion international assisted projects. The purpose of the study is merely academic. The general objective of the research is to assess the role of monitoring and evaluation in project success Compassion international assisted projects and the specific objectives are to assess the monitoring and evaluation practices and examine its contribution to project success.

Your participation in this questioner is voluntary; you will not be paid for your participation. You may withdraw from the study at any time without penalty or harm of any type. If you decline to participate in or choose to not complete the questionnaire, the researcher will not inform anyone of your decision, and no foreseeable negative consequences will result. Completing the questionnaire will require approximately 25minutes. There are no known risks associated with completing the questionnaire. If, however, you feel uncomfortable in any way during this process, you may decline to answer any question, or not complete the questionnaire. The researcher will not identify you by name in any report using information obtained from your questionnaire; your confidentiality as a participant in this study will remain secure. Subsequent uses of data generated by this questionnaire will protect the anonymity of all individuals.

Thank you very much for your time and cooperation.

Part one General information about the respondent

1.1 full name of the respondent (optional) -----

1.2 sex Male Female

1.3 Education level and type 1) Ph.D. 2) MSC/MA 3) BA/BSC 4) Diploma

1.4 Current position held

- 1) Technical team leader 2) Head of Thematic Sector 3) program Manager
 4) Program Specialist 5) MEAL Manager 6) Humanitarian Response

Part Two: assessment of project success

s.n		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
2.1	Projects are completed at the planned time					
2.2	Projects are completed within the planned budget					
2.3	Project have national as well as international quality standard that must be met					
2.4	Project beneficiaries are satisfied and impacted positively					
2.5	Projects realized meet the planned objective and outcome that are intended to achieve					

2.6 Are there any other project success indicators which are missed in the above list? If so, please

Specify below: -----

Part Three: Assessment of Monitoring and Evaluation Practices, more specifically monitoring and Evaluation System,

S.N		Disagree	Neutral	Agree	Strongly
		2	3	4	5
3.1	The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective				
3.2	The scope and purpose of the monitoring and evaluation system is clear				
3.3	The monitoring and evaluation system is built with a thorough situational analysis				
3.4	The monitoring and evaluation system has buy - in from the senior management team				
3.5	The monitoring and evaluation system reflects the theory of change and supports the mission and vision of the organization				

3.6. Can you give an example of a time when monitoring and evaluation helped to achieve project success?

Part four : Assessment of Monitoring and evaluation competency

S.N		Strongly	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

	Monitoring and evaluation competency					
4.1	The organization has system in place to ensure that the children it aims to assist and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its					
4.2	The organization has a system to analyze the information collected from stakeholders to further improve the quality of program					
4.3	The organization has system in place to listen to the people it aim to assist ,incorporating their views, concerns and influence the program decision in project cycle management					
4.4	The organization has a system to build the capacity (knowledge, skills and attitudes) of children to participate in project/program development,					

Part five: An assessment of Downward Accountability

	Downward Accountability	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
5.1	The organization has a system in place to incorporate children's participation in project/program development, implementation, monitoring and evaluation.					
5.2	The organization has a system in place to enable beneficiaries it aims to assist and other stakeholders to provide feedback and receive response through effective, accessible and safe information sharing mechanisms and processes					

5.3	The organization has system in place to store, verify and analyze the feedback, complaints and use for future programming and take an input for quality program delivery					
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5.4. What do you think is the role of monitoring and evaluation to improve the downward accountability mechanisms? -----

Part six: An assessment of project life cycle in your project

S.N		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
	project life cycle in your project					
6.1	The engagement of monitoring and evaluation staff in the initiation stages of project is high					
6.2	The role of monitoring and evaluation in baseline					
6.3	The engagement of monitoring and evaluation staff in the planning stages of project is high					
6.4	The engagement of monitoring and evaluation in the execution stages of project is high					
6.5	The engagement of monitoring and evaluation in the evaluation stages of a project/program is high					
	evaluation in the closing stages of project is high					