



JIMMA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF GRADUATE STUDIES  
DEPARTMENT OF ACCOUNTING AND FINANCE  
MASTER PROGRAM  
MASTER OF ARTS IN PROJECT MANAGEMENT AND FINANCE

**EFFECT OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE:  
CASE STUDY OF JIMMA AGRICULTURAL RESEARCH CENTRE**

ATHESIS REPORT SUBMITTED TO SCHOOL OF GRADUATE STUDIES IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
MASTER OF ARTS IN PROJECT MANAGEMENT AND FINANCE

BY

: GEMECHU FIRISA AGA

JUNE, 2024  
JIMMA, ETHIOPIA

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APPROVED BY BOARD OF EXAMINERS

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### **DECLARATION**

“I hereby, declare that this thesis entitled the effect of monitoring and evaluation on project performance ;case study of Jimma Agricultural research centre projects(the case of Jimma Agricultural research centre 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 institute for the purpose of earning any degree.

Declared by Date signature

Gemechu Firisa Aga \_\_\_\_\_

### **CERTIFICATE**

This is certify that the thesis “ The effect of monitoring and evaluation on performance, case study of Jimma agricultural research centre projects” for the award of the degree of Master of project management and Finance, (MPMF) and is a record of research work carried out by Mr. Gemechu Firisa Aga.

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

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Co- Advisers Name Date Signiture

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## ACKNOWLEDGEMENT

This work comes into end not only by the effort made by the researcher but also the support of many individuals and organizations. To begin with, I would like to express my sincere gratitude and thanks to Mr. Abel Worku (Assistant professor) & Mr. Abebe Shantama, for their constructive advices, support and helpful recommendations throughout the course of this study, His down to earth personality, attention to details, deep knowledge, constructive criticism, and continuous support as an example, I hope to match someday. Had it been without their support, this work would not have been come in to reality. My credit and gratitude also goes to my families to their support in giving valuable idea and much love. Last but not least, I would like to express my great thanks to all the study participants in sharing pertinent idea, information and providing different materials important for the thesis work.

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### List of Acronyms/Abbreviations

AA	Addis Ababa
BCM	Beneficiary contact monitoring
CRC	Compassionate, Respectful and Caring
IEC	International Ethiopia Corporation
IFC	International Finance Corporation
JARC	Jimma Agricultural Research Centre
M&E	Monitoring and evaluation
PMBOK	Project Management Body of Knowledge

## Abstract

Monitoring and evaluation project is an integral part of the project cycle good management practices. An effect of monitoring and evaluation system is fundamental if the goods of 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 function 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 questioner from 90 project staff members who were selected using convenience sampling technique. Interview also conducted with senior management team members to triangulate the quantity data obtained from survey with rogation. The finding of the study revealed that: poor practicing the monitoring and evaluation system in competency, work program accountability and project life cycle stage are having far worst effect on JARC funded projects. The study recommended that based on the analysis of JARC funded projects should work on improving project success by paying attention to monitoring and evaluation procedures particularly, prepare adequately work breakdown strictly with the expected outcome to reduce project ineffectiveness and inefficiency, using the standardized 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 trending program. The study also found that there is significance relationship between each of the missioned factors and development variable project success. The researcher recommended that M&E tools should be part of the key performance indicators where they have been accountable for taking action.

**Key words:** Evaluation, Monitoring, project success and performance,

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## CHAPTER ONE

### Introduction

Since the 1950s, the conceptualization of project Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in the management of projects (Kyalo, et,al 2012).Decades ago, M&E practice was dominated by a strong emphasis on the prudent utilization of resources, reflecting the social scientific trend of the era (Rodgers & Williams, 2006). However, many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems in the planning or implementation of projects (Armstrong & Baron, 2013). Naidoo (2011) suggest that effective project monitoring and evaluation improves the basis for evidence-based project management decisions.

With the advent of globalization, organizations all over the world are grappling with internal and external demands and pressures for continuous improvements in project management to enhance performance and stay competitive (Kusek&Rist, 2004). These demands come from a variety of sources including donors, governments, the private sector, civil society and the media. Consequently, many organizations are becoming increasingly wary of factors that determine project performance and the need to manage projects meticulously.

According to Kusek and Rist (2004), one of the most powerful tools that influence the performance of a project, program, or policy is Monitoring and Evaluation (M&E). This is echoed by Shapiro (2004) who state that monitoring and evaluation enable one to assess the quality and impact of a project, against project plans and work plans.

The successful completion of projects across different sectors and industries is one of the most important factors that determine the development and growth of many nations (Maylor et al., 2006). Monitoring and evaluation are important for the successful management of projects (Nyonje et al., 2012).This study deliberately uses the term M&E, given its widespread used in project management.

## Background of the Study

Monitoring and evaluation is an essential aspect of project management that helps to measure performance and achievement of projects. Monitoring and evaluation (M&E) of a project is an integral part of the project cycle and good management practice. It has become imperative in all organizations pursuing development initiatives(Kusek, 2010).

Proper M&E practices enable organizations to track progress, identify challenges, and make informed decisions to improve project outcomes.However, project effectiveness can be hampered by various factors, including inadequate M&E practices. Through Setting up proper monitoring and evaluation system, planning, efficiency and proper funds utilization can be achieved to enhance the performance of projects(Kusek, 2010).

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).

Project Management Body of Knowledge (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.

Several studies have been carried out focusing on the project success. 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”.

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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.

The Jimma Agricultural Research Center (JARC) is a research institution that conducts research on various agricultural practices. This researches works aims to investigate the impact of monitoring and evaluation on project performance in the case of JARC, with the ultimate goal of improved agricultural project outcomes in the study area.

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In the Ethiopian context, numerous development projects have been implemented, sparking an interest in the role of M&E in ensuring their success. However, truly to comprehend the direct impacts of M&E on project performance; particularly in the agricultural sector, there is a pressing demand for specific case studies. Thus, the aim of this research is to examine how the impact of monitoring and evaluation (M&E) practices affect the performance of projects, focused specifically on the Jimma agricultural research Centre.

JARC has been selected as a case study because it is among organizations practicing monitoring and evaluation in the implementation of its projects aimed at conducting research that would contribute to increased agricultural productivity and nutritional quality, sustainable food security, economic development, and conservation of the integrity of natural resources and the environment. Through this case study at the JARC, this research intends to offer valuable insights into the connection between M&E practices and project performance within the field of agricultural research and development.

### **Statement of Research Problem**

Monitoring and evaluation (M&E) is crucial for project management and can greatly impact the success of development initiatives. Studies conducted on various projects in Ethiopia have revealed both positive and negative effects of project monitoring and evaluation on the success of development initiatives. Studies For example, a study on the Compassionate, Respectful and Caring (CRC) project in Addis Ababa(AA)highlightedserious challenges, such as the lack of stakeholder participation during project design, M&E, fund shortages, delayed fund release, and the absence of a separate M&E unit, which affectedproject performance(Minyihun et al., 2022). Another study focused on road construction projects in the Ethiopian Road Authority found that effective M&E practices are essential for performance management and project improvement(Girma, 2021).

Research on the impact of monitoring and evaluation practices on the success of development projects by non-governmental organizations has emphasized the importance of M &E in project success. These studies collectively underscore the significant influence of M&E practices on project performance in the Ethiopian context, highlighting the need for robust M&E systems to ensure developmentsuccess (Tsfalem, 2019; Otieno, 2000; Minyihun et al., 2022). Monitoring and evaluation provide government officials, development managers, the public and private sectors and civil society with better means of learning from past

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experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders (International Finance Corporation(IFC), 2008).It also promotesinstitutional development, which refers to the creation or the capacity of an institution to reflect systematically and rigorously upon its role and function, and enabling to better carries out its responsibilities. The introduction of change and development in the institution’s organizing facilitates meeting its mission (World Bank, 2005).Preliminary assessment of Compassion International Ethiopia projects reveals several challenges in monitoring and evaluation. Whilethere is a monitoring and evaluation system in different programs and at the country office, it is not efficient and effective.In some cases, the project monitoring and evaluation system does not exist, projects are not routinely monitored, monitoring findings are not considered by decision makers, the project team does not follow up on implementing the findings, and evaluations are not well-monitored for further improvement(Minyihun et al., 2022) .

There is a lack of empirical evidence regarding the influence of monitoring and evaluationon project performance in agricultural research institutions, likeJimma Agricultural Research Centre. Jimma Agricultural Research Centre plays a crucial role in agricultural research and development in Ethiopia. However, the impact of monitoring and evaluation practices on project performance within the Centre has not been extensively explored. This knowledge gap hindersthe formulation of specific strategies for improving project effectiveness and overall agricultural development outcomes.Therefore, it is necessary to investigate the specific effect of M&E practice on ongoing project performance at the Jimma Agricultural Research Centre to provide valuable insights for enhancing ng the success of agricultural research and development initiatives in Ethiopia.This research aims to address this gap by examining how M&E practices influence project performance in the context of the Centre.

## **Research Questions**

By the end of this research work, this study will address the following research questions:

1. What are the existing project monitoring and evaluation systems currently in practice at JARC?
2. What are the strengths and weaknesses of monitoring and evaluation currently in practice with regard to JARC project performance?
3. What is the effect of the existing monitoring and evaluation system on JARC project success?

## **General Objective**

The aim of the research is to examine the effect of monitoring and evaluation in project performance in the case of of Jimma agricultural Research Centre projects.

## **Specific Objectives of this research area**

The following are specific objectives of this study:

1. To assess the existing project monitoring and evaluation system currently in practice at JARC.
2. To identify the strengths and weaknesses of the current monitoring and evaluation practices with regard to JARC project performance.
3. To explore the effect of the existing monitoring and evaluation system on JARC project success

## **Hypothesis**

- ✓ Monitoring and Evaluation practice does' positive and significant effect on project success
- ✓ Monitoring and Evaluation practice has positive and significant effect on project success
- ✓ Monitoring and Evaluation competency does' positive and significant effect on project success
- ✓ Monitoring and Evaluation practice has positive and significant effect on project success

## **Limitation of the Study**

The primary focused of this research work is to investigate the impact of the monitoring and evaluation system on the performance of agricultural related projects in terms of achieving their stated objectives. The scope of the study would be limited to the project implementation within the geographical boundaries located in Jimmatown. Specifically, it would focused on the JARC project as a case study site considering resource limitations, both in terms of time and budget. As a result, the research would strategically select a representative project sample for in-depth analysis. The variables of interest may include the M&E system and competence, project outcomes, project lifecycle and efficiency, stakeholder satisfaction, and any other relevant indicators that contribute to project success. The research would be delimited to a project that has been ongoing since 2020 to analyze the effect of monitoring and evaluation practices on project performance.

## **Scope of the Study**

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## **Significance of the study**

By examining the impact of different monitoring and evaluation practices on project efficiency and effectiveness, this study is expected to contribute to a broader understanding of the role of monitoring and evaluation in agricultural research project performance. It would provide valuable insights into the effect of monitoring and evaluation practices on project performance at JARC:

- ✓ Identifying strengths and weaknesses in JARC's current M&E practices, and ultimately contribute to improved agricultural development outcomes in Ethiopia.
- ✓ The recommendations derived from the study will serve as a guide for improving M&E practices and enhanced project effectiveness and impact.
- ✓ Evidence based guidance for JARC to optimize future project management and resource allocation.

Furthermore, the findings would contribute to the existing body of knowledge on M&E practices in the context of agricultural research institutions, specifically in relation to project performance. The result of this study can inform policymakers, project managers, and researchers about the importance of effective M&E systems, helping them make evidence-based decisions to improve project outcomes. The research outcomes can also inform policy and decision-making processes at JARC and similar institutions, leading to more effective project implementation and resource allocation.

## **Organization of the study**

This research would be organized in five chapters. The first chapter provides brief introduction of the study. It includes background of the study, statement of the problem, research objectives, and significance of the study, research questions, and scope of the study as well as organization/structure of the research thesis. The second chapter would contain review related literature includes both the theoretical and conceptual framework of the study. The third chapter consists of research material and methodology. It includes research design, study populations (sampling frame), sample size determination, sampling techniques and data collection, data analysis, and interpretation tools. Chapter four includes data presentation, Analysis and interpretation. Chapter five would contain summary of major findings, conclusion, and recommendation of the study.

## CHAPTER TWO

### Related Literature Review

This chapter would be review related literature on the influence of M&E on project performance, including relevant theories, models, and previous studies the review would be focused on the importance of M&E in project management, the challenge of effective M&E implementation, and the benefits of M&E in project performance 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. Various monitoring and evaluation approaches have been singled out through literature review.

### Definition of a Project and Project management

There are numerous written definitions of a project. However, according to the PMBOK (Project Management Body of Knowledge), the Project Management Institute (PMI) defines a project as a temporary endeavour undertaken to create a unique product, service, or result ((PMBOK, 5th Ed.). The temporary nature of projects indicates that a project has a definite beginning and end i.e. defined scope and resources. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not be met, or when the need for the project no longer exists.

Project management is the application of knowledge, skills, tools, and techniques applied to project activities in order to meet the project requirements (A Guild to Project Management Body of Knowledge, 2000, 6). Project management is a process that includes planning, putting the project plan into action, and measuring progress and performance.

The Monitoring and Evaluation Plan (M&E Plan) is an integral part of project management and will be used to follow the progress and performance of the project activities. The M&E Plan is composed of two elements: (a) monitoring of progress; and (b) evaluation of performance and achievement.

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Project monitoring and evaluation is used to measure a project's progress. It is important because it lets you keep tabs on a project and identify potential problems. Project monitoring is the process of keeping a close eye on the entire project management life cycle and ensuring project activities are on the right track. Project monitoring is all about comparing actual performance to the goals you set. If you are not hitting milestones (e.g., delivering a prototype within a specified time), the project has a high chance of failure. A project can be divided into five phases in the project management lifecycle: Initiating, Planning, Executing, Closing, and Monitoring and Control. Project monitoring is the 'monitoring part' of the monitoring and control phase. It involves measuring project-related details (e.g., budgets, schedules, scope, etc.) against your goals to ensure you are on the right track.

Monitoring a project means ensuring that the project is going as planned and that tasks within the project are being completed. Not every project goes according to plan. Costs might exceed the initial budget, team members might miss their deadlines due to scope creep, a stakeholder may suddenly back out, etc. Project evaluation is a systematic and objective assessment of an on-going or completed project. Project monitoring and evaluation is a tool to help you improve a project's overall efficiency by catching and resolving issues before it is too late. Project monitoring and evaluation enables you to make better decisions about on-going and future projects. One of the benefits of monitoring and evaluation is that it can help communicate the current situation of a program or project in a simple and direct manner.

By collecting and analysing data, monitoring and evaluation can provide insights into program performance, including progress made towards goals and objectives, challenges faced, and areas for improvement. 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 undergone changes in parallel with dominant development paradigms in the development discourse (Hummel 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).

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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). 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 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 would be prevented 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 measurable. 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 studied would be 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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### **The benefits of M and E For originations**

Monitoring involves tracking progress over time during the whole knowledge management process. Evaluation can be powerful tool of learning and change, because more than training or development work it puts the need and experiences of users and potential users and the purpose and the value of the project, at the run of change process. But it's also very potential. (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 organizations, Improve accountability to users, member and funders, Give greater work satisfaction for all managing body member and staff, Volunteer, Celebrate, progress and achievement Identify change or new direction, Make the case for new sources. Monitoring and Evaluation program or project performance enables the improved management of the output and outcomes while encouraging the allocation of the and source in the direction where it will have the greatest impacts. M&E can play a crucial role in keeping projects on track, create the basis for institutional learning and create an

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advance base for current and future project through the systematic collection and analysis of information on implementation of a project (IFC, 2008).

## **Purpose Of Monitoring And Evaluation For Public Organization**

If organization are to care out effective monitoring and evaluation around capacity building, a key first question to address is-what is the purpose of monitoring and evaluation? The usual answer to this is a combination of accountability and learning in order to improve performance (Nigel S & Rachel S, 2010). Monitoring and evaluation, organization practice are necessary to improve and enhance the quality of existing program JARC are facing increasing requirements to provide evidence to support their performance.

According to McDonald (2003), M&E helps organization 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 based, and justify the program and initiative and to help procurer further funding for this reasons, it is important that organization devote resource towards improving their monitoring and evaluation process, as well as their capacity. (Eccles and Gotman, 2002)

## **The Ten Step Model For Building A Results –Based M&E System.**

Although experts vary on the specific sequence of steps in building a result based M&E system, all agree on overall intent. For example, different expert propose four or seven step models. Regardless of the number of steps, the essential action involved in building an M&E system 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 where the targets are being met and analyze and report the results, (New Delhipp, 24-31).

Given the argument on what good system should contain, why are this system not part of the normal business pacts of government agencies, s/holders, lenders, and borrowers, one evident reason is that those designing M&E system 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 process involved in the building and sustaining M&E system, that is, the need for key internal and

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external s/holders to be consulted and engaged in setting outcome, indicators, targets and so forth.. **Step 2.** Of the model involves choosing outcomes monitor and evaluate outcomes show the road ahead.

**Step 3.** Involve setting key performance indicators to monitor progress with respect to input, activities, outputs, outcomes, and imputes. Indicators can provide continuous feedback, worse of performance. There are various guidelines for choosing indicators, that can aid the process. Ultimately, constructing good indicators will be an interview process.

**Step 4.** Of the model relates to stabilising performance baseline – qualitative or quantitative – that can be used at the beginning of the monitoring period. The performance baseline establishes a starting point from which to monitor & evaluate results.

**Step 5.** Builds on the previous step and involves the selection of result targets, that is in terms of the way to long term outcome. Target can be selected by examining baseline indicators and desired levels of improvement, Monitoring and evaluation.

**Step 6.** Of the model, includes both implementation and result 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 analysing and reporting data to help decision makers make the necessary importance in the project policy and programs..

**Step 9.** Using findings also important in generating and sharing knowledge and learning with government and organization.

**Finally step 10.** Covers the challenge in sustaining results – based M including demand, clear roles and responsibilities, trustworthy and credible information, Accountability, capacity, and appropriate incentives.

The use of such results, -based M&E system can help bring about major cultural change in the way that organization and government operate when built and sustained properly, such system can lead to greater accountability and transparency, improved performance, and generation of knowledge (Ten Steps--- book, Jody Zalkusak Ray C Rist( The world bank, page 23-25).

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## Empirical Review

The empirical related literature provides empirical evidences of monitoring and evaluation practices and project successes in JARC. Additionally, at the end of this section the conceptual frame of this study is presented. In order to bring projects into successes, MO FED (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;

## 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).

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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.

One of the major factors in project failure in Ethiopian public sectors and governmental some time weak and strong project monitoring and evaluation .However the project monitoring and evaluation system should be well designed in order to track and consists progresses, improve the intended level of efficiency, to keep the project on course and the examine whether.projects are up to meet the objectives (MoFED, 2008).

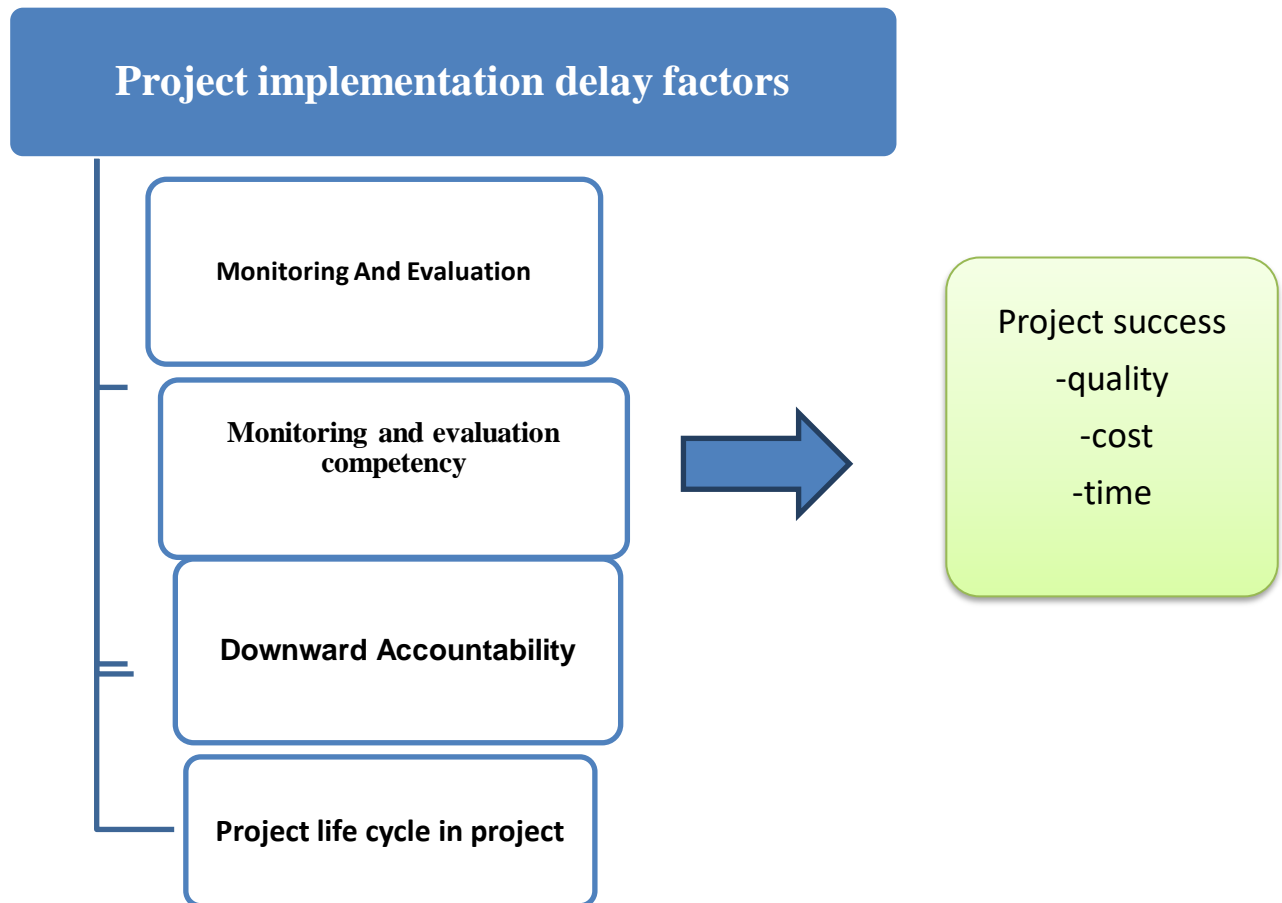
## **Monitoring and Evaluation**

Practice if you do not measure practice, 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.

## **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 constantre-evaluation 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. Independentvariables.



Source, own constructed (2024)

## CHAPTER THREE

### Research Design and S Methodology

This chapter aims to outline the research methodology that would be employed in this research work. It would be details description of study area, research design, sampling strategy, data collecting and analysis techniques.

### General Background of Study Area

This research work aims to investigate the impact of monitoring and evaluation on project performance in the case of JARC, with the ultimate goal of improving agricultural project outcomes in the study area. JARC is one of the Ethiopian Agricultural Research Institutes and it was established in 1967. The centre is located in Jimma Zone, Oromia Region, at latitude 7°46' N and longitude of 36° 00'E with an altitude of 1753 meters above sea level

Jimma Agricultural Research Centre (JARC) is a renowned institution dedicated to agricultural research and development in Oromia region, Ethiopia. The success of JARC's projects has significant implications for food security, poverty reduction, and economic growth in the region. Currently, the Centre has two sub centres: Gera and Haru and three testing sites, namely, Mettu, Mugi and Agaro. The Center is mandated to coordinate national coffee research. Furthermore, the centre coordinates integrated soil fertility and crop production, as well as integrated watershed management research at the national level.

JARC has would be selected as a case study because it is among organizations practicing monitoring and evaluation in the implementation of its projects aimed at conducting research that will contribute to increased agricultural productivity and nutritional quality, sustainable food security, economic development, and conservation of the integrity of natural resources and the environment.

### Research Design

This research would be adopt a mixed-methods approach, combining quantitative data collection and analysis methods. These approaches, in combination, allow gathering complementary information on the issue. It helps to analysis the impact of the existing M & E system and anticipates long-term effects on project success.

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## **Research Approach**

The quantitative research method explains the experience of people and it permits to understand the perception of the people and may involve the analysis of project data, performance metrics, and stakeholder surveys, these methods would provide comprehensive understanding of the topic research problem. These approach in combination ,allow gathering complementary information on the issue and help to make the existing ,situation to be comprehensible..

## **Data Resource**

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 manager, director and monitoring and evaluation experts. The primary and secondary sources helped to triangular from different prospective regarding the research problem. The secondary source of information used to provide the conceptual framework and acquire, general picture of the problem. While the collection of the required data and information from the primary source, questioner were used to gate information on frame work of the study. One project which is ongoing since 2020 would be selected for this study. The study would be involved data collection through surveys, interviews, and document analysis. It would be involved key stakeholders associated with JARC's projects, including project managers, researchers, monitoring and evaluation staff, and other relevant personnel involved in project implementation and evaluation.

## **Target Population**

The target population study was would be include 116 (one hundred sixteen) key stakeholders associated with JARC's projects, including project managers, researchers, M&E officers, and other relevant staff members involved in project implementation and evaluation at the Jimma Agricultural Research Centre.

## **Sample Size and Sampling Technique**

Sampling is defined as the selection of the part of an aggregate or totally on the basis of which judgment or reference about the aggregate or totally is made. In other words it is the process of obtaining information about an population examining only a part of it .in most of the research work and survey ,the usual approach happens to be to make generation or to inference based

on samples about the parameters of population from which the sample are taken.the researcher quiet often select only a few term from the universe for day purpose.All this is daneon the assertion that the sample data enabled to the population parameters . sample should truly representative of population characteristics without any basis.

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

Where n is the sample size need to choose, N is the targeted population (116 sampling frame) and e is the desired level of precision (95 % of confidence level =0.05).

$$Sample\ size\ (n) = \frac{116}{1 + 116\ (0.05)^2} = 90$$

	Departments Name	Sample of Respondent
1	Administration,	15
2	Reserchers	35
3	Program coordinator	12
4	Technical assistance	13
5	Supportive staff	15
Total	5	90

The above numberof employee are not involved directlyin monitoring and evaluation process.only those have actively part of monitoring and evaluation using direct related employees have gave a batter result.So the researcher is used non - probability sampling for 90 employees that were directly involved in the at Jimma Agricultural research centre projects. The selected employee are partnership ace laterdepartment manager and directors.

### **Data Collection Procedure**

The primary data was collected by the researcher through survey questioner, key informant interview and they was self-administrated –and secondary data were collected and merged with the primery data. The primery source include .Jimma Agricultural research center, senior mgt team middle level mgtand monitoring and evaluation experts by employing questioner and key information interview..

Secondary data soirce ;different record of the organization,narrative annual reports,evaluation report,oudit monitoring visit reportand related documents..

### **Data gathering Instruments**

A survey questionnaire was prepared and administrated to senior management team members, meddle level managements 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 relatively short period of time. The question rating has being depending of the type of questions and choices given since the media of communication of the International organization is English. The questionnaire was constructed in English. The questionnaire consistedof different parts mainly focused on the monitoring and practices and its contribution to project success.

### **Method of data Analysed**

The study would be use multiple regression as well as Descriptive statistics to see the effect of independent variable on 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 analysed, relationship or different supporting or conflicting with original or new hypotheses should be subjected to statistical test of significance to determine with validity data could be said to indicate any conclusion . quantitative as well as techniques of data analysis would be use percentage, table with the help of IBM SPSS statistics version 23 statistical computer software.

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## Regression Model

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

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

Dependent Variable Y = Project success

Independent Variable  $\beta_0$  = is the regression coefficient /constant/ Y- intercept

Independent Variable  $X_1$  = Monitoring and Evaluation practice

Independent Variable  $X_2$  = Monitoring and Evaluation competence

Independent Variable  $X_3$  = Downward Accountability

Independent Variable  $X_4$  = Project Life cycle

While  $\beta_1, \beta_2, \beta_3$  and  $\beta_4$  are coefficient of each Independent variable and  $\varepsilon$  is the error term.

## Validity and Reliability

According to sounders . (2009), internal validity in relation questioner referce to the ability the question are to measure what the researcher intends it to measure to achieve that ,question the questionerare emanated from the board research questions tailored to meetresearch objectives.

Content validity on the other refers to extent to device in this case the measurement question and the questionersprovide adequate coverage of the investigate questioners.This achieved by providing a 5scale likertscale for addressing a range of alternatives.

Criterion related validity, sometime knows as predictive validity is concerned with the ability of the measure (question) to make accurate predictions, this is achieved providing a range of different set of questions that cover main project success issue at the same time giving reach and in depth information..

Reliability, on the other hand refers to consistency, it refers the extent to which the data collection techniques or analysis procedures, will yield consistent findings according to Gliem (2003), when using Likert –types scales it is essential to calculate and report coefficient for internal consistence reliability. But because, Cronbach's provide reliability estimates for single items, the analysis of data must use summited scales or subscales and not individual

items in this study, Cronbach alpha test is calculated for the 22 Likert style items using SPSS statistical software and the result is presented in the following table.

Reliability test	
Cronbachs Alpha	No of items 22
0.837	

Source own survey 2024

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.

### **Data Analysed Techniques**

The collected data would be analyzed by using SPSS (statistical package for social science software), and presented in frequency, tables, bar graphs and pie chart descriptive. The quantitative data would be used descriptive statistics such as frequency, tables, analysed to describe the data. Qualitative data from interviews and focused group discussions would be analysed thematically through coding and categorized to identify themes and patterns in the data.

### **Ethical Considerations**

The study would be adhering strictly to ethical principles such as informed consent, voluntary participation, anonymity, and confidentiality. This study would ensure that all participants are informed of the research's objectives (i.e. informed why the data would be collected) and procedures. During this research work considerable focus would be put at ensuring respect and privacy of information provided by participants and acknowledgement.

## Chapter Four

### 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 manner that can enable the researcher to have concrete information to address the objective of the study, it was edited, coded entered in to astaticallypackage for social science(SPSS)version 23 for analysis. In the scope of thesurvey,90 questionnaires weredistributed toemployeein Jimma Agricultural Research Centre JARCsenior manager,Department managers,monitoring and Evaluation expert,and project directorsand other project workers. The data collected from there were later used to assess projectsuccess.Moreover, the response of the subjects are presents analyzed, and interpreted usingSPSS,23reliability tests,and other descriptivestatistics such as frequency, tables, bar graphs and bi chart . Out of total of 90respondents 90 (100.0%) filled and return the questioner. Therefore it could beconcluded that the majority of the respondents returned the respondents with answered . Therefore, the researcher usedthe entire questionnaire returned.

### 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.

Table 1 Gender respondents

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	65.6	65.6	65.6
	Female	31	34.4	34.4	100.0
	Total	90	100.0	100.0	

Source: own survey, 2024

This table shows of (56.6%) respondents are male and female remaining of 31 (34.4%) respondents are . shows that The number of male and female in the organization.

Table 2Martial status respondents

**Marital status**

	Frequency	per cent	Valid per cent	Cumulative Per cent
Valid Marred	47	52.2	52.2	52.2
Single	42	46.7	46.7	98.9
3	1	1.1	1.1	100.0
Total	90	100.0	100.0	

Source Own survey, 2024

This table shows 47 (52.2%) of respondent are marred and single is 42 (46.7%)

**Table 3 Education respondents**

**Education level**

	Frequency	per cent	Valid per cent	Cumulative per cent
Valid PhD	21	23.3	23.3	23.3
MSC/MA	37	41.1	41.1	64.4
BA/BSC	29	32.2	32.2	96.7
Diploma	3	3.3	3.3	100.0
Total	90	100.0	100.0	

Source Own survey, 2024

In terms of level of education, out of total employees 21(23.3%) PHD holders, 37(41.1%) are MSC/MA holders and 29(32.2%) are Degree holders and 3(3.3%) are Diploma holders. This indicates that the educational level of MSc/MA cover the highest number of the employees as compared to other educational level.

Table 4 Current passion held

	Frequency	Percent	Valid Percent	Cumulative Percent
Researcher	35	38.9	38.9	38.9
Administration	15	16.7	16.7	55.6
Program coordinator	12	13.3	13.3	68.9
Technical time leader	13	14.4	14.4	83.3
Supportive staff	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Source Own survey, 2024

As the above show that the table out of the total respondents 15(16.7%) said that projects are completed at the planned strong disagree.35(38.9%) of the respondent describe agree for others project are completed at the planned said . 15(16.7%) of the respondents are disagree to the project completed at the planned others . 12(13.3%) of respondents are strongly agree and neutral respondents are 13(14.4) idea for the project are completed at the planned this shows that the JARC others in organization are agreed respondents are dominant.

Table 5 the project completed at the plan

**Project are completed at the planned**

	Frequency	per cent	Valid per cent	Cumulative per cent
Strongly disagree	3	3.3	3.3	3.3
Disagree	18	20.0	20.0	23.3
Neutral	20	22.2	22.2	45.6
Agree	40	44.4	44.4	90.0
Strongly agree	9	10.0	10.0	100.0
Total	90	100.0	100.0	

Source own survey,2024

As the above show that the table out of the total respondents 3(3.3%) said that projects are completed at the planned strong disagree.40 (44.4%) of the respondent describe agree for others project are completed at the planned said . 18(20.0%) of the respondents are disagree to the project completed at the planned others . 9(10.0%) of respondents are strongly agree

and neutral respondents are 20(22.2) idea for the project are completed at the planned this shows that the JARC others in organization are agreed respondents are dominant.

Descriptive analysis for Measurement of project success

Table 6 measurement of project success

**Descriptive Statistics**

	N	Mean	Std. Deviation	Level	Rank
1- The monitoring and evaluation system is effective ,efficient and contribute to achieve the project objective.	90	3.38	1.023	Neutral	5
2- The scope and purpose of the monitoring and evaluation	90	3.46	1.153	Neutral	4
3- The monitoring and evaluation system is Beult with a through situational analysis	90	3.57	1.028	Agree	3
4- The monitoring and evaluation system has buy – in from the seniormgt team.	90	3.77	.887	Agree	2
5- The organization has system Beult capacity(knowledge,skills, and attitudes)of to participate in project programdevelopment,	90	4.00	.861	Agree	1
Valid N(list wise)	90				

Source own servey,2024

As the above show that the table out of the total respondent’s opinion about the project success in projects, the following summary of respondent is discussed as follows. As can be seen intable4. 7 regarding their agreement on the level ofthe monitoring and evaluation system is effective, efficient and contribute to achieve the project objective. Majority of the respondents above 91.00% agreed that, the monitoring and evaluation system is effective, efficient and contribute to achieve the project objective. The mean value( 3.38) for this factor also shows that,this kind of relationship is major contributing factor for success in project.

As seen from the above table, majority( 91.5%) also agreed that, the scope and purpose of the monitoring and evaluation system is clear that is having mean (3.46), most of respondents 92.5% also agreed that the monitoring and evaluation system is built with a thoroughsituational analysis, having mean (3.57), Moreover, most of respondents, 93.00% responded to agree that The monitoring and evaluation system has buy - in from the senior management team with mean (3.77), From the above Monitoring and Evaluation Practices also, most of respondents 94.5% 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 ( 4.00) 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.

Table 7 the project are completed within the planned budget

**Project are completed with in the planned budget**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	6.7	6.7	6.7
Disagree	12	13.3	13.3	20.0
Neutral	25	27.8	27.8	47.8
Agree	29	32.2	32.2	80.0
Strongly agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 6(6.7%) said that project are completed at the planned strongly disagree. 12 (13.3%) of the respondents describe disagree for the others Project are completed within the planned budget said. 25(27.8%) of the respondents are Neutral to the Project are completed within the planned budget others. 29(32.2%) of respondents are Agree and Strongly Agree of respondents are 18(20.0) are idea for the Project completed within the planned budget . This shows that the JARC others in organization are agreed respondents are dominant.

**Descriptive Statistics**

	N	Mean	Std. Deviation	Level	Rank
1- The organization has system in place to ensure that the M&E it aims to assist and other s/holders have access to timely, relevant and clear an information about the organization, program project and its activities.	90	3.38	1.023	agree	4
2- The organization has a system to analyse the information collected from s/holders to further improve the quality of program	90	3.46	1.153	agree	3
3- The organization has system place to Listen to the people it aim to assist incorporating their views concern and influence the program decision in project cycle management.	90	3.57	1.028	agree	2
4- The organization has system to build the capacity	90	3.77	.887	agree	1
5- ( knowledge skills, and attitudes) of M&E to in project program development,	90				
Valid N(list wise)	90				

Source; own survey 2024

Table 4.8 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 91.00% were agreed the statement having mean (3.38), As seen from the above table, majority 91.5% also agreed that, The organization has a system to analyse the information collected from stakeholders to further improve the quality of program that is having mean (3.46), most of respondents 92.5% 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 inproject cycle management, having mean (3.57). Moreover, most of respondents, 93.00 % 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 3.77 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 .

Table 8 project have national as well as international quality

**Project have national as well as international quality that must be met**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.2	2.2	2.2
Disagree	12	13.3	13.3	15.6
Neutral	27	30.0	30.0	45.6
Agree	31	34.4	34.4	80.0
Strongly agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 2(.2%) said that project are completed at the planed strongly disagree.12 (13.3%) of the respondents describe disagree for the others Project are completed within the planned budget said. 27(30.0%) of the respondents are Neutral to the Project are completed within the planned budget others. 31(34.4%) of respondents are Agree and Strongly Agree of respondents are 18(20.0) are idea for the Project completed within the planned budget. This shows that the JARCOrganization are agreed respondents are dominant.

**Descriptive Statistics**

	N	Mean	Std. Deviation	Level	Rank
1- The organization has system in place to incorporate S/holder participation in project /programdevelopment,implementation,monitoring and evaluation.	90	3.71	.963	agree	4
2- The organization has system in place to enablebeneficiaries it aims to asses and s/holders to provide feedback and receive response thought effective,	90	3.77	.995	agree	3
3- The organization has system in place to store , verify and analysis the feedback complains and use for feature programing and take inputfor quality programdelivery	90	3.89	.880	agree	2
4- The engagement of monitoring and evaluation staff in the initiation stage of project is high	90	3.97	.917	agree	1
5- The role of monitoring and evaluation in baseline	90	3.52	1.073	agree	5
Valid N( list wise)	90				

Source own survey 2024

The table of 4. 9 shows that, With regard to “The organization has system in place to incorporate Stakeholder participation in project/program development, implementation, monitoring and evaluation.”, the majority of respondents 89.00% were agreed the statement having mean (3.71),As seen from the above table, majority 92.00% also agreed that, The organization has system in place to enable beneficiaries it aims to asses and other stakeholders to provide feedback and receive response through effective,(3.77),Moreover, most of respondents, 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 (3.89), From the above Downward The engagement of monitoring and evaluation staff in the initiation stage of project is high: 95.00% Overall Downward Accountability in with mean (3.97), and The role of monitoring and evaluation in baseline. As seen from the above table majority 77.2% also agreed that ,most of respondents (3.52)

Table 9 the Project beneficiaries are satisfied and impacted positively

**Project beneficiaries are satisfied and impacted positively**

		Frequency	per cent	Valid per cent	Cumulative per cent
Valid	Strongly disagree	1	1.1	1.1	1.1
	Disagree	5	5.6	5.6	6.7
	Neutral	27	30.0	30.0	36.7
	Agree	38	42.2	42.2	78.9
	Strongly agree	19	21.1	21.1	100.0
	Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 1(1.1%) said that Project beneficiaries are satisfied and impacted positively strongly disagree. 5 (5.6%) of the respondents describe disagree for the others Project beneficiaries are satisfied and impacted positively said. 27(30.0%) of the respondents are Neutral to the Project beneficiaries are satisfied and impacted positively others. 38(42.2%) of respondents are Agree and Strongly Agree of respondents are 19(21.1) are idea for the Project beneficiaries are satisfied and impacted positively This shows that the JARC others in organization are agreed respondents are dominant.

**Descriptive Statistics**

	N	Mean	Std. Deviation	Level	Rank
1- The engagement of monitoring and evaluation staffin the initiation stage of project is high	90	3.78	.897	Agree	5
2- The role of monitoring and evaluation in baseline	90	3.91	.920	Agree	3
3- The engagement of monitoring and evaluation staffin the initiation stage of project is high	90	3.78	1.079	Agree	4
4- The role of monitoring and evaluation in baseline	90	3.96	.898	Agree	2
5- The engagement of monitoring and evaluation staffin the initiation stage of project is highevaluation in the closing stage of projects high	90	3.98	.861	Agree	1
Valid N(list wise)	90				

Source own survey 2024

As a Table of 4. 10 shows that, with regard to “The engagement of monitoring and evaluation staff in the initiation stages of project is high”, the majority of respondents 85.62% were agreed the statement having mean (3.78). As seen from the above table,

majority 91.00% also agreed that , the role of monitoring and evaluation in baseline development is high that is having mean (3.91), most of respondents 92.5% , also agreed that the engagement of monitoring and evaluation staff in the planning stages of project is high, having mean (3.78) .Moreover, most of respondents, 91.00% responded to agree that The engagement of monitoring and evaluation in the execution stages of project is high with mean (3.96),From the above project life cycle in the project also, most of respondents 94.5%, agreed to the engagement of monitoring and evaluation in the evaluation stages of a project/program is high, having mean value of( 3.98), 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.

Table 10Project realized meet the planned objective and outcome that intended to achieve.

**Project realized meet the planned objective and outcome that intended to achieve**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2.2	2.2	2.2
	Disagree	6	6.7	6.7	8.9
	Neutral	23	25.6	25.6	34.4
	Agree	34	37.8	37.8	72.2
	Strongly agree	25	27.8	27.8	100.0
	Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 2(2.2%) said that Project realized meet the planned objectivestrongly disagree.6 (6.7%) of the respondents describe disagree for the others Project realized meet the planned objectivesaid. 23(25.6%) of the respondents are Neutral to the Project realized meet the planned objective others. 34(37.8%) of respondents are Agree and Strongly Agree of respondents are 25(27.8) are idea for the Project realized meet the planned objectiveThis shows that the JARC others in organization are agreed respondents are dominant.

Table 11 The monitoring and evaluation system

The monitoring and evaluation system is effective efficient and contributed achieve the project objective.

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid Disagree	5	5.6	5.6	5.6
Neutral	20	22.2	22.2	27.8
Agree	39	43.3	43.3	71.1
Strongly agree	26	28.9	28.9	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents ( - ) are not said that Project realized meet the planned objective strongly disagree. 5 (5.6%) of the respondents describe disagree for the others The monitoring and evaluation system said. 20(22.2%) of the respondents are Neutral to The monitoring and evaluation system others. 39(43.3%) of respondents are Agree and Strongly Agree of respondents are 26(28.9) are idea for The monitoring and evaluation system This shows that the JARC others in organization are agreed respondents are dominant.

Table 12 The scope and purpose of the monitoring and evaluation system

The scope and purpose of the monitoring and evaluation system

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid Strongly disagree	2	2.2	2.2	2.2
Disagree	7	7.8	7.8	10.0
Neutral	27	30.0	30.0	40.0
Agree	34	37.8	37.8	77.8
Strongly agree	20	22.2	22.2	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 2(2.2%) said that The scope and purpose of the monitoring and evaluation system is strongly disagree. 7 (7.8%) of the respondents describe disagree for The scope and purpose of the monitoring and evaluation system is said. 27(30.0%) of the respondents are Neutral to The scope and purpose of the monitoring and evaluation system is. 34(37.8%) of respondents are Agree and Strongly Agree of respondents are 20(22.2) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 13f show The monitoring and evaluation system is built with a thorough situational analysis

**The monitoring and evaluation system is built with a thorough situational analysis**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.1	1.1	1.1
	Disagree	6	6.7	6.7	7.8
	Neutral	23	25.6	25.6	33.3
	Agree	35	38.9	38.9	72.2
	Strongly agree	25	27.8	27.8	100.0
	Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 1(1.1%) said that The monitoring and evaluation system is built with a thorough situational analysis is strongly disagree. 6 (6.7%) of the respondents describe disagree for The monitoring and evaluation system is built with a thorough situational analysis is said. 23(25.6%) of the respondents are Neutral to The monitoring and evaluation system is built with a thorough situational analysis is. 35(38.9%) of respondents are Agree and Strongly Agree of respondents are 25(27.8%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 14 The monitoring and evaluation system has buy in from the senior management

**The monitoring and evaluation system has buy in from the senior management team**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	4.4	4.4	4.4
	Neutral	21	23.3	23.3	27.8
	Agree	36	40.0	40.0	67.8
	Strongly agree	29	32.2	32.2	100.0
	Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents are not The monitoring and evaluation system has buy in from the senior management is strongly disagree. 4 (4.4%) of the respondents describe disagree for The monitoring and evaluation system has buy in from the senior management is said. 21 (23.3%) of the respondents are Neutral to The monitoring and evaluation system has buy in from the senior management is. 36 (40.0%) of respondents are Agree and Strongly Agree of respondents are 29 (32.2%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 15 The monitoring and evaluation system reflects the theory of change and support the mission and vision of the organization

**The monitoring and evaluation system reflects the theory of change and support the mission and vision of the organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.1	1.1	1.1
	Disagree	4	4.4	4.4	5.6
	Neutral	22	24.4	24.4	30.0
	Agree	29	32.2	32.2	62.2

Strongly agree	34	37.8	37.8	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 1(1.1%) said that The monitoring and evaluation system reflects the theory of change isstrongly disagree.4 (4.4%) of the respondents describe disagree for The monitoring and evaluation system reflects the theory of change issaid. 22(24.4%) of the respondents are Neutral to The monitoring and evaluation system reflects the theory of change is. 29(32.2%) of respondents are Agree and Strongly Agree of respondents are 34(37.8%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 16The organization has system in place to ensure that the aims of assess project and its

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.2	2.2	2.2
Disagree	7	7.8	7.8	10.0
Neutral	25	27.8	27.8	37.8
Agree	37	41.1	41.1	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 2(2.2%) said that The organization has system in place to ensure that the aims of assess isstrongly disagree.7 (7.8%) of the respondents describe disagree for The organization has system in place to ensure that the aims of assess issaid. 25(27.8%) of the respondents are Neutral to The organization has system in place to ensure that the aims of assess is. 37(41.1%) of respondents are Agree and Strongly Agree of respondents are 19(21.1%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 17 The organization has system to analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.1	1.1	1.1
Disagree	7	7.8	7.8	8.9
Neutral	30	33.3	33.3	42.2
Agree	26	28.9	28.9	71.1
Strongly Agree	26	28.9	28.9	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 1(1.1%) said that The organization has system to analyse the information is strongly disagree. 7 (7.8%) of the respondents describe disagree for The organization has system to analyse the information is said. 30(33.3%) of the respondents are Neutral to The organization has system to analyse the information is. 26(28.9%) of respondents are Agree and Strongly Agree of respondents are 26(28.9%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 18 The Organization has system in place to listen the people it aim to assess incorporating their views, concerns and influence of program decision .

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	4.4	4.4	4.4
Neutral	28	31.1	31.1	35.6
Agree	32	35.6	35.6	71.1
Strongly Agree	26	28.9	28.9	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 4(4.4%) said that The Organization has system in place to listen the people it aim to assess isstrongly disagree.28 (31.1%) of the respondents describe disagree for The Organization has system in place to listen the people it aim to assess issaid. 32(35.6%) of the respondents are Neutral to The Organization has system in place to listen the people it aim to assess is. 26(28.9%) of respondents are Agree and Strongly Agree of respondents are 26(28.9%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 19The organization has system to build capacity (knowledge, skills, and attitudes) of to participate in project program development.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.1	1.1	1.1
Disagree	5	5.6	5.6	6.7
Neutral	18	20.0	20.0	26.7
Agree	38	42.2	42.2	68.9
Strongly Disagree	28	31.1	31.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 1(1.1%) said that knowledge ,skills ,and attitudes isstrongly disagree.5 (5.5%) of the respondents describe disagree for knowledge ,skills ,and attitudes issaid. 18(20.0%) of the respondents are Neutral to knowledge ,skills ,and attitudes is. 38(42.2%) of respondents are Agree and Strongly Agree of respondents are 28(31.1%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 20 The Organization has system in place to incorporate participation in project development, Implementation ,monitoring and evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	3.3	3.3	3.3
Disagree	12	13.3	13.3	16.7
Neutral	29	32.2	32.2	48.9
Agree	27	30.0	30.0	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents 3(3.3%) said that The Organization has system in place to incorporate is strongly disagree. 12 (13.3%) of the respondents describe disagree for The Organization has system in place to incorporate is said. 29(32.2%) of the respondents are Neutral The Organization has system in place to incorporate is. 27(30.0%) of respondents are Agree and Strongly Agree of respondents are 19(21.1%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 21 The organization has system in place to enable beneficiaries it aims to asses and other stakeholders to provide feedback and receive response through effective

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.1	1.1	1.1
Disagree	5	5.6	5.6	6.7
Neutral	27	30.0	30.0	36.7
Agree	37	41.1	41.1	77.8
Strongly Agree	20	22.2	22.2	100.0

Total	90	100.0	100.0	
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Source own survey 2024

As above show that the table out of the total respondents 1(1.1%) said that The Organization has system in place to enable beneficiaries strongly disagree. 5 (5.6%) of the respondents describe disagree for The Organization has system in place to enable beneficiaries said. 27(30.0%) of the respondents are Neutral The Organization has system in place to enable beneficiaries. 37(41.1%) of respondents are Agree and Strongly Agree of respondents are 20(22.2%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 22 The organization has system in place to store verify and analysis the feedback complains and use for future programing and take input for quality program delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	6.7	6.7	6.7
Neutral	24	26.7	26.7	33.3
Agree	32	35.6	35.6	68.9
Strongly Agree	28	31.1	31.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents said that The Organization has system in place to store verify strongly disagree. 6 (6.7%) of the respondents describe disagree for The Organization has system in place to store verify said. 24(26.7%) of the respondents are Neutral The Organization has system in place to store verify. 32(35.6%) of respondents are Agree and Strongly Agree of respondents are 28(31.1%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 23 The engagement of monitoring and staff in the initiation stage of project is high

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly Disagree	3	3.3	3.3	3.3
Disagree	7	7.8	7.8	11.1
Neutral	25	27.8	27.8	38.9
Agree	27	30.0	30.0	68.9

Strongly Agree	28	31.1	31.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents said that The engagement of monitoring and staff in the initiation stage of project is high is strongly disagree. 3 (3.3%) of the respondents describe disagree for The engagement of monitoring and staff in the initiation stage of project is high is said. 7(7.8%) of the respondents are Neutral The engagement of monitoring and staff in the initiation stage of project is high is. 25(27.5%) of respondents are Agree 27(30.0) and Strongly Agree of respondents are 28(31.1%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 24 The role of monitoring and evaluation in baseline

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	6.7	6.7	6.7
Neutral	20	22.2	22.2	28.9
Agree	36	40.0	40.0	68.9
Strongly Agree	28	31.1	31.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents said that The role of monitoring and evaluation in baseline is strongly disagree. of the respondents describe disagree for The role of monitoring and evaluation in baseline is said. 6(6.7%) of the respondents are Neutral The role of monitoring and evaluation in baseline is. 20(22.2%) of respondents are Agree 36(40.0) and Strongly Agree of respondents are 28(31.1%) are this shows that the JARC others in organization are agreed respondents are dominant.

Table 25 The engagement of monitoring and evaluation in the staff .

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.1	1.1	1.1
Disagree	9	10.0	10.0	11.1
Neutral	20	22.2	22.2	33.3
Agree	34	37.8	37.8	71.1
Strongly Agree	26	28.9	28.9	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents said that The engagement of monitoring and staff in the initiation stage of project is high is strongly disagree. 1 (1.1%) of the respondents describe disagree for The engagement of monitoring and staff in the initiation stage of project is high is said. 9(10.0%) of the respondents are Neutral The engagement of monitoring and staff in the initiation stage of project is high is. 20(22.2%) of respondents are Agree 34(37.8%) and Strongly Agree of respondents are 26(29.9%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 26 The engagement of monitoring and evaluation in the excursionion of project high

	Frequency	Percent	Valid percent	Cumulative Precent
Valid Strongly Disagree	2	2.2	2.2	2.2
Disagree	3	3.3	3.3	5.6
Neutral	31	34.4	34.4	40.0
Agree	35	38.9	38.9	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents said that The engagement of monitoring and evaluation in the excursion of project high is strongly disagree.2 (2.2%) of the respondents describe disagree for The engagement of monitoring and evaluation in the excursion of project is said. 3(3.3%) of the respondents are Neutral The engagement of monitoring and evaluation in the excursion of project is. 31(34.4%) of respondents are Agree 35(38.9) and Strongly Agree of respondents are 19(21.1%) are This shows that the JARC others in organization are agreed respondents are dominant.

Table 27The engagement of monitoring and evaluation in the evaluation stage of project .

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.1	1.1	1.1
Disagree	2	2.2	2.2	3.3
Neutral	22	24.4	24.4	27.8
Agree	38	42.2	42.2	70.0
strongly Agree	27	30.0	30.0	100.0
Total	90	100.0	100.0	

Source own survey 2024

As above show that the table out of the total respondents said that The engagement of monitoring and evaluation in the evaluation stage of aproject program is strongly disagree.2 (2.2%) of the respondents describe disagree for The engagement of monitoring and evaluation in the evaluation stage of project program is said. 3(3.3%) of the respondents are Neutral The engagement of monitoring and evaluation in the excursion of project is. 31(34.4%) of respondents are Agree 35(38.9) and Strongly Agree of respondents are 19(21.1%) are This shows that the JARC others in organization are agreed respondents are dominant/

### **Inferential Analysis**

These chapter exhibiters an extensive inferential statistical analysis there results. Inferential Analysis is conducted using binary correlation and leaner regression and analysis, based on statistical software SPSS. When the product membership

of only continuous outcome the analysis is known as binary linear regression.

This chapter focuses on the result and discussion, based on the generated by SPSS.

### Correlation Analysis

Correlations						
		Project Success	Monitoring and evaluation	Competency	Downward Accountability	Project life cycle in project
Pearson Correlation	Project Success	1	.500**	.164	.477**	.225*
	Monitoring and evaluation	1	.000	.123	.000	.033
	Competency	.90	.90	.90	.90	.90
	Downward Accountability	.500**	1	.092	.233*	-.001
	Project life cycle I project	.000		.389	.027	.990
		.90	.90	.90	.90	.90
Sig. (2-tailed)	Project Success	.164	.092	1	.347**	.310**
	Monitoring and evaluation	.123	.389		.001	.003
	Competency	.90	.90	.90	.90	.90
	Downward Accountability	.477**	.233*	.347**	1	.308**
	Project life cycle in project	.000	.027	.001		.003
		.90	.90	.90	.90	.90
N	Project Success	.225	-.001	.310	.308	1
	Monitoring and evaluation	.033	.990	.003	.003	
	Competency	.90	.90	.90	.90	.90
	Downward Accountability	.225	-.001	.310	.308	
	Project life cycle in project	.90	.90	.90	.90	.90

Source own survey 2024

As table above Indicated that for interpreting correlation coefficient intervals, 0 to 0.20 corresponds to A very weak relationship, 0.21 to 0.40 correspondent to weak relationship,

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0.41 to 0.60 corresponds to a moderate relationship, 0.61 to 0.80 corresponds to strong relationship, and 0.81 to 1.00 corresponds to very strong relationship, Cohen(2003)

Therefore from the above correlation result illustrated in above table it is possible to see that there is significant ,positive and strong relation between monitoring and evaluation as factor and project success,( $r=.1$ , $sig=.123$ ).There is also significance, positive and moderate relation between evaluators competency as a factor and project success ( $r=.90$ , $sig=.90$ ).There is also significant ,positive and moderate relation between Downward Accountability as a factor project success ( $r=.5000$ , $sig=.477$ ) There is also significance positive and weak relation between project life cycle and project success ( $r=.000$ , $sig=.000$ ) from the above correlation analysis it is possible to inferential that all of the above identified project success factors are correlated with project success which is measured in terms of project accomplishment requirements.

### **Regression Analysis**

In this study multiple regression were conducted in order to examine the relationship between all of the significant correlated factors another r 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 the analysis . pallant (2007) noted that multiple regressions is very sensitive to outliers ( very high or low score)’’Thus outliers should be removed before running the regression analysis (Tabachnick and Fidell,2007) ,multi variety outliers can be detected by using statistical methods such as case wise diagnostics during conducting multiple regression and collinearitydiagnostics , 5% outlier was detected and removed .one of the assumptions to be examined is normality linearity and homoscedasticity ,in order to check normality agraph is plotted using SPSS

regression graph .the below graph shows the assumption of normality is accepted,

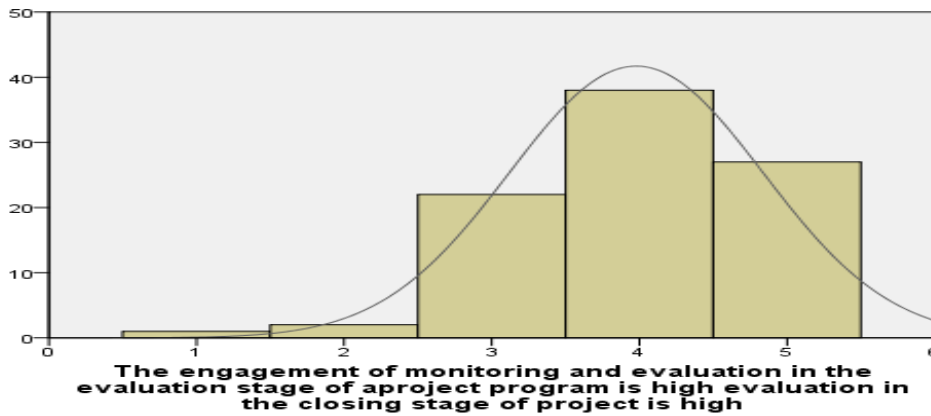


Figure 1 Histogram

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

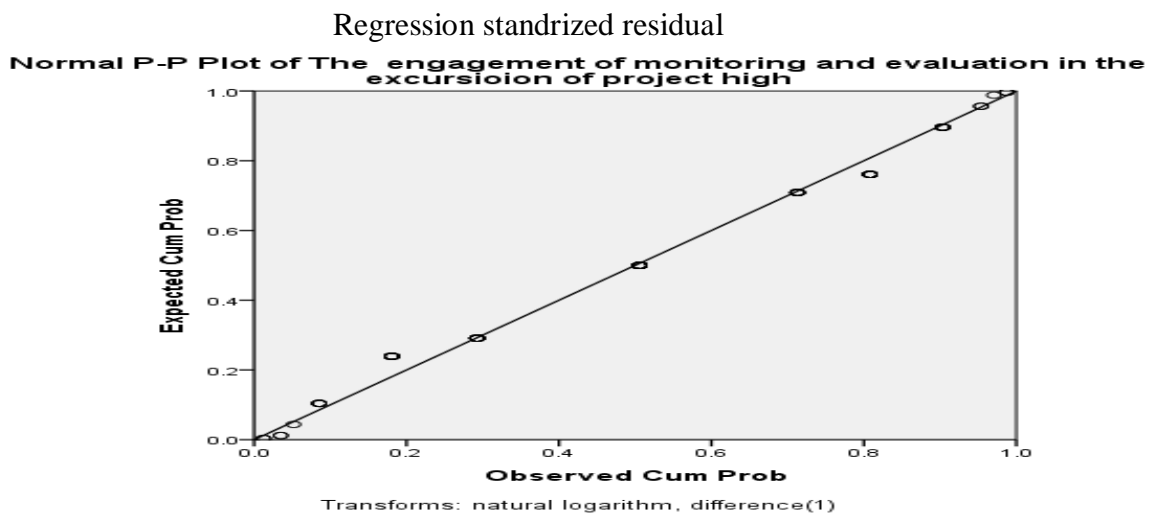


Figure 2 Probability plot

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

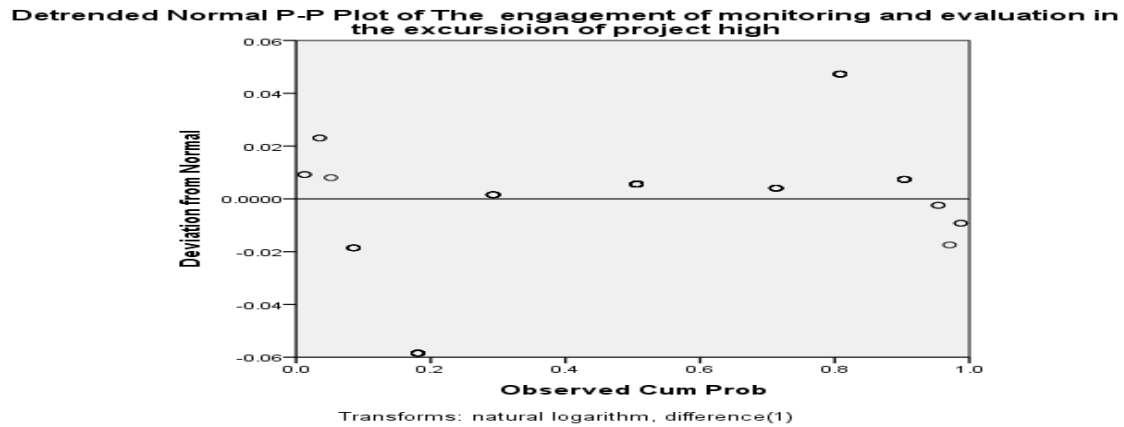


Figure 3 Plot

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.

The Above figure and graph shows the assumption of linearity ,normality and homoscedacity have been met. Moreover in this case tolerance is much higher than 0 which is (0.373-0.500)- coefficient .Hence multicollinearity is no athreat to the substantive conclusion of this study and the B Beta coefficient are stable (variance inflations factor is (1.999-2.688) simply theresprocal 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 no threat to the substantive conclusion of this study and the B and Beta coefficients are stable

### Model summary of multiple regression

Model	R	R square	Adjusted R Square	Std .Errorof the stemate	Change statistics					Durbin waston
					R square change	F change	df1	Df2	Sig F change	
1	.693	.480	.442	.41538	.480	12.482	4	54	..000	2.108

1, predictors, constant ,project life cycle ,monitoring and evaluation ,competence,down accountability.

2, Dependent variable, project success

R 2 is measure of how much of the variability in the outcome, in this case project success is Accounted for by the predictors i.e factor of project success R2 value is

0.48, which means that the maintained factors of project success aswholecauses 48% of the variation in project success. The ANOVA table also suggests that the model is quite significant. In explaining the variance .The significance result at  $p < 0.05(0.000)$  provides support for the significantant.

Variance of Analysis

ANOVA						
Model		Sum of squares	Df	Mean square	F	Sig
1	Regression	8.615	4	2.154	12.482	.000
	Residual	9.317	54	.173		
	Total	17.932	58			
1 Dependent variable : project success						
2 predictors: (constant) ,monitoring and evaluation ,monitoring and evaluation competence ,Downward Accountability and project life cycle						

Source own survey 2024

As table shows on the other 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 effect of the latent variable  $Ssr=8.615$  is more than the variation imposed by random effects.  $9.317$ .

Coefficient

Model		Coefficient						
		Standardized coefficient		Standardized coefficient	T	sig	Standardized coefficient	
		B	Std Error	Beta			Tolerance	VIF
1	Constant	1.107	.631		1.993			
	Monitoring and Evaluation	3.645	.138	.649	4.682	.000	.500	1.999
	Competence	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
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 coefficient can be compared to see which one has more an effect. The beta,  $\beta$  coefficient is standardized regression coefficient. Their relative absolute magnitudes for a given step reflect their relative importance in predicting perceived model value.

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The SPSS generated output presented in table above the equation, ( $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ ) becomes

$$Y = (1.107X_0) + (3.645X_1) + (2.826X_2) + (1.079X_3) + (1.008X_4).$$

The latent variable 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 statically significant at 5% level of significance factor of project effectiveness and efficiency. From the regression equation, all of the factors taken into 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 in project life cycle when holding the other factors constant would lead to a 1.008 improvement in project success.

## CHAPTER FIVE

### Summary, Conclusion, Recommendations

This chapter gives a summary of key findings of the study presented according to the objectives of the study. Conclusion 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.

#### Summary of key findings

The finding showed that the JARC 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 and my project and 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 absence of monitoring and evaluation staff. The role of monitoring and Evaluation towards the sustainability of project are also given weak weighted average, mean which implicate the monitoring and Evaluation system and the team competency have to help for a project to sustain beyond the project period.

#### Conclusion

The key role of monitoring and Evaluation. A function is to provide evidence based feedback to the management which help has input for decision making and the track project progress. 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 for worst effect on JARC funded projects. The research problem that this study intended to address was that the role of monitoring and Evaluation function in achieving project success. In response to the research problem and hence answering the research question, this study gathered and analyzed data which has led to this conclusion. This research then concluded that generally projects implemented by Jimma Agricultural Research Centre (JARC) are successful. The success of these projects was the result of strong monitoring and Evaluation system, competent monitoring and Evaluation team, strong downward

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accountability mechanism and closely monitoring the projects at all stages of the project life cycle.

## **Recommendation**

Based on the findings of the study, the researcher has given the following recommendation for JARC the letter to take in its monitoring and evaluation strategic direction and future programing.

The findings revealed that the budget allocated for M&E support specifically for monitoring and evaluation expert as well as Activities has not been adequate.

The monitoring and evaluation practice will be improved if projects are implemented according the plan and concrete decisions are made on issue identified during and project monitoring.

Project and program managers' do not use the monitoring and evaluation tools as one of the program or program management tool. The researcher recommended that monitoring and evaluation tools should be part of the key performance indicators where they will be accountable for taking actions or in actions.

Further:- The finding of the study revealed that: poor practicing the monitoring and evaluation system in competency, week program accountability and project life cycle stage are have far worst effect on JARC funded projects. The study recommended that based on the analysis of JARC funded projects should work on improving project success by paying attention to monitoring and evaluation procedures particularly, prepare adequately work breakdown stricter with the expected out come 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 trending program. The study also found that there is significance relationship between each of the missioned factors and development 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 action.

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**Appendix**

JIMMA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF GRADUATE STUDIES  
DEPARTMENT OF ACCOUNTING AND FINANCE  
MASTER PROGRAM  
MASTER OF ARTS IN PROJECT MANAGEMENT AND FINANCE

**Dear respondent**

I am a graduate student in the department of Accounting and Finance .Jimma University .Currently, I am undertaking a research entitle ‘Effect of Monitoring and Evaluation on Project Performance: Case Study ofJimmaAgricultural Research Centre.

The Aim of this study will be to identify,Case StudyEffectof Monitoring and Evaluation on Project Performance.

I will like to Promise you that the information you provide used purelyfor academic purpose; individual’sresponses would identifies as such and the identity forpersons respondingwere release to anyone.So its confidentiality is highly guaranteed.You honest and thoughtfulresponse is helpful as a great input to the quality of the research results,and I believe that you will broaden, your assistance by participating in the study.This questioner contains only part and expected to take approximately 15to 20 minutes to complete .you are kindles requested to provide accurate answer by assuring questions.

**Thankyou in advance for your kind andwasted your time.**

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**Part One:**

**General Information about the Respondent**

**1. Sex:**

- A. Male
- B. Female

**2. Education level :**

- A. Ph.D.
- B. MSC/MA
- C. BA/BSC
- D. Diploma

**3. Current position held:**

- A. Researcher
- B. Administration
- C. ProgramCoordinator
- D. Technical team leader
- E. Supportive staf

**Part Two:**

**Assessment of monitoring and evaluation practice, more specifically monitoring and evaluation system**

S.N	Monitoring And Evaluation	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	The monitoring and evaluation system is effective, efficient and contribute to achieve the project objective.					
2	The scope and purpose of the monitoring and evaluation system					
3	The monitoring and evaluation system is built with a thorough situational analysis					
4	The monitoring and evaluation system has buy - in from the senior management team					
5	The monitoring and evaluation system reflects the theory of change and supports the mission and vision of the organization.					

**Part Three:**

**Assessment of monitoring and evaluationcompetent**

S.N	Monitoring and evaluation competency	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	The organization has system in place to ensure that the aims of system to assessand other stake holders have the access to timely relevant and clear information about the organization , program project and its					
2	The organization has system to analysethe information collected from stake holder to further improve thequality of program					

3	The organization has system in place to listen the people it aim to assess, incorporating their views, concerns and influence the program decision in the project management.					
4	The organization has system to build the capacity (knowledge, skills and attitudes) of to participate in project program development,					

**Part Four:**

**An assessment of down ward Accountability**

	Downward Accountability	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	The organization has system in place to incorporate Stakeholder participation in project/program development, implementation, monitoring and evaluation.					
2	The organization has system in place to enable beneficiaries it aims to assess and other stakeholders to provide feedback and receive response through effective,					
3	The organization has system in place to store, verify and analyse the feedback, complains and use for future programming and take input for quality Program delivery					

**Part Five:**

**An assessment of project life cycle in your project**

S.N	Project life cycle in project	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5

1	The engagement of monitoring and evaluation staff in the initiation stage of project is high					
2	The role of monitoring and evaluation in baseline					
3	The engagement of monitoring and evaluation in the staff in the planning stages of project is high					
4	The engagement of monitoring and evaluation in the excursion of project is high					
5	The engagement of monitoring and evaluation in the evaluation stage of a project program is high evaluation in the closing stage of project is high					