



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

**ASSESSMENT OF THE PRACTICES AND THE CHALLENGES
OF MONITORING AND EVALUATION SYSTEM OF BENEFIT-
ISSD PROJECT IN ETHIOPIA**

BY

ZERGIBACHEW TAYE

OCTOBER, 2019

ADDIS ABABA, ETHIOPIA

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**ASSESSMENT OF THE PRACTICES AND THE CHALLENGES OF
MONITORING AND EVALUATION SYSTEM: THE CASE OF BENEFIT-
ISSD, ETHIOPIA**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT FOR THE
REQUIREMENTS OF MASTER ARTS DEGREE IN PROJECT
MANAGEMENT**

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DECLARATION

I, Zergibachew Taye, do hereby declare that this is my original study, and has never been submitted to any other examination body.

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ENDORSEMENT

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ABSTRACT

This study was carried-out to assess the practice and the challenges of monitoring and evaluation activities of BENEFIT-ISSD-Ethiopia. Both qualitative and quantitative data was collected with open ended questionnaires and by interviewing 32 sampled employees working, as M&E Experts, Project Managers, Deputy Managers, Communication and data analyst, Cluster Managers and other support staff by using Likert Scale and the collected data was analyzed using Microsoft Excel.

The result from this research indicates that the M&E practice varies significantly across the projects of BENEFIT- ISSD, where the M&E practices are less concerned about internal program improvements and external downward accountability towards beneficiaries.

The study concluded that the challenges and the key factors affecting M&E practice of the project are lack of resource/limited budget, internal M&E expertise or technical staff and inadequate or poor documentation practices, data quality management, stakeholders' involvement, commitment and accountability, weak coordination with the other projects.

It is recommended to BENEFIT-ISSD project to support the M&E system to be implemented properly should allocate enough budgets, assign qualified expertise or technical staff which will be responsible and accountable to implement properly the M&E schemes to achieve the objective of the project/program.

Key words: Practices and challenges, Monitoring and Evaluation, BENEFIT-ISSD Ethiopia

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LIST OF ACRONYMS AND ABBREVIATIONS

BENEFIT	Bilateral Ethiopia-Netherlands Efficient Food for Income and Trade
CASCAPE	Capacity-building for Scaling-up of evidence based best practices in Agricultural Production in Ethiopia
ENTAG	Ethiopian – Netherlands Trade for Agricultural Growth
EKN	Embassy of Kingdom of Netherlands
IFAD	International Fund for Agricultural Development
ISSD	Integrated Seeds Sector for Development
M & E	Monitoring and Evaluation
MIS	Monitoring Information System
RBM	Results-based Management
UNDP	United Nations Development Program

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Monitoring and Evaluation is one of the critical elements of the project management cycle. Internationally, progressive projects joint their success on continuous or routine process of data collection to measure extends of performance against target and goals. Monitoring and Evaluation system generates the best quality evidence for program or project implementation achievements. Applying monitoring and evaluation system as an activity during project implementation cycle time has a significant role in improving project performance (Westland, 2006). The evidence generated by project monitoring and evaluations assists to determine whether the project implementation is on the right track or not and decision making on the program or project life (Louis, 2010). Kihuha (2012); as cited in IFAD (2008), Monitoring and Evaluation practices ensure that the project/program to result at the levels of impact, outcome, output, and process along with its input quantified to offer a framework for accountability and assisting in decision making at program or project levels. Monitoring and Evaluation is a system of mechanisms that are organized to look after the purpose or goal of projects that designed to be achieved by a program or project (Save the Children, 2009; UNICEF, 2009).

IFAD (2008) sees monitoring and evaluation practices as part of a designed activity that ensure logical reporting; the process that interconnects results and demonstration accountability, quantify efficiency and effectiveness, guarantees effective resource distribution, stimulates learning that is continuous along with enhancing better decision making. According to Mathethwa and Jili, (2016) as cited in Mackay (2007) M&E are powerful management tools that can assist a government and state institutions to improve the manner in which tasks are undertaken to achieve a country's vision and mission. M&E system is an organized set of collection, processing, and distribution activities designed to provide program staff with the information necessary to plan, implement, monitor, and evaluate programs, Gosling (2003).

It basically denotes a feedback system; a management tool to measure and evaluate outcomes, providing information for governance and evidence-based decision making (Gorgens & Kusek, 2009).

According to Ofir (2010), M&E has emerged as a profession in developing countries only in the last decade. Yet, capacities are being built and new approaches that support the interests of developing countries are appreciated. In the context of Africa, literature review reveals that Egypt is a father and founder of M&E, this shows that M&E is certainly not a new finding in Africa (B.Micah, 2015). Developed countries have more than twenty years experiences in using M&E particularly to share experience in M&E within developing countries, Zak, (2004).

The practice of monitoring and evaluation system in a program or project helps to develop appropriate tools to overcome project/program obstacles, to provide a continuous flow of information and feedback into the system and to guide project implementers and funders toward achieving the desired result, (Louis, (2013:10). Cameron (2012:92) stated that formal monitoring and evaluation had its origins in correcting bad public-center practices and could have a crucial role to play in reviving confidence in the projects and programs. M&E practice is fundamental if it is fully participatory to the community ownership so as to build trust from the community side and donors' side, (Soesterberg-Netherlands 2011).

Monitoring and evaluation (M&E) is a powerful public management tool that can be used to improve the way governments and organizations achieve results Jozy and Ray (2014:5). Implementation and planning failures are the widen M&E challenges which affect the proper functions of M&E schemes in projects. Challenge in project M&E implementation involves longer-term changes, and it may take months or years for such changes to become apparent. Furthermore, it can be difficult to attribute observed changes to an intervention versus other factors (called "attribution"). Despite these challenges, there is an increasing demand for accountability among organizations working in humanitarian aid and development. Therefore, careful consideration should be given to its measurement, including the required time period, resources and specialized skills.

M&E structure is crucial not only for the project/programs but also for a country to determine the country's socio-economic and political system. The study from these M&E efforts will then lead to a clearer understanding of the existing M&E initiatives, the overall sector environment, its institutional arrangements and opportunities for strengthening and improving the existing M&E creativities, along-with using M&E information to use the planned stakeholders. The significance of M&E information is to be used for the Managers' roles such as budget decision making and the continuing programs or projects activities to meet its goal. More importantly, this study will help significant persons of the donor community to recognize the strength and weaknesses of M&E in addition to the institutional arrangements, (Seotesberg 2011). BENEFIT-ISSD and other BENEFIT projects have challenges in the implementation of Monitoring and Evaluation practices in their projects/programs. Because of lack of using easy M&E system which is made up of all the tools of a practical M&E system especially the capacity of human resource which will also state how the M&E functions towards project should be carried out. This study then assesses the practice and the challenges of Monitoring and Evaluation system implemented in BENEFT- ISSD Ethiopia Project.

1.2 Statement of the Problem

One of the critical elements of the project management process is project follow-up and assessment. Internationally progressive initiatives rely on their ongoing or regular data collection system to measure performance against priorities and objectives. Controlled, monitoring and assessment boost project performance significantly (Westland, 2006). Bad project quality attributes limits to following and assessment implementation as a portion of the project management process. New tools, technologies and developments in project management and assessment methodologies are evolving project efficiency gears.

Many researches on this principle are common, and have shown that projects assessed by range, schedule and resource use have poor or lack consistent monitoring and assessment processes on average record low rating results. Once the donor has pulled out, ventures that perform well can support themselves. One of the challenge not to implement the M&E in a projects/programs is insufficient fund, lack of understanding on the benefit of M&E, lack of training and the intervention of unskilled individuals (Jemaal, et el Sangole (2018), Kaarie (2014).

As it is known, the project success is depending up on the proper implementation of M&E; this shows that M&E is crucial for the projects/programs' objectives, so in order to enhance the overall efficiency of project planning, management and implementation, management and stakeholder involvement is taken seriously.

According to Sanga (20015), African countries face considerable challenges in monitoring and reporting on the Millennium Development Goals (MDGs). These challenges include data gaps, insufficient use of official data and differences in indicator values. The Economic and Social Council (ECOSOC), developing countries' National Statistics Offices (NSOs) and other regional and global statistical bodies have recognized the problems and have urged stakeholders to work on solutions. If monitoring and evaluation can be considered as an extravagance, an administrative burden, or an unwelcome instrument of external oversight, it will be difficult to use it well as a powerful tool for a social and political change, (Larry Richman 2014).

As ISSD-Ethiopia Biannual Report, (2017) stated, 55% of the projects graded M&E satisfactorily range during implementing/practicing for M&E development and 45%t for M&E assessment of project management. Assessment processes and quality effects is crucial to finding potential for enhanced M&E project plan, the assessment of routine project output helps project managers to take corrective action while guiding future plans during initiation in implementation of projects. Monitoring and Evaluation of Projects in ISSD-Ethiopia is weak due to limited budget, limited stakeholders' involvement and lack of using automated MIS (Monitoring Information System) and lack of responsible data collectors. In addition, low quality data collection and low analysis caused the decision to be inaccurate. Not only that, lack of professional implies selections and lack of collaboration with the other BENEFIT-partners made the project difficult to align with its objective. Therefore, it is needed to form rules and regulations for implementing Monitoring and Evaluation for the projects/programs that can be used to track progressiveness. This study was to assess the practice and challenges of Monitoring and Evaluation System: The case of BENEFIT-ISSD Ethiopia.

1.3 Research Questions

- ❖ What are the approaches in practicing M&E in the ISSD-Ethiopia?
- ❖ What are the challenges in implementing M&E at ISSD-Ethiopia?
- ❖ What is the relation between M&E and the performances at ISSD-Ethiopia?

1.4 Research Objectives

1.4.1 General Objective

The general objective of the study is to assess the practice and challenges of Monitoring and Evaluation of BENEFIT-ISSD.

1.4.2 Specific Objectives

The specific objectives of the study are to:

- To assess the challenges to practice M&E in ISSD-Ethiopia;
- To identify the determinant factors of Managers related with M&E in ISSD;
- To assess the level of knowledge and skill is needed to practice M&E effectively and efficiently in ISSD.

1.5 Significance of the Study

The study is designed to assess the implementation of M&E practice, limitation and enabling factors in Ethiopia, by taking ISSD project as a case; this will ultimately contribute to the limited documented information on M&E practice in ISSD and other BENEFIT projects. The findings of the study will also help as a reference for future researchers on the same or similar topics by suggesting areas that need further studies to be conducted. The study results contribute in the raising awareness of the necessity of M&E process within the projects to measure whether its objective is achieved or not. It will assist in the implementation of M&E within the projects and also this study is expected to be helpful to BENEFIT-ISSD and other BENEFIT projects in identifying major gaps to bring effective impact, and to change the implementation for a better result by using its resources.

1.6 Scope and Limitations of the Study

The study was conducted at ISSD-Ethiopia: regional offices to cover all ISSD staffs at head offices and regional units. ISSD regional units are located at Oromia seed enterprise (Addis Ababa), Mekele University (Tigray), BahirDar University (Amhara), Hawassa University (SNNPR) and Haramaya University (Oromia). ISSD has been working in four regions with these regional units. The study covered four universities under the ISSD intervention and the entire employees of ISSD Ethiopia, i.e. managers and M&E experts under the umbrella of the BENEFIT Partnership who have direct or indirect relation with the M&E. Four years is long enough for one to determine and accurately predict the trend in any given project.

1.7 Limitation of the Study and areas of future reason

- * Lack of Security at regions not to interview the focal persons in the Universities.
- * Limitation of the size restricted the study to limited on the assessment of the practices and challenges of M&E in a case of BENEFIT ISSD-Ethiopia.

The study has shown a number of relevant issues that the project did not explore before about M&E, whereas, this study might be important for further research on investigating practices and challenges in M&E. This study was conducted in BENEFIT-ISSD Ethiopia other studies should involve in other projects in order to obtain more complete information on these challenges.

1.8 Organization of the Study

The research is expected to comprise three respective chapters in which the researcher clearly state the entire process of the research, this include: Chapter one introduce the overall picture of the study that, the background of the study, statement of the problem, research questions, research objectives, significance of the research, Scope and Limitation of the research and organization of the research. Chapter Two looks into the concepts related with Literature. This part of the research deals with the literature (theory and Empirical evidences) relevant to the proposed research. Chapter three tells about the research area and methodology used. In this chapter the researcher will describe the subject/participant of the study, the sources of the data,

the data collection instruments to be shown, the procedures of data collection and the method of data analysis. Chapter four describes the presentation, analysis and interpretation of the result, this chapter contains 14 tables with its analysis. Finally, Chapter five, shows the summary and conclusion of the study, this includes: summary of findings, challenges of M&E practices and best approach in improving M&E practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature

The dictionary definition of theory is a formulation of underlying principles of certain observed phenomena that has been verified to some degree and the principles of an art or science rather than its practice. As Shadish, Cook and Laviton's definition, theory means a body of knowledge that organizes categories, describes, predicts, explains and otherwise aids in understanding and controlling a topic. According to Chen's definition, theory is a set of interrelated assumptions, principles and propositions to explain or guide. As stated by American University (2019), the four M&E challenges in a work place are: Stakeholders: the stakeholders' attitude in monitoring and evaluation is in different view because of the goal of monitoring system and the outcomes of the reports, this will cause not to design a monitoring system to meet the organization's desire.

Logical frames: Previously, Logical Framework was not that much applicable to measure the progress of the project/program. If the organization is large, there may be a large number of indicators that could be measured so, this brings a challenge in financial and human resources. Technology: Technology plays a large role in data collection and data analysis. Most organizations work with find themselves lacking the proper financial resources to advance in the technology needed for their monitoring and evaluation systems. In most cases, the system will need to be used by field staff who don't have access to internet in their respective project/program locations or will be doing site-visits in rural areas without any kinds of internet connection/service and Timelines: In order to design Monitoring and Evaluation system in large organizations with multiple projects require understanding the organization and its goals. For best practice, pilots should be conducted to ensure that the collected data is valid and relevant to the indicators, so in order to implement to the project, it may take several months before the system is fully developed, (Tizikaram, 2014)

2.1.1. Evaluation Theory

Is a theory to know what to say about what we do, that is our theory to inform our practice as long as our profession as evaluators (King & Stevhn, 2013). According to Berk and Rossi (1999), since its inception, evaluation has struggled to generate viable theory, so far, theory has not lived up to its promise in evaluation research. The reasons why evaluation has not focused on theory are: lack of conceptual harmony, lack of financial support, lack of practical focus and the like (Stevhn, 2013). The evaluation theory plays several crucial roles in evaluation practice. For the preliminary assessment and program design, theory and research can be very useful. So, so as to save program designers and evaluator's time and resources, evaluation theory provides effective strategies for dealing with the problems of concern regarding the evaluation process (Donaldson, 2011)

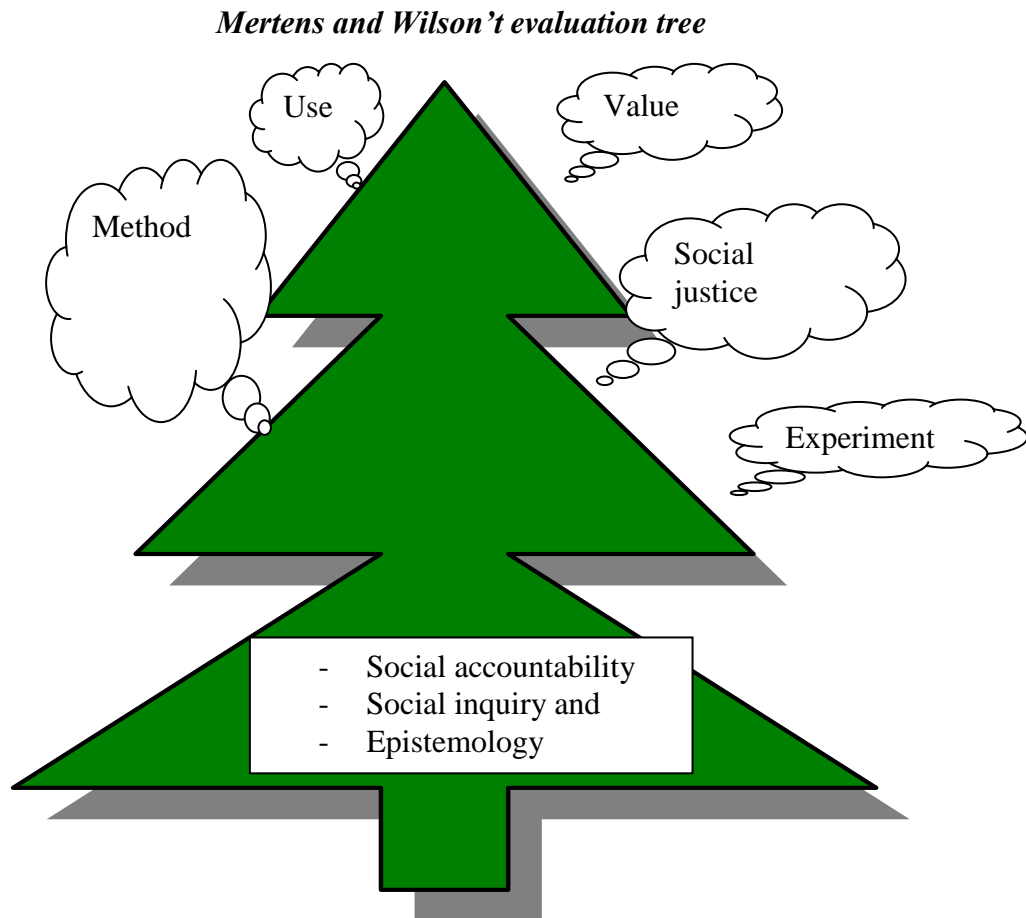


Figure 2.1 Developed based on Mertens and Wilson's evaluation tree

The two formative and summative types of evaluations depend upon the time they take place. Formative evaluation is more concerned on efficient and proper uses of resource to produce and focuses on strengths, weakness and challenges of the project, sometimes it is called interim or midterm evaluation, whereas, summative evaluation focuses to carry out at the end of the project and control how the project progressed and determine the wrong and the right result to take immediate action (Shapiro, 2004).

2.1.2 Program Theory

As stated by Davidson, (2015), Program theory and its use in evaluation seems to be an argument that just won't go away depending on which part of the world one is in. What is it about theory based evaluation (or the different understandings of it) that polarizes some but brings others together? A little digging shows that there are some serious misconceptions among both the program theory, whereas, some of the best innovations are coming from those who understand program theory's potential and limitations and are just getting on with using it to move our discipline forward. A program theory is also valuable to perceive the problem and take immediate action to solve project /program's problems (Clinttock, 1990). A set of theory argue intended idea specifying different laws related the variables each other. Program theory is a helpful tool designed to achieve the project/program's planed outcomes and guidance shows the strength of the program/project to identify the problem easily and review within the project/program (Donaldons, 2012). Program theory was well-known as a decisive mechanism to solve the problems and this tool was practiced in monitoring and evaluation for many years to carry the assessments to compliment the findings. (Sethi & Philippines, 2012).

2.2 Empirical Literature

2.2.1 Result based management (RBM)

As stated by Berhanu et al, (2012:2) cited in Macky 2007), (CIDA 2009), RBM&E deals with the measurement and assessment of performance in order to more effectively produce results (outcomes) so as to ensure that efforts are translated into changes in the lives of beneficiaries and their environment. RBM provides a coherent framework for strategic planning and management by improving learning and accountability. It is also a broad management strategy aimed at achieving important changes in the way agencies operate, with improving performance and achieving results as the central orientation, by defining realistic expected

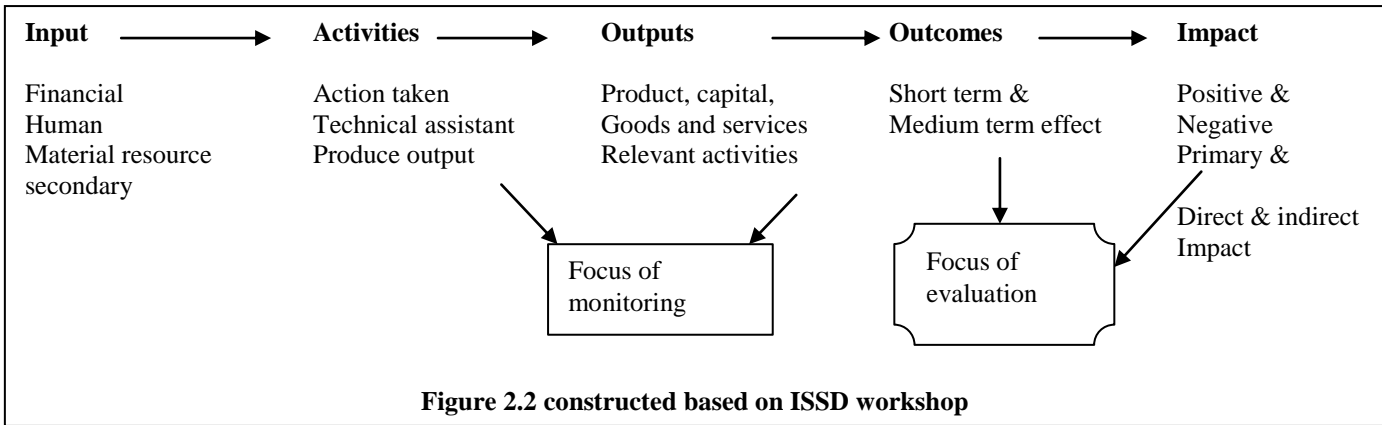
results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. Therefore, RBM&E are means to measure the goods and services (outputs) that the organizations provide and to measure the extent to which the outputs are used by beneficiaries and how the living conditions of beneficiaries and their natural environment are changing as a result.

RBM&E is a tool to evaluate the performance of the program/project expected to produce and to enable the managers to take timely action based on the impacts and the benefits of the result. (Khan, 2015). RBM&E is indicator for the organization as well as for the stakeholders providing timely and frequent information to enable them to tackle the problem and take corrective measure and to get transparency from the aid lending and also to show greater accountability, (Davis 2009). In order to solve the an effective implementation in M&E in which, the government, projects and programs are facing, the results based performance feedback strategy must be implemented, this will commence to meet the project/program's goal (Mathethwa & Jili 2016)

As M&E guide line of (IFRC, 2011) : RBM is an approach to project/program management based on clearly defined results, and the methodologies and tools to measure and achieve them. RBM supports better performance and greater accountability by applying a clear, logical framework to plan, manage and measure an intervention with a focus on the results you want to achieve. By identifying in advance the intended results of a project/program and how we can measure their progress, we can better manage a project/program and determine whether a difference has genuinely been made for the people concerned.

2.2.2 Result chain

According to Berhanu et al (2010: 6) cited OECD DAE (2002) the definitions of elements of the results chain is shown in Figure2 below:



The literature’s idea is how a project/program consistently applies M&E and how to assess the impact from its basis and practice to measure the impact to the project/program primarily to make statistical measurement of the project/program to understand the change expected in it to enable the managers to take timely action.

2.2.3 Monitoring and Evaluation practices

According to UNAID trainings (2019) the monitoring and evaluation (M&E) profession has developed as a field of practice rather than a traditional academic discipline. As Maimula (2017) stated that monitoring and control of project work is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan”. It further explains that monitoring includes status reporting, progress measurement, and forecasting.

M&E practice is a helpful tool to manage the project/program to gather data from a given intervention and evaluate and assess for the current process. It also keep the information for the managers to enable them to realize whether the project/programs are running as expected or not and also it is a tool for the project management and experts to apply it properly to arrive to the decisions to set the project/program’s goal and objectives (Goyder, 2009). The practice of Monitoring and Evaluation (M&E) draws heavily from the theoretical and conceptual

foundations of management science. Monitoring refers to a continuing function that uses the systematic collection of data on specific indicators of an on-going development intervention and Evaluation is the systematic and objective assessment of an on-going or completed project, program or policy by focusing on its design, implementation and results, (Tizikaram, 2014),

2.2.4 Managers' involvement

The more stakeholders support is the better project performance. The stakeholder involvement is crucial to develop a communication strategy to create synergy with all managers from different interest groups, (Chamber, 2010). Unless there is the involvement of managers, stakeholder and experts in the evaluation process, the desired outcome will be different. This includes National Society staff and volunteers, community members, local authorities, partners, donors, etc. Participation helps to ensure different perspectives are taken into account, and it reinforces learning from and ownership of the evaluation findings. M&E managers/stakeholders are those people who have a stake in the program and persons who take decisions using the M&E data and findings. In order to know the progressive and activities of project/program and the result either success or failure, M&E is crucial for the managers/stakeholders to take timely decision to meet the objective of the project/program, (International Federation of Red Cross and Red Crescent Societies IFRC, 2011). To some reasons, managers/stakeholders support M&E to get quality information for the decision to be able to know the status of the program/program (UNICEF, M&E training resource)

2.2.5 Knowledge and Skill

M&E was not universally known as a source for professional standards, competencies and ethics for training; instead, it will vary according to the country and organizational context. M&E training is best achievement to learning objectives and Knowledge of computer and analysis of the software in M&E is an asset to get quality data so as to achieve organizational goal and objective, so M&E training must be mandatory for those before assigned on this matter. Trained stakeholders will be responsible, good communicator and problem solver and can be good leader and manger (William 2016).

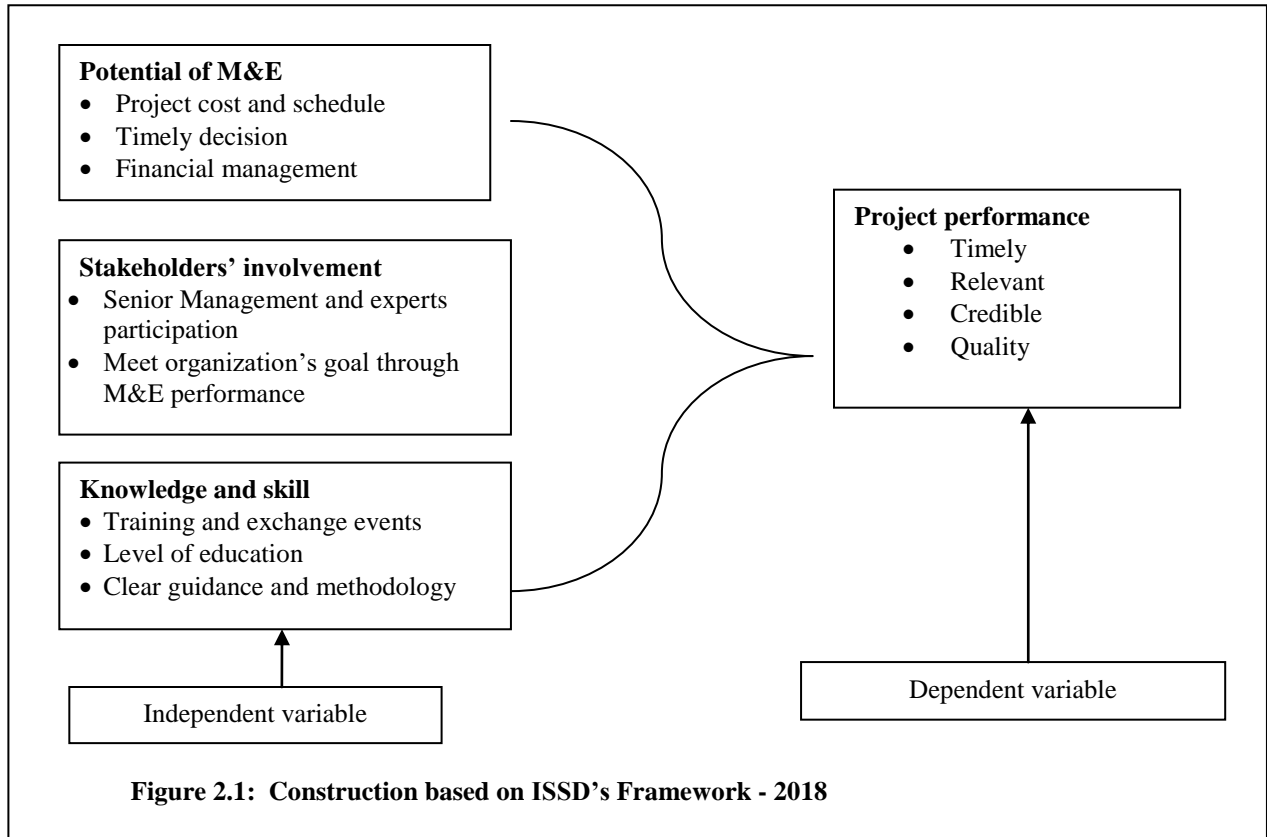
In order to undertake M&E functions, stakeholders with knowledge to design relevant M&E frameworks and systems is crucial for strengthening the project/program capacity to success the intervention and improve the delivery, impact and efficiency. Training is valuable asset to build credibility and legitimacy among stakeholder and credit familiarity with the individuals, communities, organization or program/project involvement in M&E, (University of Kuazul, 2012).

University of Kuazul stated (2012): M&E skill and training program benefits to be able to explain the principles and good practices in M&E systems at different levels in organizations , explain results chain thinking, the centrality of indicators, and the need for basic tools and procedures in M&E, explain log-frames, integration of M&E, and international M&E frameworks, design, implement and manage appropriate integrated M&E systems within available resource constraints to achieve desired strategic outcomes in specific fields in organizations, distinguish and explain the types of evaluation methods and their applications, explain the planning and management of M&E processes and describe quality controls and guidelines for reviewing evaluation reports.

According to (USAID,2009) training manual: Knowledge, Skills and Competency (KSC) approach and the benefits of using this approach in human capacity building in general and monitoring and evaluation (M&E) curriculum/training development in particular presents the essential competencies desired in M&E leadership positions and focuses on M&E capacity building through training. Participatory training method is more interactive to apply the skill to design run a project/program monitoring and evaluation easily, ILC, International Training Center (ITC) (2018), Monitoring and Evaluation of development program,

2.3 Conceptual Framework

The independent variables in the study are potential of M&E, Management involvement and level of knowledge and skill which project performance of ISSD-ETHIOPIA project is the dependent variable. The connection between the dependent and the independent variable can be summarized.



3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the methodology that was used in conducting research. It covers the study Idea or Model that directed the entire study, clarification on review population/area of study, research design and procedures, target population, data collection tool and lastly method of data analysis using specified techniques.

BENEFIT-ISSD Ethiopia is one of the programs operating under BENEFIT Partnership. The integrated Seed Sector Program Ethiopia (ISSD- Ethiopia) aims to improve female and male smallholder farmer access to and use of quality seed of new, improved and or farmer preferred varieties to sustainably increase agricultural productivity. BENEFIT-ISSD is implemented by five regional units hosted at four universities (Bahirdar, Haramaya, Hawassa and Mekelle) and Oromia Seed Enterprise.

3.2 The Research Design

The study takes the form of descriptive study. According to Cooper and Schindler (2000), a descriptive research finds out who, what where, when and how much the Research design will be appropriate to explore M&E practices and challenges and similar research designs evaluate M&E practices and challenges.

This study starts the assessment of the practice and the challenges of M&E system of BENEFIT- ISSD-Ethiopia. The descriptive design provides qualitative and quantitative data from the population and insight to research problem whereas highlighting the relevant variables. The researcher therefore, preferred this method so as to get the best benefit of the approach by providing the descriptive feature of the M&E practices and challenges the case of ISSD-Ethiopia project. The study worked mixed research approach, in mixed methods both the quantitative and qualitative formats (Creswell, 2003).

3.3 Target Population

The study was conducted on the assessment of the practice and the challenges of Monitoring and Evaluation system of ISSD-Ethiopia involved 32 employees from ISSD-Ethiopia, the study identified the respondents including other BENEFIT staff in M&E related and Managers. The study used census method of sampling enrolling for all the 32 staffs working on the projects and all served as respondents to the study. Census was used because of the small number of the target population.

3.4 Data Collection Tools

The data for the study was collected using structured questionnaire. Kuter and Yilmaz (2001) define a questionnaire as a method for the motivation, recording and collecting of information. The study used semi-structured questionnaire that had a Likert scale in collecting primary data and the questionnaire had three chapters deals with background information, Challenges facing M&E and approaching in improving M&E in project. The challenges facing M & E practice section had two subsections thus M&E challenges on project execution and relation of M&E on project performance. The tool had a series of both open and closed-ended questions. For this study, the questionnaire was the most appropriate and cheaper means of collecting primary data, furthermore, the reason why this tool was applied, due to its objectivity and convenience to be easily managed to drop and pick method.

3.4.1 Reliability and Validity of the data

With regard to validity and reliability, the information used in this study, the researcher engaged relevant research guidelines and ethical considerations. For instance the researcher requested the documents to verify the responses that are determining whether they are credible or not. This is explained in Imas & Rist (2009) by using different methods which increase the accuracy of data and refers to it as a triangulation approach.

3.5. Method of Data Analysis

Both quantitative and qualitative methods were employed to present, analyze and interpret the data collected from the above sources. Moreover, the data was analyzed using descriptive data analysis technique in order to describe the situation in the study area. Descriptive analysis

refers to statistically describing, aggregating, and presenting the constructs of interest. Data from questionnaire are coded and entered into the computer using Excel version 2010. To address the assessment of the practice and the challenges of M&E system of BENEFIT-ISSD project in Ethiopia five point Likert Scale are used ranging from Strongly Disagree (1) to Strongly Agree (5) with Neutral in the middle (3) accordingly.

3.6 Ethical Consideration

Ethics are suitable standards leading the research conduct and influence the welfare of human being. It is about making decision, choosing the right or wrong behavior by an individual (Bell and Bryman, 2007). The study assured integrity and harmonized the study methods, procedures, and presentation of results ensuring that there was no falsified or misrepresentation of data. The study eliminates bias in data analysis, data interpretation, and other aspects of the research. The study embraced the highest level of integrity, keeping promises and agreements, sincerity, and consistency of thought and action.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents analyses and discussion of findings of the assessment of the practice and the challenges of Monitoring and Evaluation system in BENEFIT ISSD–Ethiopia. The findings are presented and analyzed in relevance the precise objectives of the study. The objectives of the study were: the challenges in active participating in M&E in Bilateral organization in ISSD-Ethiopia.

- To find out what are the challenges to practice M&E in ISSD-Ethiopia;
- To identify how the determinant factors of Managers related with M&E in ISSD;
- To assess level of knowledge and skill is needed to practice M&E effectively and efficiently in ISSD.

The results from the analysis may be applied as a vital assessment for all BENEFIT projects, on a way to improve observe of M&E in agricultural and different development projects through practice M&E systems.

4.2 Response Rate

Response rate refers to the quantity of individuals who answered the questionnaire divided by the number of people within the sample. During this study, out of 35 questionnaires that were conducted to respondents, 32 were come-back, giving a response rate of 91.4%. According to Mugenda Mugenda C (2003) a 50% response rate is adequate, and a response rate bigger than 70% is extremely smart. Therefore, the response rate was satisfactory. This response rate is attributed to the information collection procedures, wherever; the study pre-notified the potential of the participants how applied the drop and picks technique to permit the respondents ample time to fill the questionnaires.

Table 4.1 Survey Response Rate

Rate Questionnaires Administered	Questionnaires filled & returned	Percentage
35	32	91.4

Source: Survey data, 2019

The best sample is one which realizes the requests of effectiveness, symbolisms, reliability and flexibility so as to get several outlooks in the area of the study on the subject of the assessment of the practices and challenges of M&E system of BENEFIT–ISSD Ethiopia has asked 35 respondents. According to Cronbach, (1951) proposes to use the Slovene's formula which is best to calculate the proper sample of the study for a small target group:

$n = N / (1 + Ne^2)$. Hence:

n = number of sample, N = total population, e = Level of precision error

Then: N = 35 people, e = 10% (.01), n =?

From the formula:

$$n = 35 / (1 + 35 * 0.01^2)$$

$$n = 35 / (1 + 35 * 0.0001) = 34.87793 \text{ (because you can't sample a fraction of person or thing)}$$

Therefore: n = 35

To complete these, 35 employees were consulted and interviewed and were given questionnaires including Project Mangers, Experts, Deputy Managers and people who are related with M&E in other projects under the BENEFIT umbrella.

4.3 The Challenges faced practicing M&E at ISSD Unit

The first goal of this study is to search the M&E challenges to be applied at ISSD-Ethiopia; this goal was supported by inquiries.

4.3.1 The Current M&E Practices Implemented in ISSD Projects

The significance of the question was however M&E is being practiced presently in ISSD Project.

4.3.2 Current M&E Information Provides to Program Managers/Officers

To Assist in Decision-Making and Planning the question was asked if the current information from M&E provides program managers or officers to assist in decision-making and planning. The findings indicate that 11(34.4%) of respondents strongly disagreed and the disagreed that M&E information provided to program managers/officers to assist in decision-making and scheduling, 5(15.6%) of respondents strong agreed, 4(12.5%) replied agreed, and 1(3.1%) of respondents were neutral. This meant that M&E did not provide program managers or officers with information to assist with decision-making and planning.

Table 4.3: M&E Information Provided to Program Managers/Officers to Assist in Decision-Making and Planning

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	5	15.6	15.6
	Agree	4	12.5	12.5
	Neutral	1	3.1	3.1
	Disagree	11	34.4	34.4
	Strongly Disagree	11	34.4	34.4
	Total	34.4	100.0	100.0

Source: Survey data, 2019

4.3.3 M&E Implemented Produces Useful Management Report

If M&E implemented produces useful management report, respondents were asked to respond. The findings showed that 13(40.6%) of respondents disagreed with the fact that M&E implemented produces useful management report followed by 7(21.9%) of respondents who did strongly disagree and, 4(12.5%) of respondents agreed that 1(3.1%) was neutral.

Table 4.4: M&E Implemented Produces Useful Management Report

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	7	21.9	21.9
	Agree	4	12.5	12.5
	Neutral	1	3.1	3.1
	Disagree	13	40.6	40.6
	Strongly Disagree	7	21.9	21.9
	Total	32.0	100.0	100

Source: Survey data, 2019

4.3.4 M&E Plans are there Indicators that are clearly linked

To the Objectives of the Program/Project respondents were asked if M&E plans are there indicators that are clearly linked to the objectives of the program/project. The findings show that 13(40.6% of respondents disagreed that M&E projects are the metrics clearly linked to the program/project goals, 10(31.3%) strongly disagreed with the respondents, 5(15.6%) of respondents agreed that 2(6.3%) were neutral. This meant that monitoring and assessment are not indicators clearly linked to the program / project objective of the ISSD unit.

Table 4.5. M&E Plans are there Indicators that are Clearly Linked to the Objectives of the Program/Project

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	2	6.3	6.3
	Agree	5	15.6	15.6
	Neutral	2	6.3	6.3
	Disagree	13	40.6	40.6
	Strongly Disagree	10	31.3	31.3
	Total	32.0	100.0	100.0

Total Source: Survey data, 2019

4.3.5 Challenges in M&E Practice on ISSD-Ethiopia

The study examined the challenges of M&E Practice faced by the ISSD-Ethiopia project and the results are as shown in Table 4.6. Employee related challenges in M&E practice, including lack of technical experience influencing M&E assessment, policy issues affect M&E assessment, inappropriate M&E approach, tool selection and techniques influence M&E assessment, Less reporting team strength and poor M&E leadership. The respondents rated the fourth highest mean, the lowest strength of the monitoring team was rated as the highest means 2.6 followed by political issues influencing evaluation on M&E and inappropriate M&E approach, selection of tools and techniques influencing M&E evaluation with a mean of 2.4, lack of technical experience with 2.22 and weak management with a mean 1.7. This means that M&E in the implementation of ISSD projects had less monitoring strength, political issues and inappropriate M&E approach.

Table 4.6: Challenges in M&E Practice on ISSD Project unit

	Mean	Std. Deviation	N
Lack of technical experience influence assessment on M&E	2.22	1.184	32
Political issues influence assessment on M&E	2.4062	1.29164	32
Inappropriate M&E approach, selection of tools and techniques influence M&E assessment	2.4062	1.24069	32
Less strength of monitoring team	2.6562	1.42805	32
Weak management in M&E	1.7812	1.18415	32

Source. Survey data, 2019

4.4 The relation of M&E on Project Performance for ISSD project unit

The second objective was to assess the relationship between project M&E and project quality for ISSD project, and the following questions are intended to evaluate the project unit officials usual perception of whether M&E is linked to performance projects or not.

4.4.1 Does the Project Performance Depend on M&E

The question has been asked if the quality of the project depends on M&E, the findings show that 13(40.6%) of respondents agreed that project performance depend much on M&E followed by 10(31.3%) of respondents who did strongly agree, 5(15.6%) of respondents did strongly disagree, 3(9.4%) of respondents disagreed and 1(3.1%) of respondents were neutral. This ensured that the quality of the project depended heavily on the management and assessment of the whole project; this helped to improve efficiency and achieve results.

Table 4.7: Project Performance Depend on M&E

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	10	31.3	31.3
	Agree	13	40.6	40.6
	Neutral	1	3.1	3.1
	Disagree	3	9.4	4.4
	Strongly Disagree	5	15.6	15.6
	Total	32	100.00	100.0

Source. Survey data, 2019

The key goal is to improve the current and future management of the project's inputs, results and effects and to assess the quality of projects/programs developed by governments, international organizations and INGOs, this establishes links between past, present and future behavior.

4.4.2 Effect of M&E approach in present performance

The respondents were asked if effect of M&E approach affects the performance of the project. The respondents ' finding showed that 11(34.4%) of respondents agreed that M&E's poor approach influences project performance, 9(28.1%) of respondents did strongly agree, 7(21.9%) of respondents did strongly disagree, 4(12.5%) did disagree and 1(3.1%) were neutral. This means that weak M&E approach affected the quality of the project.

Table 4.8: Effect of M&E approach in present performance: Frequency Percent

Valid Percent

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	9	28.1	28.1
	Agree	11	34.4	34.4
	Neutral	1	3.1	3.1
	Disagree	4	12.5	12.5
	Strongly Disagree	7	21.9	21.9
	Total	32	100	100.0

Source. Survey data, 2019

This suggests that the monitoring team needs to be strengthened and improved to have more power to increase its performance.

4.4.3 Effect of Management system in M&E Influence Project Performance

The question was presented to the respondents if poor management in M&E influences project performance. The findings show that 11(34.4%) of respondents agreed that Poor management in M&E influence project performance, 8(25.0%) of respondents did strongly agree, 7(21.9%) of respondents did strongly disagree, 4(12.5%) of respondents disagreed and 2(6.3%) were neutral. This means, there was a good relationship in project management and management performance in M&E. Monitoring focuses on project operation planning and monitoring, seeking to improve project execution performance and overall effectiveness.

Table 4.9: Effect of Management in M&E Influence Project Performance

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	8	25.0	25.0
	Agree	11	34.4	34.4
	Neutral	2	6.3	6.3
	Disagree	4	12.5	12.5
	Strongly Disagree	7	21.9	21.9
	Total	32	100	100

Source. Survey data, 2019

4.4.4 The Roles and Responsibilities of Staff in M&E Clearly Defined and Documented

The respondents were asked if the role and responsibilities of staff in M&E clearly defined and documented. The findings show that 12(37.5%) of respondents strongly disagreed, 5(15.6%) of respondents agreed, 2(6.3%) of respondents were strongly agreed and 1(3.1%) were neutral. This means that M&E staff roles and responsibilities are not clearly defined and recorded as shown by 75% of respondents.

Table 4.10: The Roles and Responsibilities of Staff in M&E is Clearly Defined

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	2	6.3	6.3
	Agree	5	15.6	15.6
	Neutral	1	3.1	3.1
	Disagree	12	37.5	37.5
	Strongly Disagree	12	37.5	37.5
	Total	32	100	100

Source Survey data, 2019

4.4.5 Units Regularly Analyze Reports

In order to Assess Achievements and Challenges the question was requested to the respondents if the units regularly analyze reports so as to assess achievements and challenges. The findings show that 10(31.3%) of respondents were strongly disagree and 8(25%) of respondents disagree, 7(21.9%) of respondents agree and 6(18.8%) of respondents were strongly agree and 1(3.1%) of respondents were neutral. The results suggested that to assess successes and problems, the unit does not routinely review data.

Table 4.11: Units Regularly Analyze Reports in order to Assess Achievements and Challenges

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	6	18.8	18.8
	Agree	7	21.9	21.9
	Neutral	1	3.1	3.1
	Disagree	8	25.0	25.0
	Strongly Disagree	10	31.3	31.3
	Total	32	100.0	100

Source. Survey data, 2019

4.4.6 Is there any Documented Lessons on Project Execution

The question was asked to the respondents if unit has documented lessons learned on project execution. The findings show that 11(34.4%) of respondents disagree that unit has documented lessons learned on project execution followed by 8(25%) of respondents who were strongly agree, 6(18.8%) of respondents were strongly disagree, 5(15.6%) of respondents agreed and 2(6.3%) of respondents were neutral. This indicated that ISSD units did not report lessons learned about the implementation of the project.

Table 4.12: Unit has Documented Lessons Learned on Project Execution

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	8	25	25.0
	Agree	5	15.6	15.6
	Neutral	2	6.3	6.3
	Disagree	11	34.4	34.4
	Strongly Disagree	6	18.8	18.8
	Total	32	100	100

Source Survey data, 2019

4.4.7 Unit Provide M&E Training for Program and M&E Staff

A question was asked to the respondents if the unit provides M&E training for program and M&E staff. The findings show that 12(37.5%) of respondents disagreed that the unit provide M&E training followed by 9(28.1%) of respondents who were strongly disagree, 6(18%) of respondents were strongly agree that unit provide M&E training for program and M&E staff, 3(9.4%) of respondents agree and 2(6.3%) of respondents were unbiased. This implied that ISSD-Unit did not provide system or M&E staff training for M&E.

Table 4.13: Unit Provide M&E Training for Program and M&E Staff?

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	6	18.8	18.8
	Agree	3	9.4	9.4
	Neutral	2	6.3	6.3
	Disagree	12	37.5	37.5
	Strongly Disagree	9	28.1	28.1
	Total	32	100	100

Source: Survey data, 2019

4.4.8 Information recorded at spot when and where an activity is implemented

The respondents were asked about the Information recorded at spot when and where an activity is implemented. The findings show that 10(31.3%) of respondents did disagree, 6(18.8%) of respondents agreed that information recorded at spot when and where an activity was implemented, 5(15.6%) of respondents did strongly agree and 3(9.4%) of respondents were unbiased.

Table 4.14: Information recorded at spot when and where an activity is implemented

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	5	15.6	15.6
	Agree	6	18.8	18.8
	Neutral	3	9.4	9.4
	Disagree	8	25.0	25.0
	Strongly Disagree	10	31.3	31.3
	Total	32	100	100

Source: Survey data, 2019

4.4.9 System that assists staff in capturing, managing and analyzing program data

The respondents were asked about the system that assists staff in capturing, managing and analyzing program data. The findings show that 13(40.6%) of respondents disagree followed by 11(34.4%) of respondents who were strongly disagree, 5(15.6%) of respondents agree, 2(6.3%) of respondents strongly agreed and 1(3.1%) of respondents were neutral. This refers that system that supports staff in capturing, managing and analyzing project/program data is weak.

Table 4.15: System that assists staff in capturing, managing and analyzing program data

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	2	6.3	6.3
	Agree	5	15.6	15.6
	Neutral	1	3.1	3.1
	Disagree	13	40.6	40.6
	Strongly Disagree	<u>11</u>	<u>34.4</u>	<u>34.4</u>
	Total	32	100	100

Source: Survey data, 2019

4.4.10 Properly documented data question was posted to the respondents

A question was asked to respondents if properly documented data question was posed to the respondents. The findings show that 12(37.5%) of respondents were strongly disagree followed by 10(31.3%) of respondents who disagree, 5(15.6%) of respondents agreed that properly documented data question was posed to the respondents, 3(9.4%) of respondents were strongly agree and 2(6.3%) of posed were neutral. The findings revealed that properly documented data question was not stood to the respondents.

Table 4.16: Properly documented data question was posted to the respondents

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	3	9.4	9.4
	Agree	5	15.6	15.6
	Neutral	2	6.3	6.3
	Disagree	10	31.3	31.3
	Strongly Disagree	12	37.5	37.5
	Total	32	100.0	100

Source: Survey data, 2019

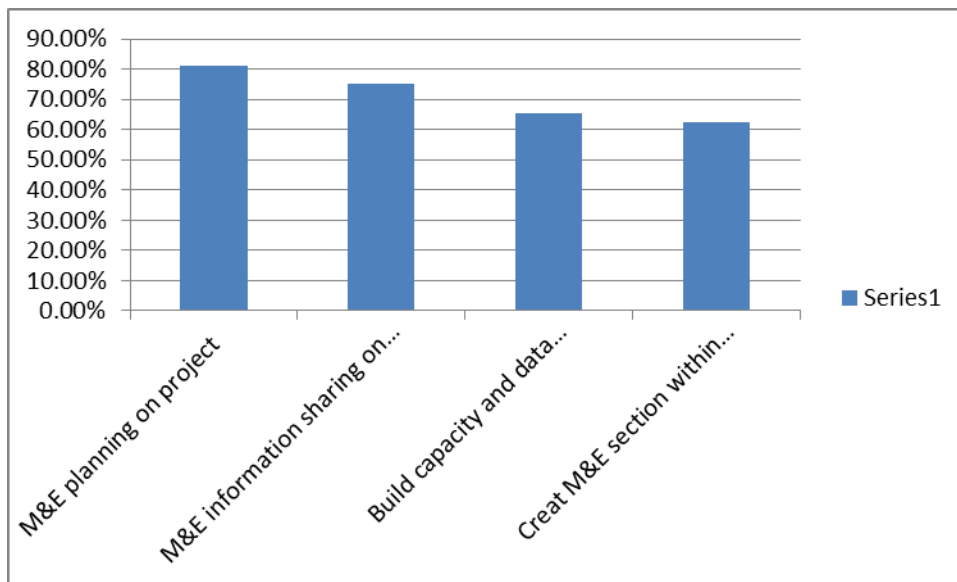
4.5 Approaches in improving M&E practices applied

Third objective from this study aimed at finding the best approaches in improving M&E practices applied in a project/program at ISSD Project Unit, the following questions were asked to the respondents as per this objective.

4.5.1 Proposed best approaches in improving M&E Practices applied

The question was asked to the respondents on the best approaches in improving monitoring and evaluation practices applied in project/program in ISSD Project Unit. The findings showed that 81.3% of respondents said to use M&E planning, 75% of respondents said to ensure M&E information sharing on project execution, 65.6% of respondents said to build capacity and data management on the project execution to staff practicing M&E and 62.5% of respondents of said introduction of M&E section within the unit.

Figure 5.1: Proposed best approaches in improving M&E practices applied in the Project/program of ISSD Unit



Source. Survey data, 2019

Many strategies have been suggested aimed at improving the state of monitoring and evaluation in order to have an effect on the success of the projects, the proposed approaches to be considered are as follows, first to use M&E planning as 81.3% of respondents noted.

The second approach proposed is to ensure the sharing of M&E information on project execution as indicated by 75% of respondents. This includes providing education to raise awareness among communities of how to manage, protect their projects in a sustainable manner and the specific. Training should be provided during and after the project implementation.

The third 65.6% of respondents indicated that to develop capacity and data management on project execution through workshops, short courses and long courses on M&E within the unit in order to familiarize themselves with M&E in order to monitor the condition of the projects before and after implementation in order to identify the achievements and challenges faced by the projects.

The fourth proposed approach is introduction of M&E section within the projects/programs which coordinate all activities of M&E program/project including preparation of M&E plan, M&E budget and establish role of M&E key staff as 62.5% of respondents. This section was responsible for monitoring and reviewing all projects within the system.

4.6 Discussion of the Findings

Monitoring and evaluation is the simple techniques of good project management at all levels because it provides data on project progress and the effectiveness of activities. Monitoring and Evaluation advance on project management and enable decision making which influence accountability of stakeholders. Monitoring and Evaluation provides data which is useful for decision making and advocacy. Monitoring and evaluation gives sign on whether the project is progressing or need to be intervenes. This is supported by Joseph S (2010) shows that evaluation is used in management to increase clearness.

The findings from the study showed that there are weaknesses in the existing monitoring and evaluation at ISSD unit as there is no frequent filed visiting to check and back-stopping the projects and advise the community on the proper execution of project/program unit. The managers do not get the necessary information for the decision-making and planning. Decision-making in management requires the delivery of accurate information, since seeds are one of the most basic human needs and crucial to almost all economic activities, including agriculture production especially for the countries which is the backbone of the economy which is based on agriculture. However, Montgomery (2009) findings do not have differences with the findings of Woka P. (2014), on their study M&E is not properly implemented in execution of

project/program. The findings from the study showed that there are gaps in the current ISSD's M&E system due to lack proper data collecting method and this affected the manager to refrain to make a timely decision. M&E does not provide project managers/officers with information to help in decision-making and scheduling. This finding is very similar to the proposed approach put forward by Busject (2010) who asserted on the delivery of trainings in order to capacitate providing quality data.

M&E does not provide project managers/officers with information to help in decision-making and scheduling. Monitoring and Evaluation is not indicator that are clearly linked to the objective of the program/project at ISSD unit whereas, the selection of tools and techniques in M&E approach influence the assessment, performance and implementation of M&E in a project/program.

Despite the presence of M&E tools used in these projects, but the implementation of these poorly applied M&E practices, seem to face lot of challenges, whereas low budgetary allocation in M&E activities and absence of technical and professional staffs of M&E are the leading significant challenges facing the ISSD projects/programs, others are unsatisfactory community and other stakeholder participation. The current practice in M&E at ISSD-Ethiopia is, having two times management meetings per annum, annual national workshop, preparing annual report, delivering inconsistent trainings to the program staff, limited budget and limited field visit. This finding provide the recommendation on the establishment of M&E section in organizations to monitor and evaluate projects, ensure quality data collection as well as producing reports and make sure that, the reports are shared within organization, before disseminated to outside stakeholders, enhancing capacity building and training how to manage data. This involves the provision of long and short training courses to project staffs so as to equip them with the basic skills and knowledge on project Monitoring and Evaluation, This fact is similar to Loitare (2011) study on the role of Monitoring and Evaluation for enhancing performance of Development Projects in ISSD as it will help them to monitor and evaluate their projects in a proper way. The best approaches in improving M&E practices applied in project at ISSD-Ethiopia, different ways were served at improving the condition of Monitoring and Evaluation ISSD so as to bring positive effect to the of the projects need result based M&E, project alignment on theory of changes, assign dedicated staff, use automated information system, having trained M&E experts and enough budget for M&E.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of this chapter is to provide the analysis with a review, conclusion and recommendations on the data collected and analyzed in relation to the research questions and goals. The study aimed at the assessment of the practice and the challenges Monitoring and Evaluation system in ISSD-Ethiopia. The study adopted the following specific objectives to identify the challenges faced by project/program in Monitoring and Evaluation practice at ISSD-Ethiopia project unit. It also examines the link between M&E and performance for the project at ISSD, this aims to identify the best approaches in improving M&E practices applied in at the project/program of ISSD.

The study reviewed various sources of information written and presented by different scholars about monitoring and evaluation in and out of Ethiopia. Review of related literature such as Textbooks, newspapers and websites have been used as sources provided to the study with the necessary background that gave the study the gap. The study methodology concerned about data collection was used and the study included 32 respondents whereas, sampling techniques and methods of data collection (primary data and secondary data) were used. Data analysis was carried out using the Likert scale to draw tables. Research was presented and the study's findings were discussed. This chapter is divided into three study-based objectives.

5.2 Summary of the Findings

The study aimed at studying the assessment practices and challenges in Monitoring and Evaluation in ISSD-Ethiopia to identify the challenges faced by projects in Monitoring and Evaluation practice at ISSD-Ethiopia. This aims to identify the best approaches in improving M&E practices applied in a project at ISSD-Ethiopia. The study reviewed various sources of information written and presented by different scholars about monitoring and evaluation. Review of related literature such as brochures, journals, and internet sources has been done. All these sources provided necessary background to the study that provided the research gap to the researcher. The Research methodology concerned about data collection was employed and the

study included 32 respondents whereas sampling techniques and methods of data collection (Primary data and secondary data) were used. Data analysis was done whereby tables were drawn by using Likert Scale. The researcher presented analysis and discussed the findings of the study. This chapter is segmented into three objectives based to the study.

5.3 Challenges on M&E Practices Facing in Executing ISSD Projects

The findings from Table 4.2 shows that the existing M&E field visiting is poor as 53.1% of respondents indicated likewise the findings from Table 4.3 indicated that respondents strongly disagreed and disagreed that M&E information provided to program managers/officers to assist in decision-making and planning. Table 4.3 indicated that the current M&E indicated that 40.6% of respondents disagreed that M&E implemented produces useful management report and the findings from Table 4.4 indicated that 34.4% of respondents did strongly disagree and disagree that current M&E information provided to program managers/officers to assist in decision-making and planning and the findings from Table 4.5 show that 40.6% of respondents disagreed that M&E plans are the indicators that are clearly linked to the objectives of the program/project disagree.

Table 4.6 indicated that less strength of Monitoring team was rated highest means 2.6 followed by Political issues influence assessment on M&E and Inappropriate M&E approach, selection of tools and techniques influence M&E assessment with mean of 2.4, lack of technical experience with 2.22 and weak management with a mean of 1.7. This implied that M&E in project execution have less strength of monitoring team, political issues and inappropriate M&E approach.

5.4 Effect of M&E Practices in Performance?

The findings from table implied that project performance depend much on monitoring and evaluation of the entire project, it helps in improving performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. Likewise Table 4.9 agree that bad approach of M&E influence project performance, as 34.4% of respondents agreed, on the poor management in M&E influence project performance. Likewise Table 4.11 agreed on poor management in M&E influence project performance as 37.5% of respondents indicated.

The findings from Table 4.12 showed that 31.3% of respondents did strongly disagree that unit has documented lessons learned on project execution and the findings from Table 4.13 show that 37.5% of respondents disagreed that the unit provide M&E training and the findings from Table 4.14 showed that 31.3% of respondents did disagree. The findings show that 40.6% of respondents disagree on the properly documented of data.

5.5 Proposed best approaches in improving M&E practices

The findings from the study indicated that proposed ensure M&E information sharing on project execution as 75% of respondents indicated. Followed by 65.6% of respondents indicated that to build capacity and data management on project execution for staff practicing M&E within the Unit by seminars, short Course and long. M&E budget and establish role of M&E key staff as 62.5% of respondents indicated.

5.6 Conclusions

Based on the study objectives, it was concluded that, the current M&E practices applied in the ISSD projects are, field visit, project reports, and no any other extra M&E practices identified, out of four M&E tools identified was poor, this was due to the challenges facing the M&E practice, including low budget allocated by the managers for M&E activities in the projects, also there is a serious problem of absence of qualified technical experts on M&E, low community participation is also another challenge, whereas communities are not fully participated in designing, implementing, monitoring and evaluating of the project in whole project lifetime.

Other challenges were lack of regular trainings and capacity building program and data management, given to data collectors for whom related to the M&E, so as to have adequate skills or capabilities on how to monitor and evaluate the projects in an effective way and also poor backstopping or formal field visit as part of M&E tool. It was proposed on the use of participatory approach, that seeks to involve local communities and other key stakeholders like KNE. Some of main suggestions from the respondents are: KNE should develop a culture of providing trainings to the project unit, data must be collected by professionals and good relationship must be maintained with the communities. Providing trainings to the project unit together with local communities will emerge the capacity how to monitor and evaluate the projects in proper way to improve the sustainability.

5.7 Recommendations

5.7.1 To the ISSD- Ethiopia and other BENEFIT projects

The government should provide enough resources both financial resource (funds), human resources and physical resources like transport facilities in order to simplify the practice of M&E activities, allocation of funds for M&E should be done for undertaking M&E activities. Any project should not be executed in any particular area especially in rural setting without preparing M&E plan. This will help the committees and stakeholders as a whole to follow the development of the project in case of any challenge. There is also a need practice of Monitoring and Evaluation together with regulation of services, but accompanied by the provision of technical support to the community level. KNE and other stakeholders are responsible in providing sufficient skills to the managers of projects at community level, data collectors and experts.

To establish and promote a more comprehensive communication framework or rather the Management Information System(MIS) in projects together with encouraging other key stakeholders including the communities, Non-Governmental Organizations and Government organizations play crucial role in providing the quality M&E information, to improve the function ability as well as suitability of the projects. The use of M&E plan in all projects is the establishment of an M&E section within the projects. In order to easily identify the success and the challenges facing the project, regular monitor and evaluate the project is unquestionable.

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Appendix I:
Questionnaires for the Staff in Units

INSTRUCTION

This questionnaire has three parts.

- The first part deals with background information's.
- Part two assess challenges in monitoring & evaluating their projects.
- Part three approaching in improving M&E practice in project.

PART-1: BACKGROUND INFORMATION - (You can circle the number or put tick)

1. Gender of respondent (i) Male () (ii) Female ()
2. Marital status (i) married () (ii) Not married () (iii) Widow () (iv) Divorced ()
3. Level of education (ii) Primary () (iii) Secondary () (IV) BA () (v) MA () (VI) PhD ()
4. Ages (Years) (i) 18- 25 () (ii) 26 – 40 () (iii) 41 – 60 () (iv) Above 61 ()
5. Years of service /Experience (i) 1- 4 years () (ii) 5-7 years () (iii) 8 and above ()
(iv) Other _____

Date (dd/mm/yy)Date

PART 2: CHALLENGES FACING MONITORING AND EVALUATION PRACTICE.						
(You can put SD= strongly disagree, D = disagree, N = neutral, A =agree and SA=strongly agree.						
No	2A: M&E CHALLENGES ON PROJECT EXECUTION					
		SD	D	N	A	SA
1	Lack of Technical Expertise influence assessment on M&E?					
2	Political issues influence assessment on M&E?					
3	Different Tools and techniques prepared by the project to assess M&E?					
4	M&E Approach, Selection of Tools and Techniques influence M&E assessment?					
5	You think Strength of Monitoring Team influence assessment on M&E?					
6	Management in M&E influences project success?					
2B : RELATION OF M&E ON PROJECT PERFORMANCE						
		SD	D	N	A	SA
1	Effect of management in M&E influences project performance?					
2	Effect of M&E approach in present performance					
3	Effect of M&E indicators influence project performance					
4	Project performance depend on M&E					
PART-3: APPROACHING IN IMPROVING M&E IN PROJECT						
3A. MONITORING AND EVALUATION PLANNING ON PROJECT						
1		SD	D	N	A	SA
	For your M&E plans are there indicators that are clearly linked to the objectives of the program/project?					
2	You have M&E section in your unit?					
3	Resources are allocated for planned M&E activities?					
4	The roles and responsibilities of staff in M&E are clearly defined and documented?					

3B. M&E INFORMATION SHARING ON PROJECT EXECUTION					
1	Your units regularly analyze reports in order to assess achievements and challenges?				
2	M&E information provided to program managers/experts to assist in decision-making and planning?				
3	Unit has documented lessons learned on project execution?				
4	M&E implemented produces useful management report?				
3C. CAPACITY BUILDING AND DATA MANAGEMENT ON PROJECT EXECUTION					
1	Your Unit provides M&E training for program and M&E staff?				
2	Information recorded at spot when and where an activity is implemented?				
3	There a system that assists staff in capturing, managing and analyzing program data?				
4	There a properly documented data?				

Please put your comment how to strengthen proper M&E implementation in the Project/Program?

Thank you very much for your time!

Appendix II:

Interview

Introduction: Good morning / afternoon

Purpose: This interview is being conducted as part of my study Assessment of the practicing and the challenges of Monitoring and Evaluation system the case of BENEFIT-ISSD - Ethiopia, I am interested in your experience and perspectives. Answer based on your experience and knowledge

- (i) In which project to you belong?
- (ii) What is your post title?
- (iii) How long have you served in the Project/program?
- (iv) Which approach your executing project/program?
- (v) Is there an independent budget towards monitoring and evaluation in the project/program?
- (vi) What are the main challenges related to M&E in a project?
- (vii) What ways (approaches) you can suggest to be used so as to improve Monitoring and Evaluation Practices of a project?
- (viii) When do you do monitoring and how are the reports disseminated?
- (ix) What is your view on the quality of such data collected on such monitoring?
- (x) What is your recommendation to solve the problem related M&E practices in a project?