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Practice and challenges of project monitoring: The case of PATRP-Meter to Cash project

By

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for the Requirements of MA Degree in Project Management**

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Declaration

I, the undersigned, declare that this research thesis is my original work and has not been presented for a degree in any university, and that all source of materials used for the thesis have been duly acknowledged.

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ACRONYM

EAEP East Africa Energy Program

PATRP Power Arica Transaction and Reforms Program

CSO Civil Society Organizations

IPP Independent power producer

KPI Key Performance Indicators

EEU Ethiopian Electric Utility

M&E Monitoring and Evaluation

NGO Non-Governmental Organizations

UNECA United Nations Economic Commission for Africa

UNDP United Nations Development Program

USAID United States Agency for International Development

WB World Bank

OECD Organization for Economic Cooperation and Development

Abstract

Power Africa Transaction and Reforms Program was a 5- year program from May 2014- May 2019 funded by the USAID to add more than 30,000 megawatts (MW) of cleaner, more efficient electricity generation across sub-Saharan Africa and 60 million new home and business connections. The program was implemented by Tetra Tech ES Inc who resides in the United States of America. (USAID, 2016).

The program aims to enhance energy security, promote economic growth, and reduce poverty. Power Africa's goal is to add more than 30,000 megawatts (MW) of cleaner, more efficient electricity generation capacity and 60 million new home and business connections.

The study emphasizes on the assessment of practice and challenges of project monitoring on the PATRP meter to cash project Addis Ababa, Ethiopia. The purpose of this research is to measure this practice and challenges. This thesis follows the descriptive methodology to do analysis of practice and challenges of project monitoring. A questionnaire was distributed to 9 staff that participated on the project. 9 respondents filled in and returned the questioner accurately. The data is analyzed using SPSS and interpreted in percentage, and frequency. The outcomes of this study shows that: majority of the respondents (88.8%) confirm encountered challenges such as inadequate baseline data and policy/legal. They cope with the challenges with methods such as, allocating budget for M&E and limiting M&E activities. This research overall indicates that whereas the organization has good M&E practice they also encounter various challenges when executing M&E activities. The implications of the study and relevant recommendations is forwarded in this study.

Keywords: Project Monitoring, Practice and challenges, PATRP

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Monitoring is the continuous assessment of a program or project concerning the agreed implementation schedule. It is also a good management tool that should if used properly, provide continuous feedback on the project implementation as well as assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role is hardly understood, and it is a process commonly discounted and only done for the sake of filling the necessities of a project management plan therefore negatively impacts the projects.

Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems and assess progress: The Logical Framework, the implementation schedule, activity schedules, and project budget provide the basis for this monitoring. The process of project monitoring begins during the planning phase of the project. During this phase, it is important to define how the project success will look like and how the goals can be measured using KPIs (Key performance indicators). Key Performance Indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives.

Project Monitoring helps a project manager make important decisions based on verified data with evidence provided which are required to show that the project accomplished what it was designed to do and so the actions taken be very efficient and could not be a waste of time and resources. That is why it is important to monitor projects regularly and use the data gathered to come up with intelligent actions and decisions. There are several different levels of monitoring, each related to what kind of information is relevant, here are some questions answered through project monitoring: Are tasks being carried out as planned? Are there any unforeseen consequences that arise as a result of these tasks? How is your team performing at a given period? What are the elements of the project that needs changing? What is the impact of these changes? Will these actions lead you to your expected results? Activities are underway and what progress has been made? At what rate are means being used and cost incurred with progress in implementation? Are the desired results being achieved? To what extent are these Results furthering the Project Purpose? What changes in the project environment occur? Do the Assumptions hold? and the regularity of monitoring.

Most project managers have already adopted project management tools to delegate tasks and monitor their projects. However, project monitoring is a complex process and there are only a few project management apps out there that can support the project manager's requirement to have laser-focus on individual tasks and team efficiency. Project Monitoring can be attained via weekly, monthly, or Annual Staff Meetings, partners Meetings. Learning Forums (FGD, Surveys) or Retreats; participatory reviews by the stakeholders; Monitoring and Supervision Missions that can be self-Donor or Joint; Statistics or progress reports. Ocampo (2002) explains that program monitoring and evaluation that started to emerge in the 1960's became a distinct professional practice in the early 1970's and 1980's program evaluation became an integral part of different social programs from the early planning stage to assess the results of the programs. Project monitoring can help project managers and their teams predict potential risks and problems that could disrupt the project if not addressed. Since the mid-2000s, project monitoring has engaged on a far better role in international development, It has brought about a major change in development agencies' motivation to focus on results and impact, and to provide evidence of their effectiveness, which has led to a greater understanding of the challenges faced when struggling to gather and access accurate data that expands the outputs, at the same time signifying liability to both sponsors and stakeholders.

Project monitoring is the systematic and regular collection and analysis of data over some time to identify and measure changes. Monitoring involves the collection of data before and during project implementation (United Nations Environment Programme, 2008). The primary purpose of monitoring is to document the implementation process, facilitate decision making, and provide feedback for plan review and lessons learned. Thus, a permanent monitoring of these factors is needed and whenever necessary the project manager should influence certain factors to increase the chances of accomplishing success criteria. The project charter should include the negotiated success metrics, the project dashboard should enable real-time monitoring of the metrics, and the project retrospective should document the actual results, concluding with overall stakeholder satisfaction (Nelson, 2005).

In sub-Saharan Africa, approximately 600 million people - about two-thirds of the population - lack access to electricity, affecting their ability to obtain quality health care, education, and economic opportunities(Coffey 2020).

The Government of Ethiopia has currently set ambitious goals to become a middle-income country by 2025, which includes aggressive power generation and connections targets. Power Africa supports the distribution utility to meet its target of installing over 1 million new

connections per year through supply chain management, development of distribution design and construction standards, and geospatial mapping of medium voltage distribution lines to feed into a distribution planning framework which will help prioritize expansion and densification projects. Power Africa is also conducting a smart grid study to be followed by a smart grid pilot project and developing a “meters to cash” process for the utility to reduce commercial losses. Power Africa Transaction and Reforms Program was a 5- year program from May 2014- May 2019 funded by the USAID to add more than 30,000 megawatts (MW) of cleaner, more efficient electricity generation across sub-Saharan Africa and 60 million new home and business connections. The program was implemented by Tetra Tech ES Inc who resides in the United States of America. (USAID, 2016).

Power Africa Interventions are:

1. Transaction advisory assistance, development of IPP tender documents, and improvement of the enabling environment to lower risk for private sector investment
2. Development of the grid code, system integration modeling, and updating the demand forecast
3. Establish a process that reduces distribution commercial losses and increases the rate of meter installation
4. Capacity development for sustainability of the utilities and regulator.

In June 2013, President Barack Obama launched Power Africa, increase access to power throughout the region. Power Africa combines the expertise of 12 U.S. government agencies and more than 140 public and private sector partners to help unlock the substantial wind, solar, hydro, natural gas, biomass, and geothermal resources in the region. The program aims to enhance energy security, promote economic growth, and reduce poverty. Power Africa’s goal is to add more than 30,000 megawatts (MW) of cleaner, more efficient electricity generation capacity and 60 million new home and business connections.

In 2014 the U.S. Agency for International Development (USAID) selected Tetra Tech to serve as the prime contractor for the Power Africa Transactions and Reform Program (PATRP), which provides technical assistance, capacity building, and transaction support services under Power Africa. While PATRP’s approach centers on transaction advisory assistance across sub-Saharan Africa, it also includes traditional power sector reform, commercialization activities, and institutional support to the Power Africa Coordinator’s Office. In 2017, PATRP’s activities extended to providing dedicated support to the Ethiopian Electric Utility (EEU) with reducing commercial losses and delivering a strategy

on how to connect more customers to meet EEU's and Power Africa's shared objective. Under Tetra Tech's leadership, PATRP is supporting Power Africa's goals of adding more than 30,000 megawatts (MW) of cleaner, more efficient electricity generation across sub-Saharan Africa and 60 million new home and business connections. PATRP's complexity has required the creation of an extensive resource infrastructure, which Tetra Tech is managing, including nearly 90 power sector professionals spread across more than 15 countries. PATRP concluded its commercialization support to EEU and transitioned the workstream to EAEP. PATRP's final activities included training EEU staff on energy accounting practices, using the Akaki 1 substation pilot as real-world practice, and on managing disconnections of non-paying customers, which is an important step toward reducing commercial losses and eventually regularizing customers. PATRP's support to EEU resulted in \$5.6 million in increased revenue in just under two years, which was achieved by concentrating on cash collection, meter reading, billing, and disconnection for non-payment (USAID, 2016).

1.2 Statement of the problem

Project monitoring combined with good planning plays a key role in enhancing the effectiveness and achievement of organizational growth as well as programs and project development. Good planning is the process of goal setting; developing the approach to achieve those goals; outlining activities prioritizing them and creating a schedule that brings us closer to the goals that we set while project monitoring support learns from past successes and challenges and inform decision making so that current and future initiatives are better able to improve people's lives and expand their choices.

Most project managers value that project monitoring is significant if the project objectives and success is to be attained. Nonetheless, it is often expressed concern that the information provided by monitoring neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives. What this gap represents is often the absence of mechanisms for learning in the practice of monitoring systems. Project monitoring practice adds value to the general effectiveness of project planning, management, and implementation by offering counteractive deeds to the variances from the probable standard. Significant and balanced development effects need more than just a basic plan of outcomes, outputs, and activities, for this reason, developments, organizations try to combine a variety of themes into their planning, monitoring, and evaluation processes to improve the general effectiveness of their efforts.

Currently, there is a great requirement for achieving development project results and establish effective project monitoring to boost organizational performance in Ethiopia to create substantial transformation in public livings. This calls for having effective project monitoring and evaluation practices in place for sustainable improvement and quality of performance in any organizational activities (Bido, 2014). However, according to Ethiopian Country Program Evaluation [ECPE] (2010), in Ethiopia, most of the government organizations do not appropriately use monitoring and evaluation system for their projects. According to the International Labor Organization project management guideline (Lahey, 2015).

- Monitoring and Evaluation can sometimes be a much lower priority at the project's inception, as all efforts are aimed at launching the project. This may be due in part to the limited resources available even for project start-up and delivery. Regardless, there is often limited follow-through on implementation of the performance measurement strategies and M&E Plan, despite how well defined they may be.
- In general, when performance information is collected, it tends to serve more of an administrative purpose, for example, used by a program manager to report on activities and expenditures to justify or release funds for further project activities. Broader use of results information is limited, certainly during the life of the project.

Taking account of the above observations, the eventual midterm or final evaluations of the project will have access to limited results information that is readily available on project effectiveness and success. Moreover, this results in additional expenditure to collect primary data at the time of evaluation (Lahey, 2015). Project Monitoring is a common tool in project development works including development initiatives because it allows the community to assess whether they are taking the necessary steps towards the fulfillment of their goals and objectives. Although Project Monitoring is very essential in improving performance, is also very complex, multidisciplinary and skill intensive process “The new realities of governance, globalization, aid lending and citizen expectation require an approach that is consultative, cooperative and committed to consensus building, meaning that the voices and views of stakeholders should be actively solicited” (Kusek & Rist, 2004).

Various studies have been carried out to define the critical success factors (CSFs) which contribute to project success. Most of the studies as discussed in the following paragraphs link project success to monitoring. The problem of this study is that, despite the knowledge

that effective monitoring is a major contributor to project success, there are still project failures in Ethiopia. This section explores the existing knowledge that links effective M&E to project success. A study by Hirut Demissie in 2014 assessed the functionality of the M&E system of the EDGET project, implemented by MEDA. The study has employed a qualitative research method to explore the views and experiences of individuals and to get a deeper understanding of how the M&E systems support project implementations. Social phenomena than would be obtained from purely quantitative methods. The major findings of the study are the study uncovered that the M&E information collected, analyzed, and presented in the organization for the management decision has quality problems. Therefore, where there is no quality data collection, analysis, and production system in the M&E unit of the organization, an effective decision-making process is unthinkable. The finding identified that the organization does not allocate enough amount of funds to the M&E activities. And without earmarking enough funds expecting a functional M&E system is impossible. The study also found out that the level of technology and equipment that is employed to facilitate the M&E activities of the project is minimal. The shortage of electronic equipment and advanced networking and communication systems in the regional offices are not implemented fully to facilitate the M&E activities effectively. Inadequate equipment, poor technology, and ineffective communication system within the entire offices of the organization cannot allow effective decision making.

A study by Prabhakar (2008) pointed out that Monitoring and Feedback was one of the factors leading to project success. Likewise, Papke-Shields et' al (2010) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling were relevant in the management of project scope, time, cost, quality, human resources, communication, and risks. A research carried out by Ika et' al (2010) established that project success was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation tools and project "profile," a success criterion which was an early pointer of project long-term impact. Once again Ika et' al (2010) accentuate that M&E is even more critical than planning in the achievement of project success. Similarly, one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2012). According to a study done by Kamau and Mohamed (2015) in Kenya showed that a significant share of the failed projects was government-funded or donor-funded projects. These projects usually undergo the necessary monitoring and evaluation processes which are often a requirement of the law. The paradox

is, despite a consensus among scholars that proper monitoring and evaluation lead to project success, there are still cases of project failure in Kenya. Further projects fail despite the heavy presence of monitoring and evaluation activities. This, therefore, raises serious issues as to whether the monitoring and evaluation employed are effective enough to achieve project success. The monitoring team perhaps may be lacking the necessary capacity or strength to carry out their work effectively, or they may be approaching their work using incorrect methodologies. The project monitoring team may also be lacking the necessary management support. This thesis examined the efficacy of monitoring and evaluation in achieving project success in Kenya. The findings of the study attempted to provide a solution to the stated problem.

As observed from the above research, several studies have been done to realize the efficiency of project monitoring done on different projects. It is a most commonly articulated concern that the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives. What this gap represents is often the absence of mechanisms for learning in the practice of M&E systems. Even when learning mechanisms exist, they are often of a lower priority than accountability mechanisms, so the gap may remain and important opportunities for learning from experience and using this learning are missed (Britton, 2009).

1.3. Research Questions

1.3.1 Main Research Questions

1. How effectively is monitoring is done on Meter to cash Project?
2. What challenges exist during the planning & implementation of monitoring projects undertaken by the PATRP Ethiopia?
3. How does the organization deal with the challenges of M&E in managing its programs?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of this research paper is to assess the practices and challenges that are present while conducting project monitoring in the case of the Meter to Cash Project in Addis Ababa, Ethiopia.

1.4.2. Specific Objectives

Based on the general objectives of the study and the research questions above, this study has the following specific objectives.

1. To examine the current monitoring practices of the PATRP Meter to Cash project.
2. To assess the frequency of monitoring and the techniques/methods of monitoring adopted
3. To assess the challenges of project monitoring undertaken by PATRP Meter to cash Project.
4. To determine how effective the project monitoring has been for the PATRP Meter to cash Project.

1.5. Significance of the Study

The findings of the research will mainly help to investigate challenges faced while practicing monitoring in PATRP – Meter to Cash Project in Addis Ababa, Ethiopia. In doing so, it helps to improve project monitoring system to benefit from the outcomes. Project managers, M&E experts, and project teams who are engaged in the designing, implementation of monitoring and evaluation systems at development programs may make use of the acquired information of this study.

1.6. Scope and Limitations of the Study

The study will specifically be focused on assessing the challenges of project monitoring practices of PATRP- Meter to cash project and does not include humanitarian or emergency programs of the organization or extend its exploration to other projects. The main challenge during this research work is the problems in scheduling interviews with some busy respondents. Given the time scope of this study, other stakeholders/implementing partners of the organization will not be taken into consideration. Thus, the research only targets the organization to study the matter. Besides, the findings from this study might be affected by the experience and level of exposer the respondents have regarding the monitoring and evaluation and the limited staff size affects the data collection.

1.7. Organization of the thesis

This research report work has five chapters. The first chapter; deals with introduction, statement of the problem, research objectives and research questions, significance of the study, scope of the study, limitation of the study, and definition of key terms. The second chapter addresses the review of related literature to the topic of the study. The third chapter deals with the research design and methodology, sources of data, target population and

sampling technique, and tools of data collection and analysis. Under chapter four, results and discussions have been presented. And the last chapter (chapter five) contains a summary of the findings, conclusions, and recommendations. In addition to these, references, interview questions, and other relevant documents are attached to the last part of the research project.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual Definitions

Monitoring is viewed as a process that provides information and ensures the use of such information by management to assess project effects both intentional and unintentional and their impact. It aims at determining whether the intended objectives have been met. Monitoring can be 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. An ongoing intervention might be a project, programme or other kind of support to an outcome (UNDP, 2002).

Monitoring is the day-to-day management task of collecting and reviewing information that reveals how an operation is proceeding and what aspects of it, if any, need correcting. Monitoring is a continuing function that uses the systematic collection of data on specified indicators to inform management and the main stakeholders of an ongoing International Federation or national society operation of the extent of progress and achievement of results in the use of allocated funds (IFRC, 2002). Monitoring is a management tool used to identify inconsistency between the plan and reality in order to take corrective measures, it ensures that all project activities are implemented as planned together with collecting information's on the ongoing project interventions in order to identify whether projects meets objectives or not. In elaborating this concept, Bartle (2007) defines monitoring as an observation and recording of activities taking place in a project or programme. Monitoring also involves feedback about the progress of the project to the donors, implementers, and beneficiaries of the project. "The resulting information is used for decision making for improving project performance" (Bartle 2010). On the other hand, UNDP (2002) explains Monitoring 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 management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results.

Reporting is an integral part of monitoring. Monitoring information is

- ❖ Compiled in standard and ad hoc reports.
- ❖ Shared with implementing partners, donors, and beneficiaries
- ❖ Used to draw conclusions in evaluations

According to Patton (2008), Monitoring is the systematic collection and analysis of information as a project progress. It is a valuable tool for good management. It helps

organization staff members to determine whether financial resources are sufficient and are being well used, whether the human capacity in their organizations is adequate, and whether they are actually doing what they planned to do. Monitoring is the routine tracking and reporting of priority information about a project or program: its inputs, activities, outputs, outcomes, and impacts. Monitoring gives information on where a policy, program or project is at any given time. It can provide a “snapshot” of the situation or program status. Evaluation provides information on whether or not specific programs are “working” (i.e., achieving intended objectives or targets) and why objectives or targets are or are not achieved (Kusek and Rist, 2004).

In carrying out the monitoring activity, both performance and outcome monitoring will be undertaken. Implementation monitoring will be carried out at the programme/project level and shall be geared towards the measurement of the progress of project/programme activities and the delivery of outputs against established schedules and indicators of progress on key performance indicators (KPIs). The requirements for effective monitoring are baseline data, indicators of performance and results, and mechanisms or procedures for data collection that include such planned actions as field visits, stakeholder meetings, mid-year and annual quality assurance missions, systematic reporting, partnership and implementation strategies based on principles of transparency, accountability, quality assurance mission, mid-year and annual review as key milestone of monitoring.

Milkovich (1991) and Olken (2007) state that large scale monitoring activities provide information that is useful in understanding the direction taken, in targeting resources and interventions, and in determining the degree of service coverage. Monitoring can also be useful on a smaller scale for tracking the implementation of specific services as well as their immediate effects (Patton, 1997). According to UNFPA, Monitoring is a continuous management function that aims primarily to provide management and main stakeholders with regular feedback and early indications of progress and lack thereof in the achievement of intended results. Monitoring tracks the actual performance or situation against what was planned or expected according to pre-determined standards. Monitoring generally involves collecting and analyzing data on program processes and results and recommending corrective measures (UNFPA, 2001).

Computerized systems for monitoring

Computerized systems for monitoring offer opportunities for the following: efficient data storage, flexibility and speed of analysis, cross-comparisons, trend analysis, and preparation of simple graphs. However, before deciding on what computer programme to use you should check the following:

- ❖ Do existing manual systems work efficiently? If yes, then computerization may not be an immediate concern.
- ❖ Will data be collected extensively for a significant period of time, and be analyzed quantitatively? If yes, then computerization is likely to offer considerable efficiency gains. What is the best programme or software to use? This will depend on the staff skills, equipment and funds available, the type of data required, and the type of analysis planned. Relatively simple computerized systems using Microsoft Excel or Access exist and information on existence, strengths and weaknesses of such systems can be accessed.

Whatever system is chosen, the organization should ensure detailed plans for computerization should be prepared as part of the monitoring and evaluation system design, to ensure that the necessary physical and financial resources are provided for and ensure provision for back up to the system in case of computer breakdown. In addition, skilled staff will be required to operate and maintain the system, and to undertake the necessary analysis. (UNDP:2002)

2.1.1 Conducting good monitoring

The credibility of findings and assessments depends to a large extent on the way monitoring, and evaluation is conducted. Good principles (also called —minimum standards) for monitoring are as follows:

- ❖ Good monitoring focuses on results and follow-up. It looks for “what is going well” and “what is not progressing” in terms of progress towards intended results. It then records this in reports, makes recommendations and follows-up with decisions and action.
- ❖ Good monitoring depends to a large measure on good design. If a project is poorly designed or based on faulty assumptions, even the best monitoring is unlikely to ensure its success. Particularly important is the design of a realistic results chain of outcome, outputs, and activities. Offices should avoid using monitoring for correcting recurring problems that need permanent solutions.
- ❖ Good monitoring requires regular visits by staff who focus on results and follow-up to verify and validate progress. In addition, the programme manager

must organize visits and/or bilateral meetings dedicated to assessing progress, looking at the big picture and analyzing problem areas. The programme manager ensures continuous documentation of the achievements and challenges as they occur and does not wait until the last moment to try to remember what happened.

- ❖ Assessing the relevance, performance, lessons learned, and success of projects also enhances monitoring. The organization should ask critical questions about the continued relevance of the support to the activity and strives to judge performance and success—or lack thereof based on empirical evidence. The findings are used for decision-making on programming and support.
- ❖ Monitoring also benefits from the use of participatory monitoring mechanisms to ensure commitment, ownership, follow-up, and feedback on performance. This is indispensable for outcome monitoring where progress cannot be assessed without some knowledge of what partners are doing. Participatory mechanisms include outcome groups, stakeholder meetings, steering committees, and focus group interviews.

Monitoring does more than look at what projects deliver. Its scope includes assessing the progress of , programmes, partnerships and soft assistance in relation to outcomes as well as providing managers with information that will be used as a basis for making decisions and taking action. (UNDP, 2002).

2.1.2 Importance of Monitoring in Project Performance

There are many reasons why we should undertake Monitoring. The main ones are to know whether our project meets its objectives and whether it is leading to the desired effects among its beneficiaries. Through data gathering, we generate detailed information about the project's progress and the results it has obtained. Monitoring and evaluation are important management tools to track your progress and facilitate decision making. While some funders require some type of evaluative process, the greatest beneficiaries of an evaluation can be the community of people with whom your organization works. By closely examining your work, your organization can design programs and activities that are effective, efficient, and yield powerful results for the community (Sera and Beaudry, 2007). According to Audry (2016), monitoring and evaluation are important because: It provides the only consolidated source of information showcasing project progress; allows actors to learn from each other's experiences, building on expertise and knowledge; often generates (written) reports that contribute to transparency and accountability and allows for lessons to be shared more easily;

reveals mistakes and offers paths for learning and improvements; provides a basis for questioning and testing assumptions; provides a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice; offers a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers; adds to the retention and development of institutional memory and provides a more robust basis for raising funds and influencing policy.

Monitoring provides information as to what the status of a particular program, project or policy is at any moment, or is going to be over time, and how well the functioning of various processes in the project, including the resources allotted for it relate to targets and deliverables. Its focus should also be on optimum utilization of the resources made available for the project. The objective is to track the gap between what was originally planned and what is actually happening now. Therefore, the primary reason why projects should be monitored is to: Get sound visibility into project execution; Determine what actions need to be taken to ascertain that project objectives and goals are successfully met; How project goals relate to team efforts, delivery schedules and quality of deliverables; Allow the team to educate and learn for itself from its past experiences and improve its productivity levels; Make the team accountable for the work it carries out by evaluating the performance metrics; Justify the capital invested by the stakeholders and investors. PMBOK (2001) explains 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. Performance reports provide information on the project’s performance with regard to scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes.

2.2 Approaches and Methods of Project monitoring

In the world of monitoring and evaluation (M&E) three approaches can be identified: result-oriented, constructivist and reflexive. Every approach includes principles, methods and tools that can be used for projects that have the ambition to contribute to (system) innovation. But they differ widely in their vision on reality, the on-going processes, and their results and how to support, manage or adjust these processes. Deciding which method is the best depends heavily on the nature of the project, its context, and the monitoring and evaluation objectives. In practice, it may be desirable to use a selection of methods from the different approaches in order to combine their strong points (Mierlo et al., 2010)

Table 2.1: Approaches of Project Monitoring

Approach	Methods	Objective	Paradigm	Focus
Result-based Approach	Log Frames, Logic Charts, Theory of change	Accountability and managing	Reality exists and can be measured/defined objectively	Results/predefined objectives of procedures
Constructive Approach	Learning Histories, Responsive Evaluation, Most Significant Change	Learning from each other and modifying processes agenda setting	Reality is constructed through interaction and negotiation	Meanings and values, based on negotiations
Reflexive approach	Reflexive monitoring in action/Reflexive process monitoring/Interactive Learning approach	Learning, change of practices and their institutional setting	Reality has to be reconstructed/a new reality has to be developed	Calling existing practices and institutional settings into question

Source: (Mierlo et al., 2010).

Though there is no ideal framework and different frameworks are used for different situations, three of the most common are conceptual frameworks, results frameworks, and logical frameworks/logic models (Frankel and Gage, 2007).

1. **Conceptual framework:** Conceptual frameworks are diagrams that identify and illustrate relationships among relevant organizational, individual, and other factors that may influence a programme and the successful achievement of goals and objectives. They help determine which factors will influence the programme and outline how each of these factors (underlying, cultural, economic socio-political etc.) might relate to and affect the outcomes. They do

not form the basis for monitoring and evaluation activities but can help explain programme results.(Frankel and Gage, 2007).

2. **Result Framework:** Results frameworks sometimes called strategic frameworks illustrate the direct relationships between the intermediate results of activities all the way to the overall objectives and goals. They show the causal relationship between programme objectives and outline how each of the intermediate results/ outputs and outcomes relates to and facilitate the achievement of each objective, and how objectives relate to each other and the ultimate goal. Results frameworks do form the basis for monitoring and evaluation activities at the objective level (Frankel and Gage, 2007).
3. **Logical Framework:** Logical frameworks or logic models provide a linear, —logical interpretation of the relationship between inputs, activities, outputs, outcomes and impacts with respect to objectives and goals. They show the causal relationship between inputs, activities, outputs, outcomes and impact vis-à-vis the goals and objectives. Logical frameworks outline the specific inputs needed to carry out the activities/processes to produce specific outputs which will result in specific outcomes and impacts. Logical frameworks do form the basis for monitoring and evaluation activities for all stages of the program. Logic models are valuable tools for:
 - i. Program Planning and Development: The logic model structure helps think through your program strategy—to help clarify where the program is and where the program should be.
 - ii. Program Management: Because it "connects the dots" between resources, activities, and outcomes, a logic model can be the basis for developing a more detailed management plan. Using data collection and an evaluation plan, the logic model helps track and monitor operations to better manage results. It can serve as the foundation for creating budgets and work plans.
 - iii. Communication. A well-built logic model is a powerful communications tool. It can show stakeholders at a glance what a program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two.

Logical frameworks are presented as diagrams connecting program inputs to processes, outputs, outcome, and impact as they relate to a specific problem or situation. Logic models show what resources the program will need to accomplish its goals; what the program will do; and what it hopes to achieve, emphasizing links between these aspects. A series of —if-then relationships connect the components of the logic model: if resources are available to

the program, then program activities can be implemented; if program activities are implemented successfully, then certain outputs and outcomes can be expected. The logical framework does not try to account for all of the factors that may influence a program's operation and results like a conceptual framework. Instead, the logic framework focuses on the program's inputs, activities, and results. This narrow focus assists program managers and monitoring and evaluation planners as they clarify the direct relationships among elements of particular interest within a specific program (Gage and Dunn, 2009).

2.3 Frameworks of project monitoring

Monitoring and evaluation (M&E) can be effective tools to enhance the quality of project planning and management. Monitoring helps project managers to understand whether the projects are progressing in schedule and to ensure that project inputs, activities, outputs, and external factors are proceeding as planned. Evaluation can be a tool to help project managers assess to what extent the projects have achieved the objectives set forth in the project documents (CPD 2012).

Major outcomes, such as improved food security, or reduced prevalence of malnutrition are often the ultimate goals of an organization implementing relief and development activities. Through a conceptual framework, influencing factors such as risks, behaviors and subsequent program activities can be rationally visualized within a particular local context. Importantly for the purpose of this manual, the primary hierarchical elements of an M&E system can be attached to the framework in order to retain a conceptual view of the “big picture” of the program and its goals. The adoption of an appropriate conceptual framework is particularly crucial in the initial stages of the project lifecycle in order to inform project design, budgeting, implementation strategies and approaches to project evaluation (ADRA, 2007). Performance indicators are measures of inputs, processes, outputs, outcomes, and impacts for development projects, programs, or strategies. When supported with sound data collection—perhaps involving formal surveys—analysis and reporting, indicators enable managers to track progress, demonstrate results, and take corrective action to improve service delivery. Participation of key stakeholders in defining indicators is important because they are then more likely to understand and use indicators for management decision-making. (UNISDR, 2013).

One of the biggest international organizations; International Livestock Research Institute (ILRI), present two M&E approaches that represent the different paradigms and that hold potential for use in M&E of Innovation Platforms and Value Chains.

- i. **The Log frame approach:** The Logical Framework Approach (LFA) has its foundations in the 1960s and was first formally adopted by the United States Agency for International Development (USAID) in the early seventies (Roduner et al. 2008). It is one of the most commonly used methods for planning and M&E. It is a conventional tool preferred by donors for project design and M&E of projects. It is very useful to set up a well-structured framework that will satisfy the requirements of donor organizations, especially for accountability, improving decision-making, managing risks, and supplying operational information. In this approach, it is hypothesized that all inputs can and must be foreseen, and that every input should and will lead to a measurable outcome (Earle 2002). In the LFA, expected results are aligned with activities in a cause–effect chain (Roduner et al. 2008; Prasad Pant 2010; Rogers 2012). Activities produce outputs that result in outcomes and, finally, impacts. Indicators are used for measuring.
- ii. **Outcome Mapping:** Outcome Mapping (OM) is an alternative approach to planning, monitoring, and evaluating development impact. It was developed about a decade ago by the Canadian International Development Research Centre (IDRC) in response to fundamental problems with existing approaches (Earl et al. 2001; www.outcomemapping.ca). The complexity and fluidity of development processes mean that achieving impact requires the involvement of a variety of actors over a considerable period time. When impact occurs, it is often as result of a combination of events over which no single agency has control or can claim full credit. OM focuses on ‘outcomes’, defined as the changes in behavior, relationships, activities, and action of the people with whom a program works directly (so called ‘boundary partners’). In practical terms, OM consists of a set of tools and guidelines for steering project or program teams through an iterative process to identify their desired change and to work together with boundary partners in order to bring about the anticipated changes. OM allows modification of the interventions over time according to the complexity of the change process. Unlike LFAs, OM balances learning and multiple accountabilities, by identifying the use of M&E data and by employing participatory and use-oriented approaches to M&E. (Swaans et. al., 2013).

2.4 Foundation of M&E

The foundation for conducting and collecting the needed data for M&E is paramount important. According to Morra and Ray (2009), a program Logic Model can be used to

describe the main elements of a program and how these works together to reach the program's goals. This framework facilitates the planning and execution of the program, but also helps setting priorities for M&E. M&E data should be collected with the intention of being used. The primary use of M&E data is for program improvement; some of these data will also be used to satisfy accountability purposes and to share information and lessons learned for broader public use. Typically, the types of data needed are inputs required for implementing the program's activities, describing the activities themselves, and their outputs. For some of the programs, these outputs are then intended to lead to outcomes that in turn are intended to lead to impacts. Not all programs need to conduct all types of M&E activities that may be part of the national M&E system. First, the extent and cost of M&E activities should be commensurate to the size, reach, and cost of the program. Second, not all M&E activities are appropriate for a program or the stage of development at which the program happens to be at a given time. However, all programs are expected to conduct input and output monitoring, and most programs should also conduct some process evaluations, including quality assessments. Only some programs will be able to conduct outcome monitoring and rigorous outcome evaluations. Only in a few situations would impact evaluation be warranted and impact monitoring is the responsibility of the national level.

National governments are responsible for ensuring that routine monitoring as well as evaluation activities are adequately planned, budgeted, and systematically implemented as part of the national M&E system. As many different stakeholders are involved in M&E, it is important to foster coordination at all levels to minimize fragmentation and duplication of effort. Establishing a comprehensive national M&E system takes time; it is essential to use a strategic implementation approach guided by what data are needed to answer key questions (Dessler, 1998). This investigative and analytic process requires a range of M&E methods for data gathering, analysis and interpretation. From a systems perspective, the different components of the national M&E system need to work to an acceptable standard for the system to function effectively and generate all the required data. These system components are not restricted to the technical functions of M&E (data collection, verification, analysis, and use), but also include the equally important organizational structures (human resources, partnerships, plans). We refer to three levels in the national M&E system: the national, sub-national and service delivery (both facility and community-based) levels and indicate for which level each framework is most applicable. The first four frameworks are applicable to programs at all levels (Enos, 2000).

2.5 Features of M&E System

Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government (Gorgens et al., 2010). Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens and Kusek, 2009). It is therefore a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions (Hunter, 2009). An M&E system, on the other hand is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project (SAMDI, 2007). It is therefore an integrated system of reflection and communication that support project implementation. An M&E system is made up of four interlinked sections, which are: setting up of the M&E system, implementation of the M&E system, involvement of the project stakeholders, and communication of the M&E results (Guijt et al., 2002). Theoretically, ‘an ideal M&E system should be independent enough to be externally credible and socially legitimate, but not so independent to lose its relevance’ (Briceno, 2010). It should therefore be able to influence policy making from recommendations of lessons learned as well as be sustainable overtime for it to be responsive to the needs of the stakeholders.

Table 2-2: Steps in the Design of a Monitoring and Evaluation System

Step	To do list
Check the operation’s design	Review and revise (and if necessary, prepare) a logical framework Ensure that objectives for Goal (impact), Purpose (outcome), Outputs and Assumptions are clearly stated and measurable. Ensure that indicators are adequately specified with quantity, quality and time.
Assess capacity for monitoring and evaluation	Identify what human and financial resources are available Assess training requirements for all monitoring staff, both from International Federation and National Societies and counterpart bodies. Specify training requirements

Plan for data collection and analysis	Check existing information sources for reliability and accuracy, to determine what data is already available. Decide what additional information should be collected, for baseline purpose, for monitoring and for evaluation. Set a timeframe and schedule for data collection and processing and agree on responsibilities
Prepare the monitoring and evaluation plan and budget.	Summarize agreed information needs, data collection, information use, reporting and presentation in a monitoring and evaluation plan. Summarize capacity building and support requirements. Cost all monitoring and evaluation activities and identify findings sources.
Plan for reporting and feedback.	Design the reporting system specifying formats for reports. Devise a system, specifying formats for reports.

Source: IFRC handbook for monitoring and evaluation: October:2002

2.6 Major Challenges of Project Monitoring

As per the research done by the International Labor Organization (ILO), major challenges faced by big projects are:

- i. Evaluability assessments of large ILO projects that were undertaken over 2014-2015 have revealed some recurring weaknesses that impact the ability of project management to measure, monitor and use results information.
- ii. In general, a systematic approach, based on the ILO Development Cooperation Internal Guidance Manual, is being used in planning during the project design phase. Aided in part through the development of log frames during the front-end development of the project document, projects are articulating objectives along with the relevant activities associated with their attainment. This has led to greater potential for monitoring progress of project implementation.
- iii. There are some serious gaps, however, in several areas associated with the results framework, the theory of change and the M&E plan. In particular:
 - The articulation of the project's theory of change is generally absent or insufficient. The current approach to log frames needs modification and

enhancement, for example, more focus on causal link assumptions and risks, as well as the potential role of other key players/partners to programme success.

- The log frame identification of expected results generally fails to clearly identify the full set of results and often confuses the articulation of ‘outputs’ with ‘outcomes.
 - The clarity and completeness of performance indicators to measure project progress and success are frequently problematic.
 - The performance measurement strategy in general tends to have serious gaps lack relevant data/information sources and feasible measurement strategies.
 - There is too little or no monitoring of ‘other influencers’ that influence movement along the results chain and ultimately, attainment of success. Recognition of such ‘influencers may bring to light the non-linear relationship inherent in a project’s theory of change and the true complexity of the initiative.
 - Most M&E plans generally need a more systematic, structured, and incomprehensive approach to the collecting, reporting and analysis of data, including assigning responsibility.
 - M&E Plans frequently are neglected or are not implemented effectively.
- iv. Most log frames are not cast in a holistic frame of broad results/expectations for eventual outcomes. In many respects, the log frame seems to serve as a road map for articulating activities for the sole purpose of monitoring the activities. This is useful from a planning and management perspective but falls far short of measuring and monitoring results and project success. It also means that results information which is needed for an eventual evaluation will not likely be readily available at the time of the evaluation.
- v. The absence of a theory of change for most projects leaves a significant gap in design aspects of the architecture of the project. For those ILO projects where partnering is a common feature, clarity around the assumptions identifying where, when, and how external influencers would be expected to intervene is important for both project design as well as monitoring progress and performance. On a measurement level, this kind of gap negatively impacts the ability to monitor, evaluate and report on project performance. (Lahey, 2015)

2.7. Human Capacity

The M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system (Gorgens&Kusek, 2010). In its framework for a functional M&E system, UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work. Moreover, M&E human capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication. Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that —growingl evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. (Acevedo et al., 2010). Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. Therefore, this will definitely impact the success of projects (Nabris, 2002). In assessment of CSOs in the Pacific, UNDP (2011) discusses some of the challenges of organizational development as having inadequate monitoring and evaluation systems. Additionally, the lack of capabilities and opportunities to train staff in technical skills in this area is clearly a factor to be considered. Staff need to be trained not only on collecting descriptive information about a program, product, or any other entity but also on using something called —valuesl to determine what information and to draw explicitly evaluation inferences from the data, that is inferences that say something about the quality, value or importance of something (Davidson, 2004). Players in the field of project management like project and program managers, M and E officers, project staff and external evaluators will require specialized training not just in project management and M and E; but specifically in areas like Participatory monitoring and evaluation and results based monitoring and evaluation (Murunga, 2011).

2.8. Insufficient stakeholders' involvement

Neglecting pertinent stakeholders in monitoring and evaluations could lead to a low degree of ownership of findings and reduces the likelihood that project implementers will

incorporate findings in decision-making processes. It also can lead to lack of collaboration, or even the development of an adversarial relationship, among beneficiaries, Monitoring and Evaluation experts, the government, donors, stakeholders, and implementers (EMI, 2014).

2.9. Review of Empirical Studies

A) Monitoring and evaluation systems in the World

Globally, Monitoring and evaluation systems have been in existence since the ancient times Kusek (2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government (Gorgens et al, 2010). Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). In the UK, the largest NGOs are struggling with the complex issues associated with aggregating their experience on large scale (Davies, 2000). In Yemen, M&E functions of a project were carried out by the M&E department of a government agency responsible for M&E in several projects using national guidelines. This agency had much experience and was able to commence project M&E activities at an early stage. However, the agency did not have direct access to the project's M&E resources and had limited funds. Obtaining authorization for activities and resources was a lengthy procedure. This affected M&E budgeting and adoption of M&E systems recommended by the project. The government 21 agency did not prioritize M&E for this project and so the organizational structure was hindering effective adoption of M&E systems (Furman, 2001).

B) Monitoring and evaluation systems in Africa

The Kenya social protection sector review (2012), that focused on main programmes in the social protection sector in Kenya, conducted through literature review, landscape survey and in-depth interviews with project implementers, states that not many programmes in Kenya have a functional M&E systems, despite it being accredited for promoting transparency and accountability. This was attributed to programmes not allocating the required resources at the design stage of the M&E systems. There was also an inconsistency in the choice of performance indicators among the Kenyan programmes which led to incoherent and incomprehensive M&E systems. The review also established that although M&E rarely influenced the decision-making process, its information was being used to inform project and programme designs as well as

inform policies. The review also notes that the country relies much on M&E international consultants and therefore recommends capacity building of national and progressive wean programme of civil servants (locals) because they will stay in the sector over the long term. The study by Koffi-Tessio (2002), on Efficacy and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through desk review and interviews, for projects approved between 1987 and 2000. Monitoring-Evaluation systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management. The poor acquisition of the appropriate M&E systems by NGOs is 22 also attributed to the organizations over emphasis on the physical infrastructure (for instance computer equipment's, working capital etc.) rather than methodological and conceptual training.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Approach

The research design of this thesis is descriptive. Descriptive research design is used to describe an event or phenomena as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2003). Descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic. Descriptive statistics tell what is. Descriptive research is research used to “describe” a situation, subject, behavior, or phenomenon. It is used to answer questions of who, what, when, where, and how associated with a particular research question or problem. This research tries to explore/describe how regular project monitoring used to achieve project success. The type of question asked by the researcher will ultimately determine the type of approach necessary to complete an accurate assessment of the topic at hand. There are three main methods that may be used in descriptive research:

- Observational Method – Used to review and record the actions and behaviors of a group of test subjects in their natural environment. The research typically does not have interaction with the test subject.
- Case Study Method – This is a much more in-depth student of an individual or small group of individuals. It may or may not involve interaction with the test subjects.
- Survey Method – Researchers interact with individual test subjects by collecting information through the use of surveys or interviews.

This study has a smaller sample size, therefore, will use detail qualitative examination method to collect information and analyze results from test subjects, i.e., project implementers.

3.2. Data and Variables

The data to be used in this research is quantitative information gathered from project implementation team and literature reviewed to aid the thesis.

3.2.1. Source of Data

Two sources of data will be used for the research. As primary source, direct interviews were conducted with members of the project implementation team and related stakeholders. As secondary sources: annual reports, project monitoring reports, published materials regarding the project and any related literature will be reviewed to have full information regarding the project.

3.2.2. Data Collection and Techniques

The data collection was done from both primary and secondary sources. To explore regular project monitoring in challenges that are faced while practice, direct interviews was conducted with members of the project team. The interview questions are designed as a questionnaire. The interview will also include some open-ended questions, so the interviewer gets an opportunity to explore and have detailed responses from the interviewee. To understand theoretical aspects of the topic, past literature will be reviewed. To explore the nature of the project and the status it is at, materials published by the PATRP – meter to cash project.

3.2.3. Population of the Study

The population under observation is the whole project team and stakeholders of the project. The project is composed of 9 people: 1 project manager, 2 project supervisor, 2 senior project advisors, 3 operation specialists and 1 project assistant. The study took the whole population of the project team in the data collection to understand the perspective of all implementation parties.

3.3. Method of Data Analysis

Quantitative data were processed using analytical software by the researcher. Descriptive statistics was used to analyze data leading to the identification of technical information. The findings of the data were presented in tables and charts. The findings of the data collected, and analysis findings will be presented in two documents. A narrative document that contains the summary of all literature reviewed, data collected and analysis with every reference used and a Power Point presentation of the final narrative report to be presented to examiners.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents findings of the survey data analyzed and interpreted in line with the study objectives. The findings are presented in the form of tables, graphs and charts showing frequencies and percentages. This part of the study deals with presenting, analyzing, and

interpreting the data gathered from questionnaire. The data analysis is presented in 5 parts: Part 1: Background information, Part 2: Human Capacity/ employees knowledge status, Part 3: current monitoring and evaluation practice, Part 4: challenges in executing M&E and Part 5: Adopted coping mechanisms. The study used questionnaire as a tool for data collection. A total of 9 questionnaires were distributed through email, all 9 members were cooperatively responsive to the questionnaires and data collection request. This makes a 100% questionnaire response rate by the project team members.

4.2 Background Information of Respondents

The study used questionnaire as tool for data collection. The researcher targeted 9 team members of the project. The below composition of the respondents is represented to show their demographic backgrounds.

Variable	Attribute	Frequency	Percent
Gender	Male	3	33.3
	Female	6	66.7
Total		9	100
Age	22-34	3	33.3
	35-44	5	55.6
	45-54	1	11.1
Total		9	100
Academic position	Secondary	0	0
	College	0	0
	University	9	100
Total		9	100

Table 4-1: Profile of the respondents

The table above shows that the total 9 respondents, 66.7% were male employees while the remaining 33.3% were female employees. Additionally, majority of the respondents (55.6%) fall between the age group 35-44 and 33.3% of the respondents are between the age of 22-34 and 11.1% between 45-54 years of age. The table further indicates that all (100%) of the respondents had university level of education. This indicates that the respondents were highly educated.

4.3. Employees knowledge status regarding M&E

This section determine respondent's experience regarding M&E.

Experience	Frequency	Percent
< 2 years	2	22.2
2-5 years	3	33.3
6-9 years	3	33.3

Above 10 years	1	11.2
Total	9	100

Table 4-2: Years of monitoring and evaluation experience.

The table above shows that majority (77.8%) of the respondents had professional M&E experience more than 2 years to a senior level status while the remaining 22.2% of the respondents had less than 2 years. This indicates that the majority of the respondents are well experienced and can effectively execute the M&E tasks for which they are responsible.

The table below tabulates type of trainings the respondents had received so far and determines how important the trainings were to the respondents

Importance of the trainings received to improving M&E knowledge						
M&E trainings received	Very important	Important	Moderately important	Slightly important	Not Important	Total
Formal trainings only	1	0	0	0	0	1
In-service trainings only	8	0	0	0	0	8
Formal and In-service	0	0	0	0	0	0
None	0	0	0	0	0	0
Total	9					9

Table 4-3: M&E trainings received, and significance of the training received to M&E knowledge crosstabulation.

The table shows that majority of the respondents (8) received In-service trainings only and all 9 respondents stated that the training was very important. One respondent received a formal training and ranked the training was very important. Hence, it is likely to determine that all of the respondents had received a training on Monitoring and Evaluation through Formal and In-service form of trainings and as a result this has enables them to enhance their monitoring and evaluation knowledge.

Majority of the respondents (77.8%) ranked the competency of the other relevant staff as “very competent”. This indicates that a more 75% of the respondents show there are capable and competent staff that can properly handle a given monitoring and evaluation tasks.

To the contrary 22.2% said they do not know the competency level of the other staff member. Question 2.7 determine whether there is a system assisting staff in capturing, managing, and analyzing data 100% of the respondents indicated that there is system that assists staff to capture, manage and analyze data.

4.4 Current monitoring and evaluation practice

The respondents were queried for the prevailing monitoring practice. The first question for this section determine if the organization have an M&E experience in the past 4 years and question 3.2 determines which stakeholders were involved in the M&E of the project.

	Stakeholders involved in M&E practice					
	All project staff	Only M&E	Donor	Community	Beneficiary	Government
1		x	x			
2	x	x	x			
3	x		x		x	
4	x					
5	x	x	x		x	
6	x	x	x			
7	x	x			x	
8	x	x	x			
9	x	x	x			
Total	8	7	7		3	

Table 4-4: Stakeholders involved in M&E practice

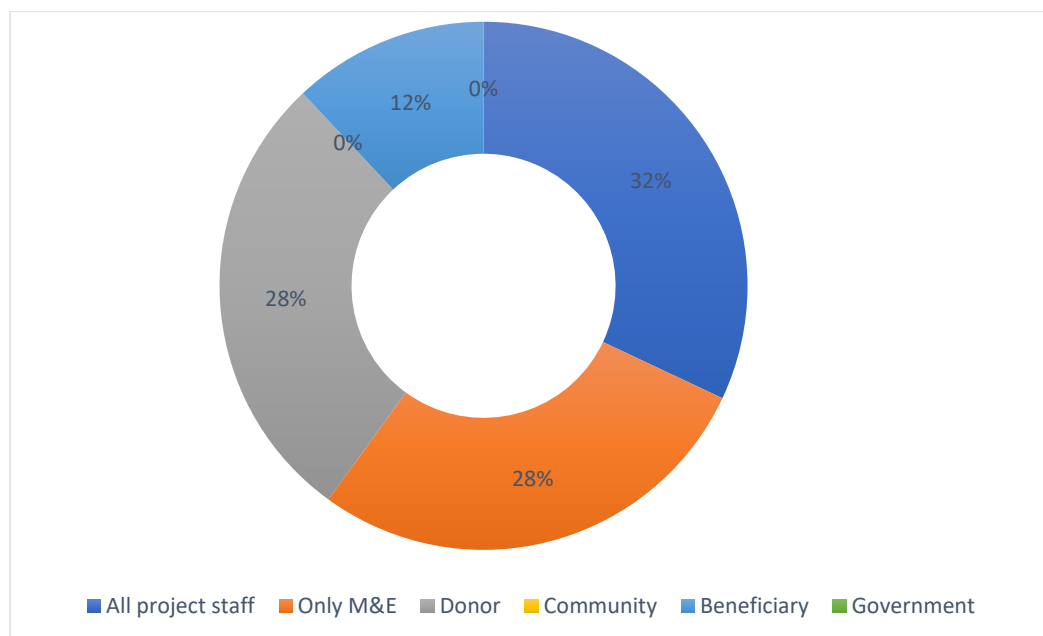


Figure 4-1: Stakeholders involved in M&E practice

As shown on figure 4.1 all project staff were involved in about 32% of the monitoring and evaluation practice followed by Beneficiaries 12%, this figure also shows that equal number of respondents reported that the majority stake holder involved in the monitoring and evaluation of projects were only M&E staff and Donors each with 28%. This shows that

projects implemented by the respondents did not establish solid downward accountability to the government and community as a result this could prevent viability of projects outcomes. The figure further explains that the significant number of respondents (7 out of 9) reported that only the projects M&E staff is involved on the project M&E activities which implies that there is a substantial load on the M&E staff as M&E is a group effort and not a one department role.

All (100%) of the respondents stated that the organization does not use a computerized monitoring and evaluation system. This is probable to say that the information gathered is likely to be inaccurate and not timely which also indicates that the organization does not efficient data storage, flexibility, and speed of analysis.

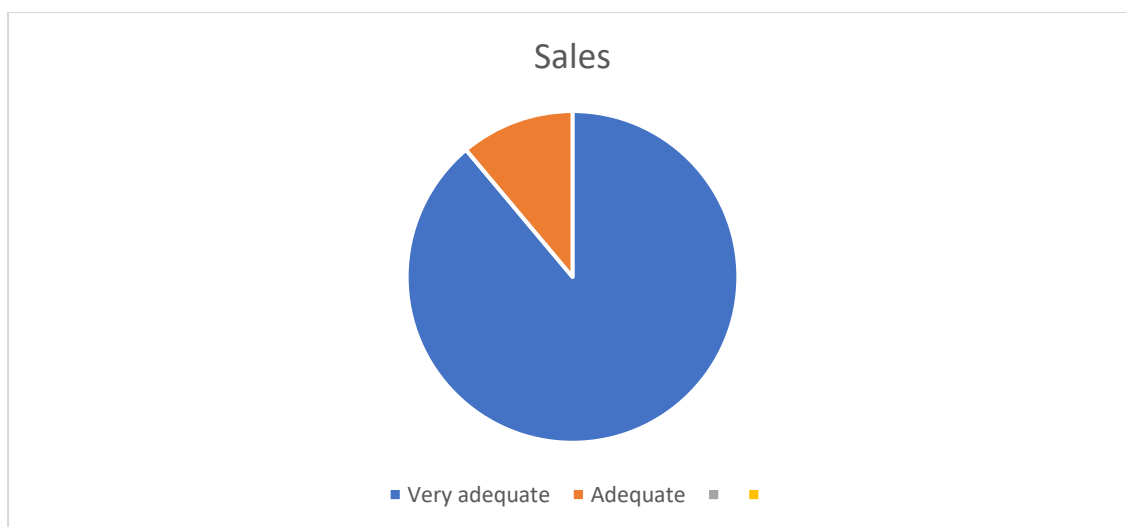


Figure 4-2: Role of Management in M&E

The above figure shows that the majority(88.9%) of the respondents stated that there is a “very adequate” role of management in their organizations monitoring and evaluation activities while the remaining 11.1 % of the respondents rate the role of management “adequate”. With over 100% of adequacy, this indicates that there is a good practice of engaging the top-level management in the M&E practices of the project.

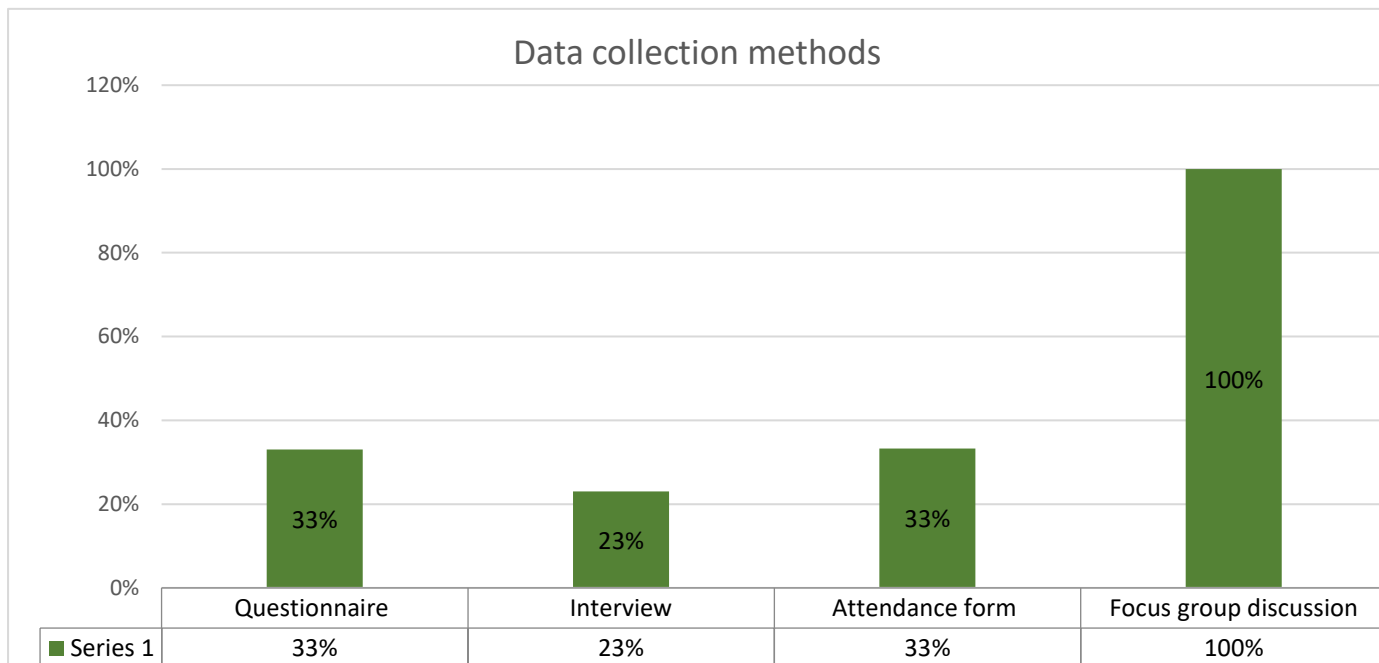


Figure 4-3: Data collection methods

This figure shows that the all (100%) of the respondents use Focus group discussions method as a M&E data collecting method or their projects, and 33% of the respondents also use questionnaire and Attendance forms while 23% of the respondents also use interviews. Furthermore, the respondents has stated that M&E is conducted continuously, and results are compared in a quarterly basis.

Availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, for all projects	6	66.7%	66.7%	66.7%
	Yes, for some projects	3	33.3%	33.3%	100%
	No	0	0	0	
	Total	9	100.0	100.0	

Table 4-5: Availability

Majority(66.7%) of the respondents stated that the organization has written M&E plan for all its projects while 33.3 % responded that they have an M&E plan for some of their projects. All (100%) of the respondents indicated that the M&E plan the organization has for all projects is very easy to adopt.

Statement	Strongly	Agree	Not	Disagree	Strongly	Total
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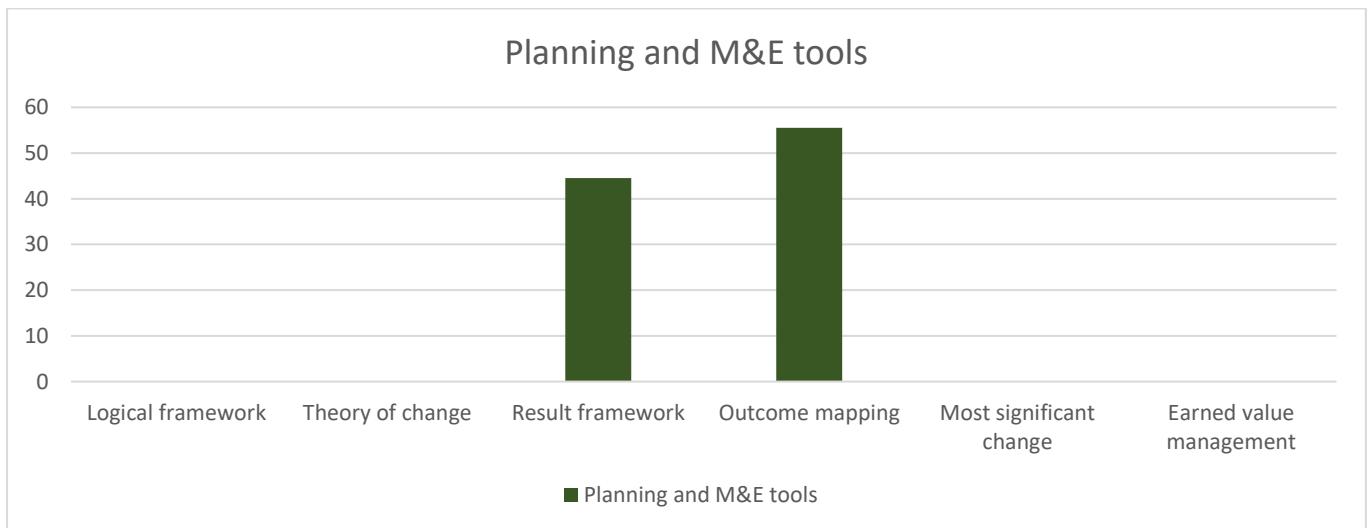


Figure 4-4: Planning and M&E tools

Majority of the respondents (55.5%) use outcome mapping as a planning and monitoring and evaluation tool while the remaining 44.5% use Result framework as a planning and monitoring tool.

	Agree		Sure		disagree	
The choice of indicator in setting up monitoring and evaluation systems influence their performance	88.9%	11.1%				100%
My knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems	77.8%	22.2%				100%
I experience challenges when applying M&E system	22.2%	44.4%	33.3%			100%

Table 4-6: M&E knowledge influence, choice of indicators and challenges experienced

This table indicate that 88.9% of the respondents strongly agree that their choice of indicators in setting up M&E systems influence their performance and the remaining 11.1% agree. This indicates that the design of M&E system should include the accurate indicators to offer vital information on implementation of projects.

77.8% of the respondents Strongly agree that their knowledge of impacts, outcome outputs and inputs influence performance of M&E systems while the remaining 22.2 % agree. This indicates that the respondents need to understand various components of the planning and M&E tools to use.

22.2% of the respondents strongly agree that they experience challenge when applying M&E system while 44.4% agree and 33.3% are not sure. This indicates that the respondents have difficulty measuring their M&E work using the designed M&E tool.

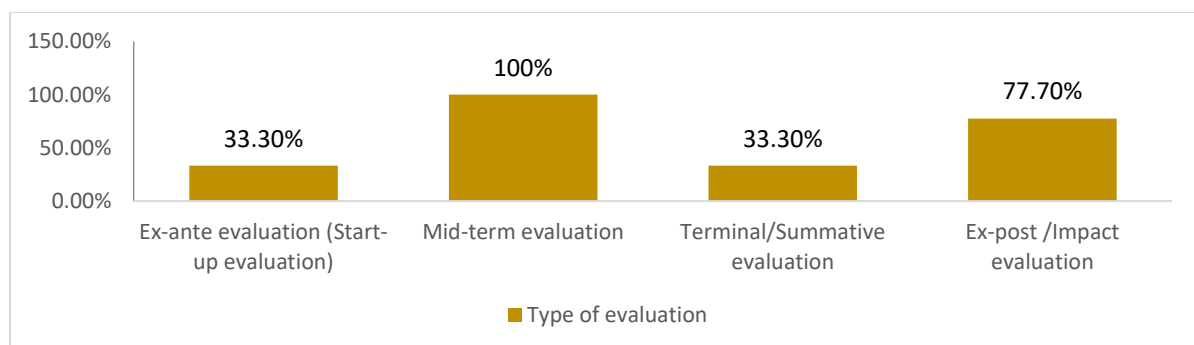


Figure 4.5: Type of evaluation

This figure shows that the all 100% of the respondents use midterm evaluation while 33.3% and 77.7% of the respondents also use ex-ante evaluation ex-post evaluation respectively and

33.3% of the respondents also use terminal evaluation. All (100%) the respondents indicated that the organization always uses M&E findings as input for decision making.

4.4 Challenges in executing M&E

No	Major barriers that hinder organizations	1.Very high	2.High	3.Medium	4.Least	5. Not a barrier	Total
1	Policy/legal framework		33.3%	33.3%	22.3%	11.1%	100%
2	Lack of expertise			88.8%		11.2%	100%
3	Insufficient baseline data	55.4%	11.2%	11.2%	22.2%		100%
4	Lack of fund for M&E activities			33.3%	66.7%		100%
5	Not friendly M&E tools		11.1%	33.3%	33.3%	22.3%	100%
6	Other						100%

Table 4-7: Major barriers

This table shows 88.8% of the respondents' indicated that insufficient baseline data as the very highest barrier to effectively implement M&E; respondents also stated that Policy/ legal frame wok and Not friendly M&E tools are the second highest barriers with 33.3% and 11.1% respectively.

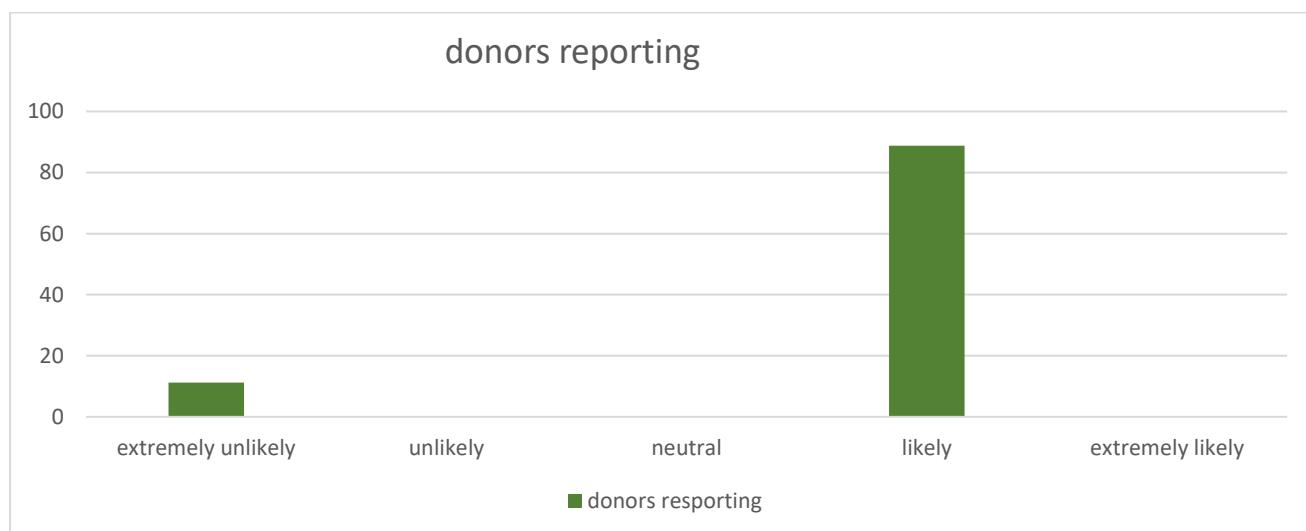


Figure 4-6: donors reporting

This figure shows that 88.8% of the respondents indicated that donor reporting requirements and format has high effect in implementation of their M&E plan, while 11.2% indicated donor's requirement and format has no effect on implementation of the M&E plan.

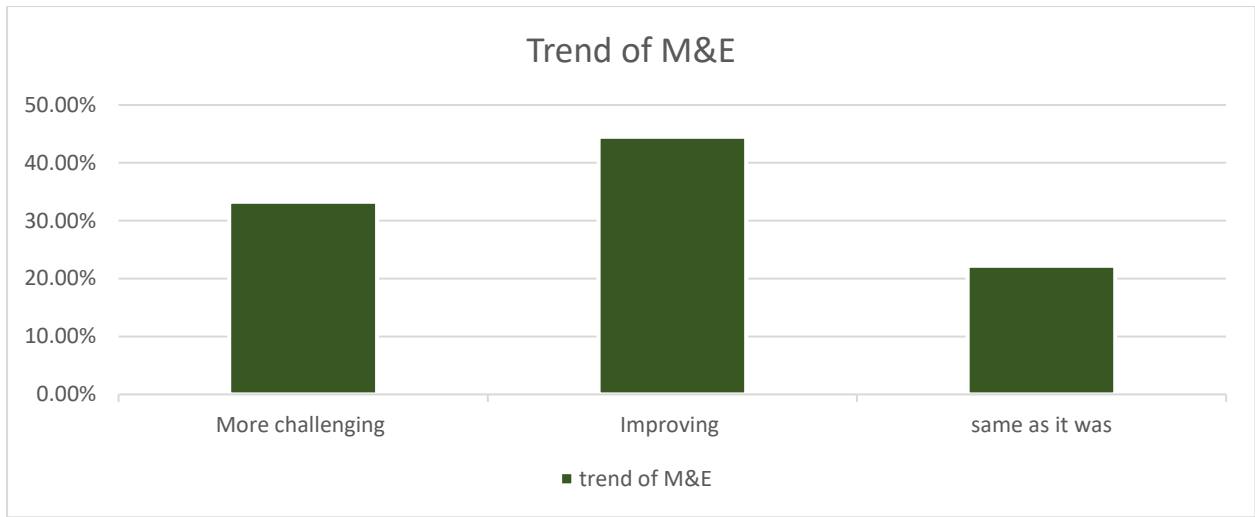


Figure 4-7: Trend of M&E

Majority of the respondents 44.5% indicated that the existing challenges are improving while 33.3% and 22.2% of the respondents indicated conducting M&E is more challenging and same as it was, respectively. This indicates that most respondents believe M&E challenges are decreasing over time and as a result it can be asserted that there is a promising future for M&E.

4.3.5 Coping Mechanism

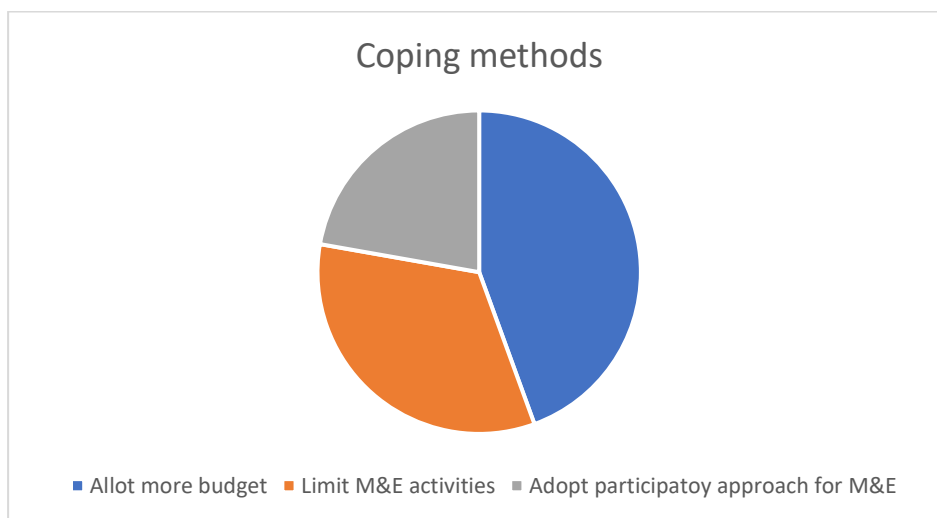


Figure 4-8: Coping methods

This figure indicate majority of the respondents (44.5%) indicate Allotting more budget for M&E as a method of coping with their existing M&E challenges. While the remaining 33.3% and 22.2% indicated limiting M&E activities and adopting participatory approaches for M&E as methods for coping with existing M&E challenges, respectively.

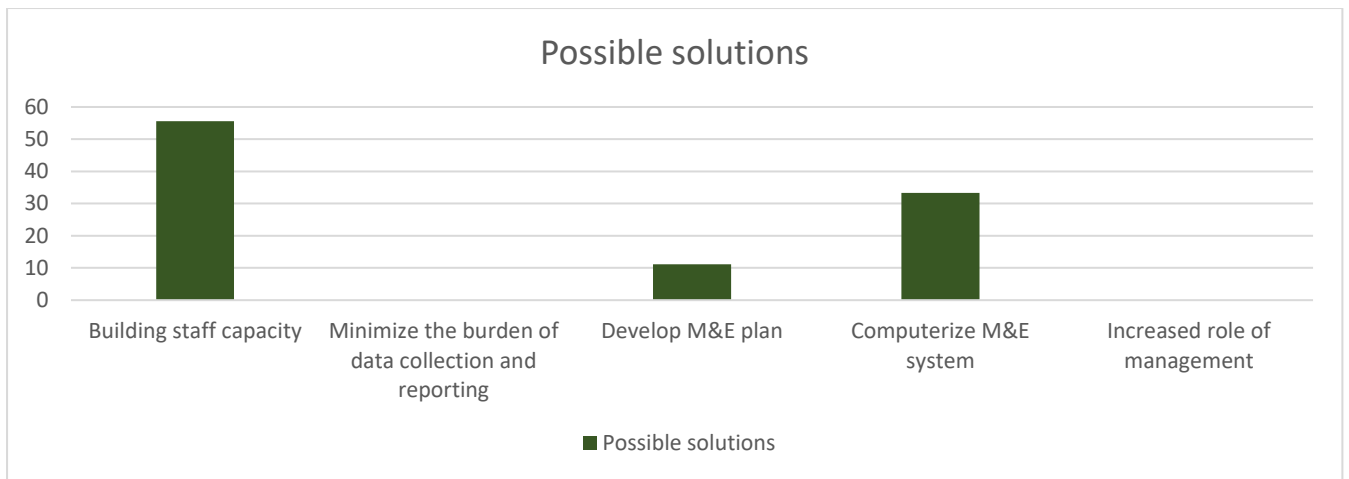


Figure 4-9: Possible solutions

This figure shows that 55.6% of the respondents indicated building staff capacity as the first solution to enhance organizations' M&E system while the remaining 33.3% and 11.1% of the respondents indicated computerizing M&E system and developing M&E plan as solution for enhancing organizations' M&E system respectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

Notice must be taken of the fact that these findings are specific to this study. They may confirm or reject findings in similar studies in existing literature. In generalizing the findings of this study, care must be taken since different organizations may yield different results. Thus, the results could only reflect the organization under study.

As outlined on chapter one, the primary aim of this thesis is to examine the practice and challenges of project monitoring on the meter to cash project in monitoring and evaluating their projects. The research objectives were used to guide the collection of required data from the respondents.

5.1.1 Employees knowledge status and human capacity regarding Monitoring and Evaluation

Significant staff working in these projects had received the necessary training in Monitoring and evaluation either formally or through in-service training in addition to having several years of experience working with monitoring and evaluation systems. Moreover, these staff stated that the trainings played a vital role in developing their M&E knowledge. Additionally, the results indicated that the organization have skilled staff that can well handle a given Monitoring and evaluation task.

5.1.2 Monitoring and Evaluation practice

The study indicated that the organization did not have a computerized M&E system which indicates the data gathered is probable to be inaccurate and not timely.

The findings show that the organization did not engage all relevant stakeholders such as the community and government in their M&E activities. With only 12% of beneficiaries' involvement it contradicts with the definition of project-beneficiary relationship.

The study indicates that the organization has a written M&E plan for their projects, in addition it was stated that the organization experience challenge when applying their M&E system.

Majority of the respondents use the outcome mapping and results framework as a planning and monitoring and evaluation tool. Additionally, it was found that the choice of indicators in setting up M&E systems and respondents' knowledge of impacts, outcome, outputs and inputs affect the performance of the tool.

Furthermore, the findings show that the organization had good practice of monitoring their activities, the staff has experience of conducting internal and external M&E activities. It was also found that the organization always uses M&E findings as input for decision making.

5.1.3 Challenges in executing M&E

The results show the key challenges in chapter four: insufficient baseline data, stringent legal framework/policy issue, lack of expertise, and not friendly M&E tool, respectively. It was clear that each of these challenges had a vast effect on their M&E practice.

5.1.4 Coping Mechanism

It was found that the organization choose limiting M&E activities and adopting participatory approaches and allotting more budget for M&E as the prior method of coping with their existing M&E challenges.

5.2 Conclusion

The intention of this research was to examine the practice and challenges meter to cash project based in Addis Ababa faced while conducting their M&E activities. With the aim of addressing the primary purpose if this study, the following major research conclusions can be observed.

Human capacity and staff M&E knowledge, practice of M&E tools and utilization of monitoring and evaluation information improve the implementation and use of the monitoring and evaluation system.

Significant staff had monitoring and evaluation experience and training, effectively used monitoring and evaluation information, and carried out regular data collection from various sources. Furthermore, the role of management in monitoring and evaluation was adequate. However, the organization do not entirely establish robust downward accountability to the government and community consequently this could also prevent sustainability of project outcomes.

Projects executed by the organization were not effectively monitored. This is as a result of several obstacles such as: strict policy and legal framework, lack of expertise, insufficient baseline data lack of expertise, lack of sufficient funding, and not friendly M&E tool respectively. These challenges may possibly cause grave effects on both the project and the organization.

5.3 Recommendation

From the above stated findings and conclusions, it is recommended that:

- ❖ The organization must continue improving their staff M&E knowledge capacity through of several formal and in-service trainings.
- ❖ The findings shows that there is not much involvement of communities and governments in monitoring and evaluation activities. As a way of adopting sustainability these relevant stakeholders should be more involved in activities of the organization.
- ❖ The study show a serious lack of base line data in monitoring and evaluation of projects. It is essential for the organization to collecting a reliable and accurate additional information for baseline purpose.

- ❖ Combining the utilization of the outcome mapping and result framework with logical framework. Logical frame interprets the relationship between inputs, activities, outputs and impacts with respect to the objectives and goals. Logical framework outline the specific inputs needed to carry out the activities to produce specific outputs which will result in specific outcomes and results.
- ❖ The organization could opt for while monitoring and evaluating their executed projects such as strictly building staff capacity, computerizing M&E system and developing M&E plan as well as having more realistic (Key Performance Indicators)KPIs.

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APPENDICES

Questionnaire

Primary goal: to gather information on practices and challenges Power Africa contractor Tetra Tech ES Inc face in monitoring and evaluating the Meter to Cash project in Addis Ababa Ethiopia.

Verbal Consent

1. Would like to participate in this interview?

Verbal consent was obtained from participant

Verbal consent was NOT obtained from participant

Part I: General Information

Invite interviewee to briefly tell me about him/herself: General information of background... Mainly focusing on educational background and work experience

Organization Name (Optional): _____

Gender: Male Female

Age: _____

Position: _____

Academic Qualification: Secondary College University

Project Information:

Project description / type e.g. dormitory, health clinic, offices.	Approximate cost for the Project	Location of the Project	Designation of the respondent

Part II: Employees Knowledge status regarding M&E

1. Do you have any monitoring and evaluation experience?
 - A. Yes
 - B. No
2. If Yes to Q1, how many years of monitoring and evaluation experience? _____ years
3. What monitoring and evaluation training do you possess?
 - A. Formal training only
 - B. In-service training only
 - C. Formal and in-service
 - D. None
 - E. Other (specify): _____
4. How would you rate the importance of the trainings in enhancing your M&E knowledge?
 - A. Very Important
 - B. Important
 - C. Moderately Important
 - D. Slightly Important
 - E. Not Important
5. What is the competence of other relevant staff members in handling M&E tasks?
 - A. Very competent
 - B. Competent
 - C. Incompetent
 - D. Very incompetent
 - E. Don't know
6. Is there a system that assist staff in capturing, managing, and analyzing data?
 - A. Yes
 - B. No
 - C. If no, why? _____

Part III: Current monitoring and evaluation practice.

1. Does your organization have any M&E experience in the past 4 years:

A. Yes

B. No

2. Who are the major stakeholders involved in M&E of your projects? (Possible to circle more than

A. All project staff

B. Only M&E staff

C. Donors

D. Community

E. Beneficiary

F. Government

G. Other _____

3. Does your organization use computerized M&E system?

A. Yes, if yes, what type of system should be inquires further?

B. No

4. How would you rate the role of management towards the implementation of the M&E system?

A. Very adequate

B. Adequate

C. In adequate

D. Very inadequate

E. Don't know

5. What is the most common method of M&E data collection?

A. Questioners

B. Interviews

C. Attendance forms

D. Focus group discussion

E. Other: _____

How frequently should monitoring be conducted?

6. Does your organization have written M&E plan that guide project execution?

- A. Yes, for all projects
- B. Yes, for some projects
- C. No

7. How would you rate the adoptability of this M&E plan?

- A. Very easy
- B. Easy
- C. Difficult
- D. Very difficult

8. If your answer is no to Q. 6, what is the reason behind?

- A. Lack of budget
- B. It is irrelevant
- C. Lack of expertise
- D. Other, specify: _____

9. Which of the following planning and M&E tools does your organization use?

- A. Logical framework
- B. Theory of change
- C. Result framework
- D. Outcome mapping
- E. Most significant change
- F. Earned value management
- G. Others, specify: _____

10. -Please tick next to the appropriate column in the table below.

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree
The choice of indicator in setting up monitoring and evaluation systems influence their performance					
My knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems					
I experience challenges when applying M&E system					

How often does your organization monitor its activities? (possible to circle more than one)

- A. Daily
- B. Monthly
- C. Quarterly
- D. Bi-annually
- E. Never

11. What type of evaluations have your organization been part of?

- A. Internal (own force)
- B. External consultant
- C. Both
- D. None

12. Which of the following type of evaluations do you carry out on projects executed by your organization?

- A. Ex-ante evaluation (Start-up evaluation)
- B. Mid-term evaluation
- C. Terminal/Summative evaluation
- D. Ex-post /Impact evaluation
- E. None

13. Does your organization use inputs from M&E findings for various decision making?

- A. Yes, always
- B. Yes, sometimes

C. No

Part 4: Challenges in executing M&E

1. What are the major barriers that hindered your organizations ability to effectively and efficiently implement M&E? 1. Indicate Very highest barrier, 2. Highest barrier, 3. Medium barrier, 4. Least barrier and 5. Not a barrier (possible to rank more than one choice)

No	Major barriers that hinder organizations	1.Very high	2.High	3.Medium	4.Least	5. Not a barrier
1	Policy/legal framework					
2	Lack of expertise					
3	Insufficient baseline data					
4	Lack of fund for M&E activities					
5	Not friendly M&E tools					
6	Other					

If Other, please explain

_____ .2.To what extent does donors reporting requirement and format negatively affect the implementation of M&E?

- A. Extremely unlikely
- B. Unlikely
- C. Neutral
- D. Likely
- E. Extremely likely

3, Overall, the existing challenges in conducting M&E compared to the past 5 years is:

- A. Becoming more challenging
- B. Improving
- C. About the same as it was

Part V: Coping Mechanism

1. Which of the following methods does your organization opt for in coping with M&E challenges?

- A. Allot more budget for M&E
- B. Limit M&E activities
- C. Adopt participatory approach for M&E
- D. Other: _____

2. Which of the following possible solutions could contribute to positively enhanced your organizations M&E system?

- A. Building staff capacity
- B. Minimize the burden of data collection and reporting
- C. Develop an M&E plan
- D. Computerize M&E system
- E. Increased role of management
- F. Other, specify: _____

What recommendation/suggestion would you give that could improve M&E practice and curb the challenges?
