



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE EFFECT OF MONITORING AND EVALUATION SYSTEM
ON PROJECT SUCCESS: THE CASE OF ETHIOPIAN MULU
WONGEL AMAGNOCH CHURCH DEVELOPMENT
COMMISSION

BY: MESFIN ENDALE
ID: SGS0019/2010B

MAY, 2021
ADDIS ABABA, ETHIOPIA

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ADDIS ABABA, ETHIOPIA

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DECLARATION

This research project report entitled “The effect of monitoring and evaluation system on project success in the case of Ethiopian MuluWongelAmagnoch Church Development Commission” is my original work and has not been submitted to any other institution of learning for examination or an academic award.

Name

signature

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LIST OF ABBREVIATIONS

CSFs – Critical Success Factor

EMWACDC – Ethiopian MuluWongel Amagnoch Church Development Commission

FGD – Focused Group Discussion

HO – Head Office

KII – Key Informant Interview

M&E – Monitoring and Evaluation

MoFED – Ministry of Finance and Economy Development

NGO – Non-Governmental Organization

PMBOK - Project Management Body of Knowledge

SPSS – Statistical Package for Social Science

UNDP – United Nation Development Program

ABSTRACT

The main objective of the study was to assess the effect of monitoring and evaluation on project success of Ethiopian MuluWongel Amangnoch Church Development Commission and factors that affect its effectiveness. A descriptive and explanatory research method was used in order to achieve the intended purpose of the study. Questionnaire, interview and review of secondary data sources were used for the purpose of collecting required data for the study. The primary data sources were collected from the organization employees who are directly involved on project management and M&E practice. The target populations were 62 employees who are directly involved on project management and M&E. Purposive sampling technique was employed in selecting the samples. The findings indicated that EMWACDC allocates funds to M&E activities in one or another way, but the funds are not sufficient and the M&E unit is not independent. On stakeholder's participation, involvement is mainly on lower-level rather than in higher level activities. Finally, it was established out that the organization's leadership does not influence effectiveness of M&E system, the majority of the respondents felt that the leaders were not doing enough to support and enhance effectiveness of the M&E system within the organization.

Key words – project management, monitoring and evaluation, project success, EMWACDC

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

Many scholars define project in many ways. Project as “project can be considered to be any series of activities and tasks that have a specific objective to be completed within certain specifications, has defined start and end dates, has funding limits (if applicable), consume human and nonhuman resources (i.e., money, people, equipment) and are multifunctional, i.e., cut across several functional lines (Robert K Wysocki, 2000).

He defines it as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

Ethiopian management institute gives a definition for project management as “it is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is the process of planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives (World Bank 2012). Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy). On the other hand, involves project planning and project monitoring and includes such items as Project planning, Definition of work requirements, Definition of quantity and quality of work, Definition of resources needed, Project monitoring, tracking progress, comparing actual outcome to predicted outcome, analyzing impact and Making adjustments. The potential benefits from project management are Identification of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover, Minimizing the need for continuous reporting, Identification of time limits for scheduling, Identification of a methodology for trade-off analysis, Measurement of accomplishment against plans, Early identification of problems so that corrective action may follow, Improved estimating capability for future planning and Knowing when objectives cannot be met or will be exceeded (Harold Kerzner, 2000).

Project management has received attention in the past few decades and almost every day newspapers carry advertisements of vacant positions for project managers. This scenario was not so bright a few years ago. For that matter even today, though lots of seminars are held on project management.

Monitoring and evaluation of projects is not only important to projects but it is part and parcel of project design (PMBOK, 2001). Monitoring and evaluation have been used globally over the last several decades as a tool in project management. Project monitoring and evaluation is an integral part of the project cycle and of good management practice (Olive, 2002). Olive observes that monitoring and evaluation is fundamental if the project goals, objectives and success are to be achieved. M&E improves overall efficiency of project planning, management and implementation. According to UNDP (2002) the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. It helps improve performance and achieve results. Monitoring and evaluation also enable organizations extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine tuning, reorientation and future planning. Without effective monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

Monitoring and evaluation of projects activities involves tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan. 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 (PMBOK, 2001). World Bank (2011) describes monitoring as the process of regular and systematic collection, analyzing and reporting of information about a project's inputs, activities, outputs, outcomes and impacts. It is a way of improving efficiency and effectiveness of a project by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated resources.

Evaluation is a scientific based appraisal of the strengths and weakness of the project (Hunter, 2009). It is a comparison of the actual results and what was planned or expected. Evaluation is a means of checking efficiency, effectiveness and impact of a project. There are three main types of evaluations: Formative evaluation, which is carried out before the project commences; Process evaluation carried out when the project is ongoing and Summative evaluation which is carried out after the completion of the project. Evaluation involves: looking at what the project or programme intended to achieve, assessing progress towards what was to be achieved and impact on targets, looking at the effectiveness of the project strategy, efficient use of resources, opportunity costs and sustainability of the project, and the implications to the various stakeholders (Hunter, 2009 and Shapiro, 2011). Evaluation is a systematic and objective assessment of the ongoing or completed projects or programmes in terms of; design, implementation and results in order to judge issues such as project or program relevance, effectiveness, efficiency, impact and sustainability (OECD, 2002).

Monitoring and evaluation of projects is of great importance to various players including project sponsors and it goes further to ensure similar projects are replicated elsewhere and not only revolving around a few areas. Monitoring and to some extent evaluation, fall under the control functions of project management. It provides regular feedback that helps the organization track costs, personnel, implementation time, and organization development, economic and financial results and compare what was planned to actual performance (Emmanuel, 2015). Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and involves skill intensive processes (Engela&Ajam, 2010). Building a resulted based M&E system is a requirement for the growing pressure to improving performance which is also one of the requirements by the NGOs and donors to check on the effective use of the donor funds, impact and benefits brought by the projects. Hence, there is a need for the establishment of rules for constructing minimum parameters for monitoring and evaluation of projects that can be used to track progress and effectiveness (Jha, Abhas, Barenstein, Phelps, Pittet and Sena, 2010). Adequate skilled staff and financial resources are vital ingredients in developing an effective M&E system (Surrar, Tunal and Kath, 2003). Failure to ensure a reasonable proportion of resources are spent on this aspect of project management is likely to impede internal learning and result in the poor operation of the M&E system.

Globally, NGOs are currently in the process of reviewing ways in which M&E can achieve greater consistency and effectiveness (World Bank, 2008). According to UNDP (2009), M&E enable NGOs to judge the impact of projects as well as obtain recommendations on how future interventions can be improved. However, one shortcoming of the M&E system on a global perspective is that there are no set standards for measuring its quality (Chaplowe, 2008). It is therefore subjective and relies on the rule of thumb. Although monitoring and evaluation is used mainly for checking the impact of a project as well as establish whether it meets its objectives, it is also a mandatory requirement for most of donor sponsored projects where donors use them to determine effective use of their funds by recipient organizations.

In many organizations, “monitoring and evaluation” is something that is seen as a donor requirement rather than a management tool. Donors are certainly entitled to know whether their money is being properly spent, and whether it is being well spent. But the primary (most important) use of monitoring and evaluation should be for the organization or project itself to see how it is doing against objectives, whether it is having an impact, whether it is working efficiently, and to learn how to do it better.

Plans are essential but they are not set in concrete (totally fixed). If they are not working, or if the circumstances change, then plans need to change too. Monitoring and evaluation are both tools which help a project or organization know when plans are not working, and when circumstances have changed. They give management the information it needs to make decisions about the project or organization, about changes that are necessary in strategy or plans.

According to research by Ika, (2009, Pg. 17) projects in Africa faces problems which can be categorized in to any of the four traps namely the one -size - fits - all technical trap, the accountability for results trap, the lack- of -project- management -capacity trap, and the cultural trap. The study suggests increase in supervision and monitoring efforts as one of the actions that should be taken to avoid some of the traps. This implies that the project in Africa often fails due to lack of effective monitoring and evaluation. Kontinen and Robinson (2014) identified lack of monitoring tools, difficulty in defining performance indicators and short time allocation to monitoring and evaluation as some of the challenges that constantly face the project monitoring functions. When monitoring and evaluation faces various challenges, its effectiveness

is at stake hence impacting on the project success. Monitoring and evaluation exercise involves data collection and processing.

The scope of NGOs in Ethiopia is still small and confined mostly to Addis Ababa (Clark, 2000), the ineffectiveness of their work has also been observed owing to inability by NGOs to demonstrate and achieve project results, despite the huge resources at their disposal. Studies on functioning of local NGOs project implementation, monitoring and evaluation show that short term project objectives of local NGOs have been achieved with positive, but often scattered little results. Yet, many studies say little beyond the more immediate effects of the projects, particularly they did not address monitoring and evaluation practices and challenges of local NGOs executing education projects in Addis Ababa (Tulema, 2014).

The results of the study useful in understanding the roles and responsibilities of monitoring and evaluation experts for achieving the project goal. It could also help project managers to take timely corrective actions and make sound decisions based on the monitoring feedbacks. However, to the best of the student researcher's knowledge, it appears that there are no studies conducted in development projects especially in local NGOs mainly in Ethiopian MuluWongelAmagnoch Church Development Commission that examined the role of monitoring and evaluation in achieving project success.

Hence, the researcher expertise on the area inspired by the practical gap of monitoring and evaluation role in effectively and efficiently executes the work calls for the student researcher to undertake this study.

1.1.1 Back ground of the Organization

Ethiopian MuluWongelAmagnoch Church Development Commission is a non-governmental organization, initiated in 1993 and established at country level in January 1995 with the aim of serving the whole person. It was officially registered at country level under the Ethiopian Ministry of Justice and the Federal Disaster Prevention and Preparedness Commission in April 2000. Based on the new legislation of the country, Ethiopian MuluWongelAmagnoch Church Development Commission was re-registered with the Charities and Societies Agency as an

Ethiopian Residents Charity in October 2009. The Organization has reformed and changed its name from Organization to a Commission on December 13, 2017.

Ethiopian MuluWongelAmagnoch Church Development Commission is composed of General Assembly, Development Board, Management and Projects. The main office is located in Addis Ababa. Ethiopian MuluWongelAmagnoch Church Development Commission has 7 branch offices found, in Addis Ababa, Dessie, Bahir Dar, Shashemene, Sodo, Adama, and Nekemte. Currently, the organization has involved in a multi-sectoral development work throughout the nation with the implementation of more than 145 projects in all regional states of the country. In order to implement these projects, more than 607 professionals (336M and 271F) were employed and are working in the organization.

Major intervention areas include Child Development, Food Security and Livelihood, Water, sanitation and health, Economic Empowerment (Youth and Women), Education (non-formal), Community and Church Mobilization for Economic and Social Transformation, Elderly support and Humanitarian response.

Development strategies of Ethiopian MuluWongelAmagnoch Church Development Commission include community-based approach that encourages ownership and sustainability of the development projects. EMWACDC also works through and with Local Church structures.

Ethiopian MuluWongelAmagnoch Church Development Commission program approach is mainly children and women focused; holistic, integrated, and gender sensitive. Sustainability is emphasized at individual, family and community level.

1.2 Statement of the problem

Monitoring and Evaluation is becoming an area of growing importance for many organizations and development community at large. It allows those involved in development activities to learn from experience, to achieve better results and to be more accountable. There is increased interest in M&E among the development community due to a stronger focus on the results produced by interventions. M&E processes allow those involved to assess the impact of a particular activity, determine how it could be done better and show what action is being taken by different

stakeholders. This should translate into a more effective and transparent way of working (World Bank, 2002).

In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (World Bank, 2011).

Badly designed and managed monitoring and evaluations can do more harm than good. Misleading results can undermine the effective channeling and use of resources. Establishing international standards for methodological rigor, ethical practice and efficient management processes in monitoring and evaluation is an ongoing challenge. Done well, M&E has the potential to make enormous contributions to development practice and theory. Good M&E can make projects work better, assess the impacts, steer strategy, increase stakeholder ownership, build the capacity of stakeholders to hold program financiers and implementers to account and share learning more widely (Kusek and Rist, 2004). Ensuring the completeness, quality and integrity of M&E systems and processes is vital for reaching accurate and reliable conclusions about what works and what does not work in projects and programs. International standards emphasize the need for impartiality, appropriately skilled experts conducting the process, stakeholders' participation, proper tools and techniques, timeliness, support from the management, adequate funding and identification of appropriate indicators (World Bank, 2011).

An elaborate and effective M & E system is a necessary requirement for the projects and programs to be successful and meet set goals and objectives. With the changing dynamics in the donor community, it is highly improbable for any donor agency to release funds without adequate monitoring and evaluation system and framework being put in place by the beneficiary organizations (Emmanuel, 2015). Many organizations have been carrying out monitoring and evaluation as a formality just because it is one of the requirements to get funds from donors. In large organizations, M&E activities are considered as part of ordinary projects' activities. It is not allocated autonomy and resources it deserves to ensure its effectiveness. EMWACDC

projects are unique dealing with sensitive projects and such an organization will experience major hurdles in execution of monitoring and evaluation. The independent variables discussed in this study, namely; M&E system, human resource capacity, stakeholders' participation organization's leadership and budget allocation had a high propensity of influencing project success. There are limited studies on the factors determining effectiveness of monitoring and evaluation systems especially in large donor funded local organizations such as EMWACDC. Thus, this study sought to fill the gap by undertaking a study on the effect of M&E on projects success. The study aims at establishing the extent to which M&E system, human resource capacity, stakeholder engagement, management support and availability of funds influence project success.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of this study is to examine the practice of Monitoring and Evaluation in achieving project purpose in Ethiopian MuluWongelAmagnoch Church Development Commission (EMWACDC).

1.3.2 Specific Objectives

1. To assess the extent of Ethiopian MuluWongelAmagnoch Church Development commission projects monitoring & evaluation practices.
2. to evaluate the effect of M&E practice for project success in the case EMWACDC
3. To examine the challenges encounters in the process of monitoring and evaluation practice in Ethiopian MuluWongelAmagnoch church development commission

1.4 Significance of the Study

The study beneficial to NGOs, donor agencies, project managers, and project management students who are involved in the designing and implementation of result-based and effective M & E systems.

Findings will be used for organizational learning and improve projects planning, implementation, and management. It will enable the project managers and other staff to understand and appreciate

the ever-changing environment. It may further give a deeper insight to those who are charged with M & E to effectively implement the required processes.

Overall, the study recommendations improve effectiveness of Monitoring and evaluation in projects and programs and provide comprehensive guidance on how to set up and implement a monitoring and evaluation system by avoiding the pitfalls that may lead to its failure.

The study also contributes to the body of knowledge of project management, specifically monitoring and evaluation. This is because it can be used as reference material by researchers. The study identifies areas related to monitoring and evaluation field that might require more research, hence lays a basis for further research.

1.5 Scope & Limitations of the Study

The research was limited contextually to the aspects that effect of monitoring and evaluation on project success. This might have limited the scope of the aspects that the researcher could have assessed in relation to their influence on project success.

Ethiopian MuluWongelAmagnoch Church Development Commission is a large non-profit local faith-based NGO. Having its Head Office (HO) at Addis Ababa, it has seven branch Offices, namely Addis Ababa Branch, Adama Branch, Dessee Branch, Bahir Dar Branch, Shashemene Branch, Wolayita Branch and Nekemte Branch. This research focused on completed and ongoing projects of Ethiopian MuluWongelAmagnoch Church Development Commission. The respondents are project and program staff members such as senior program management team, monitoring and evaluation staffs and project managers.

Due to the lack in time and money, the primary data collection geographically circumscribed to Head Office and Addis Ababa Branch staffs.

The nature of the research also limits the researcher to focus only on the program staff members including monitoring and evaluation, program managers and project managers in EMWACDC. Thus, the research focus on program staff members that have in-depth knowledge on both project management and monitoring and evaluation.

Lastly, the research might have been limited by aspects of confidentiality and availability of the respondents. The researcher observed that some respondents were unwilling to avail their feedback due to fear of victimization from their superiors. To some extent, some of the respondents might have been unwilling to participate in the study or be time barred.

CHAPTER TWO

REVIEW OF RELATED LITREATURE

2. 1 Theoretical Review

2.1.1 Project and Project Management

A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity (PMBOK®Guide, 2013). According to Weiss and Wysocki (1992) project is defined as having the characteristics of complex and numerous activities; unique-a one-time set of events; finite-with a begin and end date; limited resources and budget; many people involved, usually across several functional areas in the organizations; sequenced activities; goal-oriented and end product or service must result.

Project management is seen as a method and a set of techniques based on the accepted principles of management used for planning, estimating, and controlling work activities to reach a desired end result on time, within budget, and according to specification methodology (Weiss and Wysocki (1992). Another definition of project management mentioned by R. Kor and G. Wijnen (2000) is a specific set of project activities from the very start through to the very end.

2.1.2. Project Life Cycle Stages

PMBOK (2001) describes project life cycle as the project phases and their relationship to each other and to the project, and it includes an overview of organizational structure that can influence the project and the way the project is managed.

Methods (2003), Lewis (2007) and Vargas (2008) agree on the following five phases of a project cycle: Identification/initiation phase, Preparation/planning phase, execution/implementation phase, monitoring and evaluation/controlling phase and closing phase.

The four stages include starting the project (initiation), organizing and preparing (planning), carrying out the project work (execution), and closing the project. PMBOK (2001) further advocates for constant monitoring and evaluation across all the four stages of the project lifecycle.

The importance of carrying out frequent monitoring and perform focused reviews involving all the stakeholders in keeping the project on track is explained by Kyriakopoulos (2011).

Reviewing progress and controlling the use of resources should be carried out on a regular basis. He stresses the importance of overall monitoring throughout the project initiation, implementation, staff education, and technical maintenance.

According to Chin (2012) the components of the Project Management Methodology include: project management processes such as initiating, planning, executing and monitoring project progress; a selection of tools and techniques to communicate delivery to the satisfaction of all stakeholders; consolidated and integrated set of appropriate best practices and values of project management and; a list of references of terminology as a common denominator and language for us in the project environment.

The project teams including monitoring and evaluation should be involved in all the stages of the project lifecycle in order to achieve better success. This implies that more research may be important to conduct the participation of beneficiaries in monitoring and evaluations.

Müller and Turner' s (2007) study was inconclusive in respect to project success in relation to project life cycle stage. This implies that more research may be necessary to have a closer look at project success and in relation to project life cycle stage. This is one of the gaps that this study seeks to address more so in relation to project monitoring and evaluation.

Research shows that project management plays a key role and hence a proper emphasis must be placed in selecting the project team that ensures proper decision making at various stages of project life cycle, and results in timely project completion and hence project success (Ara and Al-Mudimigh, 2011). The selection of project team includes the monitoring and evaluation team. Study carried on international development projects in line with project life cycle framework confirmed the common perception of the development community that is the implementation phase is when projects exhibit most problems. It was not surprising that after the implementation phase, the closing phase is less successful than the early stages of the project life cycle (Khang and Moe, 2008).

1. Initiating Phase:

This is the initial stage at which the project idea is generated. According to (MoFED, 2004; and UNCRD, 2000), the sources of Project ideas can be “*unsatisfied needs, demand for goods and services, underutilized resources (both human and physical), investment opportunities, and pursuit of national policies and objectives*” . At this initial phase of the project cycle, a certain need is identified and transformed into a structure issue to be solved.

The projects mission and purpose are defined and the best strategies are identified and selected (Vargas, 2008).

2. Planning Phase:

As explained by Gawler (2005), the most important point in the project cycle is the designing or planning phase because it is at this initial junction that the direction, objectives, tactics and scope of the project are defined. Here, everything that will be performed by the project is detailed, with schedules, cost reviews etc. At the end of this phase, as per the explanation of Vargas (2008) the project will be sufficiently detailed to be executed without difficulties and obstacles. The auxiliary communication, quality risk, procurement and human resources are also developed at this stage.

3. Implementation Phase:

Project execution or implementation is the third phase in the project life-cycle as clearly stated by Methods123 (2003) which involves the actual execution of each project activity and task listed in the project plan. Everything planned is carried out at this phase; an error in the previous phases will be evident during this implementation phase. Similarly, a large number of the projects budget, time and effort are consumed in this phase (Vargas, 2008).

This phase is the crucial stage of any project since the objective of the earlier effort in the former stages was to have projects to be undertaken. At this stage, activities of the project are actually carried out and funds are disbursed to facilitate the activities; thus, the management should ensure that the project is executed according to the design (UNCRD, 2000). Methods123 (2003) states this phase as typically the longest phase in terms of duration; the deliverables are physically constructed and presented to the customer for acceptance. *“Therefore, the project manager monitors and controls customers’ requirements”* (ibid). Project implementation phase in the project life-cycle is defined in a simplified form by Joseph and Michael (1994) as *“the transformation of project inputs, through a set of technical and organizational systems and procedures that produce aspecified volume and quality of project outputs”* . Project inputs are financial, human, and material resources available to implement the project as planned; while project outputs refer to the services or the products that a project delivers to a target population to produce the expected impacts (ibid).

4. Monitoring and Evaluation

Parallel to the operational planning and project executing, is tracking and controlling everything carried out by the project, so as to propose corrective and preventive actions in the least time possible after the detection of an abnormality. The purpose of control is thus to compare the present project status with that foreseen by planning and to take corrective actions in case of deviation (Vargas, 2008). Monitoring and controlling should be an ongoing activity during project implementation. The aim of this work should be to ensure that the activities of the project are being undertaken on schedule to facilitate implementation as specified in the project design (UNCRD, 2000). Project Monitoring refers to systematic and continuous process of assessing the progress of a project/program over a certain period of time, usually using pre-determined indicators or recurrent questions. Project evaluation however, is a periodic assessment and refers

to a process of identifying the broader positive and negative outcomes of programs/projects to reach a conclusion about its overall value and whether objectives have been met (MoFED, 2008; and UNDP, 2009).

5. Closing Phase:

Once all the deliverables have been produced and the customers have accepted the final solution, the project is ready for closure Methods123 (2003). Before closing the project, execution of the work is evaluated through internal or external (third party) auditing, the books and project documents are closed, and all the failures during the project are discussed and organized to prevent similar errors from occurring in new projects (Lewis, 2007; and Vargas, 2008).

2.1.3 Monitoring

UNDP (2009) defined monitoring as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. According to Family Health International (2004), the definition of monitoring is the routine process of data collection and measurement of progress toward program objectives which involves counting what we are doing and routinely looking at the quality of our services. On the same way, monitoring is a project follow - up undertaken almost simultaneously with implementation. Project monitoring is carried out while implementation is in process and this provides an opportunity to take corrective measures (e.g. extending activity and project time or recommitting more resources) for the same project. It also involves the physical (activity) and financial sides of progress in implementation. It is a process of periodically reviewing the project's overall implementation rate and the rate of financial resource usage compared to the planned rates (Ayele, 2013).

2.1.3.1 Types of Monitoring

I. Results monitoring tracks effects and impacts. This is where monitoring merges with evaluation to determine if the project/programme is on target towards its intended results

(outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative).

II. Process (activity) monitoring tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered – the efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact. For example, a water and sanitation project may monitor that targeted households receive septic systems according to schedule.

III. Compliance monitoring ensures compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards. For example, a shelter project may monitor those shelters adhere to agreed national and international safety standards in construction.

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

V. Beneficiary monitoring tracks beneficiary perceptions of a project/programme. It includes beneficiary satisfaction or complaints with the project/programme, including their participation, treatment, access to resources and their overall experience of change. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism. It should take account of different population groups, as well as the perceptions of indirect beneficiaries (e.g., community members not directly receiving a good or service).

VI. Financial monitoring accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring. For example, a livelihoods project implementing a series of micro-enterprises may monitor the money awarded and repaid, and ensure implementation is according to the budget and time frame.

VII. Organizational monitoring tracks the sustainability, institutional development and capacity building in the project/programme and with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organization. For example, a National

Society's headquarters may use organizational monitoring to track communication and collaboration in project implementation among its branches and chapters (IFRC, 2011).

2.1.4 Evaluation

According to UNDP (2009) evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. The Danish Institute for Human Rights (2006) also noted that evaluations are assessments of project and programme interventions. The purpose of evaluations is, on the one hand, to document and examine the results of an intervention, whether it relates to a project or programme, and on the other hand to learn from the experience of intervention.

2.1.4.1 Types of Evaluation

According to International Federation of Red Cross and Red Crescent Societies (IFRC, 2011) guide there is a range of evaluation types, which can be categorized according to three general categories evaluations, based on timing, who conducts evaluation? , and evaluation technicality or technology. The approach and method used in an evaluation is determined by the audience and purpose of the evaluation. The categories and types of evaluation are not mutually exclusive and are often used in combination. For instance, a final external evaluation is a type of summative evaluation and may use participatory approaches.

A. Evaluation Based on Timing

- ❖ **Formative evaluations** occur during project/programme implementation to improve performance and assess compliance.
- ❖ **Summative evaluations** occur at the end of project/programme implementation to assess effectiveness and impact.
- ❖ **Midterm evaluations** are formative in purpose and occur midway through implementation. For secretariat-funded projects/programmes that run for longer than 24 months, some type of midterm assessment, evaluation or review is required. Typically, this does not need to be independent or external, but may be according to specific assessment needs.

❖ **Final evaluations** are summative in purpose and are conducted (often externally) at the completion of project/programme implementation to assess how well the project/programme achieved its intended objectives.

❖ **Ex-post evaluations** are conducted sometime after implementation to assess long-term impact and sustainability. (IFRC, 2011)

B. Who Conducts the Evaluation?

According to International Federation of Red Cross and Red Crescent Societies (2011) mentioned in Project/programme monitoring and evaluation (M&E) guide, evaluation conducted as:

❖ **Internal or self-evaluations** are conducted by those responsible for implementing a project/programme. They can be less expensive than external evaluations and help build staff capacity and ownership. However, they may lack credibility with certain stakeholders, such as donors, as they are perceived as more subjective (biased or one-sided). These tend to be focused on learning lessons rather than demonstrating accountability.

❖ **External or independent evaluations** are conducted by evaluator(s) outside of the implementing team, lending it a degree of objectivity and often technical expertise. These tend to focus on accountability.

❖ **Participatory evaluations** are conducted with the beneficiaries and other key stakeholders, and can be empowering, building their capacity, ownership and support.

❖ **Joint evaluations** are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support. (IFRC, 2011)

C. Evaluation Technicality or Methodology

❖ **Real-time evaluations (RTEs)** are undertaken during project/programme implementation to provide immediate feedback for modifications to improve ongoing implementation. Emphasis is on immediate lesson learning over impact evaluation or accountability. RTEs are particularly useful during emergency operations.

❖ **Meta-evaluations** are used to assess the evaluation process itself. Some key uses of meta evaluations include: take inventory of evaluations to inform the selection of future evaluations;

combine evaluation results; check compliance with evaluation policy and good practices; assess how well evaluations are disseminated and utilized for organizational learning and change, etc.

❖ **Thematic evaluations** focus on one theme, such as gender or environment, typically across a number of projects, programmes or the whole organization.

❖ **Cluster/sector evaluations** focus on a set of related activities, projects or programmes, typically across sites and implemented by multiple organizations (e.g., National Societies, the United Nations and NGOs).

❖ **Impact evaluations** focus on the effect of a project/programme, rather than on its management and delivery. Therefore, they typically occur after project/programme completion during a final evaluation or an ex-post evaluation. However, impact may be measured during project/programme implementation during longer projects/programmes and when feasible.(IFRC, 2011)

2.1.5 Research gaps

There have been a number of valuable studies of project success, majority of which seems to agree that monitoring and evaluation is a major contributor to project success (Prabhakar, 2008; Papke-Shields et al, 2010; Hwang and Lim, 2013; Ika et al, 2012; Chin, 2012; Ika et al, 2010).

Though the studies carried out mainly dealt with critical success factors, monitoring and evaluation being one of them, few of the studies have focused on monitoring and evaluation in isolation and in a greater detail. Several other studies reviewed also focused on monitoring and evaluation for example (Peterson and Fischer, 2009; Naidoo, 2011; Mwala, 2012; Marangu, 2012; Ling et al, 2009) but none have addressed the specific link between monitoring and evaluation in relation to project success. This is the first gap that this study seeks to fill.

The researcher did not come across a research which combined all the three aspects identified that is strength of monitoring and evaluation team, monitoring and evaluation approach/system and stakeholder's involvement. This is the second gap that this research addressed. The study looks into the effect of monitoring and evaluation team, monitoring and evaluation approach/system, budget allocation, stakeholders' involvement and management support on project success.

The review of literature suggests that there are researches that have been carried out mostly from USA, Malaysia, Iran, India, Nigeria, Kenya, United Kingdom, and the like. Not much of the studies have been carried out on the monitoring and evaluation in relation to project success from Ethiopian perspective. A few that have been carried out have not focused on monitoring and evaluation as a key project success factor and most of them are in public sectors (Feysa, 2015; Temesgen T.A, 2010; Temesgen W. 2007; Abraham T. H, 2004; Wubishet J.M, 2000). Therefore, another knowledge gap that was addressed by this study in an attempt to add to the body of knowledge is to give the research an Ethiopian perspective.

2.2 Empirical literature review

This part of literature review discussed prior empirical studies conducted study. The empirical literature provides empirical evidence of monitoring and evaluation practice and project success at EMWACDC. Additionally, at the end of this section conceptual framework for this study is presented.

Project successes or failures are not only the issues of developing countries but also the developed ones though it seems associated with only the former ones. Ethiopia has commenced socio economic and political system management since mid-1930s from feudo – capitalist to socialist oriented and market oriented with decentralized management. In the three systems, the public sectors have played a leading role in the planning, execution, monitoring and evaluation and close out of projects. According to Temesgen, 2007, the public sectors progress report findings on the project implementation showed that projects were over or under budgeted and did not complete within the planned period. Furthermore, the researcher noted that most projects failed due to the institutional management difficulties, problems related to policy and resources and technical related problems.

The reason behind project failure in Ethiopian public sectors is project evaluations and poor planning as researched by Getachew (2010). This limited the attention given to evaluation both at strategic and grass root levels. Considering evaluations as impositions from donors resulted

the lack in commitment, poor communication in project, program, and impact of policies in designing information collection platforms. Other results of this attitude include: lack in integrations amongst different actors in the evaluation systems at a diverse level; evaluation findings and lessons learnt not being used for programming and making informed decisions, narrowing the scope of evaluation only to physical report and financial dimensions; limiting capacity of evaluations at both individual and systematic level.

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

In order to bring projects into successes, MoFED (2008: Pg. 10 -11) conducted assessment on public sector monitoring and evaluation systems in the context of Ethiopia most of the project success factors are quite related to monitoring and evaluation, functions and systems which the researcher highlighted as follows:

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

- There was insufficient, untimely or a lack of feedback and also the needs and aspirations of stakeholders are overlooked and invisible in monitoring and evaluation;
- There was a lack of integrations and cooperation between project monitoring and evaluation and other project management and more importantly poor accountability for failures; and;
- Monitoring and evaluation findings and lessons learnt are not taken in to consideration for future project design and programming.

Ministry of Finance and Economic Development prepared a comprehensive national guideline focusing on monitoring and evaluation of public sectors project to solve the aforementioned problems. This aimed at giving the practitioners at federal and regional government institutions a common basis to manage and implement development projects properly (MoFED, 2008).

Wegayehu (2014) conducted a study on monitoring and evaluation practices and challenges of local non-governmental organizations executing education projects in Addis Ababa by employed simple random sampling technique for acquisition of quantitative data and to substantiate quantitative data six local NGO directors included using availability sampling technique. The data were analyzed using SPSS and interpreted in percentage, mean and standard deviations. The findings of his study revealed that: a large majority of subjects (63 %) confirm encountered challenges such as scarce finance, inadequate baseline data, and deficiency of expertise to monitor and evaluate projects effectively, They adopt mechanisms such as introducing participatory M&E, relocating budget for M&E and abstain from working in areas located far away from their head offices to mitigate the challenge. This study in general shows local NGOs were ineffective in practicing monitoring and evaluation though expected outcomes of their projects articulated clearly mainly due to inadequate planning for monitoring and evaluation. The implication of the findings is that there is a critical need to enhance the capacity of both local NGOs and pertinent stakeholders in areas of monitoring and evaluation. The study revealed that the suggested approach requires clear understanding on importance of M&E, commitment to monitoring & evaluation for learning and ensuring beneficiary's involvement.

Similarly, a research that was conducted by Dereje (2016), with a purpose to describe the challenges in monitoring & evaluation of Gilgel Gibe 1&2 integrated watershed management project specifically, to answer what challenges planning, conducting and communicating monitoring and evaluation in the project and constraints in measuring environmental indicators.

The findings of the study were absence of project document, baseline data, lack of good indicators and lack of expertise knowledge were the challenges in planning monitoring and evaluations. Then, topography, transportation access, availability of relevant data, inappropriate data collection tools, lack of scientific data analysis tools were the challenges in conducting monitoring and evaluation. Poor reporting system, limitations in using results and communication technology challenged communicating monitoring and evaluation results. Furthermore, lack of stakeholder integration, resource and technology knowhow, dependency on agricultural aspect of the watershed and lack of experience sharing with projects with hydrological monitoring system are improving stakeholder integration, preparing monitoring and evaluation framework and expanding communication technology.

2.2.1 Factors Affecting Monitoring and Evaluation Effectiveness

There are many different (soft, hard and mixed) factors that influence the success of project monitoring and evaluation (M&E), ranging from the people who communicate or implement the M&E to the systems or mechanisms in place for co-ordination and control according to a desk research conducted by Mugambi & Kanda (2013). In order to undertake an M&E effectively we should have to take these factors into account.

According to a study conducted by Hlatshwayo & Govender (2015) the monitoring and evaluation framework, which was devised by the government of South Africa, has over the years experienced both conceptual challenges and practical hindrances, as a result of weak institutional and structural arrangement, lack of skills, limited capacity, poor knowledge and information management. This indicates the importance of considering the mechanisms that helps to minimize the negative impact of these determining factors in order to enhance the effectiveness of M&E. UNDP also emphasizes the importance of human and financial resources for the successful implementation of monitoring and evaluation. Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs (UNDP 2009).

2.2.1.1 Monitoring and Evaluation System

A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (SAMDI, 2007). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life (Nyonje, Kyalo and Mulwa, 2015).

Key aspects of monitoring and evaluation are the setting up of the system, implementing the system, involving all stakeholders and communicating the results of the monitoring and evaluation process. A monitoring and evaluation system should be as relevant as possible to the organization to ensure its reliability and independence (Gaarder&Briceño, 2010). An effective

M & E system should be able to offer conclusive information that can effectively be utilized towards better project success. Through the system, any stakeholder should be able to identify the potential benefits of the project, ways of enhancing screening and tracking of the project as well as offer an outline of the successes, challenges and opportunities for future projects undertakings (Briceno, 2010).

In order to foster the support of the employees, an effective monitoring and evaluation system should seek to enhance communication and interaction among the personnel which will help to build up teamwork within the project. Similarly, the involvement of the project stakeholders should not be downplayed as these are the people who own and are directly affected by the project successes and impacts (Blackstock, Kelly, & Horsey, 2007).

Effectiveness of the M&E system focuses on expected and achieved accomplishments, processes, examining the results chain, contextual factors and causality, in order to understand achievements or the lack of achievement.

2.2.1.2 Human Resource Capacity and Project M&E

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant. This will definitely impact the success of projects (Nabris, 2002). The staff or the groups carrying out the monitoring and evaluation should be aware of what is monitoring and evaluation and should be able to know all that is expected of them. Without a proper understanding of monitoring and evaluation, this can affect the process and hence achieving inefficient results.

Field visits should be planned and carried out at appropriate time so as to ensure the staff well aware of the project areas and hence enabling them to carry out monitoring and evaluation easily (Mugambi& Kanda, 213). For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive on site support to the outfield staff (Oloo, 2011).

The monitoring and evaluation team should understand well the types of M&E within the program so as to plan in advance and know what will be required during monitoring and evaluation (Mugambi& Kanda, 2013).

Competent human resource is the key for the success of organizations' objectives and hence ensuring availability of capable human resource should be the focus of every organization.

When employees become capable of doing things by themselves confidently up to the required standard, we can say the human resource capacity of the organization is developed and this in turn contributes positively to the effectiveness of the organization in every aspect.

For organizations that have projects they need to have well equipped human resource capacity in order to enhance the effectiveness of their monitoring and evaluation endeavor which in turn boosts the success of their projects. This could be realized by developing employee's skills and abilities continuously through different mechanisms like training among others (Pearce and Robinson 2004 cited in Oloo, 2011). According to a study undertaken by Mwangi, et al. (2015) a unit increases in technical competency of M&E team increases the effectiveness of monitoring and evaluation by 28% and this shows the importance of human resource capacity. This study also found out that the level of human resource training as-well-as availability of facilities &equipment affected M&E to a large extent.

2.2.1.3 Stakeholder Engagement and Project M&E

Stakeholder participation is the other important issue to be considered in analyzing factors that affect the effectiveness of M&E according to the view of different researchers.

According to Mugambi & Kanda (2013) knowing and understanding the partners and all stakeholders is vital in community-based projects. This can affect monitoring and evaluation in terms of funding, requirements and what information will be required by each stakeholder.

For effectiveness and efficiency, a proper stakeholder analysis needs to be conducted to ensure the strengths, weaknesses, opportunities and threats of each stakeholder identified. A study conducted by Mwangi, et al. in 2015 shows that stakeholder participation significantly affects the effectiveness of monitoring and evaluation. According to Oloo (2011) stakeholder participation in the CDF projects is minimal and this in turn negatively affects the effectiveness of the projects' monitoring and evaluation. Study conducted by Ochieng, et al. (2012) also supports this idea. In the study conducted by Sammy & Daniel (2015) among 50 study participants 57% believe that stakeholder participation is critical for the successful implementation of M&E. A unit increase in stakeholder participation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015).

2.2.1.4 Budget Allocation and Project M&E

Another important M&E effectiveness determining factor is the level of budget allocated to implement it. Budgeting and resource allocation affects M&E and this is required to be planned well to ensure the monitoring and evaluation of community projects is done effectively (Mugambi & Kanda, 2013). The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the M&E function the due recognition it plays in project management. A monitoring and evaluation budget should be about 5 to 10 percent of the total budget (Oloo, 2011). A unit increase in budget allocation increases the effectiveness of monitoring and evaluation by 26% (Mwangi, et al., 2015).

2.2.1.5 Management Support and Project M&E

Management has a role in enhancing project success through supporting monitoring and evaluation team. Such support may be achieved through factors such as communication, commitment, leadership style, managing politics, managing societal demands and motivation (Kamau& Mohamed, 2015). According to the study carried out by Elizabeth (2013) the role of management in the operation of monitoring and evaluation takes the second rank among the factors that contributes to the difficulty of using monitoring and evaluation system. World

Bank also indicated that management support determines the success of monitoring and evaluation because it is the management who decides the resources required for the M&E, how the M&E undertaken, and for what purpose the result will be used. These findings show the effect management support has on the effectiveness of monitoring and evaluation.

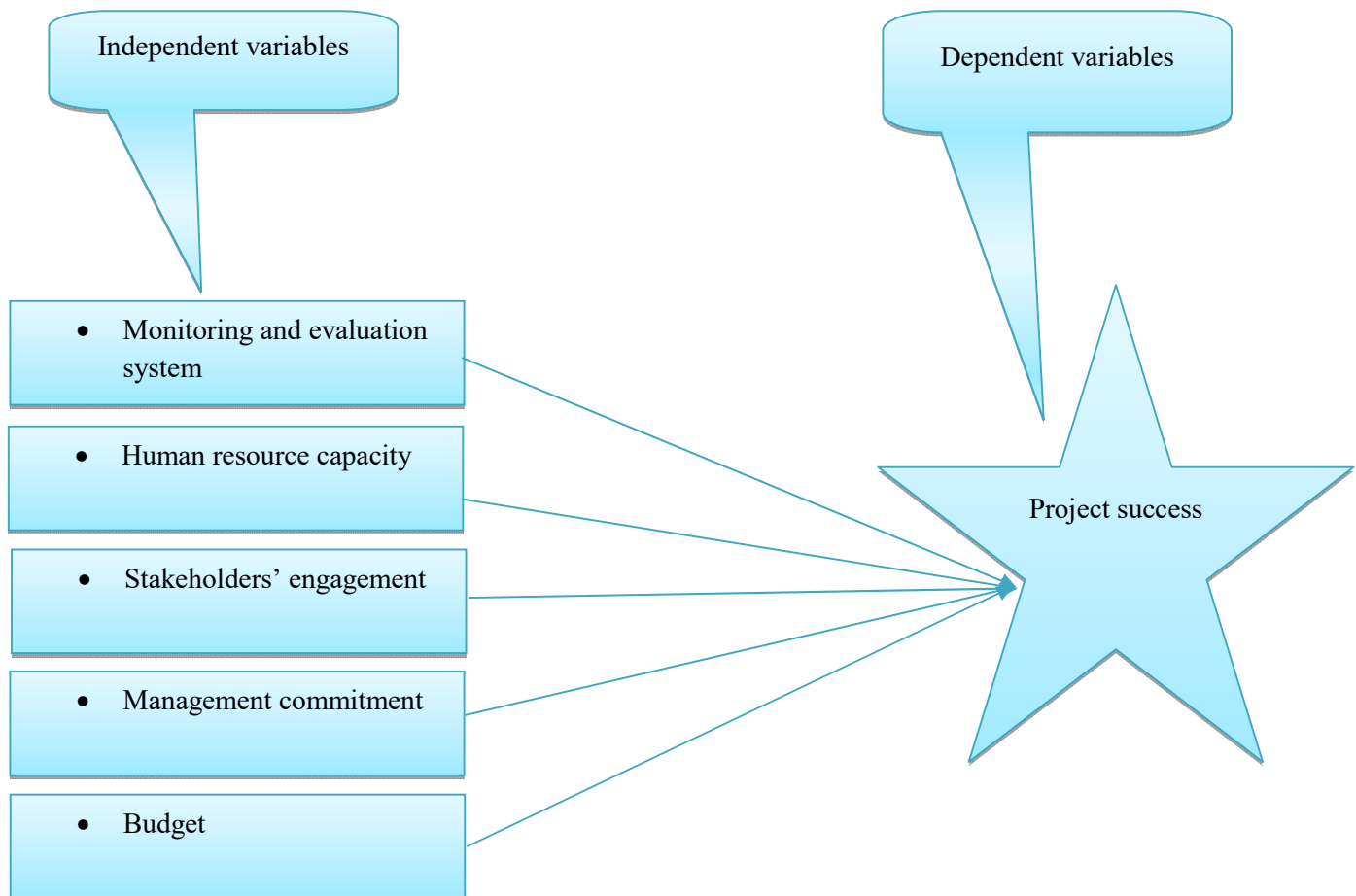
2.2.2 Project Success and Effective Project M&E

Project success can be judged on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives (Kamau& Mohamed, 2015). For this to be realized effective monitoring and evaluation has an indispensable contribution. Several studies have been carried out with an aim of determining the critical success factors (CSFs) which contribute to project success.

The analysis of these studies shows a particular pattern of events. Some CSFs appears consistently in a number of studies. One such factor is the monitoring and evaluation function (ibid). Other researchers also assert that project monitoring and evaluation is one of the factors that determine the success or failure of development projects (Belassi, W. &Tukel, O.I. 1996; Ika, L.A. et al., 2011; Fiona, F.N., et al., 2001). In the study undertaken by Mwangu&Iravo (2015), 77.8% of the respondents said that monitoring and evaluation affects project success to a greater extent. In the same study the Pearson's correlation test shows that there is a strong positive relationship between monitoring and evaluation and project success.

2.3. Conceptual Framework of the study

Based on the literatures reviewed above, the following conceptual framework is developed to guide the general direction of the study. This study looks at the independent variables that influence effectiveness of monitoring and evaluation (the dependent variable). The variables are human resource capacity, budget allocation, stakeholder engagement and management support. The study is identified how these variables determine the effectiveness of monitoring and evaluation, and the contribution of effective monitoring and evaluation to the Organizations project success.



The conceptual framework is adapted from (Acharya, Kumar, Satya murti, &Tandon, 2006).

2.4 Research Hypothesis

Hypothesis 1

Ho: Monitoring and evaluation system has no contribution to project success

H1: Monitoring and evaluation system has contributed to project success

Hypothesis 2

Ho: Human resource capacityhas no contribution to project success

H1: Human resource capacity has contribution to project success

Hypothesis 3

Ho: Stakeholder engagement has no contribution to project success

H1: Stakeholder engagement has contribution to project success

Hypothesis 4

Ho: Management commitment has no contribution to project success

H1: Management commitment has contribution to project success

Hypothesis 5

Ho: Budget has no contribution to project success

H1: Budget has contribution to project success

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research approach

Creswell (2014) defined research approaches as plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. In this regard, quantitative and qualitative research approaches are the basic research approaches that represent the two ends of the continuum (Creswell, 1994; Kothari, 2004). According to Creswell (2014) there is a third research approach, i.e., a mixed approach, that resides between the two continuums and which incorporates the elements of the previous two approaches. Regarding this study, the researcher planned to follow a combination of both qualitative and quantitative research approaches.

The quantitative approach is considered in this study because of the reason that it is the right approach to analyze the effect of independent variables (monitoring and evaluation system, budget, human resource capacity, stakeholder engagement and management support) on the dependent variable (project success) quantitatively. On the other hand, the study employed qualitative approach because it is the right approach that helps to analyze qualitative data which obtained through interview from the organization's management member. This approach is more appropriate and flexible to narrate in detail issues related to the practices of project monitoring and evaluation of the organization under study.

3.2 Research design

A descriptive and explanatory research design selected for this research as it enabled the researcher to measure what Monitoring and Evaluation is in relation to Ethiopian MuluWongelAmagnoch church development commission's project successes. The explanatory research is ideal to describe the characteristics of the variables and at the same time investigate the relationship between variables (Malhotra, N. K, Birks, D. F, Palmer, A, and Koenig-Lewis, N. (2007).

3.3 Data source and data collection instrument

3.3.1 Data Source

This study employed descriptive and explanatory research design, which employed both quantitative and qualitative data collection. Qualitative researchers typically gather multiple forms of data, such as interviews, observations, and document review, rather than relying on a single data source, (Kothari, 2004, P, 175). The study collected both primary and secondary data. The primary data were collected by the researcher through survey questionnaire, key informant interview and secondary data was collected and merged with the primary data. The primary sources include: Ethiopian EMWACDC management team, program managers, Branch managers, project managers and monitoring and evaluation experts by employing both questionnaire and key informant interview. Secondary data sources include: different records of the organization's narrative annual reports, evaluation reports, audit reports, monitoring visit and reports which helped the researcher to triangulate the findings of the primary with the secondary data.

3.3.2 Data collection instrument

Questionnaire and structured interview questions were the basic data collection instruments which were used in conducting this study. The questionnaire was taken from the researches undertaken by Papke-Shields, et al., 2009; Elizabeth, 2013 & Geremew, 2016. A survey questionnaire was prepared and administered to management team members, branch managers, project coordinators and M&E experts. The questionnaire contains closed ended questions. It is an appropriate instrument to obtain variety opinions within a relatively short period of time. The questions rating was done depending on the type of questions and choices given. Since the media of communication of the organization is English, the questionnaire was constructed in English. The questionnaire consisted of different parts mainly focusing on the monitoring and evaluation practices and its contribution to project success.

According to Kultar (2007), "an interview is typically defined as face-to-face discussion or communication via some technology like telephone or computer between an interviewer and respondent". The primary advantage for interview is that they provide much more detailed

information than data collected via other data collection methods such as survey Carolyn and Palena (2006). The interviewees which include program director, programs managers, and monitoring, evaluation and communication coordinator were selected purposefully based on their depth knowledge in project monitoring and evaluation and program management. 4 individuals were contacted for interview. This helped the researcher to see how the practices of monitoring and evaluation roles are and what actually helps the project to be successful. The information obtained through interviewing displayed data collection efficiency, quality and consistency across all interviews. The responses were captured via note taking and whenever a respondent gives a consent for his/her voice to be recorded, tape recording was employed. The response was kept confidential. Thus, the researcher triangulated the findings with the quantitative data collected through questionnaire.

3.4 Target population and sampling technique

3.4.1. Target population

For this study the target population was 62 respondents who participate and involved in monitoring and evaluation of the project directly or indirectly. All head office program staffs, all seven branch managers, all Addis Ababa branch office program staffs and Addis Ababa branch office project managers of Ethiopian MuluWongel Amagnoch church development commission staffs were included in this research.

3.4.2. Sampling technique

The researcher used Purposive sampling which is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample was taken by the researcher, based upon the criteria of specialist knowledge of the research issue, capacity and willingness to participate in the research.

The Key Informant Interview (KII) has been administered to informants selected using purposive sampling technique considering the criteria of their prior knowledge and capacity and experience of the respondents to the research questions as well as the small number of populations to be

studied intensively. This has made purposive because of the deliberate selections of respondents with the logical reasoning of having rich knowledge in the research area. Because of this, only 4 (monitoring, evaluation and communication coordinator, programs director, child & education programs manager and livelihood and humanitarian programs manager) approached for KII.

3.5 Method of data analysis

Data were evaluated based on the responses from the distributed questionnaire and each response was administered by applying simple frequency arrangement using appropriate software application like SPSS (Statistical Packages for Social Science) and MS Excel. Then it was deeply analyzed using various statistical tools.

The researcher edited and sorted the questionnaire manually to make sure its completeness and data entry and analysis was performed using SPSS version 24.0. The questionnaires were collected, coded and entered in to a data entry template. Summary tables were used for describing data. Binary logistic regression analysis was carried out to see the association between each independent variable with the project success variables and then variables that showed significant associations were included in the single model. Multiple regressions were performed to identify the most significant predictors by using 95% CI (confidence interval) and P-value (0.05) to assess the degree of statistical significance. With regard to the qualitative part, the data was transcribed and translated into English by the researcher. It was then analyzed manually using the thematic analysis and interpretation.

3.6 Reliability and validity of data collection instrument

3.6.1 Reliability

Reliability is one of the major criteria for evaluating research instruments. According to Saunders et al. (2009), reliability measures the internal consistency of the model and refers to the

extent to which the data collection techniques or analysis procedures will yield consistent findings. Reliability estimates the internal consistency of the measurement or simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (Kotharia, 2004). The most common technique used in the literature to assess reliability is to use Cronbach's alpha. Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct". Construct is the hypothetical variable that is being measured (Hatcher, 1994). Field (2005) notes that although the generally accepted value of 0.8 is appropriate for cognitive tests such as intelligence tests. For ability tests a cut-off point of 0.7 is more suitable.

In this study Cronbach's alpha was used to test the reliability of the measures. The data obtained is feed to the SPSS version 24.0 and individual variables measurement scales are analyzed by reliability test for and a Cronbach's alpha value is obtained for each variable. Nunnally (1994) suggests that an alpha of 0.70 or greater should be considered acceptable, coefficient alpha lower than 0.7 indicates the items perform poorly in capturing the constructed measure. The Cronbach's alpha of each scale for the data is presented below in table 3.1.

Table 3.1. Reliability Statistics/Cronbach's Alpha coefficients of the dependent and independent variable

Variable	Number of Item	Cronbach's Alpha
Assessments of Project Success	5	0.876
Assessment of M&E Practices	8	0.871
To evaluate human resource capacity	7	0.730
Stakeholders' engagement	5	0.811
Management support	3	0.883
Budget allocation	3	0.731
over all	31	0.980

Cronbach's Alpha is a statistical test used to examine the internal consistency of the attributes determined for each dimension. As shown in table 3.1 the value of the Cronbach's Alpha for five

dimension of both dependent and independent variables was found to be above 0.7 which is an indication of acceptability of the scale for further analysis.

3.6.2 Validity

Data were collected from the reliable sources who have experience on both monitoring and evaluation as well project management. The survey and interview questionnaire were developed based on the literature review and frame of reference to ensure validity of the results. According to Adam, et al. (2007), validity is the strength of our conclusions, implications or propositions. Validity is concerned with whether the findings are really about what they appear to be. “Validity defined is as the extent to which data collection method or methods accurately measure what they were intended to measure” (Sounders, 2003). The researcher used a content validity in order to respond the main research questions of the study in this regards the research questions and the data collected, unclear comments and obscure questions are reworded. The research instrument and data are validated internally by colleagues who have expertise in the research areas and also the qualitative aspects of the research will give weight for substantiating the results of the survey. Therefore, the researcher use content, internal and external validity.

3.7 Ethical consideration

The researcher gave full attention to research moral and ethical issues. Therefore, particularly regarding ensuring informing consent and keeping confidentiality, maintaining anonymity and other related ethical issues were given attention in the course of this research. Research ethics was taken into consideration when developing and administering data collection tools and techniques, to avoid any form of harm, suffering or violation. This was done through obtaining consent before the research; ensuring confidentiality of data obtained and learning more about the organization ‘s culture and project before the research and where necessary absolute sensitivity and caution was exercised. In order to safeguard the rights of the participants, the researcher also explained to the participant the benefits of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents data analysis and interpretation of the research findings. The chapter is divided into three different sections. All sections present study responses on the determinants of the effectiveness of a monitoring and evaluation system for projects, a case of Ethiopian MuluWongelAmangnoch Church Development commission. The demographic information of the participants has been described using the findings on the key objective areas of the study have been presented and interpreted. The responses were analyzed using descriptive statistics.

Out of 70 questionnaires which had been administered to the respondents, 62 of them were returned for analysis. This translates to 88 percent return rate of the respondents.

4.2. Demographic Characteristics of the Respondents

The first part of the questionnaire consists of the demographic information of the respondents. This part of the questionnaire requested information related to demographic characteristics of respondents. Accordingly, variables such as sex, level of education, experience and position of the respondents were summarized and described in the following table.

Table 4. 1 Demographic characteristics of respondents (Source: Own survey, May, 2021)

S.no	Items	Frequency	Valid Percent
1	Gender		
	Male	49	79.0
	Female	13	21.0
	Total	62	100.0
2	Academic qualification		
	Diploma	2	3.2
	BA/BSC	34	54.8

	MA/MSC	26	41.9
	Total	62	100.0
3	Experience		
	1-2 Years	1	1.6
	3-6 Years	9	14.5
	7-9 Years	12	19.4
	10 and above Years	40	64.5
	Total	62	100.0
4	Position		
	Project Officer	4	6.5
	Project Manager/ Director/Coordinator	37	59.7
	Branch Office Manger	7	11.3
	Program Officer	8	12.9
	Program Coordinator	2	3.2
	M&E Coordinator	1	1.6
	Program Manger	2	3.2
	Program Director	1	1.6
	Total	62	100.0

From the findings, majority of the respondents, 79 percent were male while 21 percent of the respondents were female. The results indicated a larger percentage of men were involved in filling the questionnaires as compared to that of female. This overrepresentation of male employees is a clear indication of gender imbalance in staff distribution at Ethiopian MuluWongelAmangnoch Church Development commission especially in project management and monitoring and evaluation area. This shows that the female experts are lower in the middle and senior management level where the organization needs to think on it.

From the findings, majority of the respondents, 54.8percent, indicated that they had achieved undergraduate as their education level while 41.9 percent indicated that they had attained postgraduate level. Only two respondent 3.2 percent indicated that had Diploma as the level of

education. The findings implied that most of the employees of Ethiopian MuluWongelAmangnoch Church Development commission had obtained undergraduate and postgraduate as their highest education level indicating had the knowledge, capacity, skills and management expertise to conduct M&E activities successfully.

From the findings, majority of the respondents, 64.5 percent stated that they had worked for Ethiopian MuluWongelAmangnoch Church Development commission for a period of above 10 years followed by respondents whose time lagged between 7-9 years these were 19.4 percent Other respondents, 14.5 percent and 1.6 percent stated that they had worked for Ethiopian MuluWongelAmangnoch Church Development commission for a period of 3-6 years and 1-2 years respectively. The results indicate that most employees, 83.9 percent, had worked in Ethiopian MuluWongelAmangnoch Church Development commission for a long duration of over 7 years and thus had sufficient information on the organization's M&E processes, system and on stakeholders' participation, availability of funds and organization's leadership which influences effectiveness of monitoring and evaluation systems.

From the findings, majority of the respondents, 59.7 percent, indicated that they have been working as project manager/director/coordinator, 12.9 percent of the total respondents are program officer, 11.3 percent of the total respondents are branch office manager, 6.5 percent of the total respondents are project officers, each program managers and program coordinators account 3.2 percent of the total respondents respectively. 1.6 percent of the total respondent are program directors. The findings implied that most of the respondents have direct leading role in managing projects. This indicating that they are the right respondents in conducting this research.

4.3 Descriptive Analysis

4.3.1 Project success factors

Table 4. 2projects are completed within the budget

projects are completed within planned budget (agreed upon cost)		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	3	4.8	4.8	6.5
	Not Sure	6	9.7	9.7	16.1
	Agree	40	64.5	64.5	80.6
	Strongly Agree	12	19.4	19.4	100.0
	Total	62	100.0	100.0	

As indicated in table 4.2above Ethiopian MuluWongelAmangnoch Church Development commission projects are completed within planned budget according to 64.5 percent of the respondents while 19.4 percent of the respondents said projects are consistently completed within planned budget. 9.7 percent of the respondents were not sure about this idea. 1.6 percent of the total respondents argue that projects are not completed within the planned budget.

83.9 percent of the total respondents are agreed that EthiopianMuluWongelAmangnoch Church Development commission projects are completed within planned budget which very encouraging. But still the organization need to go further to complete the projects with in the plan budget, hence 16.1 percent is not a small number.

Table 4. 3projects are completed within the scheduled time

projects are Completed within Scheduled time		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.6	1.6	1.6
	Not Sure	9	14.5	14.5	16.1
	Agree	36	58.1	58.1	74.2
	Strongly Agree	16	25.8	25.8	100.0

	Total	62	100.0	100.0
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Respondents were asked to give their level of agreement regarding projects completion within the schedule time. Accordingly, 58.1 percent of the respondents replied that projects are completed within scheduled time frame. 25.8 percent of the total respondent said that projects are completed consistently within the scheduled time frame. 14.5 percent of the total respondent are not sure the projects are completed within the scheduled time frame or not. 1.6 percent of the total respondents said projects are not completed within the scheduled time frame.

83.9 percent of the total respondents are very happy that EthiopianMuluWongelAmangnoch Church Development commission projects are completed within the scheduled time frame. This is a good journey and the organization should work further to complete projects within the scheduled time frame hence, 16.1 percent of the respondents are arguing on that.

Table 4. 4 projects are completed within the budget

projects are completed within planned scope		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	3.2	3.2	3.2
	Not Sure	9	14.5	14.5	17.7
	Agree	35	56.5	56.5	74.2
	Strongly Agree	16	25.8	25.8	100.0
	Total	62	100.0	100.0	

Projects are completed within planned scope according to 56.5 percent of the total respondents. 25.8 percent of the total respondents are strongly agreed that projects are consistently completed within the planned scope. On the contrary, 14.5 percent of the respondents said that they are not sure projects are completed within the planned scope or not. 3.2 percent of the total respondents are not agreed that projects are not completed within the planned scope.

82.3 percent of the total respondents are happy that EthiopianMuluWongelAmangnoch Church Development commission projects are completed within the scheduled scope. The organization

needs to work further to avoid 17.7 percent of the total respondents who have a question on those projects are not completed within the scheduled scope.

Table 4. 5 projects realized the planned objectives and outcomes

Projects realized meet the planned objectives and outcomes that are intended to achieve		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.6	1.6	1.6
	Not Sure	11	17.7	17.7	19.4
	Agree	41	66.1	66.1	85.5
	Strongly Agree	9	14.5	14.5	100.0
	Total	62	100.0	100.0	

Another issue respondents requested to give their level of agreement that projects realized meet the planned objectives and outcomes that are intended to achieve. Regarding this 66.1 percent and 14.5 percent of the respondents respectively agreed and strongly agreed that projects are realized meeting the planned objective and outcomes that are intended to achieve. meet the specified quality standard. On the other hand, 17.7 percent of the total of the respondents are not sure that projects are realized in meeting planned objectives and outcomes or not. 1.6 percent of the total the respondents are arguing that projects are not meeting the planned objectives and outcomes. respectively disagreed and strongly disagreed that airport projects meet specified quality standard.

80.6 percent of the respondents are happy that EthiopianMuluWongelAmangnoch Church Development commission projects are realized meeting planned projects objectives and outcomes. 18.6 percent of the total respondents are not happy or have some questions that projects are not realized in meeting planned objectives and outcomes. EthiopianMuluWongelAmangnoch Church Development commission needs to give prior attention in realizing meet planned objectives and outcomes.

Table 4. 6 projects beneficiaries satisfied and impacted

Project Beneficiaries satisfied and impacted positively		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	14	22.6	22.6	22.6
	Agree	39	62.9	62.9	85.5
	Strongly Agree	9	14.5	14.5	100.0
	Total	62	100.0	100.0	

As per the above table 4.6, 62.9 percent of the total respondents have replied that project beneficiary are satisfied. 22.6 percent of the respondents replied that they are not sure that beneficiaries are satisfied or not. 14.5 percent of the total respondents replied that project beneficiaries are always satisfied.

From the above table 4.21, the researcher came to know that 77.4 percent of the total respondents have witnessed that beneficiaries are satisfied and impacted positively. Meaning Ethiopian MuluWongelAmangnoch Church Development commission should keep satisfying beneficiaries and further work to satisfy in better way.

4.3.2 Monitoring and Evaluation system

Table 4. 7 monitoring and evaluation systems is effective and efficient

The monitoring and evaluation system is effective, efficient and contributes to achieve the project Objective		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.2	3.2	3.2
	Disagree	13	21.0	21.0	24.2
	Not Sure	22	35.5	35.5	59.7
	Agree	17	27.4	27.4	87.1
	Strongly Agree	8	12.9	12.9	100.0
	Total	62	100.0	100.0	

35.5 percent of the total respondents have said that they are not sure that the monitoring and evaluation system is effective and efficient. 27.4 percent of total respondents have said that they agreed on monitoring and evaluation system is efficient and effective, while 21.0 percent of the total respondents have said they are disagreed that Ethiopian MuluWongelAmangnoch Church

Development commission does not have effective and efficient monitoring and evaluation system. 12.9 percent of the total respondents have said that Ethiopian MuluWongelAmangnoch Church Development commission monitoring and evaluation system is effective and efficient which can be taken as role model 3.2 percent of the total respondents still question the existence of the monitoring and evaluation system let alone its efficiency and effectiveness.

In general, the researcher concludes that only 40.3 percent of the respondents are confident on the effectiveness and efficiency of the monitoring and evaluation system towards its contribution to meet the project objective. 35.5 percent of the respondents are in a dilemma to clearly state the system as good or bad and 24.4 percent of the respondents are not aware of the existence of the monitoring and evaluation system. To this effect, Ethiopian MuluWongelAmangnoch Church Development commission has to work in making the monitoring and evaluation system efficient and effective to achieve project objectives.

Table 4. 8 scope and purpose of the monitoring and evaluation system is clear

The scope and purpose of the monitoring and evaluation system is clear		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	1.6	1.6
	Disagree	12	19.4	19.4	21.0
	Not Sure	16	25.8	25.8	46.8
	Agree	29	46.8	46.8	93.5
	Strongly Agree	4	6.5	6.5	100.0
Total		62	100.0	100.0	

As per the Table 4.8, 46.8 percent of the total respondents have clear knowhow on the most part of the monitoring and evaluation system's purpose and scope, 25.8 percent of total respondents have said that it is sometimes clear what the monitoring and evaluation system's scope and purpose is all about and sometimes not, 19.4 percent of the total respondents have rarely clear understanding on the scope and purpose of monitoring and evaluation system, 6.5 percent of the total respondents witnessed that monitoring and evaluation system's scope and purpose are always clear to the stakeholders and finally 1.6 percent of the total respondents have said that the monitoring and evaluation system's scope and purpose were never clear.

In conclusion, 53.3 percent of the total respondents have responded that the monitoring and evaluation scope and purpose are clear most of the time but still 21 percent of the respondents have never thought about the existence of the monitoring and evaluation system's scope and purpose. Hence Ethiopian MuluWongelAmangnoch Church Development commission has to work in introducing the monitoring and evaluation system purpose and scope across all projects.

Table 4. 9 monitoring and evaluation system built in situational analysis

The monitoring and evaluation system is built with a thorough situational analysis		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	1.6	1.6
	Disagree	8	12.9	12.9	14.5
	Not Sure	32	51.6	51.6	66.1
	Agree	19	30.6	30.6	96.8
	Strongly Agree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

As per the table 4.9, 51.6percent of the total respondents have responded that they are not sure that they came to know that the monitoring and evaluation team conducted a thorough situational analysis before arriving to the monitoring and evaluation system. Some said the system is built after conducting the analysis and still some said that it is rarely that the situational analysis informs the monitoring and evaluation system. 30.6 of the total respondents agreed that there is a situational analysis conducted while building the monitoring and evaluation system. 3.2percent of the total respondents have said that the monitoring and evaluation system is well informed by the evidence collected during the situational analysis. 14.5 percent of the total respondents argued that there is no situational analysis conducted and input given to the monitoring and evaluation system.

To this effect, Ethiopian MuluWongelAmangnoch Church Development commission has a long way to go in informing the project staff while developing the monitoring and evaluation system

which is critical to get buy-in from the project team as well as to make the work of the monitoring and evaluation team easy.

Table 4. 10 monitoring and evaluation system buy in by senior management team

The monitoring and evaluation system has buy – in from the senior management team		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.5	6.5	6.5
	Disagree	9	14.5	14.5	21.0
	Not Sure	26	41.9	41.9	62.9
	Agree	22	35.5	35.5	98.4
	Strongly Agree	1	1.6	1.6	100.0
	Total	62	100.0	100.0	

As per Table 4.10, 41.9 percent of the total respondents have not seen consistency of the buy-in from the leaders towards monitoring and evaluation system. 35.5 percent of the total respondents have witnessed the buy in from the leaders towards monitoring and evaluation system. 14.5 percent of the total respondents have rarely noticed the buy-in from the leaders and 6.5 percent of the respondents have never seen any support from the senior management about the monitoring and evaluation system. 1.6 percent of the total respondents have always seen the buy-in from the leaders towards the monitoring and evaluation system.

In this regard, the researcher stipulated that 37.1 percent of the total respondents have noticed the support of the senior management team towards monitoring and evaluation system. Since 62.9 percent of the respondents are in one way or another devoid of getting support from the senior management team Ethiopian MuluWongelAmangnoch Church Development commission has yet to standardize the monitoring and evaluation system and encourage program managers, Directors and commissioner etc. to be effective in supporting monitoring and evaluation system.

Table 4. 11 monitoring and evaluation system supports mission and vision

The monitoring and evaluation system reflects the and supports the mission and vision of the organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	19.4	19.4	19.4
	Not Sure	13	21.0	21.0	40.3
	Agree	26	41.9	41.9	82.3

	Strongly Agree	11	17.7	17.7	100.0
	Total	62	100.0	100.0	

41.9 percent of the total respondents have witnessed that monitoring and evaluation system mostly supports the mission and vision of the organization. 21 percent of the total respondents have said that monitoring and evaluation system sometimes supports the mission and vision of the organization and sometimes not. 19.4 percent of the total respondents have said that they are not agreed monitoring and evaluation supports the organizational mission and vision. 17.7 percent of the total respondents have witnessed that monitoring and evaluation system is always supportive towards the existence of the organization.

It is good that close to 60 percent of Ethiopian MuluWongelAmangnoch Church Development commission respondents know the role of monitoring and evaluation system towards contributing the mission and vision of the organization. Hence it is good to work around the remaining 40 percent which have doubts on the monitoring and evaluation system's contribution towards the existence of the organization.

Table 4. 12 monitoring and evaluation system has a clear level of data collection

The monitoring and evaluation system has a clear level of data collection, analysis and use of its Information from project to program and organization to bringing about change.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	18	29.0	29.0	30.6
	Not Sure	22	35.5	35.5	66.1
	Agree	17	27.4	27.4	93.5
	Strongly Agree	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

As per the above table 4.12, 35.9 percent of the total respondents have doubted the data management of Ethiopian MuluWongelAmangnoch Church Development commission and its contribution to a sound decision making by the senior managers. 29 percent of the total respondents have said that the monitoring and evaluation system has not contributed to the decision making with generating evidences. 27.4 percent of the total respondents have witnessed

that most of the monitoring and evaluation system has a mechanism to track data and become evidence for decision making. 6.5 percent of the total respondents have appreciated the monitoring and evaluation system and its data generation for taking sound decisions. 1.6 percent of the total respondents have never seen any monitoring and evaluation system where decision is taken based on evidences.

From the above table, the researcher concluded that 66.6 percent of the respondents have a question in one or another way on monitoring and evaluation system has a clear decision-making processes based on the data collected and analyzed. Hence Ethiopian MuluWongelAmangnoch Church Development commissionneeds to establish a standardized database management system where reliable data will collected, and will help inform decision makers after verification.

Table 4. 13 The monitoring and evaluation focus areas clearly linked

The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	27.4	27.4	27.4
	Not Sure	17	27.4	27.4	54.8
	Agree	23	37.1	37.1	91.9
	Strongly Agree	5	8.1	8.1	100.0
	Total	62	100.0	100.0	

As per the above table 4.13, 37.1 percent of the total respondents have responded that most of the monitoring and evaluation system has linked with the monitoring and evaluation operating standards.27.4 percent of the total respondents have responded that they have doubt on the linkage of the monitoring and evaluation system in operating standards of tools, indicators and reporting.27.4 percent of the total respondents argue that the central monitoring and evaluation system is not interlinked with monitoring and evaluation focus areas. 8.1 percent of the total respondents have witnessed the integration and linkage.

From the above table, the researcher came to know that 54.8 percent of the total respondents have a doubt about the central monitoring and evaluation system functions and its linkage with

the major monitoring and evaluation focus areas. Hence, the awareness in this regard is low. Ethiopian MuluWongelAmangnoch Church Development commissionhas to revert this and bring all project staff in the same level for the holistic function of monitoring and evaluation system.

*Table 4. 14*The organization monitoring and evaluation system integration

The organization monitoring and evaluation system is integrated with other organizational systems and Processes		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	4.8	4.8	4.8
	Disagree	12	19.4	19.4	24.2
	Not Sure	28	45.2	45.2	69.4
	Agree	14	22.6	22.6	91.9
	Strongly Agree	5	8.1	8.1	100.0
	Total	62	100.0	100.0	

As is stated above in Table 4.14, 45.2 percent of the total respondents have doubts on the integration of the monitoring and evaluation system with other organizational system and processes. 22.6 percent of the total respondents on the other hand, have said that most of the monitoring and evaluation system is integrated with the other organizational system and processes. 19.4 percent of the total respondents have responded that it is only rarely that the monitoring and evaluation system integration seen with other organizational system and processes. 8.1 percent of the total respondents have witnessed a strong integration between the monitoring and evaluation system and other organizational systems and process. 4.8 percent of the total respondents on the contrary have never seen the integration of the monitoring and evaluation system, Here the researcher suggests that Ethiopian MuluWongelAmangnoch Church Development commissionhas to work more on the integration of the monitoring and evaluation system since only a quarter of the total respondents have witnessed the monitoring and evaluation integration. The qualitative results of the study have also revealed that the monitoring and evaluation system is not systematic and consistent.

4.3.3 Human Resource Capacity and Project M&E

Table 4. 15the organization has adequate Skilled human resource

The organization has adequate Skilled human resource who can conduct Monitoring and evaluation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	5	8.1	8.1	9.7
	Not Sure	16	25.8	25.8	35.5
	Agree	28	45.2	45.2	80.6
	Strongly Agree	12	19.4	19.4	100.0
	Total		62	100.0	100.0

As indicated in the above table, 45.2 percent of total respondents and 19.4 percent of the total respondents agree and strongly agree respectively with the idea that says the organization has adequate skilled human resource who can conduct monitoring and evaluation. while 25.8 percent of the total respondents are not sure whether the organization has adequate skilled human resource, who can conduct monitoring and evaluation. 8.1 percent and 1.6 percent of the total respondents disagree and strongly disagree respectively that the organization does not have adequate and skilled human resource who can conduct monitoring and evaluation.

64.6 percent of the total respondents agreed that Ethiopian Mulu Wongel Amangnoch Church Development commission has adequate and skilled human resource who can conduct monitoring and evaluation, while 35.4 percent of the total respondents have a question on the skills of human resource that the organization have in conducting monitoring evaluation.

Table 4. 16 Personnel get relevant training on a regular basis

Personnel who conduct project Monitoring and evaluation get relevant training on a regular basis.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3.2	3.2	3.2
	Disagree	18	29.0	29.0	32.3
	Not Sure	21	33.9	33.9	66.1
	Agree	17	27.4	27.4	93.5

	Strongly Agree	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

In the above table, 33.9 percent of the respondents were not sure whether monitoring and evaluation personnel get relevant training or not. 29 percent of the total respondents replied that there is no relevant training given to monitoring and evaluation personnel, while 27.4 percent and 6.5 percent of the total respondents are agreed and strongly agreed respectively relevant training delivered to monitoring and evaluation personnel. 3.2 percent of the total respondents are strongly argued that there is no training delivered for monitoring and evaluation personnel.

66.1 percent of the total respondents have replied that there is a gap in delivering relevant training and capacitating monitoring and evaluation personnel in Ethiopian Mulu Wongel Amangnoch Church Development commission. Based on the findings the researcher identified Monitoring and evaluation personnel do not get relevant training on a regular basis according to the majority of the respondents. Ethiopian Mulu Wongel Amangnoch Church Development commissions should seriously think and work on delivering relevant training and updating monitoring and evaluation team which is very crucial in achieving the monitoring and evaluation objectives.

Table 4. 17 motivation Scheme

There is a motivation Scheme for personnel participating on the Monitoring and evaluation activity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3.2	3.2	3.2
	Disagree	21	33.9	33.9	37.1
	Not Sure	27	43.5	43.5	80.6
	Agree	10	16.1	16.1	96.8
	Strongly Agree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

Another human resource related issue respondents were asked to give their agreement on availability of motivational schemes. Accordingly, 33.9 percent of the respondents disagree and

3.2 percent of the respondents strongly disagree that there is a motivational scheme for M&E staff. On the other hand, 43.5 percent of the respondents were not sure whether there is motivational scheme or not for monitoring and evaluation staff. The remaining 16.1 percent and 3.2 percent respectively agree and strongly agree that there is a motivational scheme for M&E staffs.

The researcher identified that absence of motivation schemes one of the weakness area of EthiopianMuluWongelAmangnoch Church Development commission and the organization should work on this regard.

*Table 4. 18*Evaluation results provide information

Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	4.8	4.8	4.8
	Disagree	5	8.1	8.1	12.9
	Not Sure	18	29.0	29.0	41.9
	Agree	23	37.1	37.1	79.0
	Strongly Agree	13	21.0	21.0	100.0
	Total	62	100.0	100.0	

Monitoring and evaluation result shared and worked for further program is another issue respondents were requested to give their level of agreement regarding the idea. Accordingly, 37.1 percent of the respondents agreed and 21 percent of the respondents strongly agree with the idea that monitoring and evaluation results shared to improve ongoing projects and used for further programming. On the other hand,29 percent of the respondents were not sure whether there is amonitoring and evaluation results shared to improve ongoing projects and used for further programmingor not. 4.8 percent of the respondents strongly disagree that monitoring and evaluation results are not shared to improve ongoing projects and used for further programming.

Table 4. 19 monitoring and evaluation team conduct monitoring projects once in a quarter

The monitoring and evaluation team and program staffs conduct monitoring projects once in a quarter		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	11.3	11.3	11.3
	Disagree	28	45.2	45.2	56.5
	Not Sure	8	12.9	12.9	69.4
	Agree	16	25.8	25.8	95.2
	Strongly Agree	3	4.8	4.8	100.0
	Total	62	100.0	100.0	

According to Table 4.19 here, 45.2 percent of the total respondents have responded they are not agreeing with that monitoring and evaluation team and program staffs conduct monitoring projects once in a quarter. 25.8 percent of the total respondents have responded that most of the projects have monitored once in a quarter by project staff and monitoring and evaluation team. 12.9 percent of the total respondents have not seen consistency in terms of monitoring projects on quarter bases. 4.8 percent of the total respondents have responded that monitoring by project and monitoring expert were consistently conducted on a quarterly basis. 11.3 percent of the total respondents have never experienced a quarterly monitoring visit. From the above table, the researcher summarized that it is only 30.6 percent of the total respondents who have witnessed the consistent monitoring visits either by the project staff or monitoring and evaluation expert where Ethiopian Mulu Wongel Amangnoch Church Development commission has to take action to encourage staff out of the routine and conduct monitoring visit at least once in a quarter.

Table 4. 20 M&E contributing to achieve project objective

The role of monitoring and evaluation is significantly contributing to achieve project objective		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	8	12.9	12.9	14.5
	Not Sure	8	12.9	12.9	27.4
	Agree	22	35.5	35.5	62.9

	Strongly Agree	23	37.1	37.1	100.0
	Total	62	100.0	100.0	

As per the table above, 37.1 percent of the total respondents have replied strongly agree that the role of monitoring and evaluation consistently contribute to achieve project objectives. 35.5 percent of the respondents have replied that they are agree that the role of monitoring and evaluation have been contributing to meet project objectives. 12.9 percent of the total respondents replied they are not sure that it has a contribution or not. 12.9 percent of the respondents are not agreeing with that the role of monitoring and evaluation does not contribute to achieve project objective, on the other hand, 1.6 percent of the total respondents have replied that the role of monitoring and evaluation have never been contribute to achieve project objectives.

Using Table 4.20. above as a foundation, the researcher has concluded that it is near to 30 percent of the total respondents who have not agreed with the role of monitoring and evaluation contributing to meet project objectives and hence it is better for Ethiopian MuluWongel Amangnoch Church Development commission to improve the quality of evaluation.

Table 4. 2IM&E contributing to complete the project without budget and time overrun

The role of monitoring and evaluation is significantly contributing to complete the project without budget and time overrun		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	14.5	14.5	14.5
	Disagree	9	14.5	14.5	29.0
	Not Sure	16	25.8	25.8	54.8
	Agree	17	27.4	27.4	82.3
	Strongly Agree	11	17.7	17.7	100.0
	Total	62	100.0	100.0	

As per the above table 4.21, 27.4 percent of the total respondents have replied that they are agree with monitoring and evaluation contributed for a project to be completed on time and within budget. 25.8 percent of the total respondents have replied that they are not sure, sometimes the role of monitoring and evaluation contributed to project completion on time and within planned budget and sometimes not. 17.7 percent of the total respondents have replied strongly agree that the role of monitoring and evaluation is always contributing for a project to be completed on the planned time and within the planned budget. 14.5 percent of the total respondents have replied disagree that it is not that monitoring and evaluation contributed for a project to be completed on time and within the planned budget. 14.5 percent of the total respondents have replied strongly disagree that the role of monitoring and evaluation is never seen while contributing to the project completion on the planned time and within the planned budget.

From the above table 4.21, the researcher came to know that 45.1 percent of the total respondents have witnessed the contribution of monitoring and evaluation role towards project completion in time and within planned budget. EthiopianMuluWongelAmangnoch Church Development commissionshould work more on the significance of monitoring and evaluation role since more than 50 percent of the respondents have a question on the importance of monitoring and evaluation and its contribution in completing projects within planned time budget.

4.3.4 Management Support and Project M&E

Table 4. 22level of Satisfaction to management’s Support

How do you rate your level of Satisfaction in relation to management’s Support given to the Monitoring and evaluation practice?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3.2	3.2	3.2
	Disagree	20	32.3	32.3	35.5
	Not Sure	17	27.4	27.4	62.9
	Agree	21	33.9	33.9	96.8
	Strongly Agree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

Respondents were requested to indicate their level of satisfaction regarding the management support given to monitoring and evaluation. As we see from the above figure 32.3 percent of the respondents were dissatisfied and 3.2 percent of the respondents were extremely dissatisfied with the support given to monitoring and evaluation by the management. On the other hand, 27.4 percent of the total respondents were neutral while 33.9 percent of respondents were satisfied with management support given to monitoring and evaluation. 3.2 percent of the respondents replied strongly satisfied by the support given by management to monitoring and evaluation.

From the above table, the researcher came to know that 62.9 percent of the total respondents have witnessed that they are not satisfied and questioned in one or another way with the support of the management given to monitoring and evaluation. This shows Ethiopian MuluWongel Amangnoch Church Development commission does not give prior attention to monitoring and evaluation.

Table 4. 23 level of Satisfaction to management's Support

Top Management Give High attention for the organization's project Monitoring and evaluation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	9.7	9.7	9.7
	Disagree	30	48.4	48.4	58.1
	Not Sure	15	24.2	24.2	82.3
	Agree	6	9.7	9.7	91.9
	Strongly Agree	5	8.1	8.1	100.0
	Total	62	100.0	100.0	

Respondents were requested to show their level of agreement to the level of attention given by the management to project monitoring and evaluation and the result presented in table 4.23 above. According to 48.4 percent of the total respondents disagree agree on the attention given by top managements and 24.2 percent of the total respondents were not sure whether the attention given by top managements or not. 9.7 percent of the total respondents are strongly disagreeing that top managements never give attention. In the other hand 9.7 and 8.1 percent of

the total respondents are agreeing and strongly agree with the attention given by top managements.

82.3 percent of the total respondents have a question on the attention given by top management to monitoring and evaluation. Hence monitoring and evaluation is a key role in project management, but less attention is given by EthiopianMuluWongelAmangnoch Church Development commission management team. Therefore, the organization should give serious attention to project monitoring and evaluation in order to be successful in achieving project.

*Table 4. 24*Top Management commitment to project demands

Top Management Is committed to respond to project demands and Improvements identified through Monitoring and evaluation?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	12.9	12.9	12.9
	Disagree	27	43.5	43.5	56.5
	Not Sure	15	24.2	24.2	80.6
	Agree	10	16.1	16.1	96.8
	Strongly Agree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

As indicated in table 4.24 above, 43.5 and 12.9 respectively disagree and strongly disagree that top management is not committed to project demands and improvements which are identified through monitoring and evaluation. On the other hand, 16.1 and 3.2 percent of the total respondents respectively agree and strongly agree with the idea of top management commitment to respond to project demands and improvements that are identified through monitoring and evaluation while 24.2 percent of the total respondents were not sure with this idea.

In relation to management support almost 80 percent of the total respondents were said that the organization top management is not committed and low attention is given to project monitoring and evaluation related issues. Therefore, EthiopianMuluWongelAmangnoch Church Development commission managements team needs to think its practice in relation supporting to monitoring and evaluation.

4.3.5 Stakeholder Engagement and Project M&E

Table 4. 25 Stakeholder engagement on M&E

Stakeholder engagement on monitoring and evaluation	Mean	Std. Deviation
Stakeholders are adequately involved in Project Monitoring and evaluation activates	3.85	0.807
Stake holders properly perform their Responsibility in the organization's project Monitoring and evaluation	3.45	0.918
Stakeholders participate in the organization's planning of formal meetings for monitoring and evaluation	3.37	0.910
Stakeholders are involved in monitoring and evaluation decision making process	3.50	0.784
Monitoring and evaluation results and findings are communicated to the stakeholders	3.63	0.752
Average	3.56	0.830

From the findings, majority of the respondents agreed with the statements that Stakeholders are adequately involved in Project Monitoring and evaluation activates and Monitoring and evaluation results and findings are communicated to the stakeholders with the mean score of 3.85 and 3.63 respectively. Majority also agreed that Stakeholders are involved in monitoring and evaluation decision making process with a mean score of 3.50. Some of the respondents were not sure with the statements that Stake holders properly perform their Responsibility in the organization's project Monitoring and evaluation with the mean score of 3.45. Some of the respondents disagreed with the statements Stakeholders participate in the organization's planning of formal meetings for monitoring and evaluation with the mean score 3.37.

The results therefore indicate that most staff employees working for Ethiopian Mulu Wongel Amangnoch Church Development commission disagreed with that Stake holders properly perform their Responsibility in the organization's project Monitoring and

evaluation and Stakeholders participate in the organization’s planning of formal meetings for monitoring and evaluation.

It is therefore, best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the entire monitoring and evaluation process since their participation helps to ensure different perspectives are considered so that all relevant stakeholders can own the findings and results and such serve the purpose intended.

4.3.6 Budget allocation and Monitoring and evaluation

Table 4. 26 Budget allocation for Project M&E

Budget allocation for Project Monitoring and evaluation	Mean	Std. Deviation
The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities	2.50	1.052
There is a separate budget allocation for M&E	3.19	1.099
The organization ensures there is timely provision of funds for M&E	3.05	1.078
Average	2.91	1.070

Table 4.26 shows the weighted average mean calculated using the variables in the question’s subsection above. More weight was given to there is a separate budget allocation for monitoring and evaluation. Lesser weights were assigned to the budget allocated for monitoring and evaluation as well as the organization ensure there is timely provision of funds for monitoring and evaluation. The head of monitoring, evaluation and communication explained in the interview that the total budget allocated is not known and the organization does not have a requirement for budget allocation to monitoring and evaluation. This explains that monitoring and valuation system is not supported by budget even to the minimum expected requirement and further argued that it is not the few numbers of monitoring and evaluation staff but the absence of a sound monitoring and evaluation system that affects the proper utilization of the team.

4.3.7 Monitoring and Evaluation Functions towards Project Success

The descriptive statistics was used to examine mean, standard deviation of dependent and independent variables. Table 4.28 below contains mean and standard deviations for the five project success factors subscales, eight monitoring and evaluation practices, seven monitoring

and evaluation team competency, three assessment of management Support for Monitoring, five Stakeholder engagement on monitoring and three budgets allocated for monitoring and evaluation. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

Table 4. 27M&E Functions towards Project Success

Variables	Mean	Std. Deviation
project success	3.98	0.680
monitoring and evaluation system functions within your project as EMWACDC	3.24	0.930
competency and the role of the monitoring and evaluation team to Achieve project success	3.28	1.040
management Support for Monitoring and evaluation	2.70	1.010
Stakeholder engagement on monitoring and evaluation	3.56	0.830
budget allocated for monitoring and evaluation	2.90	1.070

The researcher wanted to look at monitoring and evaluation practices and its contribution towards project success at Ethiopian MuluWongel Amangnoch Church Development commission. In all cases, the distribution of scores for the sample contained acceptable standard deviation and showed normality for use in subsequent analyses. Hence, the disparity amongst the data collected for each variable are acceptable with various degrees. Most of the mean values are three and above and this justifies how close to the central tendency expressing the contribution of

monitoring and evaluation functions to the project success. The project success factors have a higher value which implies that most of the EthiopianMuluWongelAmangnoch Church Development commissionprojects have successful. However,management Support for Monitoring and evaluation and budget allocated for monitoring and evaluationis less than three and it shows there is a gap in allocating budget for monitoring and evaluation as well as the organization management team gives less attention to monitoring and evaluation. Stakeholder engagement on monitoring and evaluation has a higher mean value which implies that most of the EthiopianMuluWongelAmangnoch Church Development commissionprojects have participating stakeholders.

Table 4.28: Descriptive statistics on project success (Source: Own Survey, May, 2021)

How often do your projects meet the following criteria?	N	Mean	Std. Deviation
projects are completed within planned budget (agreed upon cost)	62	3.95	0.798
projects are Completed within Scheduled time	62	4.08	0.685
projects are completed within planned scope	62	4.05	0.734
Projects realized meet the planned objectives and outcomes that are intended to achieve	62	3.94	0.624
Project Beneficiaries satisfied and impacted positively	62	3.92	0.609
Group Average	62	3.98	0.689

Table 4.28 shows that more weight is given to projects are completed with schedule time, projects are completed with scheduled scope, projects completed within scheduled budget and

fewer weight was assigned to beneficiary satisfaction and projects meet the planned objectives. In terms of the project success criteria, the lower score goes to beneficiary satisfaction which could send a clear message to EMWACDC in prioritizing the effort to meet beneficiary satisfaction. The weighted mean of the project success is 3.98 which shows most of the projects implemented in EMWACDC were perceived successful. The mixed research result revealed that EMWACDC is relatively weak in meeting beneficiary satisfaction. The project success factors vary amongst the different practitioners as the scholars have also a varied understanding. In addition to what scholars agreed to disagree up on project success factors, the respondents suggest the following additional success factors which are sustainability, flexibility and adjustment in the course of project implementation, alignment with government priorities and integration of a project with the government.

4.3.8 Correlation Analysis

The correlation was done to assess the relationship between monitoring and evaluation dimensions with the project success. A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 field (2005). A correlation analysis with Pearson's correlation coefficient (r) was calculated for all variables in this study to explore the relationships between variables in order to interpret the strengths of the relationship between variables guideline of field and the researcher has made all required tests to check the regression model fitness. As presented in the Table below, Pearson's correlation indicated that there was a positive relationship between monitoring and evaluation practices and project success at a significant level with a confidence level of 0.01. To this effect, this correlation responds one of the research questions that is what is the contribution of monitoring and evaluation functions in achieving project success in EMWACDC. Given the analysis results, stakeholder engagement is the first, monitoring and evaluation system, is the second, human resource capacity is the third and project managements support is the fourth and budget allocation is the fifth contributor towards achieving project success.

Table 4.29: Correlations of project success factors with monitoring and evaluation (Source: Own Survey, May, 2021)

variables	project success
project success	1
Monitoring and evaluation system	0.403**
Human resource capacity	0.358**
stakeholder engagement	0.481**
Management support	0.309**
budget	0.299**

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

Table 4.29 shows that there is a positive correlation between the monitoring and evaluation functions dimensions and project success. Stakeholder engagement is positively correlated ($r = 0.481^{**}$) to project success. Monitoring and evaluation system is positively correlated with a coefficient reliability ($r = 0.403^{**}$) to project success. Human resource capacity is positively correlated ($r = 0.358$) to project success. Management support is positively correlated ($r = 0.309$) to project success. Budget allocation is also positively correlated ($r = 0.299$) with a low contribution to project success.

4.3.9 Regression Analysis

To meet the objective of the study multiple linear regression analysis is applied by running the obtained observation data on SPSS version 24.0. Multiple linear regression is a method of analysis for assessing the strength of the relationship between each of a set of explanatory variables (Landau and Brian, 2004). In this study regression was conducted in order to determine the explanatory power of the independent variables (M&E system, human resource capacity, stakeholder engagement, budget and management support) in the variance of the dependent variable (project success). Adjusted R square was used to measure the percentage of variance in the dependent variable explained by the independent variables. From the multiple linear

regression analysis, the standard regression coefficient (beta weight) was also determined to compare the relative effect of each independent variable had on the variability of the overall project success.

The result has been shown in model summary below and Model summary (Source: Researcher's calculation May, 2021)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867a	0.751	0.721	0.287

a. Predictors: (Constant), system, human resource capacity, stakeholder, management support and Budget

b. Dependent variable: Project success

The above table depicts the multiple regression analysis model of the relationship between the independent variable and dependent variable. The coefficient of determination (R²) and correlation coefficient (R) shows the degree of association between the two. The results of the analysis posited that R²=0.751 and R = 0.867 which indicates that there is a positive relationship between independent variables (M&E system, human resource capacity, stakeholder's engagement, management support and budget) and dependent variable (project success).

4.3.10. Monitoring and Evaluation and Project Success Coefficient

Table 4.30: Coefficients Distribution

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p-value)
	B	Std. Error	Beta		
(Constant)	1.837	0.803		2.287	0.027
monitoring and evaluation system	0.226	0.095	0.286	2.366	0.02
Human resource capacity	0.086	0.091	0.122	0.948	0.345

Stakeholders' engagement	0.231	0.19	0.174	1.212	0.232
Management support	0.228	0.119	0.273	1.916	0.061
Budget allocation	0.053	0.124	0.061	0.425	0.673

Dependent variable: Project Success

The β - value tells us about the relationship between project success and each predictor. If the value is positive, we can tell that there is positive relationship between the predictor and the outcome, whereas a negative coefficient represents negative relationship. For these data, all the five predictors had a positive β - value, which indicates positive relationship. Therefore, the hypotheses for the five variables were confirmed as M&E system, human resource capacity, stakeholder engagement, management support and budget allocation showed a positively significant effect on project success.

The standardized beta value tells us the number of standard deviations that the outcome will change as a result of one standard deviation change in the predictor. The standard deviation units are directly comparable; therefore, they provide better insight in to the importance of a predictor in the model (Landau and Brian, 2004). From the findings of standardized coefficient (beta), M&E system was at the first place of importance to affect project success. The standardized beta for M&E was 0.286; this indicates that this variable has relatively a strong degree of importance to practice project success than others. Management support ranked at the second place with a standardized beta 0.273, stakeholder engagement at the third place with a standardized beta 0.174, human resource capacity at the fourth place with a standardized beta 0.122 and budget allocation at the fifth place with a standard beta 0.061 to have a positive effect on project success.

From the regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \text{St. Error} =$$

$$\alpha + \beta_1 (\text{MES}) + \beta_2 (\text{HR}) + \beta_3 (\text{SE}) + \beta_4 (\text{MS}) + \beta_5 (\text{B}) + \text{St. Error}$$

Where: Y = Project Success (PS)

MES= Monitoring and Evaluation System

HR = Human Resource Capacity

SE = Stakeholder Engagement

MS = Management Support

B = Budget

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ & β_6 = The Regression standardized coefficient of each variable

According to the analysis, the equation

$$Y = 1.837 + 0.286MES + 0.122HR + 0.174SE + 0.273MS + 0.061B + 0.803 \text{ Std. Error.}$$

From the Multiple Linear Regression equation, the interpretation as follows:

- The constant 1.837 shows the effect of M&E system, HR capacity, stakeholder engagement, management support and budget allocation on project success. It means that, in a condition where all independent variables are constant (zero), project success as dependent variable is predicted to be 1.837.
- In condition where other variables are constant, if M&E system increases by one unit of standard deviation project success is predicted to be increased by 0.286 of standard deviation.
- In condition where other variables are constant if HR capacity increases by one standard deviation, project success is predicted to be increased by 0.122 of standard deviation.
- In condition where other variables are constant if stakeholder's engagement increases by one standard deviation, project success is predicted to be increased by 0.174 of standard deviation
- In condition where other variables are constant if management support increases by one standard deviation, project success is predicted to be increased by 0.273 of standard deviation
- In condition where other variables are constant if budget allocation increases by one standard deviation, project success is predicted to be increased by 0.061 of standard deviation.

4.4 Discussion

The discussion sections evaluate and interpret the research implications focusing on qualitative and quantitative results. The results of the findings are examined, interpreted, and qualified. Then, inferences were drawn from them. The researcher would also emphasize the theory as well as the validity of the conclusion to take positions addressing the research question.

4.4.1 Monitoring and Evaluation System

The average mean result shows a weighted mean of 3.24 which means EthiopianMuluWongelAmangnoch Church Development commissionmonitoring and evaluation system are perceived good. This goes without forgetting some dimensions getting least value in companion with other dimensions such as a weak systemic integration amongst and between other organizational system and processes. The researchers came in to conclusion that the role of leadership in resourcing, supporting and also become leading in strengthening the monitoring and evaluation system is crucial.

The integration of the monitoring and evaluation system with other organizational systems has given low rate and the researchers came in to conclusion that the role of leadership in resourcing, supporting and also become champion in strengthening the monitoring and evaluation system is crucial (DPME, 2013).

4.4.2 Human resource competency

EthiopianMuluWongelAmangnoch Church Development commissionmonitoring and evaluation team are competent as witnessed by the average mean weighted score of 3.28 with a variation on the dimension. Least score is given the monitoring and evaluation team and program staffs conduct monitoring projects once in a quarter, low training given for M&Eas well as there is no motivation Scheme for personnel participating on the Monitoring and evaluation activity.

Monitoring and evaluation are a key phase to achieve project purpose, the organization should work seriously in conducting M&E at least once in the quarter. The study revealed that the organization is very weak in delivering different training for project management and M&E staffs. Therefore, the organization should need to work in capacitating project management and M&E staffs. In terms of the monitoring and evaluation team against the demand, the percentage ratio is unmatched which implies that it is not about numbers but it is a weak system that hinders us from using human resources (Ghere G. et al. 2006).

4.4.3 Management Support for Monitoring and evaluation

Ethiopian Mulu Wongel Amangnoch Church Development commission management support is less functioning and the respondents have given 2.70 weighted average mean rate implying that there is low support from the management. The importance of management support for monitoring and evaluation towards project success is highly reinforced from the respondents though they face challenges. The organization should work seriously in supporting monitoring and evaluation.

4.4.4 Stakeholder engagement

There are a clear and vivid results showing that Ethiopian Mulu Wongel Amangnoch Church Development commission involve stakeholders in monitoring and evaluation process scoring a 3.56 weighted mean result. Amongst the dimensions Stakeholders participate in the organization's planning of formal meetings for monitoring, evaluation and Stake holders properly perform their Responsibility and stakeholder's involvement in decision making process in the organization's project monitoring and evaluation is low. The organization should work on increasing stakeholder involvement which agrees with that a unit increase in stakeholder participation increases the effectiveness of monitoring and evaluation (Mwangi, et al., 2015).

4.4.5 Budget Allocation

EthiopianMuluWongelAmangnoch Church Development commissionmanagement does not have allocate enough budget for monitoring and evaluation and the respondents have given 2.90weighted average mean rate implying that there is low attention is given from the management. The qualitative result revealed that the organization has more than 140 project and have only one monitoring and evaluation programs coordinator. In fact, the organization raised budget shortage for hiring more monitoring and evaluation experts and to cope this, program staffs are responsible to monitoring and evaluation. Even the amount of budget allocated for monitoring and evaluation is not known specifically. Therefore, the researcher finds out that the organization should take these issues seriously and work on it which agrees with budgeting and resource allocation affects M&E and this is required to be planned well to ensure the monitoring and evaluation of community projects is done effectively (Mugambi& Kanda, 2013).

4.4.6. Project Success

The quantitative results have reached in to conclusion that EthiopianMuluWongelAmangnoch Church Development commissionprojects are successful (with the average weighed mean value of 3.98).

4.4.7The Contribution of Monitoring and Evaluation to Achieve Project Success

The quantitative results of project success and monitoring and evaluation dimensions revealed the following weighted average: project success 3.98, Stakeholder engagement3.56, and competency and of monitoring and evaluation team 3.28, monitoring andevaluation system 3.24, Budget allocation 2.90, andmanagement Support 2.70. As per the weighted mean average result of the monitoring and evaluation dimensions as well as the project successes criteria, the researcher came to conclude that EthiopianMuluWongelAmangnoch Church Development commissionprojects are successful and functions well without forgetting the areas of improvement to work with Budget allocation and management support to monitoring and evaluation. EthiopianMuluWongelAmangnoch Church Development commissionproject successes can be ensured through a strong monitoring and evaluation system, leadership support and Stakeholder engagement, and thought proper budget allocation

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

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

5.2. Summary

The study found that Ethiopian MuluWongelAmangnoh Church Development commission has to work in making the monitoring and evaluation system efficient and effective to achieve project objectives. More than 50 percent of the respondents has a question on monitoring and evaluation system of the organization that doesn't contribute effectively.

The study found that the organization involves stakeholders in monitoring and evaluation activities. 3.85 weighted average mean indicated that stakeholders are involved in monitoring and evaluation activities. However, it was established that participation is limited to only some lower-level and monitoring and evaluation activities. These include data collection, seeking feedback and coming up with M&E timetables. Stakeholders are not adequately involved in key areas and higher-level activities like decision making process, identification of indicators and communication of monitoring and evaluation results and findings. Stakeholder involvement has become increasingly necessary as large and more complex projects are planned and

implemented. Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. At higher level, organizations should collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution.

The study found that the level of commitment of top leadership in the organization has not that much to the effectiveness of monitoring and evaluation system for projects. A high percentage of the respondents, 56.4 percent of the respondents are not happy with the support given by top management, while 27.4 percent of the total respondent are not sure whether they are satisfied or not. This implied 83.8 percent of the total respondents are not happy or have a question on the support given by top management. The organization's leadership is critical to achieving effectiveness of monitoring and evaluation due to the crucial role they play in an organization.

The other thing worth mentioning is that shortage of monitoring and evaluation personnel training (33.9 percent disagree and 29 percent not sure), absence of motivational scheme (33.9 percent and 43.5 percent disagree and not sure respectively) and monitoring and evaluation conducted once quarterly (45.2 percent and 12.9 percent disagree and not sure respectively) are the specific project monitoring and evaluation human resource capacity related components that were raised as a problem.

It is also important to note that project monitoring and evaluation budget allocated by the organization is not adequate with the weighted average mean of 2.50. This implies the management does not ensure sufficient resources are allocated to monitoring and evaluation despite these aspects playing a great role in effectiveness of the system and process.

5.3. Conclusion

The research problem that this study intends to address was that the contribution of monitoring and evaluation functions in achieving project purpose.

In response to the research problem and hence answering the research questions, this study gathered and analyzed data which has led to this conclusion. This research then concluded that generally projects implemented by Ethiopian MuluWongelAmagnoch Church Developmnet

Commission are successful. The success of these projects was the results monitoring and evaluation system, competent Human resource, good stakeholders' involvement, management support and budget allocation.

The study also concluded that stakeholders' participation has a positive influence on effectiveness of a monitoring and evaluation system. However, it was noted that participation is only limited to some lower-level activities and stakeholders are not adequately involved in key areas and higher-level activities. It was found out that increased stakeholders' participation results to an increase in effectiveness of monitoring and evaluation system concurring with Patton (2008) who argues that stakeholders' involvement is paramount for a monitoring and evaluation system to be effective.

The study found out that the level of commitment of top leadership and management in the organization determines to a great extent the effectiveness of monitoring and evaluation system for projects. The study revealed that leaders do not have proper commitment in ensuring monitoring and evaluation system to be effective, always and clearly communicate M & E results and also do not take active part in strengthening the M & E systems. Majority of the respondents also disagreed that management ensures sufficient resources are allocated to M & E. This is against World Bank (2011) which states that the role played by the organization leadership dictates the effectiveness of the M&E system. The organization leadership is like the central nerve to an effective M&E system. It coordinates the processes of the M&E system ensuring its success and manages the M&E human resource. Furthermore, organization leadership as a factor has tremendous effect on how effective M&E practices will be successful to a project as it is through these trainings that relevant skills and other M&E gaps are addressed to staff in order to increase their understanding and project performance. Leaders should therefore work closely with employees and all stakeholders to ensure that they provide required support and guidance to ensure the M&E system is effective and operates maximally (Shapiro, 2011).

The study also revealed that the organization does not allocate enough budget for monitoring and evaluation. This will create a great gap in supporting projects to meet the stated purpose. Unless organization allocate enough budget for M&E purpose it is hard to carry the expected follow up and track where the project is it. Therefore, the organization leadership should take serious action in providing enough budget for M&E work.

5.4 Recommendations

The following are recommendations based on the findings of the study:

- ✚ Ethiopian MuluWongelAmangnoch Church Development commission has to work in making the monitoring and evaluation system efficient and effective to achieve project objectives. The monitoring and evaluation unit is not a separate unit, rather integrated with program department or in most cases the program staffs are responsible for monitoring and evaluation activities which needs establish separately M&E unit and capacitate with proper human resource.
- ✚ The organization should allocate sufficient funds to monitoring and evaluation activities and ensure there is independency in utilization of the funds. The organization does not have a guide line how much percentage of budget should go for monitoring and evaluation which guides during proposal development. It will be good if the organization develop a guide line which clearly shows for every program staffs.
- ✚ Stakeholders should be involved adequately in monitoring and evaluation activities. Participation should be in both lower and higher-level activities from the initial to the last stage. In fact stakeholders are involved in monitoring and evaluation activities, but in most cases they involved in lower-level, whereas in higher level like in decision making stages stakeholders are not involved, therefore the organization should work in brining stakeholders in higher level like decision making. This will ensure ownership of findings and ensure projects are relevant to the project target people needs.
- ✚ Organization leaders should take active part in strengthen monitoring and evaluation system and offer timely support and guidance to projects' staff and ensure M&E

activities are well executed and results and findings communicated and used in decision making and planning. The finding revealed there is a huge gap in top management support to monitoring and evaluation. Therefore, the organization should ensure management support which the level of commitment of top leadership and management in the organization determines to a great extent the effectiveness of monitoring and evaluation system for projects.

- ✚ Project monitoring and evaluation related trainings and best practice sharing within and/or with other organizations should be facilitated to enhance M&E staff capacity. The organization should work seriously in capacitating project and Monitoring and evaluation staffs in order to discharge their responsibility effectively. We are living in a very changing world, especially Monitoring and evaluation concept is improving and changing from time to time and updating monitoring and evaluation and project management staffs is crucial.

5.5 Suggestions for further Research

The empirical study has indicated a number of relevant issues that the research project did not investigate, but which might be important for further research. Further research should be done on other determinants of effectiveness of M&E system for projects other than availability of funds, monitoring and evaluation system, stakeholders' participation, budget and organizational leadership.

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ANNEXES

Questionnaire for Monitoring and Evaluation and Project Management Expert

St. Mary's University

School of Post Graduate Study

Questionnaire on “the contribution of monitoring and evaluation system in achieving project success” in Ethiopian MuluWongelAmagnoch Church Development commission.

Questionnaire

Dear Respondent,

I am conducting a research on “the contribution of monitoring and evaluation in achieving project success: The case of Ethiopian MuluWongelAmagnoch Church Development commission”. The purpose of the study is merely academic. The general objective of the research is to assess the contribution of monitoring and evaluation in project success in Ethiopian

MuluWongelAmangnoch Church Development commission and the specific objectives are to assess the monitoring and evaluation practices and examine its contribution to project success.

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

Thank you very much for your time and cooperation.

Part I: General information about the respondent

Instruction: Put 'X' mark in the box's respective to the question items.

1. Sex: Male Female
 2. Current academic qualification
 PHD MA/MSc BA/BSc DIPLOMA
 Certificate High School Graduate
Specify if other,
-
3. Experience (Service Years);
 1 – 2 Years 3 – 6 Years 7 – 9 Years ≥10 Years
 4. Your Position in the Organization
 Program Manager Project manager/director/coordinator
 Program officer M&E coordinator

- Branch office manager program director
 Project officer program coordinator

Part II Assessment of project success factor

S/N	How often do your projects meet the Following criteria?	Response (Rating)				
		Strongly agree	Agree	Not sure	disagree	Strongly disagree
		5	4	3	2	1
1	projects are completed within planned budget (agreed upon cost)					
2	projects are Completed within Scheduled time					
3	projects are completed within planned scope					
4	Projects realized meet the planned objectives and outcomes that are intended to achieve					
5	Project Beneficiaries satisfied and impacted positively					

Part III: Monitoring and Evaluation Effectiveness Determining Factors

Monitoring and evaluation system, human resource capacity, management support, budget allocation and stakeholders’ participation.

Instruction: Please, read each question and give appropriate answer regarding the Monitoring and evaluation system of the organization.

S/N	1. monitoring and evaluation system within EMWACDC	Response (Rating)				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
		5	4	3	2	1
1	The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective					
2	The scope and purpose of the monitoring and					

	evaluation system is clear					
3	The monitoring and evaluation system is built with a thorough situational analysis.					
4	The monitoring and evaluation system has buy – in from the senior management team					
5	The monitoring and evaluation system reflects the and supports the mission and vision of the organization					
6	The monitoring and evaluation system has a clear level of data collection, analysis and use of its Information from project to program and organization to bringing about change.					
7	The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system					
8	The organization monitoring and evaluation system is integrated with other organizational systems and Processes.					

S/N	2. Human resource competency	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1
1.1	The organization has adequate Skilled human resource who can conduct Monitoring and evaluation					
1.2	Personnel who conduct project Monitoring and evaluation get relevant training on a regular basis.					
1.3	There is a motivation Scheme for personnel participating on the Monitoring and evaluation					

	activity					
1.4	Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well					
1.5	The monitoring and evaluation team and program staffs conduct monitoring projects once in a quarter					
1.6	The role of monitoring and evaluation is significantly contribute to achieve project objective					
1.7	The role of monitoring and evaluation is significantly contributing to complete the project without budget and time overrun					

S/N	3. management Support for Monitoring and evaluation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1
2.1	How do you see your Satisfaction in relation to management's Support given to the Monitoring and evaluation practice?					
2.2	Top Management Give High attention for the organization's project Monitoring and evaluation					
2.3	Top Management Is committed to respond to project demands and Improvements identified through Monitoring and evaluation?					

S/N	4. Stakeholder engagement on Monitoring and evaluation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1

3.1	Stakeholders are adequately involved in Project Monitoring and evaluation activities					
3.2	Stake holders properly perform their Responsibility in the organization's project Monitoring and evaluation					
3.3	Stakeholders participate in the organization's planning of formal meetings for monitoring and evaluation					
3.4	Stakeholders are involved in monitoring and evaluation decision making process					
3.5	Monitoring and evaluation results and findings are communicated to the stakeholders					

S/N	5. Budget allocation for Project Monitoring and evaluation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
		5	4	3	2	1
4.1	The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities					
4.2	There is a separate budget allocation for Monitoring and evaluation					
4.3	The organization ensures there is timely provision of funds for Monitoring and evaluation					

THANK YOU FOR YOUR KEEN COOPERATION

ANNEXES 2
St. Mary's University
School of Post Graduate Study

Interview Guide Questions for Concerned Directors and program managers

Date of Interview: _____

Introduction: Greeting

The purpose of this interview is to collect required information regarding the monitoring and evaluation practices and the factors that its effectiveness as well as its contribution to the Success of Ethiopian MuluWongelAmagnoch church development commission Projects. I would like to get your experience and perspectives in this regard.

Thank you for giving me your valuable time!

1. Do you think EMWACDC have a well – established project Monitoring and evaluation system?
2. If yes, is it effectively practiced or implemented?

3. How do you explain the contribution of Monitoring and evaluation to the success of the projects?
4. If your answer for question 1 is no, what is the reason behind and how it affects the success of the projects?
5. How do you Explain management's support for Monitoring and evaluation?
6. What factors do you think affect EMWACDC project Monitoring and evaluation effectiveness?
7. Do the organization's Projects meet their intended target (Cost, time, Scope, quality)?