

INDIRA GANDHI NATIONAL OPEN UNIVERSITY

Assessment on performance, progress and gap of Project Design, Monitoring and Evaluation system; the case of World Vision Ethiopia Grant Projects from 2014-2015

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Table of Content	Page
Acronyms	3
1. Introduction	4
2. Statement of the Problem.....	8
3. Objectives of the study	11
4. Research questions	12
5. Research Methodology	13
5.1 Universe of the study	13
5.2 Research Design	13
5.3 Study Area	13
5.4 Sampling.....	14
5.5 Data collection; Tools and Procedure	15
5.6 Data processing.....	16
6. Chapterization	16
7. Research Plan	17
References:.....	18
Appendixes I.....	20
Appendixes II.....	22
Appendixes III.....	29
Appendixes IV.....	30
Appendixes V.....	32
Operational Definition of terms used in the project.....	32

Acronyms

ADPs	Area Development Program
DME	Design, Monitoring and Evaluation
FY	Fiscal Year
GO	Government Organization
LEAP	Learning through Evaluation with Accountability and Planning
NGO	Non-Government Organization
NO	National Offices
M &E	Monitoring and Evaluation
MIS	Management Information System
SMART	Specific, Measurable, Achievable, Realistic and Time bounded
SO	Support Offices
UNDP	United Nations Development Program
UK	United Kingdom
USA	United States of America
WVE	World Vision Ethiopia
WV	World Vision

1. Introduction

The Development interventions, irrespective of their sectorial focus, level of interventions, or sources of funding, affect the lives of people in a multitude of ways. Systematic information gathering, conceptual analysis, and involvement of stakeholders in this process are imperative for achieving desired results (Ben Mountfield, February 2015). This has brought critical importance of Program Design, Monitoring and Evaluation of projects in development process. The concept of Project Design, and Monitoring and Evaluation (DME) has been a famous terminology in various development practitioner and development project management. Having common understanding on DME seems simple but might have various meaning in different context and organization. One can find quite significant amount of literature on the concept, approach, importance, tool and rationale of DME.

There is no question that planning, monitoring and evaluation are fields littered with terminology that is often unclear and which is used with different meanings by different groups. This problem can't be solved what is possible is to help explain the different approaches to Planning (Designing) Monitoring & Evaluation and how terms are used by different organizations. Unfortunately confusion around terminology often makes Planning (Designing) Monitoring & Evaluation seem much more complex and difficult than is actually the case.

DME which stands for project design, monitoring and evaluation is the mile and corner stone of the project cycle where it plays its critical and unreplaceable role in project management. "The project cycle is a detailed model of the entire lifespan of a development intervention, starting with its identification, going through the implementation, monitoring and evaluation phases, and ending with the lessons learned. Although variations to the standard model are common, the project cycle is a backbone used by the various donors in development cooperation. (Asian Development Bank, 2007)

DME is also found useful for effective accountability in the area of project management in NGO context. Until recently NGOs have been able to claim their good intentions and sound values provided a sufficient basis for accountability however, increasingly such claims are being questioned. This is in part a response to NGOs growing visibility as key actors in the governance of social and economic affairs. It is also in part a response to challenges they have mounted

against the accountability and legitimacy of government actions and the corporate sector. As Anthony Adair (1999) argues “NGOs that seek to make a virtue out of highlighting the failures of governments, business and other institutions should be subjected to the same degree of scrutiny that everyone else faces. They too need to be accountable for their actions. NGOs are also strengthening their accountability through their DME approach so as to increase their legitimacy among policy makers and thus the effectiveness of their work. (Robert Lloyd, July 2005)

For some, DME is another burden of administrative task and a bureaucratic procedure while for other it is a critical tool in development project management for effective and efficient project implementation. In the context of development project management, it is considerably important to define key elements of DME (project design, monitoring and evaluation) as DME is an important component of project management

Project Design- is determining what is to be done, by whom and by when in advance in order to fulfill once responsibility. (Harold R. Kerzner, 2009)

Monitoring- The word ‘monitor’ is derived from Latin, where it means ‘watches over and reminds’. We all do monitoring on a day-to-day basis in various ways and with differing degrees of intensity. In development work, we use monitoring to look after and document the process and outputs produced as a result of project implementation. We may also monitor changes in the living conditions of people as per the project design. As a definition, monitoring is an ongoing and systematic tool to follow up the progress of a project implementation for timely measure and remedy as required. (Harold R. Kerzner, 2009).

Evaluation is a method to collect, analyse, interpret and communicate information about the effectiveness of projects which are initiated to improve human conditions. However, it should be noted that the contexts of social programs do not lend themselves to rigorous social science methods and standards. It is important to remember that evaluation requires flexibility in approach and thought, which implies that its purpose and audience will influence the scope. It is imperative that stakeholders’ needs/questions be paramount when designing the evaluation. In other words, program evaluation should focus on issues that are of importance to the

stakeholders. Evaluation is determining cause of and possible ways to act on significant deviations from planned performance. (Harold R.Kerzner, 2009).

Design, Monitoring and Evaluation as a part of project management cycle are inter-related and interdependent. They are fundamentally linked together. Using one by itself does not guarantee sound, relevant and impactful program DM&E – nor, for that matter, does using them in conjunction with one another. The quality in which the principles are applied and interlinked in the design, matters. Indeed, the use of multiple tools in conjunction with one another to verify, reinforce and adapt DME to the dynamic environment is common. (UNDP 2009).

It is here worth important to mention that DME has been key project management pillar in World Vision Ethiopia project management context. Decades have elapsed during which time monitoring and evaluation remained part and parcel of the implementation processes of projects. It was nominally attached to planning and programming departments of organization without actually performing its responsibilities efficiently and effectively. This was because management bodies did not give attention to monitoring and evaluation to effectively discharge its responsibilities. Be that it may, the role of monitoring and evaluation, as a management tool is indispensable for effective program/project management.(World Vision Ethiopia- Monitoring and Evaluation Department, January 2000).

WVE as part of World Vision International registered as an official NGO in 1975. Over the last forty years, the organization's intervention for the poor and vulnerable of Ethiopia has grown from a few scatter projects into significant and valued network of Area Development Programs benefiting an estimated of 20million children and their families. In 1975, WVE had five staff and operated a single project for street children in Addis Abeba. Today, WVE manages one of the biggest humanitarian and development portfolio in Ethiopia, with close to 300 long term development programs, 63 Area Development Programs (ADPs) and a staffing base of 1300. WVE manages an annual budget of USD 84 million.

WVE has been working with government, non-government organizations, private sector and various communities to reduce the vulnerability of children in Ethiopia in various ways. WVE

obtains fund for its development programs as well as emergency response program from World Vision Support Office through child sponsorship and grants from government, multi-lateral agencies, and other corporate and private non-sponsorship donations. Sponsorship is the major funding source having 237,758 sponsored children, though grant funding is growing funding source. (World Vision Ethiopia, 2016)

I have decided to conduct this research because of the various concrete reasons that motivates me. One of the reasons is that I would like to conduct a study on assessment of performance, progress and gap of projects DME system in WVE with special focus on Grant Projects. This is because is that WVE is one of the well-known international organization working towards alleviating poverty and improve the well-being of the coming generation, children for the last four decades. I believe that my study will contribute for the effectiveness of its DME system that could help the projects are impact-oriented and produce desired result that improves the lives of many families and children in rural community where the projects are operational in Ethiopia.

Understanding the performance, progress and gap of WVE DME system help to build on what WVE is good at, continue on the progress and address the gaps that ultimately improve DME effectiveness in WVE. So projects that do have impact as a result of strong and effective DME could be replicated to other areas and organizations for wider influence and change. Donors and partners who do have witness of these projects will likely continue their support to extend the projects outreach as well that increase WVE service for the most needy community. I believe that this study will contribute to WVE DME system envisaging the above mentioned outcome. On the other side of the story, cause of the gap with corresponding recommendation could be obtained for projects that do not have commendable result that has been a source of compliant from donors and partners as result of poor DME system.

Besides, I do have quite good knowledge about DME system and particular I am currently involved in overseeing quite a number of grant projects. Engagement in this kind of study will have two fold benefits the fact that I can enrich studies that were conducted in this discipline

and I will also be empowered through in-depth reading and research process to bring up my contribution to higher level.

In the nut shell, the main objective of this study is to review performance, progress and gap of DME process, systems and tools in World Vision Ethiopia Grant Projects and provide inputs on areas of grant project management that hinders the impacts of the projects for the wellbeing of the targeted community. As a result, additional knowledge is built on critical steps and process of DME for grant project managers and action-oriented DME task are recommended to further enhance Grant Projects efficiency and effectiveness

2. Statement of the Problem.

NGOs are typically interested in contributing to social change – such as increased justice or economic and social security – while recognizing that these represent long-term outcomes that go beyond the achievement of short-term results. (Burt Perrin, April 2012).

As part of the project cycle, design, monitoring and evaluation have been a practice that has been showing a remarkable progress. Yet, there have been considerable gaps or growth areas that are reflected in various NGOs. CARE an international NGO that work in over 60 countries carried out a design, monitoring and evaluation assessment. The study worked on a situation that straddle the continuum from relief to development projects and data was entered for 186 projects from 23 CARE Country Offices located in four CARE regions. The discord is in the process from Design to Monitoring to Evaluation. The study reveals that 'D' to the 'M&E' of projects is occasioned by, on the one hand, having rich technical inputs at the proposal development stage through the Sector Coordinators and Project Managers. On the other hand, monitoring and evaluation plans exist for only 45% of projects. There is little continuity from the Design phase (25% of projects had the involvement of main proposal authors) and M&E plans are developed in many cases (over 60%) by Implementing Staff. In addition, many of the projects are striving to achieve household-level impact and contributing to higher program goals with stated SMART goals and satisfactory indicators at various levels. Measuring and achieving this is difficult with so few projects having quantitative baselines. In spite of 80% of

projects having a baseline of some form or the other, only 47% of the baselines used a quantitative survey. (NalinJohri, January, 2002).

A survey conducted on humanitarian organizations on their design process has indicated a serious challenge. The surveys clearly found that humanitarian organizations had failed to consult with recipients in their setting or to use their input in programming. Aid recipients also expressed the opinion that the aid they received did not address their 'most important needs at the time'. The surveys of international aid practitioners, local NGOs and host government representatives likewise pinpointed local consultation as an area much in need of improvement. (ALNAP, 2012)

There is always a balance that needs to be kept the fact that there is challenge in focusing too much on monitoring and not to do enough on monitoring. While failing to monitor is a major mistake, so is trying to monitor too many indicators. (OAK Foundation, 2012)

In Ethiopia context, Non-governmental organizations (NGOs) have been assisting the people of Ethiopia with charitable, relief and development activities, especially since the major famine of 1983/85. International and local NGOs have been actively involved in the development process of the country. The contribution of these NGOs is believed to be paramount for the growth and transformation of the country. It is obvious that their impact is highly dependent on the effectiveness and quality of their development programs.

The relationships between plan activities and expected impact on income poverty of various kinds in different locations, with different causality, have not been researched in advance, so that initially resource allocations and component activities will have to proceed on a trial and error basis. Provision for adequate monitoring and evaluation arrangements, therefore, should be an important aspect. The useful ongoing role of NGOs in these tasks, inside or outside the plan administration framework, needs to be identified and resourced. Monitoring and evaluation procedures are often inadequate, inappropriate, or too resource intensive, with a relative lack of attention on monitoring 'upstream' or input indicators. (Deryke Belshaw and Erin Coyle, 2001)

Even though, all project whether they are implemented by GO or NGO have their own life span, grant projects do have very limited time frame, defined objective with an allocated budget. As grant projects do have various donors and diversified in nature, they are not given emphasis as regular development project in most organization. This includes, most grant project are believed to lack strong and well established DME system as a regular development projects.

World Vision Ethiopia is one of the largest Christian relief, development and advocacy international organizations in the Ethiopia, with a focus on working with children, families and communities to overcome poverty and injustice. For over four decades, World Vision has been working to improve the lives of children in Ethiopia. By improving health, nutrition, education and access to clean water in the communities where it works, WVE is trying to tackle the root causes of poverty. It also helps to empower partners and communities to lead and undertake their own development.

In WVE, program monitoring and supervision activities haven't come out strong over the past few years and this has negatively impacted program results and the organization image. This is reflected on the fact that budget burn rate has not been to the expected level over the past years and this needs thoughtful actions to reverse the situation. Program impacts have been under reported which needs improvement. Lessons and reflection from evaluations need to be distilled and shared internally and externally to inform programming, implementation and monitoring processes and to build positive images with key stakeholders. (World Vision Ethiopia, August 2012)

The recent DME competency assessment conducted on the field level for 18 DME Officers and 32 Operations & Quality Assurance officers indicating that there is serious concern on the DME capacity of WVE field staff. Based on the findings, managing monitoring processes is the top priority area where there is a need to build the capacity of field program staff as managing the monitoring process is a critical function of these officers. It is mentioned in the report that there is a hard to truth DME competency of Operations and Quality Assurance Officers scored

below expected DME competence level in the DME capacity assessment.(World Vision Ethiopia, September 2015)

The mentioned DME capacity gap is not expected to be different in grant projects as well as SO, donors and partners expressed their concern through meeting and email communication that requires further in-depth analysis to understand the practice of DME in grant projects. In fact, WVE has a separate grant projects operation department which is responsible for managing grants execution. The departments comprising different managers are responsible to ensure program results are delivered as per project planned and organizational standard. Yet, there are still issues raised from donors, field level implementers and partners that some of the grants projects design, monitoring and evaluation do not fulfill the required standards.

This study therefore will help to understand the current practice of DME on grant projects. Based on this, the study will focus on the current performance, progress and gaps on design, monitoring and evaluation of grant projects that hampers project execution and affect projects impact. The study will try to identify the root causes related to DME and recommend for gaps for further action by concerned department or staff.

This study will also draw on lessons and best practices as well as practical tips for development practitioners in in DME process.

3. Objectives of the study

The main objectives of this study

- To assess ifeffective DME process, system and toolsare being used in World Vision Ethiopia Grant Projects
- To identify gaps in DME that affect the effectiveness and efficiency of Grant projects
- To make a record on critical steps and process of DME and challenges faced on grant project
- To add action-oriented DME knowledge for WVE grant projects staff to enhance Grant Projects efficiency and effectiveness in particular and for other organizations grant project operation people in general.

4. Research questions

The study encompasses three key pillars of DME, Designing, Monitoring and Evaluation of Grant projects. As these three pillars are wide in their concept, research will attempt to answer the following questions under each pillar in relation to WVE Grant Projects

Design

- Does the project use required tools and systems to carry out grant projects design?
- Does the project have tools and process to decide community need?
- Does the project have a defined theory of change?
- Do you think that the project goal is realistic?
- Does the project have a process steps to decide activities?
- Does the project have realistic cost for each planned activities?

Monitoring

- Does the project have clear monitoring plan that track progress, inform decision, escalate red flags and update project plan? (Timely accomplishment, program quality and cost control)
- Does the project have clear indicators that are linked with logical hierarchy?
- Does the project have monitoring tools and systems used for grant projects?
- Are the role and responsibilities of project managers and partners well defined and documented?
- Are there continuous capacity building systems that enhance project managers and partners capacity for project monitoring?

Evaluation

- Does the project have well defined project evaluation plan?
- Does the project have evaluation TOR that is well prepared, reviewed and endorsed?
- Are the roles and responsibilities of project managers, quality Assurance team and partner well defined for the evaluation?
- Is there a mechanism of which external consultant are selected
- Is there a well-defined process/procedure to monitor evaluation process?

- Is there a mechanism that document project evaluation recommendation and a system to implement them accordingly?

5. Research Methodology

5.1 Universe of the study

Grant Projects that are implemented in FY'2014 and FY'2015 will be the universe of the study. The study will focus on reviewing these projects documents and interview Grant Projects Operation team, Quality Assurance, Finance, Program Development and Supply Chain Departments in relation of DME. Besides, twenty five community groups that have been involved in Environment & Climate Change, Economic Development, Health, Food Security and Education projects will be the study area in relation to DME practice.

5.2 Research Design

The researcher will use scientific method to conduct the study. Descriptive analysis will be the main research approach to be employed to analyze the data. The research will try to describe the performance, progress and gap of Design, Monitoring and Evaluation related issue in the WVE grant projects using survey techniques and secondary data collection. Besides, the checklist is used to examine the existing projects documents of all 32 grants projects that were implemented in FY2014 and FY'2015. The self-assessment questionnaire is used to indicate the DME competency of grant project staff as indicated in their own perception. Comparison will be made in terms of project component/thematic, geographic area of implementation, nature of donor and project budget size.

5.3 Study Area

The study will focus on 32 projects that have been implemented in FY'2014 and FY'2015. It tries to look at these projects and understand their DME practice. Besides, staffs that are involved in the formulation, implementation and quality assurance of these projects from Finance, Program Development, Grants Operation, quality assurance and supply chain department will be the focus of the study.

Five community groups that represent Climate Change, Economic Development, Health, Food Security and Education projects will be interviewed.

5.4 Sampling

Since 2013, WVE has developed a new structure and opened a department responsible for Grants project implementation. Grants Operation used to manage in every department without focus and clear role and responsibilities of various divisions. FY'2013 was a kick off year for the new structure when project were collected from different divisions in this one department and project managers were assigned that are responsible for project execution. So the study takes all projects that have been implemented under this department in FY2014 and FY'2015. All eight project managers that are working on these projects will be interviewed. In addition, eight staff from Finance, Supply Chain, Quality Assurance, PDD (health, education, livelihood and Cross cutting) and GAM that have direct working relationship with the grant projects will be interviewed.

The study team will use two stages of sampling. For the first stage, purposive sampling will be used to categorizing the 32 projects into five main sector/thematic projects. Climate Change & Environment, Health, Economic Development, Food Security and Education Projects are the main sectors of the 32 projects. Then, five projects will be randomly then selected from the mentioned five thematic sectors. The thematic sectors are

- Climate Change & Environment projects
- Health projects
- Economic Development Projects
- Food Security Projects
- Education Projects

10 field staff (one ADP Manager and one project officer for the selected project under the thematic project) will also participate in the interview process. Totally, 26 WVE staff will be interviewed.

In addition, five Woredas will be selected where the five projects were implemented. The project implementation Woreda will be selected randomly. In each Woreda, five different focus groups that consist of Kebeles administration leaders, elders & religious leaders, adult men, adult female and youths including people living with disability will participate in the discussion. KA administration and elders & religious groups are key informant of the study. 10-15 people will participate in one community group. 10 people (minimum) X 5 groups, 50 people will be involved in one Woreda. Totally, 250 people will participate in the focus group discussion. These people will be pre-selected on randomly basis from each group. Religious leaders, KA leaders, adult men and women HH and youths who have been involved in the project cycle will be randomly selected.

5.5 Data collection; Tools and Procedure

Data collections tools and procedures have been formulated for the study. DME checklist, questionnaires and interviews are the three main data collection tools.

DME checklist is prepared to review the existing records of all the 32 grant projects that were implemented in FY'2014 and FY'2015. Data will be collected on these projects in relation design, monitoring and evaluation. Checklist will be used to make assessment in such a way that enable the researcher to gather information whether required DME tools are available and exercised. These will be verified through secondary data collection on the 32 projects documents. Project Proposals, base line reports, monitoring and evaluation plan and evaluation reports are the main documents that are to be reviewed through the check list.

Semi structured interviews are prepared for concerned WVE staff that is to be involved in this research. The questionnaires will be sent to each participant electronically due to the fact that the education background of WVE staff is believed to be adequate to understand the questionnaires. All project managers will be interviewed using the pre-prepared questionnaires. Self-competency assessment questionnaires will also be sent to grant project staff to self-review their DME competency.

Interview on both key informant and focus groups discussion will be carried out in five project implementation Woreda. Enumerators will be trained and the interview questionnaires will be tested before it is used for the focus group discussion.

5.6 Data processing

Data collected from different sources will be reviewed, edited, verified and triangulated. Then, the data will be organized and coded in such a way that it is arranged for analysis. SPSS (Statistical Package for Social Studies) will be employed to process the data collected from semi-structured interview. Qualitative analysis will be conducted on the data that is collected from key informants and focus group discussion. These data will be organized and categorized on major DME components.

6. Chapterization

The study will have five chapters consistent and inter-related with each other. The first chapter will be introduction part that explains the essence of the study subject. Thus, the chapter illustrates the concept of DME in rural development in the context of NGOs. As the study focuses on grant projects in WVE, it will briefly discuss how grant projects are designed and implanted in WVE organizational structure.

The second chapter review related literature with the subject of the study. Various literatures on the area of DME will be discussed in this chapter.

The third chapter focuses on the research methodology on how the reach is carried out. This chapter will discuss how the research is designed, sampling, data collection tools and procedure and data processing are carried out. The fourth chapter will present finding and result of the study. This chapter will discuss the performance, progress and gap of DME system in Grant projects. The last chapter covers conclusion and recommendation of the study. So it encompasses practical suggestion to enhance grant Projects efficiency and effectiveness in WVE in particular and for other organizations grant project operation people in general.

Relevant appendix shall be attached at the end of the chapters.

7. Research Plan

The research will follow the following action plan

S/N	Activity	Time Frame/Schedule
1	Literature Review and Developing Questionnaires	December/2015 – January/2015
2	Sample selection & pre-testing of data collection	Feb 1-5/2016
3	Data collection	February 1-20/2016
4	Editing and processing data	February 20-25/2016
5	Data Analysis	February 20-30/2016
6	Report Writing and submission of the result	March 2016
7	Final Report writing	April 2016

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Appendix I

DME Check list

I. Profile of the grant project

Name of the project _____

Donor of the project _____

Implementation Period _____

Project Budget: _____

Thematic of the project _____

Which Program Development Department led the project proposal? _____

Implementation Area; Region _____ CPO _____ ADP _____

2. DME Checklist

DME Checklist	Documentation Status				
	Fully Available and exercised	Fully Available but not exercised	Partially Available & exercised	Partially Available & not exercised	Not Available
• Do projects undertake any diagnostic assessments?					
• Does the project have base line data					
• Does the project have need assessment report					
• Does the project has review process for project proposals?					
• Does the project have clear objectives					

DME Checklist	Documentation Status				
	Fully Available and exercised	Fully Available but not exercised	Partially Available & exercised	Partially Available & not exercised	Not Available
• Does the project have LFA					
• Does the project has ITT					
• Does the project have reporting system, structure and format?					
• Does the project has monitoring and Evaluation plan					
• Does the projects participate the local community in DME process?					
• Does the project have agreement document with regional government					
• Does the project have annual action plan					
• Does the project has staff recruitment plan					
• Does the project has Financial review process?					
• Does project produce all required monitoring report?					
• Does the project have project management tool					

DME Checklist	Documentation Status				
	Fully Available and exercised	Fully Available but not exercised	Partially Available & exercised	Partially Available & not exercised	Not Available
• Does the project have budget for evaluation?					
• Does the project have methods to use, count and classify beneficiaries (by sex & age)					
• Does the project use Management Information Systems (MIS)					
• Are there evidences that documentation made & shared on lesson learned, evaluation recommendation and best practice?					

Appendix II

Questionnaire for WVE staff

Sex _____ Age _____ Education Status; _____

Job Responsibility _____

Work Experience; In WVE _____ Outside WVE _____

2.1 Question for project managers

Design

- Does the project use required tools and systems to carry out grant projects design?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

In your opinion what is the gap and your recommendation in using tools and systems in project design? _____

- Does the project have tools and process to decide community need?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

In your opinion what is the gap in deciding community need? What is your recommendation for that your suggestion on this? _____

- Does the project have a defined theory of change?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What is the gap in defining theory of change? What is your recommendation?

- Do you think that the project goal is realistic?

- a. Yes, it is realistic and achievable
- b. No, it is not realistic and achievable
- c. I do have doubt that the project goal is achievable
- d. I am not sure
- e. I cannot comment because I don't clearly understand the project goal.

In your opinion, what is the gap in having realistic goal and what to do you recommend?_____

- Does the project have a process steps to decide activities?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What gap is there in the process steps of deciding project activities? What is your recommendation for that?_____

- Does the project have realistic cost for each planned activities?

- a. Fully realistic in all activities
- b. Realistic cost to majority of the activities
- c. Partially realistic
- d. Not realistic cost in majority of the activities (over or under allocated)

What is gap for having realistic cost for project activities? What is your recommendation to address that?_____

Monitoring

- Does the project have clear monitoring plan that track progress, inform decision, escalate red flags and update project plan? (Timely accomplishment, program quality and cost control)

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

In your opinion, what is the gap and what is your recommendation?

-
- Does the project have clear indicators that are linked with logical hierarchy?
 - a. Fully Available and exercised
 - b. Partially Available & exercised
 - c. Partially Available & not exercised
 - d. Not Available

In your opinion, what is the gap and what your recommendation?

- Does the project have monitoring tools and systems used for grant projects?
 - a. Fully Available and exercised
 - b. Partially Available & exercised
 - c. Partially Available & not exercised
 - d. Not Available

In your opinion, what is the gap and your recommendation suggestion on this?__

- Are the role and responsibilities of project managers and partners well defined and documented?
 - a. Fully defined and well documents
 - b. Partially defined&documents
 - c. Partially defined& not documented
 - d. Not defined at all

What is the gap in defining role and responsi9bilities and what do you suggest?

- Are there continuous capacity buildings systems that enhance project managers and partners capacity for project monitoring?
 - a. Fully Available and exercised

- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What is the gap in having continuous capacity building system? What is your recommendation to address that? _____

Evaluation

- Does the project have well defined project evaluation plan?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What is the gap in having evaluation plan? What do you recommend?

- Does the project have evaluation TOR that is well prepared, reviewed and approved?

- a. TOR is well prepared, reviewed and approved
- b. TOR Available, reviewed bur not approved
- c. TOR Available but not reviewed
- d. TOR Not Available

What is the gap in TOR preparation, review and approval? What is your recommendation? _____

- Are the roles and responsibilities of project managers, quality Assurance team and partner well defined for the evaluation?

- a. Fully defined and exercised
- b. Partially defined& exercised
- c. Partially definedbut not exercised
- d. Not defined

In your opinion, what is the gap and your recommendation for this issue?

- Is there a mechanism of which external consultant are selected for evaluation?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What is gap in external consultant selection for evaluation? What is your recommendation? _____

- Is there a well-defined process/procedure to monitor evaluation process

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What is the gap in monitoring evaluation process? What is your recommendation?

- Is there a mechanism that document project evaluation recommendation and a system to implement them accordingly?

- a. Fully Available and exercised
- b. Partially Available & exercised
- c. Partially Available & not exercised
- d. Not Available

What is the gap in documentation and implementation of evaluation recommendation?
What is your recommendation?

2.2 Question for project managers self-assessment

- Project staff understands and effectively applies project design process, systems & tools
 - a. I do not have knowledge and never applied at all in my projects
 - b. I have knowledge but sometimes applied. Usually need support
 - c. I do have knowledge and often applied it. There is need to improve.
 - d. I apply it consistently. It is part of my work culture.
 - e. I do have extensive knowledge and skill. I train and support others.
- Project staff understands and effectively applies project monitoring process, systems and process
 - a. I do not have knowledge and never applied at all in my projects
 - b. I have knowledge but sometimes applied. Usually need support
 - c. I do have knowledge and often applied it. There is need to improve.
 - d. I apply it consistently. It is part of my work culture.
 - e. I do have extensive knowledge and skill. I train and support others
- Project staff understands and effectively applies project evaluation process, systems and process
 - a. I do not have knowledge and never applied at all in my projects
 - b. I have knowledge but sometimes applied. Usually need support
 - c. I do have knowledge and often applied it. There is need to improve.
 - d. I apply it consistently. It is part of my work culture.
 - e. I do have extensive knowledge and skill. I train and support others

2.3 Question for non-project managers staff

Sex _____ Age _____ Education Status; _____

Job Responsibility _____

Work Experience; In WVE _____ Outside WVE _____

- What the key success in grant projects in relation to design, monitoring and evaluation affect the effectiveness and efficiency of Grant projects
- What are the key challenges in relation to DME?
- What do you recommend?

Appendix III

Questionnaire for community members

Profile of FGD participants

Date _____

Region _____ Zone/Sub-City _____

Woreda/Town _____ Kebele _____

Name of interviewer _____ Date of interview _____

Time interview started _____ Time interview ended _____

Type of FGD _____

Number of participants _____

Names & sex of participants _____

Age of participant _____

Role & responsibility in the family _____

Role in the KA (for KIG) _____

1. Questions for focus group discussion

The questionnaires to be used in the course of research with relevant staff in various department staff and community groups are listed below.

- Have you participated in the project design process? If not why?
- Do you think that the project address your need in relation to the project nature? Do you want to comment on that? What?
- Do you know what the project wants to achieve? Do you know the project goal? If yes, do you think that, it is achievable?
- Do you think that the project activities are appropriate? Have enough budgets? if not why?
- Do you participate in project monitoring with project staff? If so, how frequent? If not, why not?

- Do you think the project is being implemented on time? Does the project deliver good quality program?
- What is your role in the project monitoring? If no, what role do you suggest?
- Have you got any training to build your capacity in motoring? What do you recommend?
- Do you feel that your idea and suggestion is taken by project staff?
- Have you ever participated in project evaluation?

Appendixes IV

Data collection, analysis and report writing schedule

S/N	Description of task	Place	Participants/ FGD	Responsible/ ed by	Date
1	Grant projects Document review as per the check list	Addis Ababa		Researcher	December/2015
2	Developing and testing Questionnaires	Addis Ababa		Researcher	January/2016
3	Questionnaires to WVE staff		26 staff	Researcher	February 1-10/2016
	Project managers	Addis Ababa	Eight staff	Researcher	February 1-5/2016
	ADP Managers	Adaberga, LiboKemkem, Shashemene, Asossa, Enmor,	Five staff		
	Project officers	Adaberga, LiboKemkem, Shashemene, Asossa, Enmor,	Five staff	Researcher	February 1-10/2016
	Finance Department	Addis Ababa	2 staff	Researcher	February 1-

S/N	Description of task	Place	Participants/ FGD	Responsible/ ed by	Date
					5/2016
	Livelihood Department	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Education Department	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Health Department	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Grant Acquisition Specialist	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Quality Assurance Manager	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Supply Chain Manager	Addis Ababa	1 staff	Researcher	February 1-5/2016
4	Focus Group Discussion				February 1-5/2016
	Project 1- Energy Efficient Stove Project	Shashemene Woreda	5 groups (one group 10-15 people)	Enumerators	February 15-25/2016
	Project 2- Core Group Polio Project	Asossa Woreda	5 groups (one group	Enumerators	February 15-25/2016
	Project 3- Improving income of poor Households Through Saving Groups And Local VCD	Adaberga	5 groups (one group	Enumerators	February 15-25/2016
	Project 4- Flood Mitigation And Community Resilience	Libokemkem Woreda	5 groups (one group	Enumerators	February 15-25/2016
	Project 5- Integrated Education Project	Enemor Woreda	5 groups (one group	Enumerators	February 15-25/2016

S/N	Description of task	Place	Participants/ FGD	Responsible/ ed by	Date
5	Data processing Analysis	Addis Ababa		Researcher	February 20- 30/2016
6	Report writing	Addis Ababa		Researcher	March 1- 30/2016
7	Final Report writing	Addis Ababa		Researcher	April/2016

Appendix V

Operational Definition of terms used in the project

Area Development Program- is a multi-sectorial program designed for one Woreda which has a five year period consists of interrelated four to six projects. The Area Development Program represents a certain Woreda in terms of intervention and would have a program design document that is prepared every five year for three terms. The funding source of ADP is mainly sponsorship but it could have grant projects depending of the availability of grant projects in that particular ADP.

Design, Monitoring and Evaluation (DME) refers to project design project design, monitoring and evaluation. Design is the process of planning appropriate project and project strategies using assessment results, to show how issues identified can be addressed. Community needs, rights, and priorities are all taken into account in deciding whether to implement a program or project. Monitoring represents an on-going activity to track project progress against planned tasks. It aims at providing regular oversight of activity implementation in terms of input delivery, work schedules, targeted outputs, etc through routine data gathering, analysis and reporting. Evaluation is a time-bound exercise that attempts to systematically and objectively assess relevance, performance and success, or lack thereof, of ongoing and completed projects. Partners collect and analyze relevant data, then make recommendations and decisions about changes to the program or project as a result of evaluation findings.

Grant projects are short term projects that have a life span from one to five years which are funded either by individual donors, government or intergovernmental agencies. These projects have a defined objective, budget and time span which are implemented in ADP area or outside ADP area.

NGOs are any non-profit, voluntary citizens' group which is organized on a local, national or international level. They are task-oriented and driven by people with a common interest. NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health and operate independent from Government.

Sponsorship funded programs- these are programs that have a long term plan and prepared every five year for three terms that is exclusively planned for one ADP. The term sponsorship also implies their exclusive funding source is sponsorship the fact that one sponsor support one child in that particular area and the cumulative collected sponsorship fund is allocated for area development program of the ADP that includes benefiting sponsored children and their families.

Support Offices are World Vision Offices that support national offices (Offices that receives fund) development program. They act as a donor and raise funds from their country and transfer it for national offices that they get from individual donors, corporate and their respective government national programs. WVE has 12 Support Offices in which the biggest share is covered by WV USA, WV Korea, WV Australia, WV Canada, WV Germany and WV UK.

PROFORMA FOR SUBMISSION OF M.A. (RD) PROPOSAL FOR APPROVAL

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Date of Submission :23rd of November/2015

Name of study center :IGNOU, Addis Ababa, Ethiopia

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Title of the Project : Assessment on performance, progress and gap of Project Design, Monitoring and Evaluation system; the Case of World Vision Ethiopia Grant Projects from 2014-2015

Signature of the student :Samuel Tilahun

Approved/Not Approved _____

Date: December 24/2015