



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

**MA PROGRAM IN PROJECT MANAGEMENT**

**ASSESSING PRACTICES OF PROJECT MONITORING AND  
EVALUATION: CASE STUDY IN COMMERCIAL BANK OF  
ETHIOPIA**

**BY GELILA TILAHUN**

**Id No: SGS/0615/2012A**

**Advisor: DEJENE M. (Ph.D.)**

**February, 2021**

**Addis Ababa, Ethiopia**

**ASSESSING PRACTICES OF PROJECT MONITORING AND  
EVALUATION: CASE STUDY IN COMMERCIAL BANK OF  
ETHIOPIA**

**BY GELILA TILAHUN**

**Id No: SGS/0615/2012A**

**Advisor: DEJENE M. (Ph.D.)**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,  
SCHOOL OF GRADUATE STUDIES, COLLEGE OF BUSINESS  
ADMINISTRATION IN PARTIAL FULFILMENT OF  
REQUIREMENTS FOR THE AWARDS OF THE DEGREE OF  
MASTER OF ARTS (MA) IN PROJECT MANAGEMENT**

**February, 2021**

**Addis Ababa, Ethiopia**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

---

---

Advisor

Signature

---

---

External Examiner

Signature

---

---

Internal Examiner

Signature

---

---

# Table of Contents

DECLARATION.....	iii
ENDORSEMENT.....	iv
ACKNOWLEDGMENTS .....	v
List of Table.....	
ACRONYMS.....	i
ABSTRACT .....	ii
1. INTRODUCTION.....	1
1.1 Background of the study.....	1
1.2 . Statement of the problem .....	3
1.3 Research question .....	4
1.4 Objectives of the research .....	5
1.4.1 General objectives .....	5
1.4.2 Specific Objectives .....	5
1.5. Scope and limitation of the study.....	5
1.6. Significance of the study .....	5
1.7. Organization of the study .....	6
2. REVIEW OF THE RELATED LITERATURE .....	7
2.1. Theoretical Review.....	7
2.1.1. Monitoring and evaluation practices Concepts.....	7
2.1.2. Purpose of Monitoring and Evaluation.....	9
2.1.3. Project Monitoring.....	10
2.1.4. Project Evaluation.....	13
2.1.5. Difference between Monitoring and Evaluation.....	15
2.1.6. Project Monitoring and Evaluation indicators .....	16
2.1.7. Monitoring and evaluation budget:.....	17
2.1.8. Stakeholder involvement: .....	17
2.1.9. Capture and Documentation of Lessons Learned:.....	20
2.1.10. .Challenges in M&E .....	21
2.1.10.1. Lack of Monitoring and Evaluation.....	22
2.1.10.2. Inadequate Financial Resources.....	23

2.2	Empirical Review .....	23
2.2.1	Monitoring and Evaluation Practice .....	23
2.2.2	Knowledge Gap .....	27
2.3	Conceptual Framework .....	27
3.	RESEARCH DESIGN AND METHODOLOGY .....	30
3.1.	Research Design and Approach .....	30
3.2.	Population and Sampling Techniques .....	31
3.3.	Types of Data and Tools/Instruments of Data Collection .....	32
3.4.	Methods of data analysis .....	32
3.5.	Ethics and Confidentiality .....	33
4.	DATA PRESENTATION, ANALAYSIS AND INTERPRETATION .....	34
4.1.	Introduction .....	34
4.2.	Respondents' Demographic Information .....	35
4.3.	Practices of monitoring and evaluation .....	35
4.3.1.	Monitoring and Evaluation practices in CBE .....	36
4.3.2.	Type of monitoring and evaluation plan employed by CBE .....	37
4.3.3.	Separate Budget Allocation .....	39
4.4.	Major challenges to implement M & E on the projects .....	42
5.	SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS .....	45
5.1.	Summary of finding .....	45
	REFERENCE .....	50

## **DECLARATION**

I, the undersigned, declare that this thesis is my original work; prepared under the direction of DEJENE M. (Ph.D.) all sources of materials used for the thesis have been accordingly accredited. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of receiving any degree.

**Gelila Tilahun**

Name

\_\_\_\_\_  
Signature

**St. Mary's University Addis Ababa December, 2021**

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

---

Advisor Signature

**St. Mary's University Addis Ababa December2021**

## **ACKNOWLEDGMENTS**

First and for most I need to express my deepest gratitude to the almighty God for his unconditional love. Secondly, I would like to appreciate my advisor Dejene M. (Ph.D.) for his greater effort on supporting me, commenting my work and giving valuable advices. Thirdly, I like to thank all the research participants especially CBE project managers, director team leaders and others. Finally, much love for my family and friends, for standing on my side on my way of life.



## **List of Table**

Table 4. 1 Demographic Information .....	35
Table 4. 2 Involvement of stakeholders in the M&E activities .....	36
Table 4. 3 Major monitoring and evaluation planning aspects.....	37
Table 4. 4 Type of M&E plan use .....	38
Table 4. 5 Separate Budget Allocation .....	39
Table 4. 6 Experience sharing .....	39
Table 4. 7 Schedule monitoring.....	40
Table 4. 8 Monitoring project resources.....	41
Table 4. 9 frequency and %age of respondents rating to the possible challenges .....	43

## **ACRONYMS**

CBE	Commercial Bank of Ethiopia
IFRCS	International Federation of Red Cross and Red Crescent Societies
IFC	International Finance Corporation
M & E	Monitoring and evaluation
UNDP	United Nations Development Program
ECPE	Ethiopian Country Program Evaluation

## **ABSTRACT**

*The purpose of this study is to assess the current practices of monitoring and evaluation at CBE. This study uses descriptive research design, a mixed research approach to explore the monitoring and evaluation practice in detail. Purposive sampling technique is used to determine sample, and the sample size was 38. Concerning planning of M & E, there are good practices of M & E except the absence of separate budget for monitoring and evaluation. In the process of M & E, finance, activities and schedule are checked at least once in month. The most challenges in M & E are lack of the right performance indicators, lack of expertise, and inaccuracy in data collection, failure to prepare appropriate data collection and failure to process and analyze data. The study recommends that there should be separate budget for monitoring and evaluation of all projects. Because the monitoring and evaluation plan have problem in design, ideas should be forwarded and there should be a committee who can evaluate and revise the plan. The plan should provide the appropriate evaluation design and appropriate performance indicators. The monitoring and evaluation plan should also be given to experts who have both technical skills and experience. These experts shall have the skill on data collection and processing and analyzing the collected data. Further researches are also recommended.*

**Keyword:** *monitoring, evaluation plan, implementation, practice, challenges*

# CHAPTER ONE

## 1. INTRODUCTION

This chapter begins with discussing background of the study that gives some awareness on the issues of monitoring and evaluation in the organization. Afterwards, discusses on Statement of the problem which shows the direction of the study and explains the reason to carry out this study. Following this, both general and specific objectives of the study, the research questions are presented. Finally, scope of the study, limitation of the study and significant of the study are presents.

### 1.1 Background of the study

Many third world countries have numerous projects in an attempt to improve their infrastructure and this improves the standard of living of its citizens (Burke, R. 1999). Huge sums of money are put into this activity and it is important to get value for money. Two aspects that would contribute towards ensuring these are monitoring and evaluation. Unfortunately, many project owners and managers do not recognize the need and usefulness of these two (Kerzner.H1997).

Project success is the question of completing a project against its main design constraints set at the start of the project and on time, within budget, in accordance with the set specifications or standards, and with customer satisfaction respectively (Ottosson, 2013).

The bank uses M&E on projects, to determine whether a project has achieved the desired outcomes, which in turn facilitates the decision-making process in terms of the performance of the project. Monitoring and evaluation can play a major role in enhancing the effectiveness of projects. Hence, the M&E system is really one of the pillar activities at the bank (Gudda, 2011).

Nowadays, there is a growing realization of the need of Monitoring and Evaluation practices across the globe. Monitoring and evaluation helps the company learn from past successes and challenges and inform decision making process (Gudda, 2011).

According to Ermias.H (2007,) Monitoring is management's continuous examination of progress achieved during the implementation of an undertaking to track compliance with the

plan and to take necessary decisions to improve performance and Evaluation is a systematic and impartial assessment of a project, program, strategy, policy, institutional performance, etc. it focuses on expected and achieved accomplishments, examining the results chain and processes, in order to understand achievements and the lack thereof. The success of projects depends on various factors. One of the key factors for project success is having a sound monitoring and evaluation system and practices to make informed decisions and document lessons learnt for future programming, design and implementation (Gudda, 2011).

With the above statement in mind projects in CBE are monitored and their progress is evaluated on a weekly basis. Project's cost, time, scope, quality and resources (material, equipment and labor) are the major constraints which are assessed continuously.

The aims of monitoring and evaluation is to provide information that can help inform decisions, improve performance and achieve planned results (Ottosson, 2013). Gudda (2011) states monitoring and evaluation as one of the management functions called controlling and it is the process of monitoring, evaluating, and comparing planned results with actual results to determine the progress toward the project objectives. Determining the relevance and fulfillment of project objectives, developmental efficiency, effectiveness, impact and sustainability based on Project M&E guide (IFRCS, 2011). However, the quality of data reported, the consistency of the reporting period, the effectiveness of this system, its strength and weakness has never been studied. The significance of the system on the bank project performance and success has also never been clearly identified and properly peached to the company employees too.

Even though the company is using M&E in its project management process, the current status of this specific practice has never been studied before. Recognizing the current status of the companies M&E practice helps in making an informed decision and produce a lesson learned situation for future projects (IFRCS, 2011).

Existing conditions at the firm show that when the firm draws plan for its projects it is going to be based on many ideas and events, however this does not guaranty us that the plan is going to be implemented without any drawbacks. It is a well-known fact that during the project implementation stage, we might come across a lot of unexpected circumstances

which we did not plan for during the planning phase (Sears et.al, 2015). Hence the need to consistently monitor and evaluate the implementation of project plans is undisputable, till the end. In addition to that, similar studies state that the information gathered through an M&E practices supports the organization through facilitating the achievement of its objectives and to make an informed decision (Ottoosson, 2013).

Therefore, in order to fill this gap, this study assess the current M&E practices of the bank and its impact on projects. The question of how and by whom it is done, as well as where and when the information for M&E process is gathered are also going to be studied. In addition to that possible recommendations forwarded with a strong believe that the bank able to appreciate the benefits of its M&E practices. Finally, the study points out the overall significance of the bank's M&E practice and identify its strength and weakness too.

## **1.2 . Statement of the problem**

Monitoring and Evaluation (M&E) provides government officials, development managers, the development and private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocation of resources and demonstrating results as part of accountability to key stakeholders (International Finance Corporation (IFC), 2008). Currently, there is high demand for achieving development projects results and demonstrate effective M&E to maximize organizational performance in Ethiopia to bring tangible change in community livelihoods. This calls for having effective project monitoring and evaluation practice in place for sustainable improvement and quality of performance in any organizational activities (Bid 2014). However, according to Ethiopian Country Program Evaluation [ECPE] (2010), in Ethiopia, most of the government organizations do not use monitoring and evaluation system in appropriate manner for their projects. Besides assessment of existing M&E capacity in Ethiopia reveal gaps in both institutional and individual skills development for monitoring and evaluation. According to a report on capacity building in Africa (Ethiopia), there are many misconceptions and myths surrounding M&E like: it's difficult, expensive, requires high level skills, time and resource intensive, and only comes at end of a project and it is someone else's responsibility (IFC, 2008). IFC evaluated that there is often a sense of frustration because expectations of M&E activities appear to outstrip resources and skill sets (IFC, 2008).

The main aim of monitoring is to be able to detect problems at an early stage where it is still possible to change aspects of the project and thus turn it towards a successful outcome. Besides, monitoring contains elements of accountability in that it confirms whether projects conform to agreements and project plans. However, it is important that the problem solving and forward-looking perspective is stressed. Most projects in developing countries in general and in Ethiopia in particular face a huge cost and time overrun. This cost and time overrun can be minimized by using effective monitoring and evaluation system in projects (Ermias, 2007).

In a situation that there is scarcity of resources especially shortage of foreign currency, projects that consume imported materials and use foreign currency should be monitored and evaluated effectively. Unless projects are monitored in a way that can teach project participants how to save resources or minimize costs and use the available time effectively, the challenges of monitoring and evaluation should be examined. Effective use of opportunities can also help to improve performance of the project. The effectiveness and efficiency of projects can again contribute for increasing productivity in the company in particular and in the economic system in general. M&E tracks the results produced (or not produced) by governments and other entities. Monitoring and evaluation improves management of the output and outcomes while encouraging the allocation of effort and resources in the direction where it has the greatest impact. Therefore, there are two key reasons for undertaking the research on this topic. lack of experience; limited financial and staff resources; gaps in technical knowledge with regard to defining performance indicators, the retrieval, collection, preparation and interpretation of data; and inefficient monitoring and evaluation practices.

The first reason is to deal with a current monitoring and evaluation system issues and challenges in the organization and the other reason is to describe the monitoring and evaluation practices and to provide empirical evidence that inform an improved system.

### **1.3 Research question**

- How and to what extent monitoring and evaluation of IT project are practice in CBE
- What are the key factors that affect or challenges to implement monitoring and evaluation in CBE Projects?

## **1.4 Objectives of the research**

### **1.4.1 General objectives**

The general objective of this research is to assess the practice of monitoring and evaluation of project in CBE

### **1.4.2 Specific Objectives**

- To explore the current monitoring and evaluation practice of M&E of CBE in IT project
- To investigate the major challenges faced in practice and establishing M&E system for IT project in CBE

## **1.5. Scope and limitation of the study**

The study is done on the practices of monitoring and evaluation of projects. The study discuss the monitoring and evaluation issues of projects especially IT projects in commercial bank of Ethiopia. According to Creswell (2003) delimitation“ is a parameter defining the “boundaries, exceptions, reservations” in a research, and its inclusion and position in a research proposal or write up varies from one situation to another. Particularly, it focused on organizational, people, such as director, project manager, team leaders so it looks in to the perception of both management and employees. The study focuses on 38 of the target group for the assessment of assessing the practice of monitoring and evaluation. Since the researcher is doing the study together with the normal work load, shortage of time was a great challenge. The other challenge happened in the data. Respondents were too busy to reply to my questions.

## **1.6. Significance of the study**

This study has a boundless role to different institutions or organization, who wants to implement monitoring and evaluation. Particularly it is also necessary to the concerned official of the bank in order to identify the challenges and the gap areas. It may also allow the counseling bodies and so onward to be aware of implementing the practice of M&E in further on of time. The study has a certain practical but more of theoretical significance.



Finally, arrive at a certain finding and manage up with potential recommendations. And produce document which is use as reference or guidelines material for another researcher.

### **1.7. Organization of the study**

Chapter one of the study is introduction that focuses on the background of the study, statement of the problem and objectives of the study. Chapter two focuses on literature: both theoretical and empirical literatures. The third chapter is about the methodology by which the study employed. This chapter focuses on the sources of data, sampling techniques and sample size determination and the method of data collection and analysis. Chapter four of the paper discuss findings and presents the results from the sources. The last chapter focuses on conclusion and recommendation of the study.

## **CHAPTER TWO**

### **2. REVIEW OF THE RELATED LITERATURE**

#### **2.1. Theoretical Review**

##### **2.1.1. Monitoring and evaluation practices Concepts**

When we look at how organization monitor and assess their projects in the government organizations, we see a wide range of approaches. Monitoring and evaluation programs have become a big industry within the development sector, but practices seem less developed with regard to government sector interventions (Joitske, 2009). Joitske. (2009) describe terms such as—impact, performance, results and accountability—have assumed a new prominence in M&E over the last five years. This urgency to demonstrate the effectiveness of projects and programs does not seem to be felt at the same level of government office particularly development sector M&E interventions. Ermias in his thesis states that non-government organizations (NGOs) have a good practice and experience on M&E system as compared to government organizations (Ermias, 2007).

Norman (2005) describes the experience of how to implement M&E system, with the framework for the M&E system developed, and if an indicator matrix has been drafted, the first have been taken towards implementing M&E system for a project. Often in the routine administrative systems, for example the financial system, many of the elements needed for monitoring are in less as well. But each project is specific, and almost certainly, training for staff is necessary if the M&E system is to be successfully implemented. Norman (2005) makes clear that resources are needed for implementing M&E activities. These are both human resources and financial resources. And some other material resources are also necessary, although many of these things are likely to be available in a project for use in other activities as well as in M&E. Generally, the following are the best practices associated with monitoring and evaluations. The project should have a monitoring and evaluation plan. The plan should be prepared as an integral part of project plan and design and The integration is for clear identification of project objectives for which performance can be measured. (Affairs, 2004).

Monitoring and evaluation should be assisted by a coherent structured conceptual framework. The framework aids in identifying the logic behind project elements and performance measurement, how they are related and the underlying assumptions. One of the best practices that have been adopted because of its structured approach is the use of the logic framework approach (LFA) as a tool to support both the planning and the monitoring and evaluation functions during implementation (Aune, 2000 and FHI, 2004). Vann open (1994) as quoted by Aune (2000) argues that the LFA makes the planners of the project from the start to think in terms of measuring performance by identifying the measures and criteria for success during the planning stage. This gives it great leverage in that from the beginning the project design hence implementation is integrated with performance measurement through identification of indicators that will demonstrate how the project is performing during implementation.

Monitoring and Evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. The past, present and the future will be linked through this system. It is one of the most powerful tools that influence the performance of a project (Gudda, 2011).

M&E is a key component of project management that gives control over the main parameters that define a project; scope, quality, resources, completion time and cost (kerzner, 2017). Basically, we start the M&E process by measuring actual performance, which is then compared against planned performance. If there is any deviation or variance, we analyze the causes. We formulate corrective actions and implement them to correct the variance, then repeat the process by measuring the revised performance and comparing it to planned activities until there is no more (levy, 2013).

An information system facilitates recording, organization, retrieval, and dissemination of knowledge, which may include documents, reports, procedures, practices and skills. Generally, we need information to track and assess what has changed, both intended and unintended, and to understand the reasons for the changes. The information collected might either be; Quantitative information expressed in numerical terms as numbers and ratios for example and allow us to answer 'what', 'how many' and 'when' questions or Qualitative information is expressed through descriptive prose and can address questions about 'why'

and ‘how’, as well as perceptions, attitudes and beliefs (Hobson, 2013).

Data collection methods and tools are an important element in M&E. The baseline survey, which aims at collecting baseline data about a situation, is an early element in the monitoring and evaluation plan whose information is used to systematically assess the circumstances in which the project commences. It provides the basis for subsequent assessment of how efficiently the activity is being implemented and the eventual results achieved. A baseline survey, simply put, is a study that is done at the beginning of a project to establish the status quo before a project is rolled out (Gaventa, 2010).

At the beginning of the M&E process a baseline data on indicators is necessary to know or understand the situation before the project is started. They are derived from outcomes and indicators. Indicators are measures of change(s) brought about by an activity. They communicate information about progress towards particular goals. They provide both qualitative and quantitative data that reveal the effectiveness of project implementation that is, problems encountered, and successes achieved so far (Gudda, 2011).

M&E findings have many potential audiences and the main purpose of communicating findings is to ensure accountability and motivate stakeholders to action. A key communication task is to ensure that your findings are correct and are properly archived to be accessed at any time (Gudda, 2011).

### **2.1.2. Purpose of Monitoring and Evaluation**

M&E helps to determine the extent to which the project is on track and make the necessary corrections consequently, to make an informed decision regarding the management process, to ensure the most effective and efficient use of resources and also helps to evaluate the extent to which the project is having or has had the desired delivery (Mayne, 2013). The aim of M&E is to determine the fulfillment of objectives, determine efficiency, effectiveness and impact of a project (OECD, 2011).

Monitoring and evaluation systems can be an effective way to provide constant feedback on the extent to which the projects are achieving their goals, categorize potential problems at an early stage and propose possible solutions, Monitor the accessibility of the project to all

sectors of the target population, Monitor the efficiency with the extent to which the project is able to achieve its general objectives and Provide guidelines for the planning of future projects (Gudda, 2011).Monitoring and evaluation can help organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic improvement, reorientation and future planning. Without effective planning, 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 (Hobson&Mayne, 2013).

Both big and small organizations should monitor and evaluate their projects to have its benefit which is outlined in project/ program monitoring and evaluation guideline (IFRCS, 2011)according to this guideline performing monitoring and evaluation to any project will be important to the organization because: It Support project implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve project performance. It Contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that can gain the full benefit from what do and how organization do it. It Uphold accountability and compliance by demonstrating whether or not the work has been carried out as agreed and in compliance with established objectives. It Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of work, modeling openness to criticism, and willingness to learn from experiences and to adapt to changing needs. It Promote and celebrate the work by highlighting, accomplishments and achievements of contributing to resource mobilization.

### **2.1.3. Project Monitoring**

According to monitoring is collecting the necessary information with a minimum effort in order to make a routing decision at the right time. The information gathered contains an important and necessary data base for analysis, discussion, evaluation and reporting. It is a regular and systematic process integrated in all the cycle of projects. It is a continuous function that aims primarily to provide project managers and stakeholders of ongoing project with early indications progress or lack thereof, in the achievement of project

objectives (Gudda, 2011).

Monitoring is a broad management strategy aimed to see if programs are doing the right thing and are doing it right, in order to improve their quality. A good monitoring is focused on results, records this results in reports, makes recommendations and follows-up with decisions and action. Its scope includes assessing the progress of projects and also providing managers with information that will be used as a basis for making decisions and taking action (Ritz&levy, 2013).

Monitoring involves repeated assessment of a situation over time. Having an initial basis for comparison helps you to assess what has changed over a period of time and if this is a result of the project's presence. So, you must have information about the initial starting point or situation before any intervention has taken place. This information is what is commonly known as the "baseline" of information. It is the line of the base conditions against which comparisons are made later on (Simon, 2013).

Project Monitoring is the consistent systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives for the purpose of the management and decision making (MOFED, 2008). Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (Bank, 2011).

Moreover stated that monitoring involves the collection of routine data that measures progress towards achieving projects objectives and helps to understand progress in the intervention performance over time. It is an internal project activities and an integral part of day- to-day activities which involves" establishing indicators of efficiency and effectiveness, analyzing information and using information to inform day-to-day management, (MOFED B. A., 2010 and 2008).

The main goal of monitoring is to be able to detect problems at an early stage where it is still possible to change aspects of the project and thus turn it towards a successful outcome.

Furthermore, monitoring contains elements of accountability in that it confirms whether projects conform to agreements and project plans. However, it is important that the problem solving and forward looking perspective is stressed (IUCN, 2005).

According to Gudda (2011) the types of monitoring include process monitoring, technical monitoring, assumption monitoring, financial monitoring and impact monitoring. Process monitoring; it involves a routine data collection and analysis in order to establish whether the project tasks and activities are leading towards the intended project results. This kind of monitoring measures the inputs, activities and outputs. It informs managers and owners of the project in keeping a check on whether activities in project are up to schedule. Managing physical progress can be linked to managing time. Project outputs, Project inputs, Progress of project according to objectives and the way the project is managed, and style of work are items to consider during physical progress monitoring. Technical monitoring; assess the strategy that is being used in project implementation to establish whether it is achieving the required results. It involves the technical aspects of the project such as the activities to be conducted. Assumption monitoring; any project has its working assumptions which have to be clearly outlined in the project log frame. These assumptions are those factors which might determine project success or failure, but which the project has no control over. Assumption monitoring involves measuring these factors which are external to the project. it involves the process of writing down the risks, assessing them and making all project team members be aware of their existence. .Impact Monitoring: it is a type of monitoring which continually assesses the impact of project activities to the target population. Financial Monitoring; refers to monitoring project expenditure and comparing them with the budgets prepared at the planning stage. Financial monitoring is important for accountability and reporting purposes, as well as for measuring financial efficiency and ensuring there is no excess or wastage of fund. It is used to estimate project cost at completion (PMI, 2013).

#### **2.1.4. Project Evaluation**

Project Evaluation is a useful tool for managers to use to carry out deep assessments of the design, efficiency, effectiveness, implementation or impact of programs, and for identifying improvements of the projects. According to project evaluation can be defined as a process that attempts to determine, as systematically and objectively as possible, the achievement of result in light of relevance, efficiency, effectiveness, impacts and sustainability of project activities. It is the process of determining the worth or significance of a development activity, policy or program to determine the relevance of objectives, the efficiency of design and implementation, the efficiency of resource use, and the sustainability of results. An evaluation should incorporate lessons learned into the decision making process of both partner and donor (M&Berhanu, 2008 And 2010).

Evaluation is a learning and management tool; assessing what has taken place in order to improve future work, determine how far objectives have been achieved and whether the initial assumptions about what would happen were right; and, to make judgments about effectiveness, efficiency, impact and sustainability of the work. (Garbutt, 2013).

Evaluation is the periodic assessment of changes in desired outcomes that can be attributable to a program's interventions. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability (Catherman, 2013).

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (IFRCS, 2011). According to the IFRCS, 2011 the evaluation standards that guide us in evaluating our work are Utility, Feasibility, Ethics and legality, Impartiality and independence, Transparency, Accuracy, Participation and Collaboration.

Project monitoring and evaluation are collaborative and essential project management tools and tend to be used as a single phrase, and in many ways closely linked. Thus, there is not



much point in doing monitoring if one cannot evaluate it, and one cannot evaluate something unless monitoring is conducted earlier. Monitoring information is a necessary but not sufficient input to the conduct of rigorous evaluations. While monitoring information can be collected and used for ongoing management purposes, reliance on such information on its own can introduce distortions as it typically covers only certain dimensions of a project's or program's activities, and careful use of this information is needed to avoid unintended behavioral incentives (MOFED, 2008).

Based on evaluation timing the different types of evaluation are (IFRCS, 2011). Formative evaluation; evaluation done during project implementation to assess project performance, providing continuous feedback to inform on-going changes and improvements. Summative evaluation: is a form of assessment that traces its roots back to measuring the attainment of goals and objectives over time. It occurs at the end of project and program implementation to assess effectiveness and impact. Midterm evaluations; is evaluation that occur midway through the project evaluation formative in purpose. Final evaluations; are summative in purpose and are conducted at the completion of project implementation to assess how well the project achieved its intended objectives. Ex-post evaluations; are conducted sometime after implementation to assess long term impact and sustainability. Based on who conducts the evaluation Internal or self-evaluations; are evaluations conducted by those responsible for implementing a project. External or independent evaluations; are evaluations conducted by evaluator(s) outside of the implementing team, lending it a degree of objectivity and often technical expertise. Participatory evaluations; are evaluations 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. Based on evaluation technicality or methodology: Real-time evaluations: are undertaken during project/program implementation to provide immediate feedback for modifications to improve ongoing implementation. Meta-evaluations; are used to assess the evaluation process itself. Thematic evaluations: focus on one theme, such as gender or environment, typically across a number of projects, programs or the whole organization. Cluster/sector evaluations: focus on a set of related activities, projects or programs, 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/program, rather than on its management and delivery.

### **2.1.5. Difference between Monitoring and Evaluation**

Monitoring and evaluations are interactive and mutually supportive processes. The main difference between monitoring and evaluation is their timing and focus of assessment. Monitoring is ongoing and tends to focus on what is happening. On the other hand, evaluations are conducted at specific points in time to assess how well it happened and what difference it made. Monitoring data is typically used by managers for ongoing project implementation, tracking outputs, budgets, compliance with procedures, etc. Evaluations may also inform implementation, but they are less frequent and examine outcomes. However, monitoring and evaluation are essentially associated too; monitoring typically provides data for evaluation, and elements of assessment take place when monitoring (IFRCS, 2011).

Lesson learnt is knowledge or understanding gained by experience. The experience may be positive, as in a successful test or mission, or negative, such as failure. A lesson must be significant in that it has a real impact on operations and valid that is factually and technically correct. It should be applicable in that it identifies a specific design or process that reduces or eliminates the potential failures and reinforces a positive result (Nasa, 2001). The attention paid by development projects and evaluators to 'lessons learnt' as a result of the M&E process has increased over the past decade (UNEP, 2007).

The two major uses of M&E findings which are instrumental or conceptual use. Instrumental utilization of M&E findings occurs when a decision or action follows the evaluation results and is often associated with recommendations (Patton, 2001). Evidence that confirms the use of recommendation can readily be allocated, particularly if recommendations identify a specific actor, action, performance target and means of verification (Patton, 2001). Conceptual utilization of M&E findings, on the other hand, contrasts with instrumental use where no decision or action is expected; rather, it involves the use of evaluation to influence thinking and deepen understanding by increased knowledge. This knowledge might be clarifying a program model, testing theory,

distinguishing kinds of interventions, understanding how to measure outcomes (Patton, 2001). In addition, the conceptual use may reduce uncertainty, offer illumination, enlighten funders and staff about what participants really experience, enhance communication. The conceptual use of M&E findings, by its very nature, often difficult to discern. Lessons might be utilized, but evidence of such use or influence of learning is usually lacking (Patton, 2001).

### 2.1.6. Project Monitoring and Evaluation indicators

Indicators are a measure that is used to demonstrate change in a situation, or the progress in, or results of, an activity, project, or program. They are quantitative and qualitative criteria that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention or to help assess the performance of a development actor. Indicators do not have to be many, a few good indicators are better than having many indicators.

Indicators can be expressed in quantitative terms-where numbers are used to measure changes (such as percentage, rate, and ratio) and in qualitative terms-where words are used to describe changes for example, perception on well-being, quality of life and quality of diet.

Table 2. 1 Types of indicators and purpose source (TANGO (2007) and World Bank (2004)

Types of Indicators	Purpose
Impact indicators	Measure the extent to which the overall program goals are being Achieved
Outcome indicators	Measure the extent to which the project objectives are being met
Output indicators	Measure project deliverables
Input indicators	Measure the extent to which the planned resources e.g. money, materials, personnel are being utilized
Performance indicators	Measures of inputs, processes, outputs, outcomes, and impacts for development projects. Performance indicators enable managers to track progress, demonstrate results, and take corrective action to improve project objectives and goals achievements.

### **2.1.7. Monitoring and evaluation budget:**

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 monitoring and evaluation function the due recognition it plays in project management (McCoy et al., 2005). Some authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget (Kelly and Magongo, 2004). The intention with this practice is not to be prescriptive of the percentage that is adequate, but to come up with sufficient funds to facilitate the monitoring and evaluation activities. Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function

**Schedule of monitoring and evaluation:** The monitoring and evaluation activities of the project should be included in the project schedule so that they are given the due importance they require, not only done at the whims of the project manager (Handmer and Dovers, 2007 and 2005).

**Individuals for monitoring and evaluation activities:** There should also be an individual who is directly in charge of the monitoring and evaluation as a main function (Magongo, 2004) and an identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings (AusAid, 2006).

**Specification of the frequency of data collection:** There should be a clear specification of how often monitoring and evaluation data is to be collected and from whom. There should also be a specification of a schedule for monitoring and evaluation reports to be written (Walter, 2014). The monitoring should be done regularly in order to be able to track the project and identify problems early enough before they go out of hand. The regularity of monitoring could be a function of the size of the project, but a monthly frequency would be adequate, monitoring every 3 months would still be acceptable. The monitoring would involve collecting data, analyzing and writing a report at the specified frequency (Ausaid, 2006).

### **2.1.8. Stakeholder involvement:**

Involvement of all stakeholders (beneficiaries, implementation staff, donors, wider communities) in the monitoring and evaluation process of the project is very important.

Participatory approach to monitoring and evaluation is viewed as an empowerment tool for the beneficiaries and other stakeholders of project who in most cases are not consulted in this function. It is also demonstration of downward accountability i.e. accountability to the beneficiaries. There is a lot of emphasis on upward accountability (Aune, 2000). This obsession with upward accountability creates a barrier between the project and other stakeholders in terms of monitoring and evaluation, this result in the process being geared towards satisfying the demands of the donor at the expense of the other stakeholders. Involvement of the beneficiaries in monitoring and evaluation gives them a sense of ownership and contributes to long term sustainability long after the project donor has ceased financing the project and also increases the chance of more beneficiaries to take up the services of the project. Other key neglected Stakeholders are the field staff involved in implementing the project. The different inputs of the project need to be monitored effectively to ensure that they are used optimally on project the activities in order to produce the desired outputs. The recommended practices for monitoring each of the inputs as identified by the log frame approach include the following.

Financial resources should be tracked with a project budget with the project activities having cost attached to them, with comparison of what has been spent on project activities with what should have been spent as per planed expenditure in the budget (Crawford, 2003). This information of expenditure is obtained from the individual in charge of project accounts. This comparison of actual expenditure versus planned expenditure should be done regularly to determine if the project is not going over budget.

Norman (2005) gives details about the finance resources M&E should have a separate budget. Some projects have a specific budget for M&E activities, in others a specified percent of total budget might be set aside, whilst in others nothings is provided and all activities must be funded from—regular budget. A number of items that should be included in a budget are: field data collection-fees and per diems for enumerators; incentive payments for informal data collectors/informants; travel expenses for project staff engaged in M&E activates; fees, per diems and expenses for midterm review; materials; and fees, per diems and expenses for ex-post evaluation.

Human resources on the project should be given clear job allocation and designation is suitable to their expertise, if they are inadequate then training for the requisite skills should be arranged. 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 (Reijer, 2002). (Norman, 2005). Explains about the human resources experiences that are required: it is important to identify a person in the project office who serves as the coordinator for all M&E activities. There are activities which are very important for the practicality of monitoring and evaluation system. Processes or activities to be done on the project are tracked with aid of a project schedule or project timeline. At regular intervals actual schedule of activities done is compared with the planned schedule to determine whether the project is within schedule or over schedule (Bryce, 2003).

For monitoring outputs of the project, it is important to use a mix of both qualitative and quantitative indicators. Quantitative indicators look at outputs in terms of numbers, such as number of people reached, number of trainings carried out, number of materials distributed (Hughes, 2002). Quantitative information such as attendances, people served, is best captured by a standardized form then information is aggregated at regular intervals (Gyorko, 2002). Materials distributed can be captured by a standard distribution log. The standardized facilitates the implementation staff and allows for comparability across implementation areas and also facilitates the implementation staff and allows for comparability across implementation areas and also facilitates data entry of the information. These actual outputs at specified periods such as monthly are then compared with planned or targeted outputs as illustrated in the project plan. Qualitative indicators describe situations and give an in-depth understanding of issues of the outputs. Methods such as focus groups discussions, observation, interviews are used with qualitative methods of monitoring. For evaluation of both the outcomes and goals, both qualitative and quantitative methods are recommended in order to get clear in-depth understanding in to the success of the development projects project (Hughes, 2002). Outcomes and goals are best evaluated with both qualitative and quantitative data. Data from project records is very vital and should be kept securely up to the end of the project and even longer (Muzinda, 2007). This helps in getting the whole picture of the project and is cost effective.

### **2.1.9. Capture and Documentation of Lessons Learned:**

Lessons learned from the implementation should be captured and documented for incorporation into the subsequent projects and sharing with other stakeholders. The lessons would include what went right in implementation and what went wrong and why so that the mistakes are not repeated in the subsequent projects (Reijeret et al., 2002). These lessons should be shared with the implementing staff. Sustainability of the project should be determined. It is not easy to determine sustainability, but the level of the communities' involvement can give an indication of the continuation of the project activities even at the end of funding period.

Programs learned from the implementation should be captured and documented for incorporation into the subsequent projects and sharing with other stakeholders. The lessons would include what went right in implementation and what went wrong and why so that the mistakes are not repeated in the subsequent projects ( (Monitoring and Evaluation of Projects in Government Organizations: - Expectations and, 2007). These lessons should be shared with the implementing staff. Sustainability of the project should be determined. It is not easy to determine sustainability, but the level of the communities' involvement can give an indication of the continuation of the project activities even at the end of funding period.

Dissemination of monitoring and evaluation findings: There should be a monitoring and evaluation findings dissemination plan. Monitoring and evaluation findings should be disseminated to the stakeholder by way of a report to the other depending on his requirement, communication or report to the community and beneficiaries and to the implementing staff to improve on their implementation practices and strategies (McCoy et. al., 2005).

Reporting and follow up of monitoring and evaluation: justifies, once project monitoring and evaluation are planned and implemented, thoroughly analyzed findings must be reported. Based on provided recommendations, follow up activity is very crucial to take corrective measures, to take lesson and re-planning (MOFED, 2008).

### **2.1.10. .Challenges in M&E**

M&E is a significant factor of project design and implementation. It is also a management tool that generates a large amount of dynamic information that allows project administrators to identify the major problems, constraints and successes encountered during implementation, adjust project activities, plans and budgets, and to provide information for accountability and support. M&E hence plays a crucial role in enhancing a project's success (Hobson & Mayne, 2013). Still, there are a number of constraints and challenges that hinder the implementation and use of M&E in an organization. The major challenges include; poor organizational capacity, lack of skilled employees, misunderstanding on the role and utility of M&E, inadequate mandate of those charged with M&E responsibilities and no or little budget allocation for M&E activities, (FAO, 2010).

Major difficulties in M&E system include; Poor system design in terms of collecting more data than are needed or can be processed, Inadequate staffing of M&E both in terms of quantity and quality, Missing or delayed baseline studies. Strictly these should be done before the start of project implementation, if they are to facilitate with and without project comparisons and evaluation, Delays in processing data, often as a result of inadequate processing facilities and staff shortages. Personal computers can process data easily and quickly but to make the most of these capabilities requires the correct software and capable staff, Delays in analysis and presentation of results. These are caused by shortages of senior staff, and by faulty survey designs that produce data that cannot be used. It is disillusioning and yet common for reports to be produced months or years after surveys are carried out when the data have become obsolete and irrelevant. This is even more the case when computer printouts or manual tabulations of results lie in offices, and are never analyzed and written up. finally, even where monitoring is effective the results often remain unused by project staff.

There are many misunderstandings and traditions surrounding Monitoring namely it's difficult, expensive, requires high level skills, time and resource intensive, it is only coming at the end of a project and it is someone else's responsibility (IFC, 2008). Although, IFC concern that there is often a sense of obstruction because expectations of monitoring activities appear to outperform resources skill sets. This force tell to the context within



which Monitoring is designed, who is responsible for designing the processes and who is responsible for the analysis. There is a lack of comparable indicators and instruments, especially on the prevalence of forms of violence. It is therefore hard to make comparisons across regions. Many studies measure processes and outcomes but not impact. Many also measure change at the individual level but not at the community level. Different kinds of interventions (policy and legal reforms, strengthening health, legal, security and support services, community mobilization, awareness raising campaigns), and different contexts require different evaluation tools and methods.

It is difficult to determine specific contributions of strategies to an observed outcome or impact, especially with complex, multispectral or integrated involvements. It is difficult to define what success means or looks like with specific involvements. Demanding statistical methods are frequently not used. Monitoring plan often lack clear, appropriate conceptual frameworks. Interpreting data is often challenging and requires significant capacity or an expert.

Sufficient resources are often not allocated towards monitoring which may cost as much as 10 to 40 percent of the entire budget depending on the goals and objectives of the programme, scope and type of intervention and activities. Certain evaluation methods that are commonly employed to assess impact of interventions may be unethical in the context of violence against women.(Above from Gage and Dunn 2009, Frankel and Gage 2007, Watts 2008, Heise and Ellsberg 2005)

#### **2.1.10.1. Lack of Monitoring and Evaluation**

Expertise Lack of adequate monitoring and evaluation expertise or capacity is one area that has been highlighted by several scholars ( (Monitoring and Evaluation of Projects in Government Organizations: - Expectations and, 2007; monitoring and evaluation of project in government expectation, 2007). Monitoring and evaluation requires specific skills and expertise such as monitoring and evaluation design skills particularly log frame design, indicator setting: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus group discussion guides. Other necessary skills include data collection skills such as conducting interviews, conducting focus group discussion, data.

### **2.1.10.2. Inadequate Financial Resources**

Shortage of adequate financial resources to carry out monitoring as well as evaluation is another challenge faced. Most organizations lack adequate funding for their activities: this means that the little resources available are channeled to actual implementation of project activities: monitoring aspects expense that they cannot afford. If any is done at that point it is done casually, just recording a few activities and unevenly. Lack of funds means that organizations may not be in desire to bring in outside evaluators: they may not be able to adequately collect all the necessary data. It may also mean that they may not be able to afford computers and any other technology to serve the monitoring as well as evaluation function. Even in the case I am studying, there is not enough attention or if there is there is little attention to go and visit the project site at least once in a year. (Evaluation of HIV/AIDS peer education projects in Zambia., 2002)

## **2.2 Empirical Review**

### **2.2.1 Monitoring and Evaluation Practice**

System is used in a better way in developed country than undeveloped. There is no written document on M&E for CBE instead there are few researches that are in the area of public organization, capacity building, microfinance. Monitoring and evaluation in financial projects especially in CBE are not well developed. This is because; in Ethiopia most of the time the monitoring and evaluation are used by NGO's task purpose. As a result, no research works are available in assessing the practice of M&E and implementation at CBE in current status. In fact there are some investigations done on the area of monitoring and evaluation in Ethiopia at different places, different periods, and different subjects but not in the area of financial projects specially. So for the purpose of this study the researcher refers studies that are made on the issue of monitoring and evaluation of development projects. These studies will give the researcher ideas on how is these development projects monitored and evaluated and the challenges faced. And the researcher will try to relate the finding of these literatures with his own finding.

Accordingly, this section is concerned with other case study conducted on other land in similar discipline. The first case study that was taken as an empirical framework is a case study conducted in Kenya by Owur, et al.(2011) at Ainamoi District under the title

^effectiveness of monitoring and evaluation of constituency development fund projects”. This study was meant to monitoring and evaluation framework conducted by constituency fund Committee members and looks at the effectiveness of monitoring and evaluation of district development projects. The case study employed research design that involved constituency development committee members, projects management committee and district development officers. They used questionnaires and interviews as tools data collection and analyzed using both quantitative and qualitative approaches. Concerning the findings of this study, Owur, et al. (2011) concluded that the projects management Committee, Constituency Development Fund Committee and external assessors were involved in monitoring and evaluation of the projects with very low participation of the beneficiaries, which, in turn, affect the viability of the project and finally recommended the importance of frequent and holistic involvement of all stakeholders in projects monitoring and evaluation.

Lyons (2000) conducted a case study on Administrative Management Design (ADMAGE) Program in Zambia. This study examined an effective monitoring framework for community based natural resource management project in relation to game management areas. It was guided by three research objectives to test the adequacy of the effective monitoring framework, to describe and guide analysis of the monitoring system of an actual community based natural resource management project and to describe the components of ADMAGE's monitoring program, to analysis its major bottlenecks and strength and plan intervention. The study employed descriptive design taking a total of 540 respondents involved in the study through purposive and random sampling methods. Data were obtained through questionnaires, interviews, field visit, and document review, meeting and workshop participation and organizing monitoring workshop, and eventually they were analyzed qualitatively and quantitatively. The study findings showed that there were lack of flow of the results of monitoring among the stakeholders; lack of transparency in financial flow which breeds confusion and mistrust; the impact of the community development project has not been well studied; poor community capacity building to participate in monitoring and evaluation activities. The study forwarded recommendations on the need to improve financial monitoring, importance of project impact evaluation to ensure the benefits of the project to the community and the need of coordination with the concerned monitoring initiatives and stakeholders.

Another case study was conducted by Uisso (2009) in Tanzania. This study sought to explore the effectiveness of the local community participation in forest management and conservation project monitoring and evaluation, in Kisarawe and Kibaha districts of Tanzania. a total of 86respondents were involved in the study by which the data was obtained through questionnaires, structured and unstructured interviews and focus group discussion, and was analyzed using both quantitative and qualitative approaches. the findings of the study marked that there were ineffective participation of the local community in their projects monitoring and evaluation. among the reasons stated are lack of capacity and lack of motivation for villagers who took part in the community forest management. the study recommended the importance of capacity building and motivating the local community to ensure the sustainability of forest management and conservation projects.

In addressing development projects monitoring and evaluation practices and gaps, Eckman(1994) conducted case study on how non-governmental organizations monitor projects for impacts. This study was guided by three research objectives: to describe current monitoring and evaluation practices, to identify gaps and to identify the degree of local participants involved in the projects monitoring and evaluation process. The study employed the descriptive research design and the obtained through mailed questionnaires, interviews and document reviews.

Taking a total of 172 respondents through purposive sampling and both quantitative and qualitative findings of the study suggest that, both socio-economic and environmental impacts are inadequately monitored, insufficient time, transport, and resources for project monitoring, poor local participant both in the process of projects monitoring and decision making, and monitoring is generally overlooked as a management tools.

Based on the findings Eckman (1994) forwarded the following major remedies: decentralizing the monitoring process and local communities, provide adequate resources for monitoring create organizational flexibility and use precautionary monitoring approaches.

Another case study is conducted in Tanzania by Emel et al. (2012) under the title "problems with reporting and evaluating mining community development project."" they raised question about reporting and evaluation of community development project that undertaken

by AngloGold Ashanti company in a community of Nyakabale and Nyamalembo, Geita District, mining project in the Lake Victoria goldfield of Tanzania. They employed descriptive research design and obtained data through field visit, interviews, questionnaires and use of archival and applied both quantitative and qualitative analysis approach. Their findings revealed that the corporate reporting is misleading, ambiguous and ommissive. They proposed the following remedies: increasing government inspection and fines, citizen involvement in monitoring and reporting process.

Temesgen (2004) conducted an assessment of monitoring and evaluation of Health Bureau's Hospitals construction projects. This study was guided by the general objective, to assess the project monitoring and evaluation of Health Bureau in relation to hospital construction. The study employed descriptive research approach and the participants were selected through judgmental sampling. The study includes both qualitative and quantitative data analysis. The findings of the study showed that there is no organized monitoring and evaluation plan, lack of well-organized monitoring and evaluation unit for Hospitals construction projects in the bureau, lack manuals which shows procedure, principle, criteria and standards of monitoring and evaluation for Hospital construction projects. Generally, the result of the study indicated that there is weak monitoring and evaluation practice of Hospital construction projects in the Bureau. Finally, his study recommended that, the Bureau has to organized well-structured monitoring and evaluation department, prepare monitoring and evaluation guidelines, using systematically organized planning.

Past researches conducted by Eckman (1994), Lyons (2000), Temesgen (2004), Uisso (2009), evaluation tools are inadequate for addressing such a complex as change in socio-economic wellbeing of the community. On the other hand, there is high demand for ensuring development projects results at grassroots level. This indicate that there is growing consensus that tangible benefits from development projects could result by placing and applying adequate tools and methods for projects monitoring and evaluation.

Mekonen (2013) studied development business organizations Monitoring and Evaluation System in Addis Ababa. Out of 24 development business organization in Addis Ababa he studied 8 of them. He found that the correlation between expectation and practices is  $r = -0.597$ , and 90% of his respondents were answered there is no separate budget for monitoring

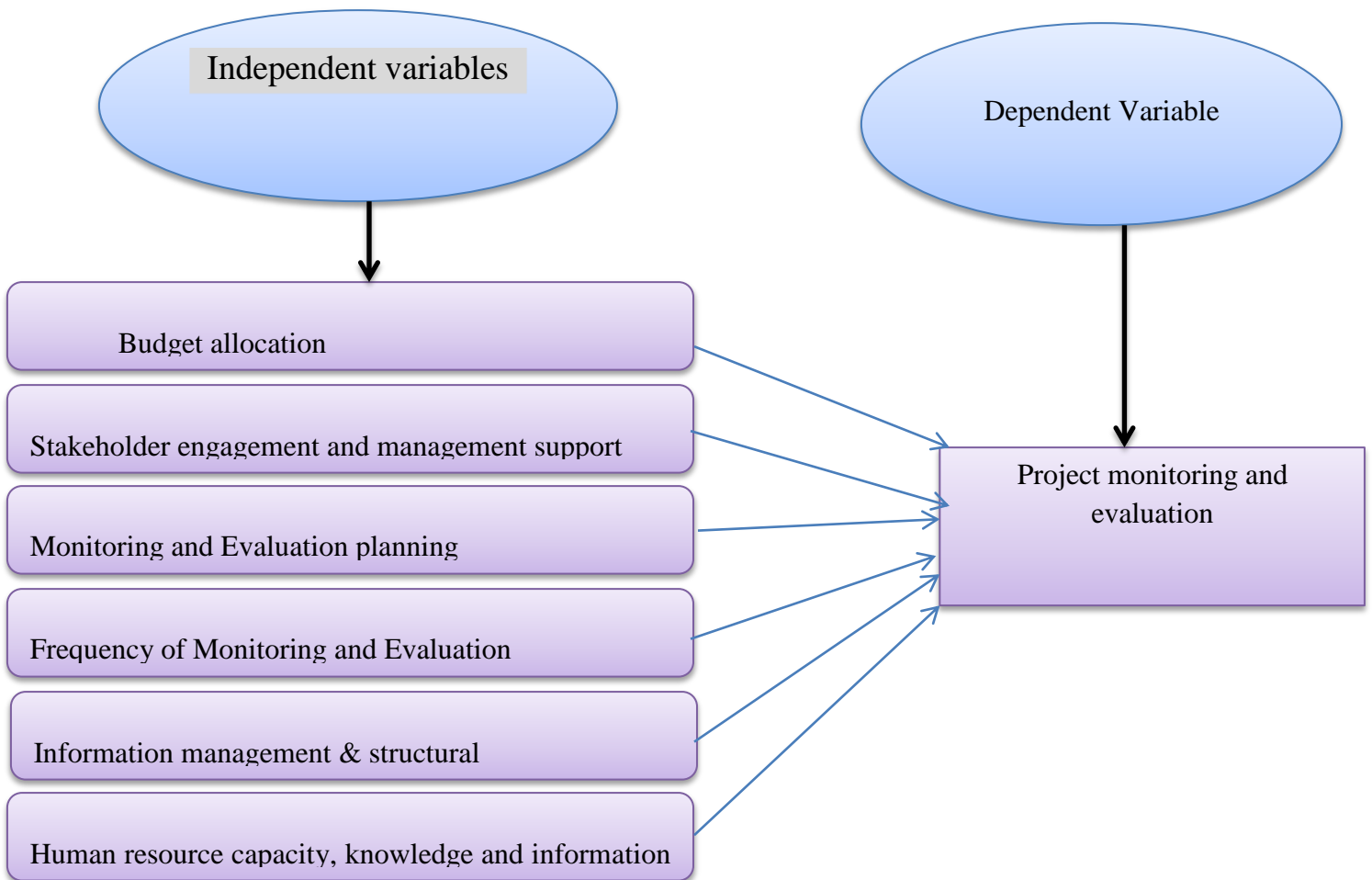
and evaluation system. Another study which is (ECPE, 2010), it investigates the main challenges of Ethiopian Country Program Evaluation includes: the program/project evaluation always presents constraints in terms of time and resources given for such evaluation, inconsistencies and limitations with the quality and comparability of data available with regard to coding and disbursements did not give a clear understanding of resource use and limited evaluative data was available.

### **2.2.2 Knowledge Gap**

Most of the company's and bank have just plan of monitoring and evaluation specially CBE practice of M&E and their challenges for implementation. Although the above literature provides knowledge about the role and impact and of monitoring and evaluation practice and the challenges affects the implementation of monitoring and evaluation these discussed studies, However, the empirical research to test the practice and challenges of practice in the context of the Ethiopian banking industry is defective. This research also identifies the factors that affect the implementation of monitoring and evaluation In CBE in IT project in information and security system to SOAR up grading and will seek recommendations to successfully strengthen the implementation of monitoring and evaluation practice in the future.

## **2.3 Conceptual Framework**

A conceptual framework is a tool researchers use to guide their inquiry. It is a set of ideas used to structure research, a sort of a map (Kothari., 2004). It is a researcher's personal spot on the problem and provides way to the study. It may be a version of a model used in an earlier study, with alterations to outfit the review. Aside from presentation the way of the study, through the conceptual framework, the researcher can be able to show the relationships of the different constructs that wants to investigate. The study was directed by the next conceptual framework.



### Chapter Summery

A review of recent related literature shows that commercial bank projects are often completed with cost overruns, long construction periods, and quality issues. The delay is defined as the time after the completion date required in the contract or the date the two parties agree to deliver the project. Delays in banking projects can cause losses or have a negative impact on some or all of the project stakeholders. The effects of delays can include cost overruns, cost overruns, disputes, arbitrations, litigation, and full waivers. Some studies look directly at delays and try to find out the reasons for delays and ways to avoid them. Although there is a lot of research on project management practices, and other documents have identified various success factors in project management, no research has been found

to prove the relationship between audit software practices and bank project implementation, and how to understand how this interaction can be Make it possible to deliver more successful projects. This gap in research promotes this research. The Ethiopian Commercial Bank lacks empirical research in this area.

This study is the first to investigate the impact of the project on the implementation of bank projects. This research forms the basis for additional local research. At the international level, the results of this research can be used as evidence from which other relevant research can be carried out on different cultural, social and environmental issues.



## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

To achieve the objective of this paper, using of appropriate methodology that helps to approach the research scientifically is the priority attention given by the researcher. Therefore, this chapter includes research design, population and sampling technique, instrument for data collection, procedure of data collection and method of data analysis.

#### **3.1. Research Design and Approach**

A research design provides a framework for the collection and analysis of data (Meredith, 2011). This study intended to realize how the CBE monitor and evaluate its projects and also it seeks to assess the current state of the monitoring and evaluation practice at the CBE, therefore, a descriptive research methodology is used. A descriptive research design is used to describe an event or a feature of things as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2008)

Quantitative and Qualitative Research was observed from the research objective this study tries to assess the practice of project monitoring and evaluation in Commercial Bank of Ethiopia. Research approach can be either qualitative or quantitative or mixed approach. However, in order to achieve the wide objective of the study the mixed research method was used for this study. This Mixed research method involves both collecting and analyzing quantitative and qualitative data. It is obvious that researchers to follow a mixed approach Combining quantitative and qualitative methods to achieve a comprehensive understanding of the research.

The justification of using such a mixed approach in this study is to gather data that can be obtain by adopting a single method (Creswell J2003).Accordingly, a both qualitative and quantitative method applies as to present facts in a reasonable way. The qualitative method enables survey to collect primary data or uses already collected or process data called

secondary data in their studies. Therefore, the researcher can describe the nature of M&E its setting, processes, integrations, standards the system with the organization and people as well. Denzin Lincoln, (2011) Explain that qualitative approach uses a variety of techniques including detailed interviews, observation and document analysis. Following this, the quantitative method is applied to support the quantitative findings and to gain additional insight into the bank specific issues on M&E. This quantitative portion of the study involved a statistical analysis of data collect from survey questionnaires. Kraemer, (2000) State that quantitative research attempt to answer questions of ‘what how much or how many. Quantitative approach requires the collection of data or numerical objective that can be processed statistically to obtain a map, graph or tabulation as a basis for analysis the researcher uses convergent parallel design.

### **3.2. Population and Sampling Techniques**

For this research, the target populations are all employees of CBE in Monitoring and Evaluation process; director, project manager, team leader, and team member. The total number of these groups of employees in the CBE are 40. These people are expected to have knowledge about M&E system either through career structure and training given or due to the responsibility and accountability they assumed. Castillo(2009)defines target population as, referring to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions.

Purposive sampling was preferred in this study, and participants were only identified as project M&E experts and officers, planners and managers. This method is made use of when the members of the entire population do not present same performance, or when the sampling size is very small to represent the entire population efficiently. Those who are expected to have M&E knowhow as a whole were selected, and it is because their number is not large as well as to get reliable result.

Stockholders of projects with in the commercial bank of Ethiopia and participants are the terribly population of the study. Purposive sampling technique is employed to pick the respondents. PerWalliman (2005), purposive sampling could be a helpful sampling technique that permits a researcher urge information from a sample of the population that one thinks is aware of most regarding the topic matter.The non-random sample of the

selection of the sample must be ensure that each member of the population has as much chance as any other of being included in it (G. Wayne & M. Stuart, year). The study will finally, the researcher selects totally 40 respondents including men and women.

### **3.3. Types of Data and Tools/Instruments of Data Collection**

The data for the study included both primary and secondary data. Responses of samples on questioners to be distributed and response of open-ended interviews constituted the primary source of information. Secondary data is obtained from different policies and procedural manuals of the bank, journals annul reports and periodic progress reports of the bank and National Bank of Ethiopia Publications. Different books, articles and journals were also referred to get relevant information and strengthen the theoretical framework of performance appraisal system.

The primary data was obtained from responses of the selected representative samples using structured questionnaire and through conducting informant interviews with managers ‘and directors’. The primary data can provide the appropriate data about the assessment of M&E practice system in the Bank. A structured questioner is distributed to the respective representative samples and were personally collected and open-ended interview was conducted with managers. The questioner is designed to have both Likert scale model and other open-ended questions to get a reliable quantitative and qualitative data.

### **3.4. Methods of data analysis**

To best meet the objective of the study Summary of statistics was organized both in the form of qualitative and quantitative measures by using frequencies and percentage. The questioner is designed in a structured way still containing an open ended questions and Likert scale indicating measurement used on the basis of survey 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree and other open ended questions as well.

The analysis part of this study is conducted by Descriptive analysis depending on the type of data collected. Descriptive analysis is used to give a picture of the data and for a summary of the analysis. The collected data is prepared based on its relevance to the study. After the data were screened and refined, it was organized and summarized using formats. The format has helped to easily analyze the data and focus on significant points to the study. The data

analysis in this study comprised the coding, classification, and tabulation of evidence. In analyzing the quantitative data, the researcher follows the descriptive analysis.

### **3.5. Ethics and Confidentiality**

The researcher took into account the ethical obligations to the professionals so data collection should be ethical and confidential, for getting data, documents and interview questions,. At the beginning of each interview, the researcher briefs each interviewee on the reason of the research. The interviewees can also notify of their right to withdraw from the study or not to answer any uncomfortable questions. As a result, the researcher guarantees confidentiality, namelessness and facelessness just by maintenance names and ensuring that no individual or company details may not have published in the final report.

## **CHAPTER FOUR**

### **4. DATA PRESENTATION, ANALAYSIS AND INTERPRETATION**

#### **4.1. Introduction**

This chapter deals with three parts. The first part deals with the profile of respondents showing gender, age group, level of education, work experience and secondly, presentation of sample data study variables that were collected from the respondents and the other one is interview results analysis. Then the data was analyzed using quantitative descriptive analyzed using Excel. Finally, data from the respondent's questionnaire and semi structured interview were used for analysis and interpretation

A total of 40 questionnaires which focused on the monitoring and evaluation practice of the CBE were distributed to employees who directly and indirectly participate in the M&E process. However, 38 questionnaires were filled appropriately and returned, which is a 95 % response rate.

The questionnaire contains close ended questions and some open-ended questions which will focus on issues such as by whom M&E is conducted, its significance on projects, difficulties and challenges on the process and the M&E system as a whole. Most items in the questionnaire are arranged in a form of Likert items to capture the feelings of respondents in scale ranging from 1 to 5. In addition to this a self-administered semi-structured open-ended interview questionnaire is also used to support the researcher in discussing the issues raised more clearly. All the interview questions were structured so that it matches the contents of the items enlisted in the questionnaire.

According to Rational Choice Theory by Gray Becker also known as the choice theory indicates that human beings have the capacity to make rational decisions and M&E information's help individuals to make informed decisions in order to meet the goals and objectives of the projects. The Strategic Leadership theory (Boal& Hooijberg, 2001) is also highlighted M&E enables leaders to make the right decisions that foster completion of development projects. In this study, the majorities of respondents indicated that M&E information were disseminated to the program officers, managements and to policy makers for rational and right decision making purposes.

#### 4.2. Respondents' Demographic Information

Here employees who have been working in the project management staffs. Those questions regarding gender, age, level of education, service year, current Position. Therefore, the responses of the respondents and the implication are presented as follow.

Table 4. 1 Demographic Information

Sex	frequency	Percentage
Male	26	68
Female	12	32
<b>Age</b>		
20-30 Years	2	5
31-40 Years	12	32
41-50 Years	14	37
51 and above	10	26
<b>Profession</b>		
Degree	27	71
Masters	11	29
<b>Experience</b>		
<=1year	2	5
2-5years	6	16
6-10 years	12	32
>10 years	18	47
<b>Position</b>		
Director	6	16%
Project manager	14	37%
Team leader	8	21%
Team member	10	23%

#### 4.3. Practices of monitoring and evaluation

This section shows that the findings from directors, Project managements, project team leaders team members are discussed. The existing situation of monitoring and evaluation of projects, planning of monitoring and evaluation systems, the stakeholders involved in

planning monitoring and evaluation practices and major challenges that influences the application of effective monitoring and evaluation are presented below by using table.

#### 4.3.1. Monitoring and Evaluation practices in CBE

The practices of different monitoring and evaluation issues by director, project managements, project team leaders and other members in CBE are presented in the following:

#### A Stakeholders involvement in M&E activities of CBE.

The data obtained from the respondents about the stakeholder’s involvements in monitoring and evaluation activities are presented on the table 4.1below.

Table 4. 2 Involvement of stakeholders in the M&E activities

S.N	Response	Count	Percent
1	Yes, for all projects	12	33
2	Yes, for some projects	23	60
3	Never	3	7
	<b>Total</b>	<b>38</b>	<b>100</b>

Source: Primary Survey, 2021

Table 4.2 indicated that 60% of the total respondents were agreed their stakeholder involvements in M&E activities for some projects while 33% of the total respondents were agreed for all projects. However, 7% of the respondents had replied that stakeholders never involve in any level of the M&E activities. As a result, the majority of the respondents, i.e., 60% replied that stakeholder involvement of M&E activities for some projects CBE, i.e., which were participatory while 33% participators were replied that stakeholder involvement for all projects. In turn, they confirmed that stakeholder involvement in M&E activities were disregarded or did not include in all projects of CBE. Different stakeholders involved in planning monitoring and evaluation of projects. Among these stakeholders that most respondents replied that they involved most in planning of monitoring and evaluation are project managers, and project team leaders.

## **B Major monitoring and evaluation planning aspects.**

CBE's written monitoring and evaluation plan were questioned on whether they incorporated the following major aspects of monitoring and evaluation in their plan or not. Table 4.3 illustrates the findings.

Table 4. 3 Major monitoring and evaluation planning aspects

	Yes	Percent	no	Percent	Partially	Percent
Individual(s) in charge of M&E	20	52	10	26	8	21
Schedule of M&E activities	25	66	5	13	8	21
Plan for distribution of findings	17	45	13	34	8	21
Resources needed for M&E	17	45	8	21	13	34
Data to be collected identified	28	74	5	13	5	13
Frequency of data collection defined	23	60	5	13	10	26
Roles and responsibility of staff in M&E clearly stated	15	39	10	26	13	34

Source: Primary Survey, 2021

As can be observed from table 4.3 28 (73%), 25 (66%) of respondents and 23 (60%) of respondents were replied data to be collected, schedule of M&E activities and frequency of data collection respectively were elements incorporated in M&E plan. From 38 respondents, 28 (74%) respond that there is monitoring and evaluation plan so that those who carrying out monitoring and evaluation can refer to. Only 26% of the respondents say that there is no monitoring and evaluation plan. This is because of some projects are too small and some others do not know how to design.

### **4.3.2. Type of monitoring and evaluation plan employed by CBE**

A question aimed at investigating the type of monitoring and evaluation plan CBE employed while implementing projects was posed to the respondents whether they had written monitoring and Evaluation plan. Table 4.8 shows the findings.



Table 4. 4 Type of M&E plan use

	Count	Percent
Separate	5	13
Incorporated within main proposal	23	61
Incorporated into the routine work plan of your organization	10	26
Total	38	100

Source: Primary Survey, 2021

Table 4.4 indicated that 26% of the respondents replied that M&E plan was incorporated into the routine work plan of their organization, while only 13% replied that the plan was separate. The remaining 61% of the respondents replied that the plan was incorporate within the main proposal of the project to be implemented. This shows that the majority of the respondents, i.e., 87% have confirmed that the type of M&E plan used by CBE is either incorporated within main proposal of the project or incorporated into the routine work plan of the organization. This in turn clearly indicates that there was no separate plan for M&E activities in the organization under discussion. According to Palestinian Academic Society for the Study of International Affairs [PASSIA], 2004 and, (McCoy, 2005) project should have a monitoring and evaluation plan. The plan should be prepared as an integral part of project plan and design. The integration is for clear identification of project objectives for which performance can be measured. However, this study indicated that the majority respondents, i.e., 87% have confirmed that the type of M&E plan used in CBE either incorporated within main proposal of the project or incorporated into the routine work plan of the organization. This in turn clearly indicates that there was no separate plan for M&E activities and completely isolated from practices and principles of monitoring and evaluation. In this study, efforts were made to find out whether there were gaps observed in the process of monitoring and evaluation in the specified CBE. As a result, the entire respondents consistently mentioned the existence of gaps like shortage of skilled man power at, competing over project resources as well as unplanned monitoring and evaluation.

### 4.3.3. Separate Budget Allocation

All research participants were asked whether the organization allocated separate budget for the M&E or not.

Table 4. 5 Separate Budget Allocation

	Category	Count	Percent
1	A separate budget	8	21
2	Not separate budget	28	74
3	Have no idea	2	5
	<b>Total</b>	38	<b>100.</b>

Source: Primary Survey, 2021

As indicated in Table 4.5, all research participants were asked whether the organization allocated separate budget for the M&E or not. A separate budget allocated for M&E activities are affirmative action to implement the project so only 21% of the respondents were replied it. On the other hand 5% of the respondents reported that they have no idea and 74% of the respondents reported that there is no separate budget allocated to the M&E activities. This shows that the majority of the respondents had confirmed that there was no separate budget allocated to the M&E activities. This is directly in conformance with the response that says there was no separate plan for M&E activities. This implies monitoring and evaluation is not considered as a big tool for change and also that tells the system is not implemented as per the theory or as per the baste practice observed somewhere else.

### A) Experience sharing

Table 4. 6 Experience sharing

	Category	Count	Percent
1	Absent	30	79
2	Only to some extent	5	13
3	Well developed	1	3
4	Unknown	2	5
	Total	38	100

Source: Primary Survey, 2021

## B) Schedule monitoring

Question required to determine whether respondents' organization treats monitoring and evaluation activities schedule as part of their project implementation schedules. table 4.12 illustrates the findings.

Table 4. 7 Schedule monitoring

Choices	Count	Percent
For all project	8	21
For few project	30	79
Never	0	0
Total	38	100

Source: Primary Survey, 2021

Table 4.3 shows that only 21 percent respondents replied that schedule was monitored by measuring planned project activities schedule against actual schedule for all projects. In addition, 79 percent of respondents replied that measuring monitoring and evaluation activities together with their project implementation schedule for some projects in order to determine project schedule performance.

As a result, failing to have monitoring and evaluation schedule implies though there were a monitoring and evaluation plan decision for its implementation and could generate irrelevant data or not help for informed decision making. Interview, 'Do projects always start and end at the anticipated time?', almost the entire interview participants argued that development projects could not completed as the set of time and schedule but they provided different explanations or reasons for the project were not completed with anticipated time.

First interview was conducted with the director that started his explanation, CBE has well developed project management system and work structure while there were different limitations and challenges to complete projects within anticipated time. According to him the key problems and gaps contribute to the projects that did not start and complete within the anticipated time were:

Inadequate project monitoring and evaluation practices due to lack of budget and continuous turnover of human resource,

Lack of commitments of contractor and professional consultants to supervise and support the underway development projects,

Inadequate sense of ownership by owners/sectors offices for the underway development projects,

Repeatedly change of project design due to different reasons and,

There is no strong working network between the project office/team and project stakeholders

### **C) Monitoring project resources**

Respondents were asked to review idea how often their organization monitor project resources such as equipment's effectively whether they are properly active to the intended project. As a result, the response result is presented below as shown in table 4.8. The monitoring and evaluation activities of the project should be included in the project schedule so that they are given the due importance they require, not only done at the whims of the project manager ( McCoy , 2005). As study result indicated almost all projects could not completed within anticipated time and approved budget because of failure in planning, budget constraints, delay in project document preparation, continuous project design change and low stakeholders involvement in projects and the project did not achieved its objectives

Table 4. 8 Monitoring project resources

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	5	13
No	18	47.3
Partially	15	39.4
Total	38	100.00

Source: Primary Survey, 2021

As it can be observed from table 4.8, 13%, 47.3% and 39.4% of the respondents said respectively yes, no and partially against the effectiveness of project resources management. This indicates that the majority of the respondents, i.e., 47.3% confirmed monitoring project resources was absent but 52.4% still insisted to say that monitoring project resources was carried out fully or partially.

Table 4.8 indicates that 87 percent of the respondents replied that M&E was conducted quarterly while 13 percent of the respondents argued that activity planned against actual performance was compared only on annual basis. No project was checked fortnightly, monthly, bi-annually basis.

#### **D) Evaluations types CBE employees**

Respondents were investigated for the type of evaluation they used in their projects executed in the past five years and how often they used them.

##### **Types of evaluation used**

67% of the respondents said that they use the mid-term evaluation of project and project activities. And 82% of the respondents say to yes for the application of summative or end of the project evaluation. For few projects external facilitators are invited and involved in the evaluation of projects. Those facilitators are expected to have experience with other similar projects. And according to some respondents for newly implemented projects external facilitators are invited to explain the system capability or scope.

#### **4.4. Major challenges to implement M & E on the projects**

Here, possible challenges in implementing of monitoring and evaluation are identified from literatures and real-life problems and forwarded to respondents to rate based on their experience of the challenges. The following table illustrates the possible challenges and the ratings by the respondents.

Table 4. 9 frequency and %age of respondents rating to the possible challenges

Possible challenges	S.Agree	Agree	Disagree	S. Dis.Ae	D.A	100%
Less involvement of	6/16%	24 /63%	8/21%			38
Uncommitted management		5/13%	26/68%	7/18%		38
Inadequate financial		6/16%	25/66%	7/18%		38
Lack of expertise	29/76%	6/76%	3/8%			38
Less involvement of		30/79%	8/21%			
Employees						
Inaccuracy in data	5/13%	30/79%	3/8%			
Failure to process and analyze data	11/29%	20/53%	7/18%			38
Failure in planning	6/16%	22/58%	5/13%	5/13%		
Failure in selecting the right performance indicator	24/63%	14/37%				
Failure in evaluation design	23/61%	6/16%	9/24%			38

Source: Primary Survey, 2021

As it indicted in the above the less challenges in monitoring and evaluation are uncommitted management and limited financial resource. This means CBE projects have adequate financial resource and the management of the bank and the projects are committed towards fulfilling the objectives of the project. On the other side, failure in selecting the right performance indicators, lack of expertise, inaccuracy in data collection, failure in preparing evaluation design and failure to process and analyze data are the five most challenges that respondents are faced while monitoring and evaluation of projects. According to the table below 63.6% of the respondents strongly agree with the idea that failure in selecting the right performance indicator is a challenge that affects monitoring and evaluation of projects. And 37% of the respondents agree with the statement.

The interview was with the project manager mention same challenges of implementing M&E such as problems with time for M&E, lack of problems solving methods, human capacity, financial resource or no separate budget less attention given to M&E (ignorance, corruption, transparency) and lack of awareness were the major problems identified. They suggested that providing awareness creation workshop about M&E, capacitating human

resources with knowhow and technical skills, solving the problems of good governance; sharing and adapting other countries experience, training/educating experts in M&E, recruiting skilled manpower; working to bring accountability and transparency.

The other interview conducted with team leader. What he mentioned here are no fundamental difference responses with other interviewers. He listed so major problems to be added on what other mentioned, i.e., absence separate budget for M&E, lack expertise, lack of commitment, focusing on personal advantage than citizens", absence of timely measure to correct mistakes, delay in project result in the problem of good authority, only sample projects are considered to be monitored or evaluated.

## CHAPTER FIVE

### 5. SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS

#### 5.1. Summary of finding

The responses given by the respondents and interviewees have been analyzed and interpreted. Based on the data presentation and analysis, the study comes up with the following findings.

The response collected from 38 respondents are analyzed and presented in this chapter. Regarding the monitoring and evaluation plan, most respondents 74% indicated that there is monitoring and evaluation plan so they can refer while doing monitoring and evaluation. Stakeholders like director, project managers, team leaders, involve in the preparation of monitoring and evaluation plan. Regarding the budget for monitoring and evaluation the response shows that 74% of the respondents indicate that there is no separate budget.

Regarding the monitoring and evaluation practices relating to finance, activities and schedule, it is showed that majority of the respondents agreed that monitoring of finance against the planned budget is done monthly. And all respondents said that activities in a project are checked and monitored at least monthly. Some respondents said that monitoring of activities is done even in a weekly basis. Schedule of the project and project activities are also checked monthly.

Concerning the type of evaluation used, 67% of the respondents said that they are using midterm evaluation and summative or end of the project evaluation is used by 82% of the respondents. Lessons learned document is a document that is done after the completion of project monitoring and evaluation at the end of the project. What went right and what went wrong in the process of the project are documented in the lessons learned document

Regarding the challenges in the implementation of monitoring and evaluation five most challenges are identified. These challenges are failure in selecting the right performance indicator, lack of expertise, inaccuracy in data collection, failure to prepare the appropriate evaluation design and failure to process and analyze data.



## **Conclusion**

The objective of the study was to describe the monitoring and evaluation practices in CBE projects. Having this objective in mind data is collected from primary sources respondents' materials is reviewed. From the analysis of this collected data and findings, the following conclusions are made.

In CBE projects there is monitoring and evaluation plan prepared by the involvement of director, project managers, team leaders, But few respondents said that there is no monitoring and evaluation plan and they do not refer to it because of the size of the project is too small and not having such culture or train. The monitoring and evaluation plan incorporates the data to be collected, frequency of data collection; individuals in charge of M &E mostly project managers and the schedule of monitoring and evaluation.

Project M & E process implementation as it is agreed by most respondents monitoring and evaluation of CBE projects are undertaken periodically. The budget is checked against the actual expenditure monthly. And activities of the project are monitored and checked monthly and even weekly. The schedule of the project is also compared against the actual schedule performance within monthly bases in most cases of CBE projects.

Both mid-term and summative or end of the project evaluation is applied in CBE projects. The mid-term evaluation is used to assure the projects are on the right track. Summative evaluation helps to make sure that the projects achieve its objective. After doing summative or end of the projects, lessons learned documentation is usually done. In this document positive accomplishments and negative challenges in the process of doing the project are documented.

Regarding the budget for monitoring and evaluation, as it is said by most respondents there is no special budget dedicated for monitoring and evaluation of projects in CBE. Accordingly, the finance for monitoring and evaluation of projects is together with the project budget. Since CBE is a large financial institution in Ethiopia, the budget allocated for the projects is not as such tight. This in turn will enable the monitoring and evaluation of projects to be relaxed.

Major challenges in M & E of projects the positive thing in monitoring and evaluation of CBE projects is availability of finance. The most challenges in the monitoring and evaluation of projects in CBE are failure in selecting the right performance indicators, lack of expertise, inaccuracy in data collection, failure in preparing evaluation design and failure to process and analyze data.

The CBE has a well-organized M&E system but not entirely a well thought-out one. It has some weaknesses and problems that some participants in the process mentioned. It also does not have an M&E plan, guide or framework too. The Bank does not conduct assumption monitoring, which involves measuring factors that are external to projects but can determine the success or failure of the projects.

The M&E system is significant in the bank that it supports the attainment of the project objectives. The monitoring and evaluation practices are considered during the planning phase of projects, which is a good thing for the bank. The Bank uses a limited sort of technique in conducting its M&E system. The study revealed that the M&E system does not have its own department, but it is a team effort among the participants of the system.

The study discovered that the bank applies information generated by its M&E in the decision-making process, but the role of the system is not effectively communicated to the staff. With respect to challenges in the M&E practice, several challenges are evidenced from the study. Among other things, data tampering during the reporting process, lack of time and resources in conducting the M&E.

Based on this analysis it is clearly known that the bank does not involve all staff in the process of its M&E and also data gained from the process is not disseminated to them too. According to the respondents, data is gathered on a daily basis and reported to the management, stakeholders and consultant representatives on a weekly basis.

## **Recommendation**

This paper focuses on the general practice of monitoring and evaluation of projects in CBE projects. Future researches can be done on projects. Based on the result of the study and conclusion made together with lesson from literature on monitoring and evaluation practice, the following important statements are recommended. The suggestions presented here affect to the performance of projects. The different approaches to M and E practices during project implementation to enhance the project performance.

Detailed analyses of the effects stockholder involvement and management participation in the project implementation in order to ascertain the critical role they play in project performance. This will help to understand whether they are critical consideration in measuring the project performance.

The management should consider outsourcing experts in monitoring and evaluation planning.

The stakeholders and the management should be informed on the importance of their participation in monitoring and evaluation

In order to have an effective M&E system, the bank needs to establish a monitoring and evaluation plan, guide and framework at organization level. building capacity of their employees on planning for Monitoring and evaluation. The responsible authorities should provide scholarships and study leaves for employees who are eligible for technical training in monitoring and evaluation as this will help in boosting the M & E technical expertise

Assumption monitoring, which deals with external factors that can affect our project, should be included in its system.

The bank should improve the adequacy of its staff performing the M&E. A department which is specifically responsible for M&E should be created or be active and continuous training for the members should be provided.

Sufficient time for preparing conducting M&E and adequate resources should be assigned to the process.

The communication methods of the M&E system should be revised and improved in to a more technological one. A less time taking tools should be implemented for the information transferring purpose.

In order to avoid the data interfering concerns of the system, a constant awareness creation program on the need for the M&E system, the importance of raw data and the effect of a interfered data on the system should be enforced

CBE shall have a separate budget for the monitoring and evaluation of projects. Even though the bank has no problem in providing finance for projects, there should be a dedicated budget for monitoring and evaluation of projects.

The monitoring and evaluation plan shall be evaluated and revised by the deep involvement of stakeholders so that appropriate performance indicators and data collection, process and analysis can easily be done.

## REFERENCE

- ( 2004 ). *According to Palestinian Academic Society for the Study of International Affairs [PASSIA]*,.
- Segone, M. (2006). *New Trends in Development Evaluation*:. UNICEF& International Program Evaluation Network.
- A.lka, L. (2009, December ). *Project Success as a Topic in Project Management* . pp. 6 - 19. *According to Palestinian Academic Society for the Study of International Affairs [PASSIA]*. (n.d.). 2004.
- World Bank (2011). *Monitoring & Evaluation Capacity Development*. The world Bank Group.
- Catherman, R. (2013). *Monitoring and Evaluating Programs and Projects Using GIS Edition E.2.8 [How to use GIS to support M&E systems for sustainable programs and projects]*. San Francisco, California.
- George J. Ritz and Sidney M. Levy (2013). *Total Construction Project Management*, (2<sup>nd</sup> Ed). Publisher: McGraw-Hill Education, LCC
- Andersen, E. D. ((2006). "Exploring project success. pp. 127-147.
- Aune B. (2000). *Logical framework approach and PRA - mutually exclusive or complementary tools for planning?* *Journal of Development in practice*, 10 (5): 687-690
- Castillo, J. (J (2009).). *Research Methodology*.Brown University.
- Gyorko's T. (2003). *Monitoring and Evaluation of large-scale Helminth control programs*. *Acta Tropic*, 86(2): 275-282
- Hunter, J. (2009). *Monitoring and Evaluation: Are We Making Difference*. Namibia: Namibia Institute for Democracy Namibia Institute for Democracy
- World Bank (2004). *Ten Steps to a results Based Monitoring and Evaluation*. Washington : The International Bank for Reconstruction and Development.
- PASSIA, (2009). *Monitoring & Evaluation: An Introduction to the Palestinian Context/ the s a Salamon, L. (1999). America's nonprofit sector: A primer (2nd ed.)*. New York: The Foundation Center.
- Temesgen, T. (2004). *An Assessment of Project Monitoring and Evaluation: The case of Addis Ababa Health Bureau Hospitals Construction Projects*, Ethiopian Civil Service University, head. Seminars.
- World Bank (2011). *Monitoring & Evaluation Capacity Development*.

- Creswell, J. (2009). *Research Design: qualitative, quantitative, mixed methods approach*. (3. ed., Ed.)
- Edro Serrador, J. R. (2014, , march). *The Relationship between Project Success and Project Efficiency*. pp. 75-84
- H/Mariam, E. (2007, July). *Monitoring and Evaluation of Projects in Government Organizations: - Expectations and handmer and dovers, m. e. (2007 and 2005)*.
- Hobson&Mayne. (2013).
- Hughes-d'Aeth, A. (2002). *Evaluation of HIV/AIDS peer education projects in Zambia*. 397-407.
- Family Health International (FHI).(2004). *Monitoring and Evaluating Behavior Change Communication Program*.
- International Finance Corporation (IFC). (2008). *The Monitoring and Evaluation Handbook for Business*
- Handmer, J.&Dovers, S.(2007). *Handbook of Disaster and Emergency Policies and Institutions*
- Kothari, C. R. (2008). *Research methodology: Methods and techniques*.
- Kothari. (2004). *Research Methodology Methods and Techniques*. New Age International Publishers
- McCoy, L. N. (2005). *Building Monitoring, Evaluations for HIV?AIDS programme*.
- Meredith, J. R. (2011). *Project management: a managerial approach*.
- Besner, C., & Hobbs, B. (2008)..*Project management practice, generic or contextual: A reality check*. *Project management journal*, 39(1), 16-33.
- Jackson, B. J. (2010). *Construction Management*. Wiley Publishing, Inc: Indianapolis
- MOFED, B. e. (2010 and 2008).
- monitoring and evaluation of project in goverment expectation. (2007).
- Palestinian Academic Society for the Study of International Affairs (PASSIA). (2004).
- Pinsonneault A. & Kraemer, K. (2000)., ). *Research methodology in management information systems: an assessment*. *Journal of Management Information Systems*, , vol. 10, no. 2, , 7, 5-106.
- REGASSA, A. (2017, june). *SESSMENT OF CURRENT PROJECT MONITORING AND*.
- Reijerer, C. a. (2002).
- Crawford,P. &Bryce,P. (2003). *Project monitoring and evaluation: A method of enhancing the efficiency and effectiveness of aid project implementation*. *International Journal of Project Management*, 21(11), 363-373.

s.pretorius, j. (r 2012, December). Project management maturity and project management success in the engineering and construction industries in Southern Africa. pp. 10.7166/23-3-507.

PMI, (2006)..*Practice standard for work break down structure*. (2nd ed.),

Project management institution Inc, USA.

International Federation of Red Cross and Red Crescent Societies (IFRC). (2011).

*Project/programme monitoring and evaluation (M&E) guide*. Geneva, Switzerland.

Handmer, J.&Dovers, S.(2007). *Handbook of Disaster and Emergency Policies and Institutions* .Retrieved young, s. a. (2007).

# Appendix



**St. Mary's university**

**Department of MA in project management**

Questionnaire to be filled by employees of CBE in Debrework building branch department of project management.

The purpose of the questionnaire is to collect information on —assessing the practices of Monitoring Projects in the case of commercial bank of Ethiopia in debrework branch. The information is going to be used as a primary data in my research which I am conducting for the requirement of partial fulfillment of MA degree in project management.

I kindly request your time to provide with reliable information so that the finding of the study would meet the intended outcome. I strongly assure for confidential treatment of your answer. I would like to thank your voluntary participation for the success of my research study. Again, my heartfelt thanks in advance for taking part in this endeavor.

**Direction**

- It is better not to write your name;
- Put —X mark in the appropriate box and circle the number you select whenever necessary;
- For the open-ended items, give brief answer in the space provided.

**Part I: Information of The Respondents**

1.1. Sex: Male  Female

1.2. Age: 21-29  30-39  40-49  50 and above

1.3. Your qualification

1. Ph.D. 2. MA/MSc 3. BA/BSc 4. Diploma 5. High School completed

1.4. Your position in the organization

1. Top Management 3. Project Team Leader  
2. Middle Management 4. Monitoring and evaluation Expert 5. Other Expert

1.5. Is there practical experience of monitoring system in your organization

Yes  No

1.6. Do you have direct involvement in Monitoring System of the organizations?

Yes  No

1.7. Year of service in the organization

A. Less than 2years B. 2 to5 years C. 5to10 years D. More than 10 years

## **II Major Challenges and Practices on Monitoring**

### **A Monitoring plan**

2.1. Does your organization have a plan that guides monitoring when implementing projects?

Yes  No

2.2 If your answer is No for the above question what is the reason behind not to have the plan?

We don't have the design  Projects are too small  Not important to us

Please mention any other reason that is not included in the choices but you think still that is the

reason

---

---

2.3 Which of the following stakeholders do you think were involved in the planning of the monitoring of the activities of your organization?

<b>Stakeholders</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
Project managers			
Top Managers			
Middle mangers			
Consultants			
Team Leaders			

2.4 Which of the following features were specified in the plan that guided monitoring activities of your organization?

<b>Features</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
Individuals for specific monitoring activities			
Schedule of monitoring activities			
An individual in charge of			

Monitoring			
Data to be collected			
Plan for distribution of findings			
Individuals for specific monitoring activities			

2.5 In your organization the monitoring activities have:

A separate budget  not special budget  I have no idea

2.6 If separate budget is allocated for monitoring activities, what percentage of the total project budget allocated for this purpose?

Less than 5%  5-10%  More than 10%  not specific

2.7 Does your organization use the logical frame work approach (log frame) so as to plan about

Monitoring activities in your organization?

Yes  No

2.8 If you don't use the log frame, please mention any other framework you use

---



---

## **B. Project Monitoring Process Implementation**

3.1 The project finances are normally monitored by comparing the planned budgeted expenditure

against actual expenditure.

Every month  Every 3 months  Every 6 months  Every 12 month's  Never

3.2 The organization normally monitors and controls the activities of staff

Every month  Every 3 month's  Every 6 months  Every 12 months  Never

3.3 How often do you compare planned project activities schedule against actual schedule in order to determine project schedule performance?

For all project for few project Never

3.4 The organizations normally monitor how resources of the organizations like equipment employed on the project.

Yes  No Partially

3.5 The organization use computer for monitoring activities in the following ways:

We do not use computers in monitoring

Analysis of data

Storage of monitoring data

Communication of findings through email

Collection of data

Report writing

We use all the above

Please mention any additional or other uses if not included

---

---

### **C. Major Challenges to implement Monitoring on the Projects**

1. Rank the possible challenges in monitoring activities of any projects in your organization which delayed to follow the implementation schedule from the list below.

**Note:** 1=strongly agree 2= disagree 3=neutral 4= agree 5= strongly disagree

Challenges	1	2	3	4	5
Inaccuracy in data collection					
Failure to process and analyze data					
Uninterested management					
Absence of expertise					
Insufficient financial resource					
Less participation of stakeholder					

Failure in planning					
Rarer contribution of employees					
Failure in appropriate monitoring design					
Letdown in choosing the correct performance indicator					

2. Please mention any other challenges in monitoring practice of any project in the organization

---



---

THANK YOU FOR YOUR COOPERATION

**Interview Guide Questions Presented CBE manager(project manager)**

Date of Interview: \_\_\_\_\_

Introduction: Good morning/afternoon

Purpose: This interview is being conducted as part of my research examining Monitoring and evaluation practices

1. Do projects always start and end at the anticipated time? Why?
2. What do you expect from the CBE Monitoring and Evaluation system in general as employee?
3. What is the total number of permanent staff CBE project management department has?
4. How can Monitoring and Evaluation be improved in the future?
5. Any additional issue?