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**“DETERMINANTS OF THE EFFECTIVENESS OF
MONITORING AND EVALUATION SYSTEM IN TVET
PROJECT IMPLEMENTED BY SELECTED NGOs IN ADDIS
ABABA”**

By

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**ST. MARY'S UNIVERSITY
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MANAGEMENT**

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DECLARATION

I, the undersigned, declare that this thesis entitled “ DETERMINNANTS OF THE EFFECTIVENESS OF MONITORING AND EVALUATION IN TVET PROJECT IMPLEMENTED BY SELECTED NGOs IN ADDIS ABEBA” is my original work, prepared under the guidance of Maru shete (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution to earn any degree.

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St. Mary's University, Addis abeba

ENDORSEMENT

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

Name of Advisor: **Maru Shete (PhD)**

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LIST OF ABBRIVATIONS AND ACRONYMS

TVET	Technical and Vocational Education and Training
VET	Vocational Education and Training
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PMBOK	Project Management Body of Knowledge
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Program

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ABSTRACTS

Monitoring and evaluation of projects is great importance to various players including project sponsors and it goes further to ensure similar projects are replicated elsewhere and not only revolving around a few areas. An effective monitoring and evaluation system is fundamental if the goals of a project are to be achieved. The study aims to assess determinants affecting the effectiveness of monitoring and evaluation in TVET project implemented by NGOs. The study is conducted on the four determinants of effectiveness monitoring and evaluation such as availability of fund, stakeholder participation, organization leadership and technical capacity. The study used quantitative research approach with descriptive and exploratory research design. Quantitative type of data gathered from primary and secondary data source for the primary data the study targeted 108 employees of TVET Projects from the study organizations. The response rate was 85% the questioner item were measures based on 5 point Likert scale and the questioner was tested for validity and reliability of the items cronbanch's alpha was used to measure reliability. Also the collected data was edited, sorted and analyzed using SPSS (statistical package for social science) version 20. The regression result shows that organization leadership (sig 0.008) and availability of funds (sig 0.005) has a positive and significant influence on the effectiveness of monitoring and evaluation system whereas stakeholder participation (sig 0.092) has a positive but not significant influence on the effectiveness of monitoring and evaluation system and technical capacity (sig 0.101) has a negative insignificant influence on the effectiveness of monitoring and evaluation system. Finally, the study recommends that organizational leadership greatly influence on effectiveness of monitoring and evaluation system, however; the organization policy should support the M&E system and the leaders should always communicate M&E results with the staff.

Key words: effectiveness, stakeholder, leadership, technical

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. The core thing that separates project management from the word management is that it has final deliverable and a finite time span, unlike management which is an ongoing process. Due to this project professional needs a wide range of skills; often technical skills, and certainly people management skills and good business awareness. So project is a unique, transient attempt, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. Time, cost and quality are the building blocks of every project (Murray webster, R & Dalcher, D, 2019).

Monitoring is the process of regular and systematic collection, analyzing and reporting information about a project's inputs, activities, outputs, outcomes and impacts (UNDP, 2009). The regular reports and information obtained from monitoring is used by project managers to make informed decisions. Monitoring provides project managers with the information needed to assess the current project situation and assess where it is relative to specified targets and objectives – identifying project trends and patterns, keeping project activities on schedule, and measuring progress toward expected outcomes. Also it enables to determine whether the resources available are sufficient and are being well used, whether the capacity have is sufficient and appropriate, and whether doing the planned to do.

Monitoring includes status reporting, progress measurement and forecasting. Performance reports provide information on the project's performance with regard to scope, schedule, cost, resources, quality and risk which can be used as inputs to other processes (PMBOK, 2001). It is a way of improving efficiency and effectiveness of a project by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated resources.

Evaluation is a scientific based appraisal of the strengths and weakness of the project. It is comparison between the actual project impacts against the agreed strategic plans. It looks at what set out to do and what and how accomplished it. It can be formative (taking place during the life of a project or organization, with the intention of improving the strategy or way of functioning of

the project or organization). It can also be summative (drawing learning from a completed project or an organization that is no longer functioning).

Monitoring and evaluation of projects is great importance to various players including project sponsors and it goes further to ensure similar projects are replicated elsewhere and not only revolving around a few areas. Monitoring and to some extent evaluation, fall under the control functions of project management. It provides regular feedback that helps the organization track costs, personnel, implementation time, organization development, economic and financial results and compare what was planned to actual performance (Emmanuel, 2015).

Technical and Vocational Education and Training (TVET)

TVET provides trainees with the technical skills applicable for the particular trade. In practice, different types of programs are included under the umbrella of TVET. (fikru, Sep 2016)Distinguish the following four types of programs:-

- (1) Pre-employment VET – prepares individuals for the initial entry into the employment. The regular track of the TVET in Ethiopia falls under this category.
- (2) Upgrade training provides additional training for the employed individuals;
- (3) Retraining provides the training for individuals that have lost jobs or for those wishing to switch careers;
- (4) Remedial VET provides training to individuals out of the mainstream labour force.

During the last few years, a number of non governments, non-profit organizations (NGOs) are working in Ethiopia incorporating vocational trainings as one of their intervention areas. Generally, local NGOs working in Addis Ababa provide financing to individuals often referred to as “the underprivileged segments of the population”.

The main area of intervention of these institutions is non-formal training, often geared towards specific target groups like handicapped people, street children, and female heads of households and so on. Still, some of them are also engaging in the delivery of formal TVET making their entry requirements similar to those of government TVET institutions. Occasionally, the institutions may earmark a limited finance to any training institution, whether private or public as wished by the NGOs, as long as it complies with their mission, purpose as well as their intervention areas.

Currently, only limited numbers of NGOs are involving TVET related projects and the existing projects seem to be fragmented. The purpose of this study is, thus, to establish the determinants

of the effectiveness of monitoring and evaluation system in TVET projects implemented by selected NGOs in Addis Ababa.

M&E Systems, through numerous researches has been noted as a key driver for project successes, better defined and constructed M&E systems are known for being catalysts for efficiency and meeting project deliverables with relative ease. In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (World bank, 2011).

Badly designed and managed monitoring and evaluations can do more harm than good. Misleading results can undermine the effective channeling and use of resources. Establishing international standards for methodological rigor, ethical practice and efficient management processes in monitoring and evaluation is an ongoing challenge. Done well, M&E has the potential to make enormous contributions to development practice and theory. Good M&E can make projects work better, assess the impacts, steer strategy, increase stakeholder ownership, build the capacity of stakeholders to hold program financiers and implementers to account and share learning more widely (Kusek, J. Z., & Rist, C. R., 2004).

Many organizations have been carrying out monitoring and evaluation as a formality just because it is one of the requirements to get funds from donors. This research discussed the four independent variables in this study, namely; availability of funds, stakeholders' participation, organization's leadership and technical capacity had a high propensity of influencing effectiveness of monitoring and evaluation systems.

1.2 Statement of the problem

Monitoring and Evaluation (M&E) system is an integral part of any programme or project in the non- governmental organization environment. Continuous monitoring and regular evaluation of the process, outcomes, and impact are essential. Informed decision making is seriously compromised when decisions are not based on monitoring information (Buckmaster, 1999).M&E systems also build knowledge capital by enabling governments and organizations to develop a knowledge base of the types of policies, programs, and projects that are successful and more generally, what works, what doesn't, and why. Results-based M&E systems also help promote greater transparency and accountability, and may have beneficial spillover effects in other parts

of a government or organization. In short, there is tremendous power in measuring performance. On the other hand monitoring and evaluations system improves not only the quality of the services delivered (through transparency and accountability), but also the attraction of other funding and donors (Beamon, B. M. and Balcik, B., 2008).

A study by (Papke-Shields, 2010) revealed that conformity to project specification (cost, quality and budget) would be achieved when projects are effectively monitored and evaluated. From the informal conversation I have had with an employee of the case organizations, M&E concepts still are not being fully applied on projects being conducted within the organization.

Several studies are done on various aspects of monitoring and evaluation system in Ethiopia, as an example Project Monitoring and Evaluation Practices of the Local NGOs: The Case Study of Ethiopian Red Cross Society By (gashaw, 2020), Assessment of monitoring and Evaluation practice and Challenges: a case of capacity development for health professionals and biomedical technicians project at GIZ By (MENGISTU, 2020), Assessing the practice of monitoring and evaluation on new products: The case of Berhan Bank S.CO By (hailemariam, 2020). many studies have been undertaken on M&E frameworks, but most of these work focus on the content of the M&E plan (framework) and individual tools, rather than on the whole M&E system.

To ensure that monitoring and evaluation is successfully implemented, a study by (musomba k. et al, 2013) has identified four independent variables that need to be considered; the budget allocated for M&E, the involvement and participation of the stakeholders, competency of the M&E team and the role of politics in the M&E implementation. In addition, availability of resources such as time, finance and technical competency have also been identified as factors that affect successful implementation of M&E (Hardlife, 2013). On the other hand, a study by (seasons., 2003) has identified the lack of indicators that can measures the goals and the outputs is one of the contributors for the unsuccessful implementation of project M&E.

Based on the informal conversation I have had with employees who are directly involved in the specific project being considered in this study and the researcher's experience in the case organization, identified the challenges faced in implementing the M&E activities of the project under study. In addition, some key factors that are identified. These include lack of sufficient

budget, lack of stakeholders' involvement, organization leadership and technical capacity or competency of the organization.

Additionally, there are limited studies on the factors determining effectiveness of monitoring and evaluation systems especially in large donor funded organizations. As to the best of the researcher's knowledge, no study has Assessed the determinants in the educational and vocational training projects Thus, this study sought to fill the gap by undertaking a study on the assessment of the determinants of the effectiveness of monitoring and evaluation system in TVET projects implemented by selected NGOs in Addis Ababa.

The study aims assess the extent to which availability of funds, stakeholders' participation, organization leadership and technical capacity influence effectiveness of M & E system.

1.3 Research Questions

1. To what extent does availability of funds influence the effectiveness of M&E system for TVET project implemented by NGOs in Addis Ababa?
2. To what extent does stakeholders' participation influence the effectiveness of monitoring and evaluation system for TVET project implemented by NGOs in Addis Ababa?
3. To what extent does organization's leadership influence the effectiveness of monitoring and evaluation system for TVET project implemented by NGOs in Addis Ababa?
4. To what extent does technical capacity influence the effectiveness of monitoring and evaluation system for TVET project implemented by NGOs in Addis Ababa?

1.4 Objective

1.4.1. General objective

To assess the determinants of the effectiveness of monitoring and evaluation system in TVET project implemented by selected NGOs in Addis Ababa.

1.4.2. Specific objectives

- ✓ To examine the effect of availability of funds on the effectiveness of monitoring and evaluation system for TVET project implemented by selected NGOs in Addis Abeba.
- ✓ To evaluate the effect of stakeholders' participation on the effectiveness of monitoring and evaluation system for TVET project implemented by selected NGOs in Addis Abeba.

-
- ✓ To investigate the effect of organization's leadership on the effectiveness of monitoring and evaluation system for TVET project implemented by selected NGOs in Addis Abeba.
 - ✓ To assess the effect of organization's technical capacity on the effectiveness of monitoring and evaluation system for TVET project implemented by selected NGOs in Addis Abeba.

1.5 Research Hypothesis

In order to answer the research questions, the researcher formulates the following research hypothesis depend on the theoretical frame work of (Nyonje, 2015)

- **H₁**: availability of funds for M&E will have positive and significant effect on the effectiveness of monitoring and evaluation system.
- **H₂**: stakeholder participation will have positive and significant effect on the effectiveness of monitoring and evaluation system.
- **H₃**: organization leadership will have positive and significant effect on the effectiveness of monitoring and evaluation system.
- **H₄**: technical capacity will have positive and significant effect on the effectiveness of monitoring and evaluation system.

1.6 Significance of the study

This study might particularly help NGOs, private and public organizations staff, donor agencies and project managers in better understanding of the M&E systems and how to improve them to be able to better monitor and evaluate and also meet the expectations of the stakeholders, as well as provide valuable information for future interventions. It may inform policies towards setting up of monitoring and evaluation systems, and show how M&E can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency. The study may therefore, be beneficial to NGOs, donor agencies, project managers, and project management students who are involved in the designing and implementation of result-based and effective M & E systems.

Findings may be used for organizational learning and improve projects planning, implementation, and management. It might enable the project managers and other staff to understand and appreciate the ever-changing environment. The result of this study may be

adopted by any government realistically to plan and formulate its projects policies that are geared to improving the overall performance. It may further give a deeper insight to those who are charged with M & E to effectively implement the required processes.

The academicians, policy planners, and researchers might also benefit by getting new areas of study and improvements. Overall, the study recommendations might improve effectiveness of monitoring and evaluation in Programs and provide comprehensive guidance on how to set up and implement a monitoring and evaluation system by avoiding the pitfalls that may lead to its failure. The study also identified areas related to M&E field that might require more research, hence a basis for further research.

1.7 Delimitations or scope of the Study

The study focused on establishing how availability of funds, stakeholders' participation, organization leadership and technical capacity affect the effectiveness of monitoring and evaluation system for projects. The study was carried out on selected NGOs located in Addis Ababa, Who implemented TVET project. The study was limited on seeking the answers to research questions. Basically, the study was trying to identify the determinants of an effective monitoring and evaluation system and establish key system features that support it.

1.8 Organization of the study

Structurally, the study is composed of five chapters. Chapter one deals with background of the study, statement of the problem, research questions, objectives of the study, research hypothesis, Significance of the study, delimitation of the study and structure of the study. The second chapter presents at the theoretical and empirical literature relevant to the objectives of the study and it's concludes with the overview of the literature; the third chapter presents with introduction to the methodology used in the study, research approach, population& sampling, method of data collection, procedures, reliability and validation of instrument, method of data analysis and ethical consideration, chapter four presents result, discussion and interpretation of the data, while chapter five summary & discussion of finding, conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews all the literature related to the study variables. The review will cover concept of monitoring and evaluation, effectiveness of monitoring and evaluation system for projects and discuss the independent variables (availability of funds, stakeholders' participation, organization's leadership and technical capacity) and how they determine effectiveness of monitoring and evaluation system for projects. The chapter also outlines the theories that anchor the study. Finally, the chapter will offer a graphical representation of the association between independent and dependent variables in the form of a conceptual framework.

2.2. Monitoring and Evaluation

M&E is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and to highlight whether there are any unintended (positive or negative) effects from a project and its activities. It is one part of the project cycle and good management practice (UNDP, 2009).

Monitoring and Evaluation are common in that they both focus on efficiency, effectiveness and the impact of the project. While efficiency tells about the input into the work is correct in terms of the output, effectiveness measures the extent to which a development program or project is achieving the specific objectives set for it, and impact tells the difference that the project brought to the problem situation it is dealing with (Crawford, 2003).

In broad terms, monitoring is carried out in order to check progress and performance as a basis for decision-making at various steps in the process of an initiative or project. Evaluation, on the other hand is a more generalized assessment of data or experience to establish to what extent the initiative has achieved its goals or objectives (UNDP, 2009). The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis (UNDP, 2009).

Monitoring and evaluation used for several purposes. In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (UNDP, 2009). Monitoring and evaluation helps to provide regular response on the level to which the projects are attaining their goals, spot likely problems at an early stage and recommend possible solutions, monitor the convenience of the project to all sectors of the intended population, monitor the effectiveness with which the various parts of the project are being implemented and recommend improvements, appraise the extent to which the project is able to realize its general objectives and offer guidelines for the development of future projects (Crawford, 2003).

Government and NGOs are also under increasing pressure to show value for money. Constituents and donors are demanding transparency and accountability. The increase in the number of NGOs has caused competition for donations. Gumz, & Parth reported that results based reporting improved the NGOs ability to compete for funds by convincing stakeholders that an agency's programs produce significant results and provide value (Gumz, 2007). M&E is crucial for providing information about results and impacts in order to justify continued support. In addition, strong M&E is needed to inform project and programmed design; to inform management of the programmer; and for organizational learning.

2.3 Empirical Review

This section reviews related literature as documented by other scholars. The review is done based on the study objectives.

2.3.1 Concept of Effectiveness of Monitoring and Evaluation System for Projects

Monitoring and evaluation are small distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 2009). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, 2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford, 2003). Evaluation is a definite and

systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2000).

Monitoring and evaluation should offer comprehensive and relevant data that will support decision making. Project evaluation serves various purposes; **first**, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel. **Secondly**, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further, evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result. Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taken into account. Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in contemporary world where organizations are leaning towards knowledge management in project management. Lastly through evaluations, project managers are able to access how projects fared in terms of meeting the budgetary limits as well as in terms of efficiency.

A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (SAMDI., 2007). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life (Nyonje, 2015). Key aspects of monitoring and evaluation are the setting up of the system, implementing the system, involving all stakeholders and communicating the results of the monitoring and evaluation process. A monitoring and evaluation system should be as relevant as possible to the organization to ensure its reliability and independence (Gaarder, 2010). An effective M & E system should be able to offer conclusive information that can effectively be utilized towards better project success. Through the system, any stakeholder should be able to identify the potential benefits of the project, ways

of enhancing screening and tracking of the project as well as offer an outline of the successes, challenges and opportunities for future projects undertakings. Effectiveness of the M&E system focuses on expected and achieved accomplishments, processes, examining the results chain, contextual factors and causality, in order to understand achievements or the lack of achievement. Objectives of a development project should be consistent with the requirements of beneficiaries and organization's strategies, and also the extent to which they are responsive to the organization's corporate plan and human development priorities such as empowerment and gender equality. Development initiatives and their intended outputs and outcomes should also be consistent with national and local policies and priorities (Kusek, J. Z., & Rist, C. R., 2004).

Monitoring and evaluation activities enable the stakeholders determine whether the body undertaking project implementation has adequate legal and technical mandate to implement projects on their behalf (Kimenyi, 2005). Post completion assessment is done to correlate between plans and real impact of the project. Evaluation looks at what the project managers planned, their accomplishments so far and how they achieved them. This can be done at the early stages of the project life or at the end of the implementation. Resources allocated to projects should be used economically since they are limited. When running a project and are concerned about its reliability or about going to scale, then it is very important to get the efficiency element right.

Use of monitoring and evaluation system is therefore a basis for evaluating the effectiveness of project delivery processes (Naoum, 1991 and Ling & Chan, 2002). They describe monitoring and evaluation system as the assessment of project success and use objective factors, including time, cost and quality objectives, and subjective factors, which are concerned with the assessment of stakeholders' satisfaction. Successful project managers diligently and regularly review progress against the schedule, budget and quality elements of the project. Regular reviews allow problems to be identified early so that corrective action can be taken to keep the project on track. The reviews can provide a clear and adequate provision for monitoring and evaluation events.

A monitoring and evaluation budget should be delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running (Mackay, 2007). Efficiency of project planning improves overall monitoring and evaluation of projects, management and implementation with the sole aim of having an impact on the socio-

political and economic status of the community. Project information should be obtained in an orderly and sequential manner as the project is on-going. Monitoring is done in accordance to the prior set targets and its activities are predetermined during the planning phase. These activities ensure that everything is on track and will enable the project team detect early enough when deviations occur. If monitoring is conducted as expected, it is a very important management tool that acts as a basis for project evaluation since through it, sufficiency and adequacy of available resources is determined.

Basically, project monitoring involves a systematic and continuous assessment of how the project is being implemented against initially set plans, activities, and other deliverables (Mulwa, 2003). It is important to ensure project sustainability and for this to be achieved, three essential dimensions must be considered; Project, institutional and environmental sustainability and also household and community resilience. Institutional sustainability is where functional institutions will be self-sustaining after the project ends. Household and community resilience focuses on resilient communities which are readily able to anticipate and adapt to change through clear decision-making processes, collaboration, and management of resources internal and external to the community. Environmental sustainability considers that an environmentally sustainable system must maintain a stable resource base, avoid over exploitation of renewable resources and preserve biodiversity and structural change where the structural dimensions of poverty are addressed through the empowerment of the poor and marginalized rural households (Mackay, 2007).

Other factors, such as external policies and institutional context, will also have a direct influence on project monitoring and evaluation, but are typically outside project control (IFRC., 2021). For example, the sustainability of community based projects-supported interventions is likely to be compromised in areas characterized by weak institutions, lack of markets, lack of income-generating opportunities, or in fragile states experiencing civil conflicts. (Bank, 2011). Projects must systematically identify, analyze and respond to risks in a way that ensures continuation of project benefits after completion. Projects should seek ways to strengthen the capacity of individuals, households, communities, formal and informal institutions that will help them cope with future shocks (IFAD, 2005). Projects should cause ‘no harm’ to the environment and should meet the needs of the present generation without compromising the ability of future generations

to meet their own needs (IFAD, 2005). Monitoring and evaluation helps to determine and measure the impact of an intervention. Impact refers to the direct or indirect, intended or unintended positive or negative changes produced by a development intervention. Measuring the impact involves ascertaining the effects of an activity on economic, social, environmental and other development indicators. Assessment of impact is important because it generates useful information for decision-making process and supports accountability for delivery of results.

2.3.2 Availability of Funds and Effectiveness of a Monitoring and Evaluation System

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. The M&E budgetary allocation should clearly be delineated from the main project budget so that M&E unit is accorded some autonomy in utilization of its resources (Gyorkos, 2003). M&E budget should be about 5 to 10 percent of total projects' budget which will give the M&E unit adequate resources to ensure its effectiveness (Njama, 2015). However, according to Gitonga (2012), there is no specific percentage to be allocated for M&E but normally varies between 2.5% and 10% depending with the overall budget and the project. Gitonga further states that the more participatory M&E is, the higher its budget.

(Frankel, 2007) Concur with Gitonga by stating that there is no set formula for proportion of project's budget to be allocated to M&E. Most donors and organizations recommend between 3 to 10 percent of the project's budget. The general rule of thumb is that the M&E budget should not be too little as to affect the accuracy and credibility of results and neither should it consume many resources to the extent of interfering with other projects activities. M&E activities and their cost should be estimated and properly be planned for to ensure funds needed are sufficiently allocated. This should be done at the project design stage so that funds are allocated specifically to M&E and are available to implement M&E tasks (Chaplowe, 2008).

Resources allocation should be undertaken within organizations towards their monitoring and evaluation system in a controlled manner to ensure that this does not pose a challenge to the implementation of their strategy. This more so should be assessed keenly for donor-funded programs where the availability of funds is not under the organization's control. Lack of adequate resources is an impediment to the success of the system and process and organizations

should ensure they have set aside sufficient funds to support monitoring and evaluation activities (Njama, 2015).

(Kamau, 2012) Also observes that lack of sufficient funds hinders performance of the monitoring and evaluation systems. In some organizations, there are no funds specifically allocated for M&E despite having sufficient funds for the projects. This has led to poor performance of the M&E system leading to poor performance and failure of projects (Chaplowe, 2008). In a study by (Mushori, 2015) on determinants of effective M&E of county government projects, he noted that M&E is usually budgeted for but there is no specific allocation for its activities. Barasa (2014) in his study observed that inclusion of M&E budget in the strategic plan is crucial and some projects had stalled or performed poorly due to underfunding. He also notes that a budget should be all-inclusive taking into account all cost and expenses likely to be incurred. Financial availability is key to implementing and operating a strong and effective monitoring and evaluation system.

(IFAD, 2005) Observe that most developing countries are being faced with the challenge of implementing a sound monitoring and evaluation due to lack of control on their financial resources. Therefore, the donors need to put more emphasis on the establishment of sound monitoring and evaluation systems through factoring this in the funding (World bank, 2011). This is the only way to ensure that projects achieve set goals and have lasting and sustainable impacts on the beneficiaries. Public Finance Management Reform Coordinating Unit Ministry of Finance Kenya (PFMR, 2008), explains many different kinds of tracking systems as part of the government management toolkits. Every government needs the three legged stool of good human resource systems, financial systems, and accountability systems. But they also need good feedback systems. A results-based monitoring and evaluation system is essentially a special public management tool governments can use to measure and evaluate outcomes, and then feed this information back into the ongoing processes of governing and decision making Cabinet. It further addresses the credible answers to the accountability concerns of stakeholders, give public sector managers information on progress toward achieving stated targets and goals, and provide substantial evidence as the basis for any necessary mid-course corrections in monitoring and evaluation policies.

2.3.3 Stakeholder Participation and Effectiveness of a Monitoring and Evaluation System

Stakeholders in M&E are those people who have a stake in the projects and programs. They are persons who take decisions using the M&E data and findings. These include; the community whose situation the program seeks to change; project field staff who implement activities; program managers who oversee program implementation; funders and other decision makers who decide the course of action related to the program; supporters, critics and other stakeholders who influence the program environment (Davies, 1988). The growing interest within the international aid community in participatory approaches to development programming emanates from lessons learnt in the past. It was found that participation of the program stakeholders, central level decision makers, local level implementers, and communities affected by the program, in program design, implementation, monitoring and evaluation, improves program quality and helps address local development needs.

It increases the sense of national and local ownership of program activities and ultimately promotes the likelihood that the program activities and their impact would be sustainable. However, exactly what program stakeholders are involved in M&E varies according to the purpose of M&E and the general institutional receptiveness to the use of participatory approaches. In each instance, program managers must decide which group of stakeholders should be involved, to what extent and how (UNDP, 2009). The extent of stakeholder participation in evaluation, however, depends on the evaluation questions and circumstances. Participatory evaluations are particularly useful when there are questions about implementation difficulties or program effects on different stakeholders or when information is wanted on stakeholders' knowledge of program goals or their view of progress.

The use of stakeholders in assessments is not undisputed, however, some authors question how far stakeholders can be trusted to correctly assess the complex environment in which they are immersed, to reach consensus and how tendencies towards self-interest can be tackled (Hacking, 2006). A general problem concerning stakeholder participation processes is that these tend to quickly lead to a unique solution to a complex problem that is difficult to scale-up or apply in other contexts. The level to which different partners and stakeholders are involved at different steps in the process will vary (UNDP, 2002). Some need only be informed of the process while it would be important for others to be involved in a decision-making capacity. Because M&E has

important capacity development and learning dimensions, decisions about who is involved and to what degree will impact upon the results. In general, the greater the level of involvement the more likely it is that evaluative knowledge will be used.

It is important to note that greater participation of partners or stakeholders or both often implies greater costs and sometimes can lead to a reduction in effectiveness and efficiency. Nevertheless, by strategically involving stakeholders and partners, participatory M&E can positively influence the degree of ownership of the results and sustainability. Partnering closely with key stakeholders throughout the M&E process promotes shared knowledge creation and learning, helps transfer skills, and development of capacity (UNDP, 2002). The stakeholders also provide valuable feedback that can be used to improve performance and learning. In this way, good practices at the heart of monitoring and evaluation are continually reinforced, making a positive contribution to the overall effectiveness of development. Participation depends on the evaluation questions and circumstances. Participatory M&E is particularly useful when there are questions about implementation difficulties or program effects on different stakeholders (Hacking, 2006).

A key feature of the process of monitoring and evaluation is the identifying of the key participants or stakeholders who have a vested interest in the process (Patton, *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use.*, 2008). Those with a direct or indirect interest in the program implementation are essential in ensuring the success of a monitoring and evaluation system (Phillips., 2009). Through engaging stakeholders, there will be acceptability and reliance in the results of the monitoring and evaluation process. The entire process of monitoring and evaluation relies on the analysis of those who are particularly interested in the results of the process; thus it would be prudent to work in tandem with the beneficiaries (Bamberger, 2009). This is important especially for projects that are highly dynamic, which leaves the main stakeholders as the ideal ones in tackling any shortcomings or change in situations. However, too much stakeholder involvement could crowd out the independence of the unit due to enormous pressure or stakeholders dominating the process to meet their goals (Patton, 2008).

A study by (Njama, 2015) established that stakeholders' involvement in M&E is very crucial but too much involvement could lead to undue influence on the process. Stakeholders will be more concerned with the monitoring and evaluation process if they are involved from the beginning.

Thus through the involvement of stakeholders, there will be unanimous support for the process. The information that is collected by the monitoring and evaluation exercise can only be credible and reliable if it will in the end meet both the needs of the program and those of the stakeholders (Otieno, 2016). Thus, it is highly important to work with those in need of the monitoring and evaluation information to ensure its relevance. Furthermore, the involvement of the management in the operations of a monitoring and evaluation system impedes the effectiveness of the system. This occurs mostly where the management involvement is widely low or highly suppressive. Excessive pressure by stakeholders will make it hard for the monitoring and evaluation systems to meet their objectives (Njama, 2015).

2.3.4 Organizational Leadership and Effectiveness of a Monitoring and Evaluation System

Organizational leadership is increasingly being regarded as a salient theme on the effectiveness of monitoring and evaluation. The organization's leaders should support and be involved in the M&E activities for the process to be effective and successful. Project managers should be involved directly but the organization senior management involvement should be indirect. In fact, they should carry out some monitoring activities as part of their overall work and from time to time monitor and evaluate their operations. Management involvement enhances the credibility of the M&E process and ensures increased acceptance of the findings (Khan, 2003). The management plays a big role in allocation of resources, designing the system, communication of results and making key decisions which affect projects and monitoring and evaluation activities. Their commitment to the implementation of monitoring and evaluation system is paramount. It is through this that they will ensure that adequate funds and other resources are allocated to M&E. If there is no goodwill and support from organization's management, then the M&E system will perform poorly leading to ineffectiveness (World bank, 2011).

The organization's leader involvement in implementation and throughout the project or program cycle ensures ownership, learning and sustainability of results and creates effective communication, mobilization of resources to fill gaps. This also ensures use of information obtained and lessons learnt in future interventions and in decision making (Chaplowe, 2008). An effective M&E system should be able to provide information for short and long term decisions and planning (Crawford, 2003). Results from M&E should be used to improve the project

strategy and operations. Project progress and problems must be shared with all relevant stakeholders to enable learn and find solutions together.

(Njama, 2015) Observed that the role of leaders in M&E is very important in ensuring the process is effective and successful. The management should utilize information from M&E in decision making. They should act promptly to project demands and improvements. Reports to funding agencies need to balance the success and mistakes, and above all, be analytical and action-oriented. Communication of information and results is the responsibility of the senior management with the support of project managers (Nyonje, 2015). The M&E process should be committed to improving the lateral linkages among project and program staff, including feedback processes, for learning purposes. Analysis of the existing or possible linkages across programmes and projects should be as critical, objective and exhaustive as possible. Managers, including at the senior level, must be involved in the entire process (Hunter, 2009).

Organizational leadership in building M & E systems involves ensuring that strategic policy frameworks exist and are combined with effective oversight, coalition-building, regulation, attention to system design and accountability. The need for greater accountability arises both from increased funding and a growing demand to demonstrate results. Accountability is therefore an intrinsic aspect of governance that concerns the management of relationships between various stakeholders in NGOs, including individuals, households, communities, firms, governments, nongovernmental organizations, private firms and other entities that have the responsibility to finance, monitor, deliver and use health services (Kamau, 2012). Furthermore, the credibility of findings and assessments depends to a large extent on the manner in which monitoring and evaluation is conducted in the community based projects (Mulwa, 2003).

Good leadership focuses on results and follow-up (UNDP, 2009). It looks for what is going well and what is not progressing in terms of progress towards intended results (Phillips., 2009). It then records this in reports, makes recommendations and follows-up with decisions and action. Good and effective monitoring and evaluation depends to a large extent on proper and appropriate design (Mulwa, 2003). If a project is poorly designed or based on faulty assumptions, even the best monitoring or evaluation is unlikely to ensure its success. Particularly important is the design of a realistic results chain of outcome, outputs and activities (UNDP, 2002). Organizations should avoid using M&E for correcting recurring problems that need permanent

solutions. Good monitoring requires regular visits that focus on results and follow-up to verify and validate progress.

The poor acquisition of the appropriate M&E systems by NGOs is also attributed to the organizations leadership overemphasis on the physical infrastructure such as computer equipment rather than methodological and conceptual training. Information and data can be collected and analyzed at any and all levels to provide feedback at many points in time. In this way, the information can be used to better inform key decision makers, the general public, and other stakeholders. Monitoring and evaluation can and should be evident throughout the life cycle of a project, program, or policy, as well as after completion. M&E with its continuing streams of data and feedback has added value at every stage from design through implementation to impact (Njama, 2015).

2.3.5 Technical Capacity and Effectiveness of a Monitoring and Evaluation System

Technical capacity of monitoring and evaluation team and department is key to the successful implementation of M&E. technical capacity is the unique and practical knowledge possessed by the project monitoring and evaluation team. This capacity is evident in the ability of the M&E team to accomplish the set objective of the M&E in achieving project success. The strength of an organization is associated with its human resource capacity and as such without the requisite technical capacity M&E team will fail in delivering the objectives of the M&E system in place. Capacity development is essential to achieve, strengthen and maintain skills and capabilities for achieving developmental goals and objectives within specific time frame. Studies by (Mwangi & Mugambi, 2013), have all recognized the impact of technical skill on the role of M&E team and department towards the successful implementation of M&E.

The human resource aspect is a major factor that influences practitioner efficiency and hence effectiveness of the M&E system both in terms of quantity and capacity (World bank, 2011). In a study set to highlight the challenges in M&E implementation in Flooky Municipality in South Africa, it was established that the municipality lacked a comprehensive M&E system to facilitate continuous assessment of integrated development plans, service delivery outcomes and operational plans. This was coupled with a shortage of skilled implementers and financial constraints that caused ineffectiveness of the M&E system (Mthethwa, 2016).

Similarly, on issues and challenges in local non government project monitoring and evaluation in Ethiopia, it was established that the system had been riddled with short-comings ranging from; exclusion of community members as primary stakeholders, corruption, ineptly skilled implementers, lack of discipline in implementing projects, financial constraints and a slow and or no adoption at all of globally accepted practices (Igbokwe, 2016). The prevalence of corruption too as highlighted as a function of lack of professionalism has aided in crippling the M&E system thereby increasing susceptibility to mismanagement by cartels and massive failures in delivering project goals and objectives of local non government tenders. This has been further enabled by existing flawed tendering processes (Lawal, 2010).

In a study conducted by (Kimenyi, 2005) on the Efficiency and Efficacy of Kenya Constituency Development Fund, it was established there was need of having clearly defined roles and functions for practitioners based on their respective skill and expertise. Skill development is key for any effective M&E practice (Awiti, 2008). Additionally, it is also imperative that practitioners with inadequacy in both skill and expertise be capacity built to improve performance in the organization (Nyaguthii & Oyugi, 2013). This can be achieved through new frontier practices such as resilience M&E, a relatively new focus area that offers a lot of promise with regards to highlighting best practice in the field, which is learning by doing (World bank, 2011).

2.3.6 Technical and Vocational Education and Training (TVET)

During the last few years, a number of non governments, non-profit organizations (NGOs) are working in Ethiopia incorporating vocational trainings as one of their intervention areas. Generally, local NGOs working in Addis Ababa provide financing to individuals often referred to as “the underprivileged segments of the population” (fikru, Sep 2016).

The main area of intervention of these institutions is non-formal training, often geared towards specific target groups like handicapped people, street children, and female heads of households and so on. Still, some of them are also engaging in the delivery of formal TVET making their entry requirements similar to those of government TVET institutions. Occasionally, the institutions may earmark a limited finance to any training institution, whether private or public as

wished by the NGOs, as long as it complies with their mission, purpose as well as their intervention areas.

Currently, only limited numbers of NGOs are involving TVET related projects and the existing projects seem to be fragmented. The purpose of this study is, thus, to establish the determinants of the effectiveness of monitoring and evaluation system in TVET projects implemented by selected NGOs in Addis Ababa (fikru, Sep 2016).

2.4 Chapter Summary

As the literature indicated, there were many studies conducted by different researchers. The study assessed Monitoring and evaluation system, determinants of effectiveness of M&E system, performance of projects in different parts of the world. Related studies in others countries globally and have been analyzed and reveal that there exists a knowledge gap in Monitoring and evaluation system's. In conclusion, from the literature review done and a review of empirical studies that have been done, it shows that a lot of effort has been put in place to have a result-based and effective M&E systems. The empirical studies are indicative that there is need for Monitoring and Evaluation as a management tool for decision making. However, little has been done on area of assessment of the determinants of the effectiveness Monitoring and evaluation systems of TVET projects in Ethiopia. Management influence on M&E is minimal, personnel training on monitoring and evaluation and stakeholder's involvement on M&E systems has not fully taken course on projects. Therefore the study will focus on establishing this Effect and try to give an insight suggestion.

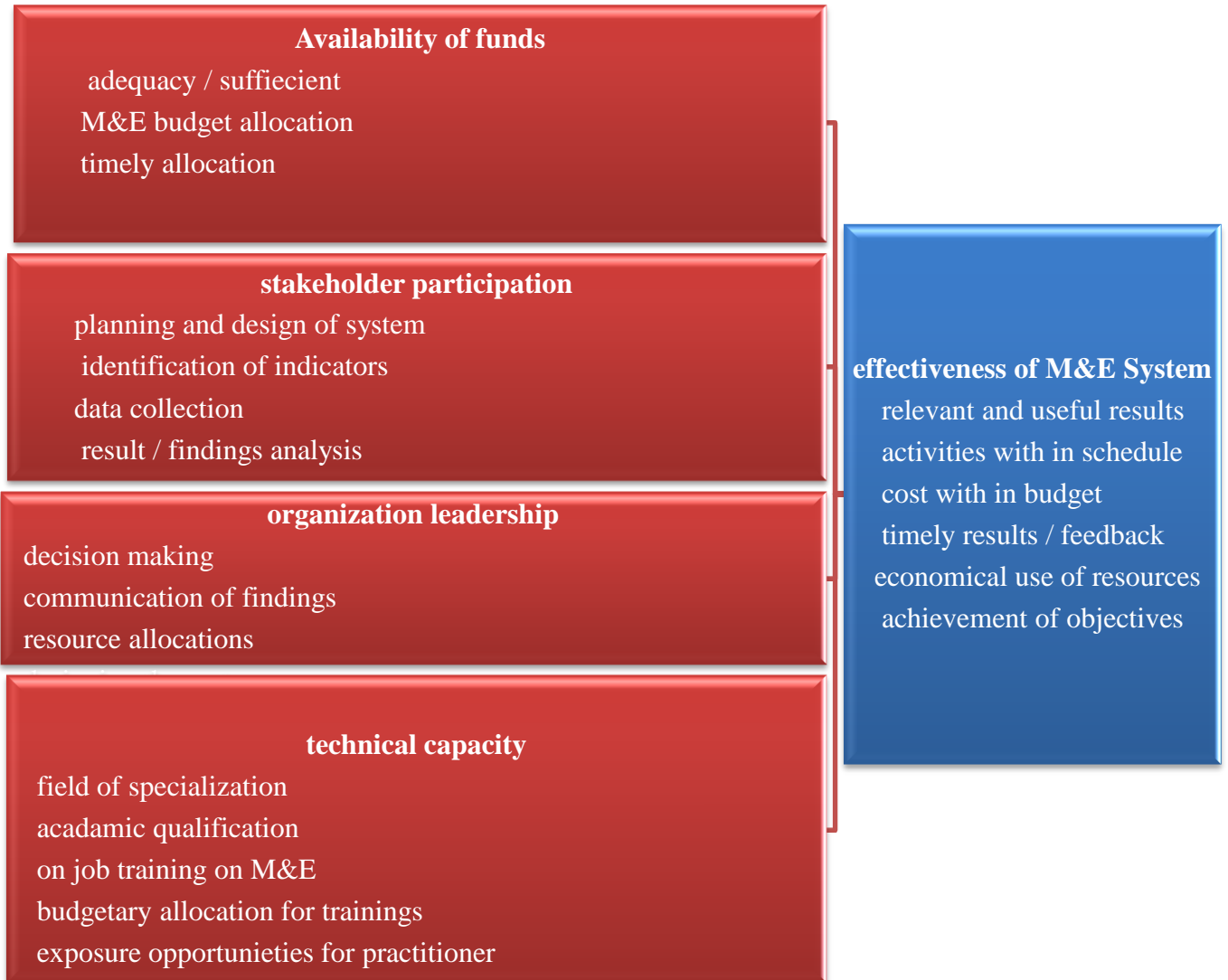
2.5 Conceptual Framework

Conceptual framework explains, either graphically or in narrative form, the main things to be studied the key factors, concepts, or variables and the presumed relationships among them. It is structured set of broad ideas and theories that help a researcher to properly identify the problem they are looking at frame their questions and find suitable literature and it shows the relationship of the variables under study and helps to keep the research work focused on the objectives of the study. In this study the independent variables are availability of funds, stakeholder's participation organization's leadership and technical capacity. The dependent variable is effectiveness of a monitoring and evaluation system for projects. The framework also indicates the indicators to be used to measure the variables.

Independent variables

Dependent variables

Table 2.1 conceptual framework of the study



Adapted from Amos (2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research design and methodology used in the study. It specifically cover the following: research design, research approach, population, target population and sampling, data collection instruments, validity and reliability of research instruments, data collection procedure, data analysis techniques, ethical considerations and finally operational definition of variables.

3.2. Research design

A research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme or program of the research (Kumar, 2011). The study used both descriptive and explanatory research design also called cross sectional and causal design because it seeks to study cause and effect or relationship between different variables in the study. More specifically, cross-sectional research design is often called a social survey design. It entails the collection of data on more than one case and at single point in time. In order to collect a body of quantitative data in connection with two or more variables, which are then examined to describe characteristics and/or explore pattern of associating among variables (Bryman, 2016).

3.3 Research Approach

There are different approaches including qualitative, quantitative and mixed. As (Kumar, 2011) stated qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. Mixed methods research is an approach of inquiry involving collecting both qualitative and quantitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. Also the quantitative research is critical to show the cause and effect relationship between dependent and independent variables. Soto address the research question, to test hypotheses and investigate the

cause and effect relationship between determinants and effectiveness of monitoring and evaluation system, the study employed quantitative type of research approach.

3.4 Population and Sampling

The total target population of the study all registered TVET projects implemented by NGOs found in Addis Ababa currently there are eight TVET projects implemented by NGOs located in Addis Abeba. Therefore, the study used random sampling technique based on the time frame of the study, accessibility and organizations' willingness to participate on the study, the five TVET projects were selected as target population. So the study focuses on selected five TVET Project implemented by non-governmental organizations (NGOs) working in Addis Ababa. To determine the sample size of the study, the total target population was defined. According to (Bryman, 2016), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. After discussing with the human resource personnel at the organizations the researcher realizes that the five projects together have 150 qualified members for the questionnaire. Attempted to know all the possible job positions in the organizations, the sample size consists for both the quantitative and qualitative study. This study used Krejcie and Morgan Table for sample size determination. The ever increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. To address the existing gap, (Krejcie, R. V. & Morgan, D. W., 1970) came up with a table for determining sample size for a given population for easy reference. Accordingly, 108 sampled respondents from selected organizations with respective profession such as project coordinator, monitoring and evaluation team, administrative staff and trainers were found and used for this research. Table 3.1 below summarizes the participant number by organization for the study.

Table 3.1 sample proportion and size

No.	NGOs Have TVET Programs	Total no. of staff(N)	Sample size $= (108 \div 150) \times N$ $= 0.72 \times N$
1	LG-KOICA HOPE TVET college	39	28
2	SOS children Village	19	14
3	YMCA Ethiopia	8	6
4	Selam children village	70	50
5	Hope enterprise	14	10
TOTAL		150	108

3.5. Data Collection Method

This research used primary and secondary data collecting tools which are suitable for the research design. Primary data was collected from the project manager(Coordinator) Administration staff, M&E staffs and trainers using the tools(which enable the researcher to collect in-depth data by personally delivering to the respondents) developed and secondary sources including project financial report and midterm and end line evaluation reports. The selected tools are:-

3.5.1. Questionnaire: consisted two parts. The first part asked about demographic information of the respondents while the second part contained close-ended questions with Likert scale and open-ended questions for quantitative analysis purpose. about the four independent variables (availability of funds, stakeholder participation, organization leadership and technical capacity) and the dependent variable (Effectiveness of M&E System).

3.6. Validity and reliability of research instrument

3.6.1. Validity

In this study, two types of research test instrument were used. One of these was validity test that was the extent to which difference found with measuring instrument reflecting true differences among those being tested. To ensure the quality of the research design content and construct validity of the research was checked. Construct validity establishing correct operational measures for the concepts being studied. Project monitoring & evaluation professionals and experts who were specialized knowledge and experience on funded non-governmental organizations judgment and opinion were taken.

3.6.2. Reliability

To measure the reliability of the data collection instruments an internal consistency technique Cronbach's alpha was computed using SPSS 20. The researcher before actual data collection, piloting of the questionnaire was carried out (Golafshani, 2003). The questionnaire was sent out to 11 respondents working in the TVET project. Piloting enabled the researcher to test the reliability of the instrument. According to Zinbarg (2005) Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. May the reliability coefficient of 0.7 and above is recommended. The Cronbach's reliability coefficient was listed below which was more than 0.7 and therefore the instrument was deemed to be reliable.

Table 3. 2 Cronbach's Alpha Test Result

	Cronbach's Alpha	N of items
Availability of fund	0.874	4
Stakeholder participation	0.910	6
Organizational leadership	0.917	5
Technical capacity	0.960	5
Effectiveness of monitoring and evaluation	0.888	6
Overall	0.951	26

Source: survey result, 2022

3.7. Data Collection Procedures

The researcher administered the questionnaire personally to the respondents. The advantage of researcher administered questionnaires is that the questions can be clear to the respondents during the interview also ensure the respondents understood the questions, and enable the researcher to obtain the right kind of information required to meet the study objectives.

3.8. Data Analysis and presentation

After data collection, the filled-in and returned questionnaires was edited for completeness, coded and entries made into Statistical Package for Social Sciences (SPSS version 20). Coding is technical process where raw data are transformed into easily tabulated form by way of assigning symbols. This helps in condensing the responses into few categories for the purposes of data analysis. Accordingly, SPSS (Statistical Package for Social Sciences) were used to compute and analyze the data. The data were Analyze using inferential statistics (multiple regressions) and descriptive statistics (percentages, frequency, mean and standard deviation). Structured questionnaire was used to collect data. The Structured questionnaire guided on how to answer questions to avoid ambiguity and for easier data analysis. The Likert scale was used to measure the strength of respondents' feelings or attitude towards statements that was formulated on the variables and their dimensions. The variables were measured using ordinal types of measurements on the scale of 1-5, represented by strongly disagree, disagree, neutral, agree and strongly agree.

The effectiveness of monitoring and evaluation was determined by (Njama, 2015) as he explained the conventional approach of determining Effectiveness of monitoring and evaluation as an assessment of performance based on whether the monitoring and evaluation activities:- have relevant and useful results, done with in schedule, done within budget, M&E processes achievement of objectives.

3.8.1 Data analysis method

The researcher was developed a model based on the conceptual frame work to analyze the relationship between dependent and independent variables. effectiveness of monitoring and evaluation system as a dependent variable and availability of funds, stakeholder participation organizational leadership and technical capacity as an independent variable. To test the hypotheses of this study, the linear regression model is one of the fundamental workhorses of econometrics and is used to model a wide variety of economic relationships. The general model

assumes a linear relationship between a dependent variable y and one or more independent variables, x . The significance of the factors was tested at a confidence level of 95%. From the study model the equation is derived as follows:-

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$\text{Effectiveness of monitoring and evaluation system} = \alpha + \beta_1 \text{AF} + \beta_2 \text{SP} + \beta_3 \text{OL} + \beta_4 \text{TC} + \varepsilon$$

Where; Y = Dependent variable (Effectiveness of monitoring and evaluation system)

α = the model intercept

β = Coefficient of independent variables X_1, X_2, X_3, X_4 (X_1 – Availability of funds, X_2 - Stakeholders' participation, X_3 – Organization Leadership, X_4 – technical capacity)

ε = Error Term

3.9. Ethical Consideration

Concerning ethical consideration all the information and data from the respondents will be confidential. Respondents will be informed about the aim of the research clearly. Identity and other personal related information will not be written on the questionnaire instead the researcher will give code to them. The responses for questionnaire will not be exposed to third party but the researcher uses them only for academic purpose.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter presents results and discussion of the study. It shows how data presents, analysis and interpretation of the research findings in three sections. All three sections presented study responses on the assessment of the Determinants of the effectiveness of Monitoring and evaluation system on TVET project implemented by selective NGOs in Addis Abeba. First, the research response rate was computed and Presented, secondly the demographic information of the respondents, then finally the findings on four key objectives areas of the study were presented and interpreted using tables.

4.1 Response Rate

As indicated in the chapter three, the target population of the study was 150 staff and the sample size of this study was computed as 108 respondents are working in TVET Programs in activities directly related to M&E or indirectly participate in M&E system. Out of distributed 108 questionnaires, a total of 92 questionnaires were returned which displayed 85% response rate. According to (Mugenda, 2003), a response rate of more than 80% is sufficient for a study.

4.2 Demographic Profile of Respondents

The demographic characteristics of the respondents include age, gender, Educational background, service years (work experience) and role in the given TVET projects. Before analyzing data, the background information on the staffs at different level has been shown throughout the table.

Table 4.1 demographic profile of respondents

AGE	Frequency	Percent
young adult (age 18-35 years)	31	33.7
middle aged adults (ages 36-55 years)	40	43.5
older adults (aged older than 55 years)	21	22.8
Total	92	100
SEX	Frequency	Percent
Male	57	62
Female	35	38
Total	92	100
EDUCATIONAL LEVEL	Frequency	Percent
diploma and below	6	6.5
first degree	53	57.6
master and above	33	35.9
Total	92	100
WORK EXPERIENCE	Frequency	Percent
below 5 years	22	23.9
6 - 10 years	41	44.6
above 10 years	29	31.5
Total	92	100
ROLE IN TVET PROJECT	Frequency	Percent
project coordinator	14	15.2
administrative staff	25	27.2
monitoring and evaluation staff	14	15.2
Academic staff (trainers)	39	42.4
Total	92	100

Source: Survey result, 2022

4.2.1 Age of the respondent

The above table 4.1 displays that, among 92 sampled respondents, 33.7% of the total respondents were of young adult age 18 to 35, 43.5% of them were of middle aged adult's age 36 to 55 years, and only 22.8 % of the respondents were older adults or aged older than 55 years. This could be considered the study gathered information from well experienced and aged people who acquired knowledge in TVET projects.

4.2.2 Gender of respondent

The above table 4.1 displays that, among the 92 sampled respondents the study conducted this research on, 62%, i.e., 57 Individuals were Male and 38%, i.e., 35 individuals were Female. Most of the study respondents are male.

4.2.3 Education level of respondent

The above table 4.1 displays that, among 92 sampled respondents, 6.5% of the total respondents had diploma, 57.6% of them were university first degree graduate and the remaining 35.9% of them attended university postgraduate (masers and above). The study was delighted that most of the respondents were university graduated (well educated). It was believed that the sampled staffs would provide appropriate responses for the project.

4.2.4 Work experience of respondent

The above table 4.1 shows that, among the selected respondents, 23.9% of the sampled respondents worked in TVET Project for fewer 5 years; 44.6% worked for 6 to 10 years and 31.5% of them worked for more than11 years. The study was delighted that most of the respondents were worked in TVET projects and they were passed most of their working time in the selected project. It was believed that the sampled staffs would provide appropriate responses for the project.

4.2.5 Role in TVET project

The above table 4.1 also shows that, among the selected respondents, 15.2% of the sampled respondents worked in TVET project in project coordinator position; 27.2% worked in administrative staff; 15.2% worked in monitoring and evaluation staff; and 42.4% are worked in academic staff positions the respondents who directly related to M&E or indirectly participate in M&E system. The study was delighted that most of the respondents were university graduated (well educated), worked in TVET project and they were passed most of their working time in the selected project. It was believed that the sampled staffs would provide appropriate responses for the study.

4.3 Descriptive Analysis for Study Variables

Empirical findings of the response results presented and discussed in this chapter. In this study, a rating scale was used the statistical data (mean) in the same way as (Njama, 2015) determinants of effectiveness of monitoring and evaluation for delivering project and (ANUNDA, 2016) on factors influencing the performance of projects implemented by NGOs. Rating scale was used to analyze the result of the perception mean as level above 2.5 was assumed to indicate a positive picture.

4.3.1 Availability of funds

Table 4.2 mean description of availability of fund

Dimension measure	N	Mean	Std. Deviation
the organizations provide sufficient funds for M&E activities (5%-10% of project budget)	92	3.95	.803
the organization ensure timely allocated of funds for M&E	92	3.77	.813
there is separate budget allocation for M&E	92	3.83	.921
there is independency in the budgetary decisions for the M&E unit	92	3.58	.759
availability of funds	92	3.7799	.46858
Valid N (listwise)	92		

Source: survey data 2022

From the findings, majority of the respondents agreed with the statement that the organization ensure timely allocated of funds for M&E, there is a separate budget allocation for M&E system and the organizations provide sufficient funds for M&E activities (5%-10% of project budget) with a mean score of 3.77, 3.83 and 3.95 respectively. The respondent also asked whether there is independency in the budgetary decisions for the M&E unit most of the respondent relatively less agreed with the statement with mean 3.58. Generally the Grand Mean of availability of funds is 3.779 Its above mean value of 3.5 or More than the midpoint of five point Likert scale

this show that there is higher understanding about the value of monitoring and evaluation system on the TVET projects by NGOs. Sufficient funding is very crucial for the effective M & E process to take place.

4.3.2 Stakeholder participation

Table 4.3 mean description of stakeholder participation

Dimension measure	N	Mean	Std. Deviation
Stakeholders are adequately involved in designing and planning of M&E systems and activities	92	3.92	.917
Stakeholders are allowed to participate in preparing the timetable for M&E activities	92	3.59	.939
Stakeholder feedback is sought during M&E processes	92	3.87	.892
Stakeholders are involved in M&E decision making process	92	3.68	.851
Stakeholders are involved in M&E data collection process	92	4.35	.791
M&E results and findings are communicated to the stakeholders	92	4.05	.747
Stakeholder participation	92	3.9112	.49629
Valid N (listwise)	92		

Source: survey data 2022

From the findings, majority of the respondents agreed with the statements that Stakeholders are adequately involved in designing and planning of M&E system and activities, M&E results and findings are communicated to the stakeholders and stakeholders are involved in M & E data collection process with a mean score of 3.92, 4.05 and 4.35 respectively. Majority also agreed that stakeholders are allowed to participate in preparing the timetable for M&E activities Stakeholders are involved in M&E decision making process, and stakeholder feedback is sought during M&E processes with a mean score of 3.58, 3.68 and 3.87 respectively. Generally the Grand Mean of stakeholder participation is 3.9112. this show there is little variance of mean

response of the respondent to all questions and the average mean score of all six items is More than the midpoint of five point Likert scale this indicates that monitoring and evaluation system of the TVET projects have stakeholder participation.

4.3.3 Organizational leadership

Table 4.4 mean description of organization leadership

Dimension measure	N	Mean	Std. Deviation
Organization's policy supports M&E	92	4.38	.571
Management ensures sufficient resources are allocated to M&E	92	3.87	.828
Leaders always and clearly communicate M&E results	92	3.96	.769
Leaders take active part in designing the M&E systems	92	3.97	.654
There is supportive supervision and guidance from leaders	92	3.89	.870
Organizational leadership	92	4.0130	.42224
Valid N (listwise)	92		

Source: survey data 2022

From the findings, majority of the respondents agreed with the statements that leaders always and clearly communicate M&E results, leaders take active part in designing the M&E systems and organization's policy supports M&E with mean scores of 3.96, 3.97 and 4.38 respectively. The different staff of TVET Project were also agrees management ensures sufficient resources are allocated to M&E and there is supportive supervision and guidance from leaders with mean score of 3.87 and 3.89 respectively. Generally the Grand Mean of organizational leadership is 4.0130.this show there is little variance of mean response of the respondent to all questions and the average mean score of all five items is More than the midpoint of five point Likert scale this indicates that monitoring and evaluation system of the TVET projects had effective organizational leadership. The results therefore indicate that Most of the staff felt that the organization's leadership has great and crucial role to play in ensuring that the M&E system operates maximally and that the process is smooth.

4.3.4 Technical capacity

Table 4.5 mean description of technical capacity

Dimension measure	N	Mean	Std. Deviation
Level of education attained in a factor in implementation of M&E	92	4.17	.750
Relevant field of specialization is vital in M&E practice	92	4.20	.715
On job trainings are key in improving M&E skills	92	4.34	.579
Capacity building of M&E practitioners is undertaken regularly	92	3.48	.687
Budget is allocated for capacity building trainings	92	4.12	.739
Technical capacity	92	4.0609	.38515
Valid N (listwise)	92		

Source: survey data 2022

From the finding the respondent agreed with the statement budget is allocated for capacity building trainings, level of education attained in a factor in implementation of M&E, relevant field of specialization is vital in M&E practice and on job trainings are key in improving M&E skills with mean value of 4.12, 4.17, 4.20 and 4.34 respectively. The different staff of TVET Project were also agrees in capacity building of M&E practitioners is undertaken regularly with mean value of 3.48. In General the Grand Mean of technical capacity is 4.0609. this show there is little variance of mean response of the respondent to all questions and the average mean score of all five items is More than the midpoint of five point Likert scale this indicates that monitoring and evaluation system of the TVET projects have technical capacity.

4.3.5 Effectiveness of monitoring and evaluation

Table 4.6 mean description of effectiveness monitoring and evaluation

Dimension measure	N	Mean	Std. Deviation
Results and findings from M&E are relevant and useful	92	4.58	.519
The M&E activities are carried out within schedule	92	4.16	.579
The cost of M&E activities is always within budget	92	3.86	.779
Results and feedback from M&E are timely	92	4.02	.679
M&E resources are economically utilized	92	4.00	.663
The M&E objectives are largely achieved	92	4.23	.697
Effectiveness of monitoring and evaluation	92	4.1413	.36892
Valid N (listwise)	92		

Source: survey data 2022

The findings in the above table indicate that majority of the respondents agreed that M&E resources are economically utilized, results and feedback from M&E are timely, the M&E activities are carried out within schedule, the M&E objectives are largely achieved and results and findings from M&E are relevant and useful with mean scores of 4.00, 4.02, 4.16, 4.23 and 4.58 respectively. Some respondents were not sure whether the cost of M&E activities is always within budget with a mean score of 3.86. In general the Grand mean value of effectiveness of monitoring and evaluation is 4.1413 above mean value of 4.00 Therefore there is no big difference of the mean response to each question And also the listed factors affecting the effectiveness of monitoring and evaluation.

4.4 Determinants of effectiveness of monitoring and evaluation system:

Results of Multiple Regression analysis:

Using two or more independent variable to predict dependent variables called multiple regressions. In multiple Regressions we want to see how well linear combinations of independent variable (availability of funds, stakeholder participation, organizational leadership, and technical capacity) can predict the dependent variable(effectiveness of monitoring and evaluation).

4.4.1 Assumptions and Diagnostic Test

1) Test for Normality Test

Table 4. 7 Normality Test

Variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Availability of funds	92	-.290	.251	.416	.498
Stakeholder participation	92	-.942	.251	2.250	.498
Organizational leadership	92	-.460	.251	.893	.498
Technical capacity	92	-.228	.251	1.024	.498
Effectiveness monitoring and evaluation	92	-.269	.251	1.651	.498
Valid N (listwise)	92				

Source: survey data 2022

Multiple regressions require that the independent variables in the analysis be normally distributed. The skewness statistics for all variables are within the acceptable range for normality (-2.0 to +2.0). However the kurtosis statistic of 2.250 for the variable stakeholder participations outside the acceptable range. All other variable meet the assumption of normality. A cautionary note should be added to any finding based on this analysis (Kraeger, 2011).

2. Test for average value of the error term is zero ($E(u) = 0$); the first assumption required is that the average value of the errors is zero. In fact, if a constant term is included in the regression equation, this assumption will never be violated. Therefore, since the constant term (i.e. α) was included in the regression equation, the average value of the error term in this study is expected to be zero.

3. Independence of Residuals

Table 4.8 independent of residuals; Durbin Watson

Model	R	Std. Error of the Estimate	Durbin-Watson
1	.553 ^a	.31448	2.185

Source: survey data 2022

The Durbin-Watson statistic is used to test for independent of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50. In this case, Durbin-Watson is 2.185, close to 2 and within the acceptable range. We can assume independence of residuals.

4. Multicollinearity

Table 4.9 collinearity test

	Collinearity Statistics	
	Tolerance	VIF
availability of funds	0.772	1.295
stakeholder participation	0.757	1.32
organizational leadership	0.671	1.491
technical capacity	0.829	1.206

Source: survey data 2022

Multicollinearity exists when Tolerance is below .10 and VIF is less than 2.5. In this case, all of the tolerance values are greater than .10 and the VIF is less than 2.5. We will assume multicollinearity is not a problem.

5 Overall Model Fit

Table 4.10 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.781	4	.945	9.558	.000^b
	Residual	8.604	87	.099		
	Total	12.385	91			
a. Dependent Variable: effectiveness monitoring and evaluation						
b. Predictors: (Constant), technical capacity, stakeholder participation, availability of funds, organizational leadership						

Source: survey data 2022

When doing regression analysis we determine whether or not there is a relationship between the independent variable and the dependent variable by examining the ANOVA table. This can be thought of as the overall fit of the regression model. If the F statistic is significant, we can assume the independent variable, taken together, have a relationship with the dependent variable. In this case, the probability of the F statistic for the regression analysis is 0.000 less than the level of significance of 0.05. We reject the null hypothesis that there is no relationship between the independent variables and the dependent variable.

6. Model Summary

Table 4.11 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.553 ^a	.305	.273	.31448	2.185
a. Predictors: (Constant), technical capacity, stakeholder participation, availability of funds, organizational leadership					
b. Dependent Variable: effectiveness monitoring and evaluation					

Source: survey data 2022

Adjusted R-squared is a modified version of R-squared that has been adjusted for the number of predictors in the model. The **R Square** statistic tells us the proportion of variance in the dependent variable that is accounted for by the independent variables. In this case the model accounts 30.5% of the variance in the dependent variable, effectiveness monitoring and evaluation. Table 4.11 indicated the multiple regression analysis model of the relationship between the independent variable and dependent variable. The coefficient of determination (R²) and correlation coefficient (R) shows the degree of association between the two. The results of the analysis posited that R²=0.305 and R = 0.553 which indicates that there is a positive relationship between independent variables and dependent variable. Typically, the adjusted R-squared is positive, not negative. It is always lower than the R-squared.

Is a low R-squared bad?

This completely depends on the type of the problem being solved. In some problems which are hard to model, even an R-squared of 0.5 may be considered a good one. There is no rule of thumb to confirm the R-squared to be good or bad. However, a very low R-squared indicates under fitting and adding additional relevant features or using a complex model might help. (muralidhar, aug 27, 2021)

Is a high R-squared good?

R-squared is higher and the R-squared of the validation set is much lower, it indicates over fitting. If the same high R-squared translates to the validation set as well, then we can say that the model is a good fit. (muralidhar, aug 27, 2021)

7. Regression model

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

$$Y = 2.340 + 0.233X_1 + 0.130X_2 + 0.260X_3 + (-0.156)X_4$$

effectiveness of M&E

$$= 2.340 + 0.233\text{availability of funds} + 0.130\text{stakeholder participation} \\ + 0.260\text{organization leadership} + (-0.156)\text{technical capacity}$$

Where; Y = Dependent variable (Effectiveness of a monitoring and evaluation system)

α = the model intercept

β = Coefficient of independent variables X1, X2, X3, X4 (X1 – Availability of funds, X2 – Stakeholders’ participation, X3 – Organization Leadership, X4 –technical capacity)

ε = Error Term

The regression equation also indicates that taking all the four variables at zero, effectiveness monitoring and evaluation was 2.340.

4.5 Hypothesis Testing

Testing the hypothesis depend on the table below

Table 4.12 coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.340	.426		5.491	.000		
Availability of funds	.233	.080	.296	2.908	.005	.772	1.295
Stakeholder participation	.130	.076	.175	1.704	.092	.757	1.320
Organizational leadership	.260	.095	.298	2.733	.008	.671	1.491
Technical capacity	-.156	.094	-.163	-1.659	.101	.829	1.206

Source: survey data 2022

Availability of funds

- **H₁**: availability of funds for M&E will have positive and significant effect on the effectiveness of monitoring and evaluation system.

The Sig. level for the variable “Availability of funds” is .005, which is less than our alpha level of .05. We reject the null hypothesis and conclude that it is significantly related to the effectiveness of monitoring and evaluation system. Looking at the β coefficient, we see that it is positive, indicating that as availability of funds increases effectiveness of monitoring and evaluation also increases. We would expect that for every one unit increase in funds, there would be a .233unit increase in effectiveness of monitoring and evaluation. These findings support our research hypothesis and we conclude that availability of funds is a positive and significant predictor of effectiveness of monitoring and evaluation system.

Stakeholder participation

- **H₂**: stakeholder participation will have positive and significant effect on the effectiveness of monitoring and evaluation system.

The Sig. level for the variable “stakeholder participation” is .092, which is greater than our alpha level of .05. We retain the null hypothesis and conclude that there is no significant relationship between this variable and the dependent variable. These findings reject our research hypothesis and we conclude that stakeholder participation is positive but not a significant predictor of effectiveness of monitoring and evaluation.

Organizational leadership

- **H₃**: organization leadership will have positive and significant effect on the effectiveness of monitoring and evaluation system.

The Sig. level for the variable “Organizational leadership” is .008, which is less than our alpha level of .05. We reject the null hypothesis and conclude that it is significantly related to the effectiveness of monitoring and evaluation system. Looking at the β coefficient, we see that it is positive, indicating that as Organizational leadership increases effectiveness of monitoring and evaluation also increases. We would expect that for every one unit increase in organizational leadership, there would be a .260 unit increase in effectiveness of monitoring and evaluation. These findings support our research hypothesis and we conclude that Organizational leadership is a positive and significant predictor of effectiveness of monitoring and evaluation

Technical capacity

- **H₄**: technical capacity will have positive and significant effect on the effectiveness of monitoring and evaluation system.

The Sig. level for the variable “technical capacity” is .101, which is greater than our alpha level of .05. We retain the null hypothesis and conclude that there is no significant relationship between this variable and the dependent variable. Looking at the β coefficient, we see that it is negative. These findings reject our research hypothesis and we conclude that technical capacity is not a positive and significant predictor of effectiveness of monitoring and evaluation.

Table 4.13 hypothesis test

Hypothesis	Sig	Testing
H₁ : availability of funds for M&E will have positive and significant effect on the effectiveness of monitoring and evaluation system.	0.005	Accepted
H₂ : stakeholder participation will have positive and significant effect on the effectiveness of monitoring and evaluation system.	0.092	Rejected
H₃ : organization leadership will have positive and significant effect on the effectiveness of monitoring and evaluation system.	0.008	Accepted
H₄ : technical capacity will have positive and significant effect on the effectiveness of monitoring and evaluation system.	0.101	Rejected

The regression result shows that there is a positive significance relationship between determinant and effectiveness of monitoring and evaluation system and itself except stakeholder participation it has positive insignificance influence on the effectiveness of monitoring and evaluation system and reject the hypothesis and technical capacity it has negative insignificance influence on the effectiveness of monitoring and evaluation system and reject the hypothesis. The highest relationship is found between organizational leadership and availability of funds with effectiveness of monitoring and evaluation system also accepted the research hypothesis. Whereas the lowest relationship is found between effectiveness of monitoring and evaluation system and Technical capacity (organization leadership: Beta= 0.260 Sig. 0.008 hypothesis accepted, availability of funds: Beta= 0.233 Sig. 0.005 hypothesis accepted, stakeholder participation: Beta=0.130 Sig. 0.092 reject the hypothesis, and technical capacity: Beta= -0.156 Sig. 0.101 reject the hypothesis).

CHAPTER FIVE

SUMMARY AND DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary and Discussion of findings

This section presents summary of findings of the study in chapter four according to the study objectives in short: in reference to introductory information or the demographic characteristics of the respondents the study sought to establish the respondents' age, gender, level of education, duration of service and working position. Out of distributed 108 questionnaires, a total of 92 questionnaires were returned which displayed 85% response rate. The findings that there were more men 62% and women 38% in TVET Project office whose implemented by NGOs. From the findings, majority of the respondents 43.5% (41) indicated that they were middle aged adults (ages 36-55 years). The respondent's academic qualification is between diploma, BA/BSc degree and MA/MSc degree and above. 35.9% of the respondents have MA/MSc degree and above, 57.6% of the respondents have BA/BSc degree and 6.5% of respondents have diploma and below.

As the finding of descriptive and regression analysis this study shows that, half of the given independent variables have a significance effect on the effectiveness of monitoring and evaluation system namely Availability of funds and organizational leadership. Where 'as stakeholder participation and technical capacity has no significance effect on the effectiveness of monitoring and evaluation system.

The regression result shows that there is a positive and significance relationship between determinant and effectiveness of monitoring and evaluation system and itself except stakeholder participation it has positive and insignificance influence on the effectiveness of monitoring and evaluation system and technical capacity it has negative insignificance influence on the effectiveness of monitoring and evaluation system. The highest relationship is found between organizational leadership and effectiveness of monitoring and evaluation system. Whereas the lowest relationship is found between effectiveness of monitoring and evaluation system and Technical capacity (organization leadership: Beta= 0.260 Sig. 0.008, availability of funds: Beta= 0.233 Sig. 0.005, stakeholder participation: Beta=0.130 Sig. 0.092, and technical capacity: Beta=-0.156 Sig. 0.101).

Under this study among the determinants for effectiveness of monitoring and evaluation, organizational leadership is dominant or important determinant with a beta value of (0.260) this result supports the finding of (Njama, 2015), states that the poor acquisition of the appropriate M&E systems by NGOs could be attributed to their lack of emphasis on methodological and conceptual leadership. (jaszczolt., 2010), Recommends that NGOs need to have appropriate leaders in order to develop technical skills among the M&E specialists. Therefore, it can conclude that the effectiveness of monitoring and evaluation system is positive significantly influenced by the organizational leadership. The organization's leadership is critical to achieving effectiveness of M&E due to the crucial role they play in an organization.

The next important determinants which affects the effectiveness of monitoring and evaluation system is availability of funds with a beta value of (0.233) have positive and significance influence on the effectiveness of monitoring and evaluation system. This result agreed with the finding of (James, 1999) on program evaluation standards that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The findings showed that M&E has separate budgetary allocation in agreement with (Chaplowe, 2008) and the funds were sufficient to carry out planned activities. (Kelly, K. & Magongo, B., march 07, 2015)Recommend the amount allocated wasbetween5-10% of the projects budget and the funds were used specifically for M&E activities.

The third determinants which affect the effectiveness of monitoring and evaluation system is stakeholder participation with a beta value of (0.130) have positive and insignificant influence on the monitoring and evaluation system. This concurs with Patton (2018) who states that stakeholders' involvement is paramount for M&E system to be effective. It was found out that TVET projects adequately involve stakeholders in activities like data collection, designing and planning of M&E, identification of indicators, and decision making which are very crucial. Partnering closely with key stakeholders throughout the entire M&E process promotes shared knowledge creation and learning, helps in transfer of skills, development of capacity and enhances ownership of results (UNDP, 2009).

From this study the negative determinants which affect the effectiveness of monitoring and evaluation system is technical capacity with a beta value of (-0.156) have negative insignificant influence on the monitoring and evaluation system. It contradicts with UNAIDS (2008) notes

that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work while (SAMDI., 2007), avers that monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. The current practice was in agreement the view by (Mukhererjee, 1993) who states that to meet capacity needs there should be hiring of right people who are already trained, training your staff, hiring external consultants for focused inputs and also ensure the technical capacity of good quality through removing disincentives and introducing incentives for learning, keeping track of staff performance through regular evaluation, striving for continuity of staff and finding highly qualified person to coordinate.

5.2 Conclusions

Broad scope of this study was to establish the determinants of effectiveness of monitoring and evaluation system in TVET project implemented by NGOs in Addis Abeba. Statistical results described in chapter 4 show that the specific objectives outlined in chapter 1 have been achieved. The main objective of the study is that determinants have been developed for effectiveness of monitoring and evaluation system in TVET Project such as availability of funds, stakeholder participations, organizational leadership and technical capacity. The quantitative findings show that from the given determinants organizational leadership and availability of funds are positive and significant influence on the effectiveness of monitoring and evaluation system, whereas the stakeholder participation has positive but no significant influence and technical capacity has negative & no significant influence on the effectiveness of monitoring and evaluation system.

There for, the researchers conclude that organization leadership and availability of funds are very crucial determinants for effectiveness of monitoring and evaluation system. In some extent stakeholder participation are important because it has positive influence on the given study.

5.3 Recommendations

The researchers analyze the determinants of effectiveness of monitoring and evaluation system and the main finding and conclusion has been drowning and the following points should be recommended on the bases of the analysis. The major recommendations that come out from the study go towards all TVET Projects participate in the study.

-
- ✓ The organization policy should supports the monitoring & evaluation system and Organization leaders should always clearly communicate M&E results, actively participate in designing the M&E system, take active supervision and guidance in designing M & E system and ensure sufficient resources are allocated to M&E activities.
 - ✓ There should be proper budgeting practices that recognize the need for sufficient financial funds for monitoring and evaluation system according to (Njama, 2015) project funds for monitoring and evaluation activities range between 5-10% of project budget. The organization should have separate and timely allocated of funds for M&E system and there is independency in the budgetary decisions for the M&E unit.
 - ✓ The stakeholders are must involved in M&E data collection process. M&E results and findings are communicated to the stakeholders and the stakeholders are adequately involved in designing and planning of M&E systems and activities. Generally stakeholders need to be sensitized on the need to participate in M&E process. Appropriate strategies to involve stakeholders should be introduced to ensure that a bigger proportion of the stakeholders are involved. The stakeholders should be given information relating to the project to create interest in it.

3.5 Direction for future researchers

This research tried to assess determinants of effectiveness of monitoring and evaluation in 5 TVET Projects implemented by NGOs. It stimulates further researches to conduct it in other NGOs projects and other governmental projects, or investigating of determinates of effectiveness of monitoring & evaluation by including other determinants that may influence the monitoring and evaluation effectiveness.

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APPENDIX 1

Questionnaire

Dear Sir/Madam

GOOD DAY! My name is EYUEL NIGUSSIE; I am a graduate student in the postgraduate program at St. Mary's University department of project management and currently working on my thesis entitled as “**Assessment of the Determinants of the Effectiveness of monitoring and evaluation system:-** in TVET Project implemented by NGOs in Addis Abeba.” Therefore it is your cooperation that helps the researcher to accomplish the research objectives. So, I am kindly requesting you to share your experience and knowledge, and perception. This questioner will take you approximately 20 minutes to complete.

In the course of our discussion I want to assured you that, the information you will share, will be kept confidential and will be used only for educational purpose. You have also the right to refuse not to answer, and also quit; if you feel discomfort with the questions. You are not forced to make any kind of contractual agreement that will abide you to stay till the end of the research. The questioner has two parts. Here, I kindly request you to give honest and genuine answers to all the questions without which the research will not succeed the finding of this study will be presented and reported to St. Mary's University department of project management. My contact details are indicated below if you inquire any clarification and/or support.

EYUEL NIGUSSIE

24Eyuel24@Gmail.com

Phone Number: 0925735005

Thank You in advance for your cooperation!

PART 1: General information about Demographic Profile of Respondents

Instruction – please mark your response categories by putting “√” mark in the box and write full answer if any in the given space.

Age (in years)	Young adults (ages 18-35 years)	[]
	Middle-aged adults (ages 36-55 years)	[]
	Older adults (aged older than 55 years)	[]
Sex:	Male	[]
	Female	[]
Education level:	Diploma and below	[]
	First Degree	[]
	Master and above	[]
Your work experience in TVET Projects:	Below 5 years	[]
	6 to 10 years	[]
	Above 10 years	[]
Your role in TVET projects:	Project Coordinator	[]
	Administrative staff	[]
	Project monitoring and evaluation staff	[]
	Academic staff (trainers)	[]

PART 2: General Monitoring and evaluation system determinants Questions

2.1 Assessment of the Determinants of the effectiveness of monitoring and evaluation system

Instruction: - Please read each statement and put \checkmark to the level of your agreement on the statements in the Column using the following rating scale (Likert Scale).

5 = Strongly Agree (SA) 4 = Agree (A)

3 = Neutral (N)

2 = Disagree (DA) 1 = Strongly Disagree (SDA)

2.1.1 Availability of funds

Dimension measure	SA (5)	A (4)	N (3)	DA (2)	SDA (1)
<input checked="" type="checkbox"/> The organization provide sufficient funds for M&E activities (about 5%-10% of project budget)					
<input checked="" type="checkbox"/> The organization ensures there is timely allocated of funds for M&E					
<input checked="" type="checkbox"/> There is separate budget allocation for M&E					
<input checked="" type="checkbox"/> There is independency in the budgetary decisions for the monitoring and evaluation unit.					

2.1.2 Stakeholder participation

Dimension measure	SA (5)	A (4)	N (3)	DA (2)	SDA (1)
<input checked="" type="checkbox"/> Stakeholders are adequately involved in designing and planning of M&E Systems and activities					
<input checked="" type="checkbox"/> Stakeholders are allowed to participate in preparing the timetable for M&E activities.					
<input checked="" type="checkbox"/> Stakeholders feedback is sought during M&E processes					
<input checked="" type="checkbox"/> Stakeholders are involved in M&E decision making process					
<input checked="" type="checkbox"/> Stakeholders are involved in M&E data collection process					
<input checked="" type="checkbox"/> M&E results and findings are communicated to the stakeholders					

2.1.3 Organization leadership

Dimension measure	SA (5)	A (4)	N (3)	DA (2)	SDA (1)
✓ Organization's policy supports M&E					
✓ Management ensures sufficient resources are allocated to M&E					
✓ Leaders always and clearly communicate M&E results					
✓ Leaders take active part in designing the M&E systems					
✓ There is supportive supervision and guidance from leaders					

2.1.4 Technical capacity

Dimension measure	SA (5)	A (4)	DA (3)	DA (2)	SDA (1)
✓ Level of education attained is a factor in implementation of M&E					
✓ Relevant field of specialization is vital in M&E practice					
✓ On-job trainings are key in improving M&E skills					
✓ Capacity building of M&E practitioners is undertaken regularly					
✓ Budget is allocated for capacity building trainings					

2.1.5 EFFECTIVENESS OF MONITORING AND EVALUATION

Dimension measure	SA (5)	A (4)	DA (3)	DA (2)	SDA (1)
✓ Results and findings from M&E are relevant and useful					
✓ The M&E activities are carried out within schedule					
✓ The cost of M&E activities is always within the budget					
✓ Results and feedback from M&E are timely					
✓ M&E resources are economically utilized					
✓ The M&E objectives are largely achieved					

End

Thank you for your invaluable input and insight