ST. MARY'S UNIVERSITY SCHOOL OF GRADUATESTUDIES DEPARTEMENT OF PROJECT MANAGEMENT

CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT
PERFORMANCE: THE CASE OF DANISH REFUGEE COUNCIL ADDIS ABEBA

BY: GEDION WORKU
ID: SGS/0361/2014A

ADVISOR: MULUADAM ALEMU (PhD)

JUNE, 2023
ADDIS ABABA, ETHIOPIA

CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE: THE CASE OF DANISH REFUGEE COUNCIL ADDIS ABEBA

BY
GEDION WORKU

A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER IN PROJECT MANAGEMENT

JUNE, 2023
ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE: THE CASE OF DANISH REFUGEE COUNCIL ADDIS ABEBA

BY
GEDION WORKU

APPROVED BY BOARD OF EXAMINERS

_____	_____
Dean, Graduate Studies	Signature
_____	_____
Advisor	Signature
Girma Tegene (Associate Professor)	
_____	_____
External Examiner	Signature
_____	_____
Internal examiner	Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Muluadam Alemu (PHD). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name: **Gedion Worku**

Signature: _____

Place: St. Mary's university, Addis Ababa

Date; June, 2023

Advisor's Approval

This thesis has been submitted for defense with my approval as a university advisor.

| _____ | _____ | _____ |
| Name | Signature | Date |

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABRIVATIONS

ADI   Alternative Development Initiatives

CBO   Community-based organizations

DRC   Danish Refugee Council

EMP   Ethiopian Migration Program

FAO   Food and Agriculture Organization

INTRAC International NGO Training and Research Center

IRA   Institute of Research Advances

M & E   Monitoring and Evaluation

MPI   Migration Policy Institute

NGOs   Non-Governmental Organizations

SPSS   Statistical Package for Social Science

UNDG   United Nations Development Group

UNDP   United Nations Development Programme

USAID   United States Agency for International Development

WRC   Women's Resource Center

ABSTRACT

Project monitoring and evaluation is a continuous management function to assess if progress is made in achieving expected results. Well planned M & E promotes a better understanding of the population or target audience's needs, by assessing previous projects through the use of M & E, the performance of future projects is greatly enhanced. This study sought to determine the contribution of monitoring and evaluation on project performance in DRC Addis Ababa. The general objective of the research was to assess the contribution of monitoring and evaluation on the project performance of Danish Refugee Council. The study used a mix of both quantitative and qualitative research approach (mixed approach). A cross-sectional survey was conducted. In this study, data were collected from the entire program staff workers. A descriptive survey design and correlation design was employed. With a target population of 24 respondents with the response rate of 100 % and a census was conducted. Data was collected through questionnaires and analyzed using descriptive statistics. The study findings showed that all independent variables significantly and positively influenced project performance of DRC. The study found out that contribution of monitoring and evaluation plans on project performance of Dansh Refugee Council Addis Abeba, Ethiopia had an average mean of 4.06. It was discovered that generally the contribution of monitoring and evaluation training on project performance of Danish refugee council had an average mean of 3.57. It was also found out that the average mean of contribution of data quality on project Performance was 3.77. A Pearson correlation showed a positive significant correlation coefficient of 0.787, 0.729, and 0.768 for monitoring and evaluation plans, monitoring and evaluation training, and monitoring and evaluation data quality with project performance respectively. The study recommended that the utilization of M&E plan, M&E training and M&E data quality is central to the good performance and sustainability of a project.

Keywords: M&E plans, M&E training Data quality, Project Performance

CHAPTER ONE

INTRODUCTION

1.1 Background

Monitoring and evaluation are 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 an integral part of the project cycle and of good management practice. In broad terms, monitoring is carried out in order to track 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. Monitoring and evaluation should be evident throughout the lifecycle of a project, as well as after completion. It provides a flow of information for internal use by managers, and for external use by stakeholders who expect to see results, want to see demonstrable impacts, and require accountability and trustworthiness on the part of the public sector (FAO & UNDP, 2019).

Project monitoring and evaluation is a continuous management function to assess if progress is made in achieving expected results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects (positive or negative) from a program or project. Specifically, monitoring is the systematic and routine collection of information from projects and programs for different purposes. Learning from experiences to improve practices in the future, having internal and external accountability of the resources used and taking informed decisions on the future of the initiative (Ellis, 2022).

Project Monitoring is a periodically recurring task already beginning in the planning stage of a project. Whereas evaluation is assessing, as systematically and objectively as possible, a completed project. Evaluations should help to draw conclusions about five main aspects of the intervention: Relevance, Effectiveness, Efficiency, Impact and Sustainability (ADI, 2018).

Monitoring assesses Physical and financial progress of project or programme activities against established schedules and indicators of success; It assess Process which account for progress of activities or success of output production. It also assesses the Impact by Measuring the initial

responses and reactions to project activities and their immediate short-term effects (Biwott, etal., 2017).

Monitoring and evaluation are essential to any project. Through this process, organizations collect and analyze data, and determine if a project has fulfilled its goals. Because organizations track, analyze and report on a project during the monitoring phase, there's more transparency. Information is freely circulated and available to stakeholders, which gives them more input on the project. A good monitoring system insures no one is left in the dark. This transparency leads to better accountability. Projects never go perfectly according to plan, but a well-designed M&E helps the project stay on track and perform well. M&E plans help define a projects scope, establish interventions when things go wrong, and give everyone an idea of how those interventions affect the rest of the project. This way, when problems inevitably arise, quick and effective solution can be implemented. Every project needs resources. How much cash is on hand determines things like how many people work on a project, the project's scope, and what solutions are available if things get off course. The information collected through monitoring reveals gaps or issues, which require resources to address. Without M&E, it wouldn't be clear what areas need to be a priority. Resources could easily be wasted in one area that isn't the source of the issue (Huberty, 2023). Well planned M & E promotes a better understanding of the population or target audience's needs, by assessing previous projects through the use of M & E, the performance of future projects is greatly enhanced. In addition, since all project operations are interwoven around project budgets, resource allocation is also dependent on the same. What dictates the choice of resources, the number of employees and the duration and magnitude of interventions is the funds available. Monitoring and evaluation help in effectively allocating those resources. On the other hand, M & E helps in learning and Data-Driven Decision Making by providing quantifiable results to help the involved parties learn from the successes and challenges of a project and be more adaptive. This is made possible through the results derived from the monitoring and evaluation processes which are key in providing useful insights (Humanitarian global, 2021).

Monitoring and Evaluations assists NGOs in assessing their project implementation performance. With donors and taxpayers often directing significant amounts of funds to help vulnerable populations or solve some of the most pressing problems in the world, understanding how that money is being used, the results of those programmes, and their impacts on stakeholders is very

important. Monitoring and Evaluation effectively achieves this by ensuring; greater transparency and accountability through analysis, tracking, and reporting on relevant data and information throughout a project's life cycle, greater transparency and accountability are achieved. Monitoring and Evaluation also provides stakeholders, community members, and donors with key evidence for all decisions and actions throughout the project (Humanitarian global, 2021).

For many organizations monitoring and evaluation is donor driven hence it is not owned by the organizations. In many cases, monitoring and evaluation is viewed as extra and unnecessary cost. Organizations therefore normally uses monitoring and evaluation system as a tick box exercise to impress the funding partners. This perception results in an organization failing to fully benefit from M &E. The major reasons why most organizations fail to benefit from M&E system is that there is no clear M&E planning system and lack of necessary data (Nyamazana, 2019).

Danish refugee council (DRC) works during displacement at all stages in the acute crisis, in exile when settling and integrating in a new place or upon return. It also provides protection and lifesaving humanitarian assistance. Ethiopia has hosted large numbers of Eritrean refugees for years. Before the recent conflict, about 100,000 Eritrean refugees lived in camps in Ethiopia's northern Tigray region (Miller, 2022).

Danish Refugee Council (DRC) opened an Information Hub in Addis Ababa in 2018, located inside the Gofa Mebrathaile condominium where a high number of Eritreans live. Under DRC's management, the Information Hub has served as a critical gathering point for Eritreans in Addis to access information and resources. The Ethiopia Migration Programme (EMP) took over management of the Information Hub in October 2020 with a renewed focus on a smaller subsection of Eritrean refugees in Addis Abeba for young Eritreans who are seeking regular migration pathways out of Ethiopia.

1.2 Statement of the Problem

The monitoring and evaluation framework are the foundation of any project, and key to its successful implementation and in achieving the envisaged goal and objectives. Starting a project without one is akin to start a business without enough financial resource. Project monitoring and evaluation is one of the key elements of the project management process. Globally progressive projects depend on the success of a continuous or regular data collection process to measure progress against goals and objectives (Wunnava, 2022). There is inadequate information on how

the key activities of M&E: M&E planning, M&E training, and data quality singularly and severally influence project performance. Simply put, the influence of M&E on organization performance is not adequately established making organizations view the practice of M&E an extra burden of little or no benefit at all (Phiri, 2015).

Many third world countries have numerous projects in an attempt to improve their infrastructure and this improves the standard of living of its citizens. Huge sums of money are put into this activity and it is important to get value for money. Two aspects that would contribute towards ensuring these are monitoring and evaluation (FAO, 2014).

According to Muluye, (2018) Most of the organization in Ethiopia doesn't have effective and efficient Monitoring and Evaluation system to accomplish the project activities within the planned budget, scheduled time and required quality. Addressing this problem will give organizations much-needed insights to help them adjust their policies to give emphasis on monitoring and evaluation system.

However, few studies have assessed the contribution of monitoring and evaluation on project performance (John, 2020), (Jahid, 2019) investigated the reasons that led to the failure of projects, particularly non-governmental organizations (NGO'S), which are lack of M&E trainings, focus of planning and lack of clarity on authorities engaged in M&E. In addition, studies on Effects of Monitoring and Evaluation Practices on the performance of (health organizations) in Kenya (Kinyua & Njoroge, 2021) stated that planning for M&E and M&E data quality affects project performance. However, few of the studies has addressed specific link on the contribution of monitoring and evaluation systems on NGO projects performance from Ethiopia's perspective. This depicts a need to bridge the context gap in monitoring and evaluation in the Ethiopian context. It is with this in mind that the study seeks to establish the contribution of monitoring and evaluation on projects performance in DRC.

1.3 Research Objective and Research Questions

1.3.1 General objective

✓ To assess the contribution of monitoring and evaluation on the project performance of Danish Refugee Council

1.3.2 Specific objective

✓ To assess the influence of monitoring and evaluation training on the level of project performance of Danish Refugee Council Ethiopia.

✓ To assess the effect of planning for M&E on project performance of Danish refugee council Ethiopia

✓ To examine the effects of M&E data quality on project performance of Danish refugee council Ethiopia

1.3.3 Research question

1. To what extent monitoring and evaluation training influence project performance of DRC?

2. To what extent monitoring and evaluation plan influence project performance of DRC?

3. To what extent does the data quality of M&E influence project performance of DRC?

1.4 Significance of the study

The findings of this study provide valuable insight for guiding and informing the importance of Monitoring and Evaluation. Furthermore, the results of this investigation could be significant and beneficial for Danish Refugee Council to show to what extent for M&E system attention should be given.

To the community inquire about clarified the appraisal of M&E on project performance in Danish refugee council and will be the reference for project managers.

For future researchers the ideas presented may be used as reference data in conducting new researches or in testing the validity of other related findings. In addition, it will enable the researchers to assess the contribution of M&E on the project performance.

1.5 Scope of the study

The study aims to assess the contribution of monitoring and evaluation on the project performance of Danish Refugee Council in Addis Ababa. The study adopts a mixed approach with cross sectional time dimension of participants and descriptive analysis. The study consists of 24 sample size and all population are project members.

1.6 Limitation of the study

The study has some limitations within which the findings need to be interpreted carefully. Some limitations of this study should be mentioned. First as in most studies, the research presented here was limited by time constraint. Second, the study lacks sufficient sample size and third, the study challenged by previous research on the specific topic.

1.7 Organization of the study

The study sequentially divided into five chapters; Chapter one entails the research background, statement of the problem, the objectives of the research, the significance of the study, scope and study limitation. Chapter two contains the literature review on theories and the conceptual framework. The third chapter describes the study methodology. The fourth Chapter Covers Data Analysis, Presentation and Discussion, while the fifth chapter provides a conclusion and recommendation for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research. This section incorporated both the theoretical Literature review and empirical literature review parts. It gives detail explanations mainly on the concept of M&E definition, activities, roles, benefits, planning, M&E training, and the M&E data quality in relation with performance of project.

2.2 Theoretical review

2.2.1 Definition of monitoring and evaluation

Monitoring entails the regular and systematic assessment of performance, allowing and understanding of where programs are in relation to planned results, and enabling the identification of issues requiring decision-making to accelerate progress. Monitoring allows real-time learning and feeds into evaluation. Monitoring should be undertaken as close to real time as possible. Real-time monitoring approaches provide a constant flow of data and analysis to allow for timely decision-making (UNDAF, 2017).

Evaluation refers to a systematic and impartial assessment of a policy, program, strategy or other intervention, to determine its relevance, efficiency, effectiveness, impact and sustainability to support decision-making. It seeks to strengthen to program accountability and learning (UNDAF, 2017).

2.2.2 Roles of monitoring and evaluation

In defining the term monitoring, one needs to be exposed to a number of concepts associated there with. Monitoring is the continuous assessment of a program or project in relation to the agreed implementation schedule. It is also a good management tool which should, if used properly, provide continuous feedback on the project implementation as well assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of this is barely understood and therefore negatively impacts on the projects. It should also be noted that in some cases, evaluation has been used to resolve non-program issues affecting different donors. For instance, two organizations involved in separate but similar program on land

management may undertake an evaluation of the entire programme to assess the extent to which they can cooperate. Consequently, evaluation can be seen as a process that determines the viability of projects and facilitates decisions on further resource commitment (FAO, 2017).

2.2.3 Benefits of Monitoring and evaluation

By enabling a deeper understanding of the relationship between a project's inputs and outputs, the M&E process helps project managers achieve the desired outcomes of current and future projects. This process can also incite changes to strategies and procedures to improve resource and fund utilization. This can be beneficial when reporting to stakeholders and project donors. Objective monitoring and assessment can also improve accountability in an organization and help ensure optimum project management (Indeed, 2022).

2.2.4 Importance of Monitoring and Evaluation in an organization

Organizations don't like to waste time on projects that go nowhere or fail to meet certain standards. The importance of M&E ensures organizations replicate what's working and let go of what's not. Monitoring and Evaluation can help fuel innovative thinking and methods for data collection. While some fields require specific methods, others are open to more unique ideas. As an example, fields that have traditionally relied on standardized tools like questionnaires, focus groups, interviews, and so on. Innovative tools provide new perspective on data and new ways to measure success. While certain organizations can use more unique M&E tools, all organizations need some kind of monitoring and evaluation system. Whether it is a small business, corporation, or government agency, all organizations need a way to monitor their projects and determine if they are successful. Without strong M&E, organizations aren't sustainable, they're more vulnerable to failure, and they can lose the trust of stakeholders (Huberty, 2023).

2.2.5 Monitoring and Evaluation activities

From the discussion of types of M&E, it is important to recognize other views of what M&E means and what it should achieve. The clearest views within this range come from those who view M&E as supporting a purely accountable function. There are different M&E activities. According to Eval community, (2021) developing M&E framework is the first activity in the process. The M&E framework includes a set of indicators, data collection methods, tools, and systems that will be used to measure progress and assess the impact of the program. The second activity is to develop an M&E plan, which outlines the specific M&E activities that will be carried out throughout the

program. The third activity is to conduct a baseline study, which provides a benchmark for measuring progress and impact throughout the program (Eval community, 2021).

2.2.6 Result based Monitoring and Evaluation

A results-based management approach should enhance public sector performance generally, and is particularly applicable for programme and policy interventions at sector level which adopt a flexible approach to implementation, and for which 'inputs', 'activities' and 'outputs' may not be fully specified in advance. However, at project level it would be harmful if the focus on outcomes and impacts led to the neglect of core management information systems that cover the project inputs, processes and outputs which good outcomes ultimately depend on. A results-based approach is particularly important if a project is 'process-oriented' and designed with an open-ended strategy, general directions being indicated but detailed work plans and resource provision not specified in advance. This may also apply to many sector level interventions. Clearly, it may not be possible to initially develop a full logical framework analysis of inputs, activities and outputs for the purposes of planning, although if useful this can be developed as a management tool during implementation for project or programme components, once these are agreed by project partners and take shape 'on the ground' (FAO, 2019).

According to Eric, (2017) Setting up a Result-based Monitoring and Evaluation system involves the following steps.

Step1 is about developing project results framework. The results framework depicts the casual linkage between an intervention and desired impact through a series of expected intermediate results. The project should explore alternative strategic options and identify objectives together with partners.

Step 2 deals with defining key performance indicators. Using the results framework, indicators are defined that measure the results of the projects. The indicator provides a quantitative or qualitative variable that provides a valid and reliable way to measure achievement, assess performance, or reflect changes connected to an intervention.it is on the basis of indicators that evidence can be built on the impact of any undertaking.

Step 3 involves Data collection, after determining the indicators baseline and targets implementation of a project starts, data is continuously collected that provide information on the

degree to which indicators are being met. These data allow the project team to steer the project and make managerial and strategic decisions. Data is collected to provide the values for the indicators.

Step 4 involves evaluation. Evaluation should be conducted on a project after implementation to assess the progress towards meeting the objectives.it also assists in providing information to improve the implementation of the project. The project team should develop evaluation questions to help the evaluator collect data to meet the information needs of the different stakeholders.an evaluation assess a project on effectiveness, efficiency, relevancy to the beneficiaries needs, sustainability, management structure and implementation.

Step 5 relates to M&E reporting. M&E report is a management tool. After collection and analysis of data on monitoring and evaluation, there is a need for this information to be reported and disseminated to the relevant stakeholders. This information provides a critical, continuous, and real-time feedback on the progress of a given project for decision making.

2.2.7 Project Monitoring and Evaluation system design

According to INTRAC, (2019) there is no one, single way of developing a project M&E system. Needs vary enormously across different organizations and projects. Some community-based organizations (CBOs), operating close to the field, may require as little as an activity plan and associated budget, with a regular meeting or report to let interested stakeholders know whether or not planned activities have been carried out. In addition, some elements of a project M&E system can and should be developed at the start of the project. In most cases it is also possible to introduce new objectives, indicators, questions, tools, methodologies, templates, learning mechanisms, or any other kind of process once a project is underway (INTRAC, 2019).

2.2.8 Concepts of project performance

According to Indeed, (2021) one aspect of project management is tracking the progress of the project. There are multiple metrics that can help to ascertain how well the project is managed. There are different reasons that illustrate the significance of measuring project performance.

Celebrating accomplishments

Implement benchmarks for the project help us determine if the project was a success. Fulfilling standards enables for reward for project team members for the hard work (Indeed, 2021).

Detecting areas of improvement

Measuring performance can help build a more strategic approach to projects. The appraisal may show that the team didn't achieve goals, which enables to identify the areas that can be enhanced before the next step (Indeed, 2021).

Making organizational decisions

Upper management may rely on the project reviews to choose how the company proceeds. The performance can influence recruit and hiring decisions, organizational funding and the scheduling for current employees (Indeed, 2021).

2.2.9 The need for project performance reviews

Projects can experience dynamic change, which then results in overspending, delays in on-time delivery, reduced quality, and other such failings in achieving their intended objectives. Such failures can occur in any project type, sector, or industry. For most organizations, project funding is not unlimited, which creates a very real constraint on the project that is difficult to overcome when cost overruns occur. Projects are often created in response to a specific time-sensitive organizational need; where there is a hard deadline for the delivery of a product or opening of a building, this may be more important and critical to the organization than cost. If a project is performing well, reviews may be conducted at regular intervals as a preventative measure. However, any volatility or occurrence of an unrecognized significant risk creates an urgent need for immediate diligent oversight of projects, especially those that receive public funds or donations and thus require an even higher degree of transparency and accountability. An audit or review may be triggered in such circumstances (Mills, et al., 2016).

2.2.9.1 Key Performance Indicators in M&E

Key performance indicators are an essential tool in the M&E process that allows project managers to measure progress towards achieving project goals and objectives. The use of KPI in M&E allows project managers to make informed decisions about resource allocation, identify potential risks or obstacles to project success, and make necessary adjustment to improve outcomes. Overall, KPIs are a vital tool in the M&E process that helps project managers ensure that their projects are on track, identify areas for improvement, and make informed decisions to improve project outcomes (Evalcommunity, 2023). According to (Trammell, 2023) key performance indicators generally fall into four categories. The first is timeliness which is making sure the project is done on time and if

it is not, tracking where it's off-target is important so the project always have an estimated completion date. Budget is another factor; the project should stay within the allocated amount. The other indicator is quality, how well the project progressed should be answered. Finally, effectiveness is one of the KPIs which mainly focus on the appropriateness of the money and time spend.

2.3 Empirical review

2.3.1 Monitoring and evaluation planning and project performance

An M&E plan helps to define, implement, track and improve a monitoring and evaluation strategy within a particular project or group of projects. Monitoring and Evaluation plan should be created right in the beginning when the project interventions are being planned. Planning project interventions and designing an M&E strategy should go hand in hand. Planning the M&E this early on also helps to ensure that there is a robust system in place to monitor every little intervention and activity of the project and evaluate the success.it also helps the project managers and other staff members associated with the project to get a clear picture of key objectives and ensure the project is on the right track. It is important to involve project managers, evaluators, donors, and other stakeholder in the designing of the M&E plan, as stakeholder involvement in the early phase ensures the applicability and sustainability of M&E activities (Toladata, 2019). Even the most well-designed projects won't be successful if the organizations don't have a solid plan for monitoring and evaluation. An evaluation plan is an important tool that helps to measure the effectiveness of a project. By establishing criteria to assess the success of a project, a monitoring and evaluation plan ensures that objectives are being met, resources are being used effectively, and results are produced. Additionally, the monitoring and evaluation plan can identify areas needing improvement or further investment and provide valuable insights into how a project is impacting its target audience. An effective monitoring and evaluation plan is a valuable asset in the overall success of any project (Eval community, 2023).

According to (INTRAC, 2015) Monitoring and Evaluation (M&E) is heavily dependent on good planning. If plans are properly developed at the start of a project or programme then M&E become much easier exercises to plan and implement. On the other hand, it can be very difficult to monitor and evaluate a project that has not been properly planned to start with. Before implementing a project or programme there will normally be a planning process. This planning process should be based on a thorough understanding of what the project or programme is setting out to accomplish.

At the very least this should clarify: what activities will be carried out as part of the development intervention; what it is hoped will change as a result; and why that change is important. Wherever possible it is important that M&E is considered at the planning stage, and not left to be discussed until after plans have begun to be implemented. Indeed, it is generally acknowledged amongst the M&E community that where M&E efforts fail it can usually be traced back to weaknesses in the planning process. Wherever possible it is important that M&E is considered at the planning stage, and not left to be discussed until after plans have begun to be implemented. Indeed, it is generally acknowledged amongst the M&E community that where M&E efforts fail it can usually be traced back to weaknesses in the planning process. There are a number of reasons for this. Firstly, in order to identify change, it is important to know what the situation was before a project or programme was implemented. This is known as the baseline. Secondly, good planning allows for easier identification of objectives and indicators - the desired changes to which a project or programme hopes to contribute and the evidence that will help show whether those changes have happened. Thirdly, the design of the M&E process may help to identify gaps or weaknesses in the planning process itself, thereby helping to further refine plans. Lastly, if it is intended that different stakeholders, such as beneficiaries, be involved within M&E processes then it is also important to ensure their involvement at the planning stage.

A report in developing countries from (Mariana, et al., 2016) shows that M&E systems that are well designed, planned and implemented, in close consultation with the intended users, are a powerful tool to improve the performance of projects.in addition, whereas M&E needs to have clear consequences and incentives in order to function well, it also needs to allow for time and room for learning.

2.3.2 Monitoring and evaluation training and project performance
According to (Career Point Kenya, 2023) Most companies fail to complete the project successfully because they don't perform monitoring and evaluation to identify the mistakes and measure the success of the project. It is M& E skills that enable the process to be more accurate and efficient. This Monitoring and Evaluation (M&E) skills are the skills necessary to effectively plan, implement, and assess the progress of a project or program. These skills include developing project plans, collecting and analyzing data, creating and managing budgets, documenting progress, and evaluating outcomes.

Why is it crucial to have M&E skills?

1. Better transparency and accountability

Because organizations track, analyze, and report on a project during the monitoring phase, there's more transparency. Information is freely circulated and available to stakeholders, which gives them more input on the project. A good monitoring system ensures no one is left in the dark.

2. Decision-making

Data should drive decisions. M&E processes provide the essential information needed to see the big picture. After a project wraps up, an organization with good M&E can identify mistakes, successes, and things that can be adapted and replicated for future projects. Decision-making is then influenced by what was learned through past monitoring and evaluation.

3. Effective allocation of resources

Every project need resources. How much resources determine things like how many people work on a project, the project's scope, and what solutions are available if things get off course. The information collected through monitoring reveals gaps or issues, which require resources to address. Without M&E, it wouldn't be clear what areas need to be a priority.

4. Helps organizations catch problems early

Projects never go perfectly according to plan, but a well-designed M&E helps the project stay on track and perform well. M&E plans help define a project's scope, establish interventions when things go wrong, and give everyone an idea of how those interventions affect the rest of the project.

5. Better Organization

Developing a good M&E plan requires a lot of organization. That process in itself is very helpful to an organization. It has to develop methods to collect, distribute, and analyze information. Developing M&E plans also requires organizations to decide on desired outcomes, how to measure success, and how to adapt as the project goes on, so those outcomes become a reality. Good organizational skills benefit every area of an organization.

Monitoring and evaluation techniques helps address the issue of measuring performance and achievement of projects. M&E has become imperative in all organization's project. It is hoped an understanding of M&E-project performance relationship can improve the practice of M&E and

consequently project performance among NGOs, learning institutions, students of project management and researchers in M&E (Ivan, 2020).

According to (Chaplowe & Cousins, 2016) effective M&E training is more than just the ability of trainees to practice newly acquired learning and it makes difference when it contributes to meaningful change in projects. However, providing M&E training that makes a difference in project performance is more than just engaging facilitation during its delivery.it requires careful planning and consideration of the larger system or context in which M&E training is both provided and to be used. This includes a variety of different actors and factors specific to the training context, such as the individual learners and other training stakeholders, the identified needs and desired outcomes for M&E training, the training content, trainers and delivery system, and the available resources and support for training and its transfer (Chaplowe & Cousins, 2016).

2.3.3 Monitoring and evaluation data quality and project performance

Monitoring and evaluation systems produce data that are used to document progress toward project goals and objectives (Measure Evaluation, 2017). High quality data are at the core of project activities. According to (Stedman, et al., 2022) data accuracy is a key attribute of high-quality data. The emphasis on M&E data quality in project has increased as data processing has become more intricately linked with organizations increasingly use data analytics to help drive project decisions. In addition, good M&E data quality increases the accuracy of analytics applications, which can lead to better project performance. (Stedman, et al., 2022) also states from financial standpoint, maintaining high data quality levels enables organizations to reduce the cost of identifying and fixing bad M&E data in their systems. Companies are also able to avoid operational errors and project breakdowns that can increase operating expenses and reduce revenues.

According to (IOM Monitoring and Evaluation Guidelines, 2017) The quality and utility of data derived from either monitoring or evaluation depends on the data collection planning, design, implementation, management and analysis stages of these respective processes. Understanding each stage, and the linkages between them, is important for collecting relevant, high-quality data that can inform evidence-based decision-making and learning. The gathered data provide an important source of information to decision makers about the intervention being monitored and/or evaluated. While positive evaluations can help secure more funds, expand a pilot project or enhance reputations, the identification of serious problems can lead to difficult situations where

the credibility of the work done is at stake. According to (Foote, 2023) The dangers of poor data quality can cause significant damage to a project. Poor-quality data can lead to bad decisions, harming project performance. The sources of poor data quality may seem like a small issue, but it can easily become magnified as repeat errors and different types of errors increase and accumulate.

Every successful project today relies on data to make informed decisions that will result in high-value outcomes. Project team members had to make entries manually, and data management work was minimal. Today, companies have sophisticated analytics and data management tools that can do these tasks seamlessly. Not only is data entry standardized, but the information gathered is measurable and can help you arrive at meaningful conclusions and make critical decisions. Data can help solve problems, monitor performance, improve processes, solve problems, and get a better understanding of the project. However, poor data quality impacts the project negatively (Bolander, 2019).

2.4 DEFINITION OF KEY TERMS

M&E – A continuous management function to assess if progress is made in achieving expected results

M&E Data – A document about Design, functioning, outcomes and impact of project

M&E plan – A document that helps to track and assess the results of the interventions throughout the life of a project

M&E Training - The acquisition of practical tools that enhance result-based management by strengthening awareness in

Non-Governmental Organization – A non-profit organization that operates independently of any government, typically one whose purpose is to address a social or political issue.

Project – A temporary endeavor undertaken to create a unique product, service or result with a defined beginning and end in time, and therefore defined scope and resources.

Project Management – The application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria

2.5 Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts.in addition it illustrates the expected relationship between our variables and it defines the relevant objectives for the research.in this research context the independent variables are the M&E training, planning and M&E data quality processes whereas project performance of Danish refugee council is the dependent variable. The relation between independent and dependent variable is summarized in the figure below.

Fig 2.1 Conceptual framework

```
┌─────────────────────────┐
│      M&E training       │
│                         │
│  ✓ Formal &Informal     │
│        training         │
│  ✓ Level of training    │
└─────────────────────────┘
                                          ┌─────────────────────────┐
┌─────────────────────────┐               │        Project          │
│ Planning process in M&E │               │      performance        │
│                         │ ───────────→  │                         │
│  ✓ Scope of M&E         │               │  ✓ Schedule             │
│  ✓ Budgetary allocation │               │      ✓ Cost             │
└─────────────────────────┘               │  ✓ Scope                │
                                          └─────────────────────────┘
┌─────────────────────────┐
│   Data quality in M&E   │
│                         │
│  ✓ Documentation        │
└─────────────────────────┘
```
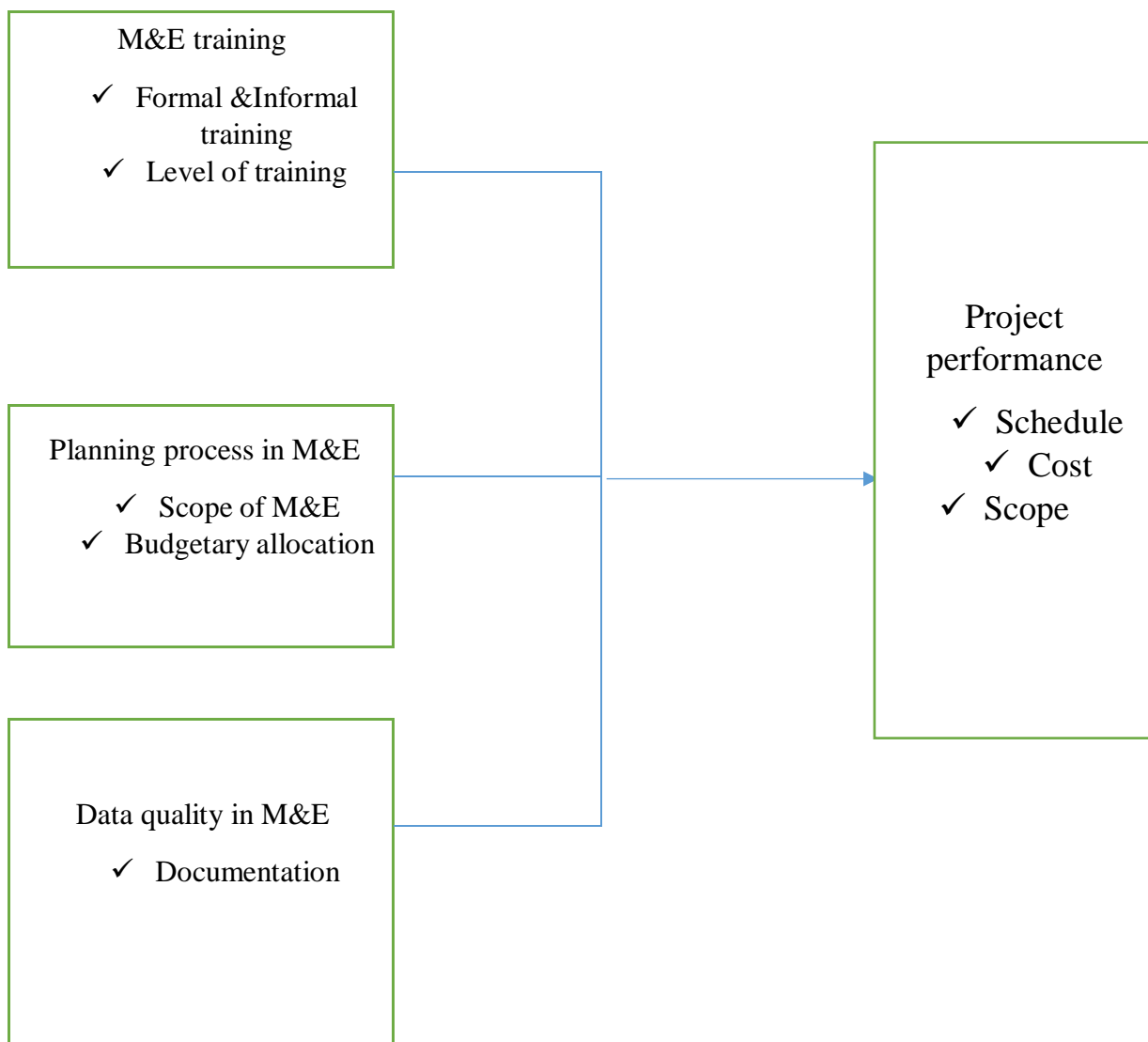
2.6 Knowledge Gap

This research has generated knowledge in several areas, but most importantly, it provides insight in to how M&E contributes to project performance. The research analyzed M&E and its activities and showing the impact of each on project performance. It also showed that monitoring and evaluation are increasingly recognized as important tools for managing projects. We also recognize the need to improve project performance. Information provided by management to assist in the implementation of the project should be carefully considered. A complete feedback loop is important when designing new project initiatives. Some researchers say little research has been done on the impact of monitoring and evaluation on project performance.

Table 2.1 shows specific knowledge gaps addressed.

Author	Title	Findings	Research gap
Bagabo John, (2020)	The Effect of monitoring and evaluation on project performance in Rwanda: case of world vision 2013-2017	Compliance to quality standards, activity cost and activity duration highly affects project performance	Poorly justified influence of M&E plans on project performance
Quadratullah Jahid, (2019)	Challenges of Effective Monitoring and Evaluation systems	Lack of M&E information, lack of baseline data, improper organizational structure leads to challenges in M&E system	Procedural aspects of project failure should be identified
Abebe Esualem, (2021)	Effect of monitoring and evaluation on project	Baseline data, stakeholder's involvement and	Effects of M&E on other projects

	performance: A case of right to play, Ethiopia	M&E training highly affects project performance	

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methodology of the study, and justifies the research methods and choices by presenting an objective research process. The topics discussed includes research design, target population, sample size, sampling procedures and data collection instruments.

3.2 Research approach and design

According to Mccombes, (2021) a research design is a strategy for answering the research question using empirical data. A well-planned research design helps ensure that the methods match the research objectives and that the researcher use the right kind of analysis for the data. The research study, therefore, used descriptive research design. Descriptive research is typically guided by research questions and focuses on the frequency with which something occurs or the relationship between variables (Churchill & Iacobucc, 2005). The research approach was mixed. The time dimension is cross sectional studies. The researcher answered the research questions using questionnaires and document analysis as primary and secondary data collection methods.

3.3 Target population and sampling

In research, a population is the entire group that we want to draw conclusions about, while a sample is the smaller group of individuals, we will actually collect data from (Mccombes, 2021). For the purposes of this study the target population was all involved in EMP. The population of this study comprised of 24 people involved in the EMP program and a census was conducted.

3.4 Data sources and data collection method

The data source used for this research was all persons involved in EMP. The primary data source was collected through guided questionnaire and Key informant interview.

3.5 Data analysis method

The study generated qualitative and quantitative data. Data were merged and tabulated on tabulation sheets on SPSS (Statistical Package for Social Sciences). Reporting of data was done through descriptive statistics including simple graphs, charts, tables, means, percentages and frequency tables. According to Gujarati, (1995) Multiple linear regression analysis model the analysis of the variables relationship is as follows:

$Y = \beta o + \beta 1 X 1 + \beta 2 X 2 + \beta 3 X 3 + \dots \beta n X n + e 0$

Where; Y= Project performance (dependent variable)

βo = Constant (Coefficient of intercept)

X1= M&E planning

X2= M&E training

X3= M&E data quality

e0=Error term

β1, β2 and β3 = regression coefficient of the three variables.

3.6 Validity

Validity refers to how accurately a method measures what is intended to measure. If research has high validity, that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. The validity of measurement can be estimated based on three main types of evidence (construct validity, content validity and criterion validity). Each type can be evaluated through expert judgment or statistical methods (Middleton, 2019).

- ✓ By using Pearson correlation Table of Critical Values 2-tailed, Degrees of Freedom, N-2
- ✓ Sample size24 = N
- ✓ DF (degree of freedom) = N-2 = 22 and at sig level of 0.05

N	0.1	0.05	0.01
22	0.344	**0.404**	0.515

Computed Correlation value

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17
.800	.692	.811	8.60	.501	.911	.878	.821	.714	.451	.675	.447	.556	.561	.601	.767	.738

- ❖ Since, all questions fromQ1 to Q17 obtained value is > critical value of 0.404 and is highly significant so it a valid question.

3.7 Reliability

Reliability describes the degree that the results of a given study can be repeated or replicated under the same conditions. A study with high reliability is one that has consistent results each time it is conducted (Carroll, 2022).

Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge the reliability of questionnaire.

criteria for assessment is

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent reliability
$0.9 > \alpha \geq 0.8$	Good reliability
$0.8 > \alpha \geq 0.7$	Acceptable reliability
$0.7 > \alpha \geq 0.6$	Questionable reliability
$0.6 > \alpha \geq 0.5$	Poor reliability
$0.5 > \alpha$	Unacceptable reliability

Source: Stephanie.G Cronbach's Alpha, 2021

Table 3.1 Reliability test

Cronbach's Alpha		N of items
	0.910	7
	0.916	5
	0.914	5
Total	0.918	17

Source: Survey data April, 2023

According to the reliability statistics result mentioned above the results has excellent internal consistency.

3.8 Ethical considerations

The researcher followed ethically and morally acceptable processes throughout the research process. The data collection was with the full consent of the participants. In this context, the names of the respondents will not be disclosed and information will not be provided to those who do not directly involved in the research. In order to protect the rights of participants, the researcher used proper citation and follow truthful collection and analysis of data. The data will be treated confidentially, maintaining case organization and staff consensus and unanimous respondent identity for agreeing to fulfill the ethical obligations of research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter explains and discusses the results of findings based on the analysis done on the data collected. The results of the study were discussed by triangulating the different sources results. The discussion attempts to accomplish the objectives of the study and answer the research questions. The findings of the study were presented according to the research questions. The data from the questionnaires were statistically analyzed using SPSS V20. Findings from the interviews were used as additional information to clarify relevant subject matters of the assessment and if any variable affecting this assessment was left unaddressed. There were 24 questionnaires distributed and All 24 questionnaires were returned which indicated a response rate of 100%. The results of the interview are integrated with that of the questionnaire.

4.2. Demographic characteristics of the respondents

Under this section, the researcher interested in finding out the demographic characteristics of the respondents. Hence the section consists of evidence that defines basic characteristics such as gender, age, level of education and years worked in current position of the respondents.

Table 4.1 Demographic Characteristics of the Respondents

		Frequency	Percent
	Male	10	41.7
Sex	Female	14	58.3
	Total	**24**	**100**
	20-30 years	8	33.3
	31-40 years	14	58.3
Age	41-50 years	2	8.3
	Above 50 years	0	0
	Total	**24**	**100**
Educational	PHD	0	0
background	MA/MSC	18	75
	BA/BSC	6	25

	Diploma	0	0
	Below diploma	0	0
	Total	**24**	**100**
Work experience	0-5 years	6	25
	6-10 years	12	50
	11-15 years	4	16.7
	Above 15 years	2	8.3
	Total	**24**	**100**
Position	Managerial	8	33.3
	Non-managerial	16	66.7
	Total	**24**	**100**

Source: Survey data April, 2023

Table 4.1 shows demographic characteristics of the respondents. According to gender profile out of the 24 respondents 10 were male while 14 were female with a percentage of 41.7% and 58.3% respectively. As shown in table above most of the respondents 14(58.3%) age lies between 31-40 age group and 8 (33.3%) were in the age group between 20-30 only 2(8.3%) were between the age of 41-50. Regarding the educational background, majority of the participants (75%) hold MSC/MA, while (25%) have BSC/BA. Based on the findings, 12(50%) of the respondents had worked for a period between 6-10 years, while 6(25%) respondents had experience between 0 to 5years experience. Those of the respondents who had experience of 11-15 years are 4(16.7%), a small proportion 2(8.3%) respondent had an experience of more than 15years. Regarding the position of the respondents most of them 16(66.7%) were under non-managerial position, while the rest 8(33.3%) were in managerial position.

4.3. Descriptive analysis of data related to basic research questions

4.3.1 Monitoring and evaluation planning and project performance

Table 4.2 Monitoring and evaluation planning and project performance

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev.
The M&E plan clearly stated for the project		8.3	25	33.3	33.3	3.92	0.97431
Baseline study was included in the M&E plan		8.3	33.3	25	33.3	3.83	1.00722
M&E plan consisted indicators that are clearly linked to the objectives of the project		16.7	25	16.7	41.7	3.83	1.16718
The M&E plan was effective to achieve the project		8.3	25	25	41.7	4	1.02151

objective							
Planning for M&E should be done just at the very point of organization planning	8.3			25	66.7	4.42	1.13890
M&E plan outlines that influences organizational performance			25	16.7	58.3	4.33	0.86811
The M&E plan had clear level of data collection			33.3	25	41.7	4.1	0.88055
Over all						**4.06**	**1.0082**

Source: Survey data April, 2023

The findings of the study show the project had M&E plans in place. Although few of the respondents (8.3%) claimed that the plan clearly stated for the project majority of respondents (66.7%) agree the M&E plan clearly stated for the project. More than half of (58.3%) the respondents acknowledged that their organization had included baseline study in the M&E plan. Reports from European union, (2015) recommends that in order to achieve meaningful project results, all project members should share a common understanding of M&E plan. However, it is not enough to share the M&E plan to the staff and other stakeholders involved in the project. Staff should be aware of M&E plan indicators that are clearly linked to the objectives of the project.

According to the research findings (58.4%) agree that the M&E plan has clear indicators linked to the objectives. The M&E plans should be articulated clearly to all staff implementing the project. However more than half of the respondents (66.7%) were agreed to the effectivity of M&E plan in achieving project objective, where all M&E plan are geared towards achieving of project objectives, outputs and outcomes.

The findings indicate that majority (91.7%) were agreed that the M&E plan should be done at the beginning of organizational planning. According to IRA, (2017) it is important that Planning for M&E should be done just at the very point of organization planning.

According to the research finding (66.7%) of the respondents agreed that the organization M&E plan had clear level of data collection. As pointed out by WRC, (2013), it needs to pay attention to contradictions and inconsistencies in the data collection process. In the open-ended question, it was stated that the key project planning activities that should be focused are defining the objectives and scope of the project, project time line, resource and budget planning and proper planning are factors that are absolutely essential in order to deliver the desired outcome. According to (Christian & Nyambane, 2021) Planning effectively is a vital process that ensures performance of projects in any institutions; (Public or Private) are achieved within scheduled time, scope and the cost.

The overall mean score for M&E planning shown in the table above is 4.06 which is good. Monitoring and Evaluation plan can be used to ensure that a project is meeting its objectives and providing the desired outcomes efficiently and effectively.

4.3.2 Monitoring and Evaluation training and project performance
Table 4.3 Monitoring and evaluation training and project performance

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev.
Project staff are well trained to carry out the project M&E	8.3	16.7	41.7	33.3		3	0.9325
Project training need analysis is done to ensure the right skills are acquired to manage the M&E activities	8.3		50	41.7		3.25	0.8467
M & E training enhances Understanding of the organization deliverables			25	33.3	41.7	4.2	0.8165
Regarding M & E training, taking early assessment during planning helps identify initial capacity gaps in M & E		8.3	8.3	50	33.3	4.1	0.8805

M & E training occurs periodically and concerns initial training for management and staff	8.3	8.3	41.7	25	16.7	3.33	1.1293
Overall						3.57	0.9211

Source: Survey data April, 2023

The findings of the study reveal that only (33.3%) of the respondents agree that Project staff are well trained to carry out the project M&E and nearly (25%) disagree or strongly disagree on the capacity of the project staff to carry out the project M&E because of lack of training. According to Senkaba, (2020) for project staff to succeed in the project they need to get skills, knowledge, attitudes and behaviors through training. Majority of respondents (75%) were e sure or agreed that M & E training enhances Understanding of the organization deliverables. This means that project staff working in the project are clear about the need of M&E training. Staff working in the project had a fairly sufficient understanding regardless of the use of taking early assessment during planning helps identify initial capacity gaps in M & E. The findings show that most respondents (83.3%) agree in the early assessment.

Although most of the respondents agree with taking early assessment to identify gaps in capacity assessment, less than half of respondents (41.7%) agree that the occurrence of periodical training regarding M&E is taken in the organization. According to FAO, (2022) periodical M&E system ensures relevant progress, real-time and evidence-based decision making. But the research finding shows a gap in periodical M&E system. Most of the respondents in the open-ended part underlined the use of training in M&E activities. Their response shows that M&E training enhances data quality, helps to take timely decision and gives capacity building. According to (Abebe, 2021) 84% of the research respondents agreed that availability of M&E personnel with proper training and experience is important for good performance projects.

The overall mean of M&E training is 3.57 which is moderate. It has an implication on project performance, since project management and staff should have a clear understanding about M&E system in order to ensure project success.

4.3.3 Monitoring and Evaluation data quality and project performance

Table 4.4 Monitoring and evaluation data quality and project performance

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev.
Project M&E data quality is appropriate			16.7	45.8	37.5	4.2	0.7210
A data quality assurance plan is placed during early stage of the project			33.3	58.3	8.3	3.75	0.6079
A baseline survey is done at the beginning of a project to establish the status quo before a project is rolled out		8.3	41.7	25	25	3.67	0.9630
In a baseline survey, values for the identified performance indicators are collected as well			58.3	16.7	25	3.67	0.8681
Organization baseline provides the basis for assessment		8.3	41.7	33.3	16.7	3.58	0.8805

of how efficiency of activity and the results achieved							
Overall						3.77	0.8081

The result shows that majority of the respondents (83.3%) agree on the appropriateness of Project M&E data quality. The performance of project highly affected by the quality of M&E data. As it is known M&E system produces data that are used to document progress towards project goals and objectives (USAID, 2017). In terms of data quality assurance plan (66.6%) of the respondents agree that a data quality assurance plan is placed during early stage of the project. According to (world bank, 2017) a data quality assurance plan plays vital role in performing well in projects by minimizing biasedness and preventing misstate information.

According to (Wieners, 2018) baseline survey is core importance and should always take place before and project activities begin. The entire evaluation of the project will be based on the baseline study and its quality will determine the quality of the project. The result shows only (50%) of the respondents believe a baseline survey is done at the beginning of a project.it is advisable to set up the baseline study as early as possible. Also, once the project started it is more difficult to get the information again because the activities might already have influenced the data.

Indicators for a baseline survey should be measurable though. The time and resources spend on baseline study should match the size of the project (Wieners, 2018). The findings show that values for the identified performance indicators of baseline survey collected as opined by (41.7%) of the respondents. A baseline study should be conducted after initial need assessment and project design and exactly before the project starts (Kryzhanivska, 2017). The findings show that (50%) of the respondents agree that the Organization baseline provides the basis for assessment of how efficiency of activity and the results achieved. This shows that emphasis should be given to the baseline data before the project starts. In the interview with key informants, it was stated that, some respondents have doubts in the consistency of the data quality. According to (M&E blog, 2013) Most organizations/ projects are faced with the data quality dilemma. Analysis of project data may leave the relevant personnel with reservations regarding the authenticity of the data, the

enumerators or even the project impacts. M&E and other management staff may even contemplate the possibility of re-doing the process for the purposes of validation.

The overall mean of M&E data quality is 3.77 which is moderate which shows a little attention should be given to ensure data quality, since Poor-quality data can lead to bad decisions, harming project performance.

4.3.4 Project performance
> What factor affects project performance?

Table 4.5 Project performance

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)
Uncertainty about the scope of the project		8.3	58.3	29.2	4.2
Estimated budget			29.2	45.8	25
Delivering a project according to the schedule			25	58.3	16.7
Delivering a project to the expected quality			29.2	29.2	41.6

A number of project performance indicators summarized give an estimate measure of performance of a project. These variables analyzed based on the respondent's discernment of how they generally define project performance. Respondents provided a Likert scale rating of DRC projects performance indicators of timeline, cost, scope and quality. According to the respondents 75% agrees that delivery time of the project strongly affects project performance.in addition 70.8% agree that the estimated budget affects the project performance. According to (Scott, 2020) Delivery of a successful project is defined by overall cost performance and ability to meet project deadlines. Finishing projects on quality and according to its scope has effect on project performance agreed by 70.8% and 33.4% of the respondents. The scope acts as a roadmap for the

project and outlines its limits. Managing the scope of a project is important as changes are always impacting scope. Without a plan in place, projects can quickly become derailed (Benz, 2020).

Correlational Analysis

The section presents a correlational analysis between M&E plans, M&E training and M&E data quality, and Project performance.

Table 4.6 Correlation Analysis

	M&E planning	M&E training	M&E data quality	Project performance
M&E planning	1			
M&E training	0.530**	1		
M&E data quality	0.520**	0.469*	1	
Project performance	0.787**	0.729**	0.768**	1

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

*correlation is significant at the 0.05 level (2-tailed).

Source: survey data

From table 4.5, a strong positive coefficient correlation of 0.787,0.729 and 0.768 was established between M&E plan, M&E training, and M&E data quality with project performance respectively. The correlation was significant at 0.01 level of significance. A positive strong correlation indicates that M&E plan, M&E training and M&E data quality influences performance of project. (TolaData, 2019) also points out that the M&E Plan is like a roadmap that describes how you will monitor and evaluate your program, as well as how you intend to use evaluation results for project improvement and decision making. Further a relatively strong positive correlation coefficient of 0.729 was established between M&E training and performance of project at 0.01 level of significance (two tailed). This shows that M&E training is very key for the project to achieve the desired results. This means an increase in skills and capacities due to training in staff implementing the project would equally translate to effective delivery of the projects leading to achievement of its goals. These findings agree with (Ivan, 2020) which established positive relationships of 0.076 between M&E training and project performance. Additionally, a relatively strong positive

correlation of coefficient of 0.768 was established between M&E data quality and performance of project. The relation was significant at 0.01 level of significance.

Assumptions for Regression

1. Linear Relationship

Multiple linear regression assumes that there is a linear relationship between each independent and dependent variable. By creating scatter plot of each independent variable and dependent variable we can determine if the assumption is met.

2. No Multicollinearity

Multiple linear regression assumes that none of the independent variables are highly correlated with each other. The easiest way to determine if the assumption is met is to calculate the VIF value for each independent variable. VIF values less than 5* non-multicollinearity.

3. Independence

Multiple linear regression assumes that each observation in the dataset is independent. The simplest way to determine if this assumption is met is to perform a Durbin-Watson test, which tells us whether or not the residuals exhibit autocorrelation. Mostly a value ranging between 1.5 and 2.5 is more acceptable.

4. Homoscedasticity

Multiple linear regression assumes that the residuals have constant variance at every point in the linear model. The simplest way to determine if this assumption is met is to create a plot of standardized residuals versus predicted values.

5. Multivariate Normality

Multiple linear regression assumes that the residuals of the model are normally distributed. There is common way to check if this assumption is met using Q-Q plots which shows whether or not the residuals of a model follow a normal distribution.

Regression Analysis

The section presents multiple regression with independent variables: M&E plan, M&E training, M&E data quality and dependent variable: project performance. A regression equation of $(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_n X_n + \varepsilon)$ was used. The results were summarized as shown in the table below.

Table 4.7 model summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Durbin-Watson
1	.930[a]	.865	.845	.23730	1.707

a. Predictors(constant), data, training, planning

b. Dependent variable: project

performanceSource: Survey data April, 2023

From the analysis above, the coefficient of determination (R square) shows the model power of explaining (how much the independent variables explain the outcome variable). Therefore, R square equals 0.865 told us that 86.5% of the project success could be explained by the M&E planning, M&E training and M&E data quality together.

Table 4.8 ANOVA result

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.244	3	2.415	42.882	.000[b]
Residual	1.126	20	0.056		
Total	8.370	23			

a. Dependent Variable: project performance

b. Predictors: (Constant), M&E data, M&E training, M&E planning

The ANOVA tells us if the dependent variables changes according to the level of independent variable (Bevans, 2020). Since the significance result on the ANOVA table is 0.000 which is p< 0.05, the regression analysis proved the presence of a good degree of prediction.

Table 4.9 Regression coefficients

Coefficients[a]							
Model	Unstandardized coefficients		Standardized coefficients			95.0% confidence interval for B	
	B	Std.Error	Beta	t	sig	Lower bound	Upper bound
[1] (constant)	.119	.326		.366	.718	-.561	.800
M&E planning	.288	.074	.403	3.886	.001	.134	.443
M&E training	.290	.089	.325	3.236	.004	.103	.476
M&E data	.371	.091	.406	4.070	.001	.181	.561

a. Dependent Variable: project performance

Based on the finding in Table 4.8, there is a positive and relatively highest significant association between the project performance and M&E data (β = 0.371, t= 4.070, CI=0.181-0.561), P-value <0.05). This showed that M&E data was a significant tool for the success of project. The higher the quality of M&E data, the higher would be the projects' success. Taking all other independent variables constant at zero, a unit improvement on the quality of M&E data would lead to a 0.371 total improvement on the Project performance. This told us that M&E data had the highest influence on the project success by a coefficient of 0.371. There were a positive but not a much significant relationship between; project performance and M&E training (β =0 .290, t= 3.236, CI=0.103-0.476), p-value =0.004); M&E planning (β = 0.288, t= 3.886, CI=0.134-0.443), P-value =0.001.

Regression Equation

Project performance = 0.119 + 0.371(M&E data quality) + 0.290 (M&E Training) + 0.288 (M&E planning) +ẹ.

The equation indicates that taking all independent variable constant at zero, a unit increase in M&E data quality would lead to a 0.371 increase in performance of project. Further holding all other independent variables at a constant zero, a unit increase in M&E training would lead to a 0.290 increase in performance of project. Holding all other independent variables at a constant zero, a unit increase in M&E planning would lead to a 0.288 increase in performance of project. Therefore, all the variables had a significant influence of on project performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarizes the key research findings in relation to the research aims and questions and discussing the value and contribution thereof. It will also review the limitations of the study and propose opportunities for future research.

5.2 Summary of Findings

Findings of this study emerged from responses given by respondents in the survey. The study was guided by three main objectives and these were assessing the influence of monitoring and evaluation training on the level of project performance in Danish Refugee Council Ethiopia, assessing the effect of planning for M&E on project performance in Danish refugee council Ethiopia and examining the effects of M&E data quality on project performance in Danish refugee council Ethiopia. The study used a descriptive study design, with the questionnaire serving as a method for collecting primary data from respondents. The patterns in the collected data were analyzed by the aid of descriptive statistics to include frequency, tables, means, along with standard deviations. In addition, multiple linear regression analysis was also used.

The study found M&E plan have an effect on project performance of DRC Ethiopia. Apart from that, the study also noted that monitoring and evaluation training was critical on performance of projects in DRC Ethiopia. The other finding to this study was that M&E data quality was an important aspect in enhancing project performance of DRC Ethiopia.

5.3 Conclusion

The overall objective of this study was to assess the contribution of monitoring and evaluation on the project performance of Danish Refugee Council Ethiopia. The central question for this research were as follows:

1. To what extent monitoring and evaluation training influence project performance of DRC?

2. To what extent monitoring and evaluation plan influence project performance of DRC?

3. To what extent does the data quality of M&E influence project performance of DRC?

The results indicate that the research argued throughout the work that monitoring and evaluation planning, training and data quality have positive and significant influence on performance of project in DRC Ethiopia. Based on a quantitative and qualitative analysis of the research, it can be concluded that planning, training and data quality are important factors to consider when designing and implementing project. Further, the study challenged that lack of monitoring and evaluation planning, training and data quality led to poor project performance. Therefore, it is essential that organizations take adequate steps to create a well M&E planning, M&E training and M&E data quality ensuring system. According to (Hassan, 2019) conducting monitoring and evaluation plans plays a vital role in boosting the overall performance of organizations. Studies shown that M&E training is also very relevant to the performance of project (Muluye, 2018).

The research discussed in this work demonstrates that M&E planning, training and M&E data quality directly influences project performance. The results of this study have several implications for society, most notably for NGOs, to create initiatives to promote M&E systems in work place. In addition, to policy makers to create policies.

The study is subject to some limitations, such as small sample size and lack of previous research on specific topic. Moreover, due to time constraints, this research did not address some potential factors that affect performance of project, such as, M&E communication, management participation and M&E tools. Future studies could further explore these topics in more comprehensive understanding of their effects on project performance.

5.4. Recommendations

In light of the evidence discussed throughout the report and the conclusion above, the researcher recommends the following actions to improve project performance. As such, much importance should be paid to M&E activities. It does not suffice to lay down the importance of M&E planning, training and data quality.

The study established that monitoring and evaluation planning is recognized as one of the key apparatuses for the accomplishment of project goals. The study recommends the following:

- ✓ A well prepared and executed monitoring and evaluation will contribute to good project outcomes.

- ✓ The project team should adopt monitoring and evaluation planning to enhance performance of the project.

- ✓ Organizations should also provide appropriate M&E training to support the M&E team so that they can achieve the target of M&E. This will enhance efficiency and productivity of the project performance. Not all staff members need to be the subject of extensive training. In many cases, a straight forward training is adequate to improve the capacity of M&E team.

- ✓ Organizations should adopt better data gathering system to make sure consistency of the data quality. Better tracking of data collection could lead to better assessment of outcomes and improved quality of project performance. An integrated data collection system for M&E could facilitate the creation of good data quality that allow M&E team members to evaluate the progress of the project properly.

5.5 Areas for further Research

Although this study provides valuable insights into the contribution of monitoring and evaluation on project performance, this study has identified several areas where further research is warranted to continue expanding knowledge about Monitoring and Evaluation activities. Such areas include the following:

- ✓ Comprehensive investigation of how M&E communication affects project performance
- ✓ A greater understanding of the impacts of Management Participation on project performance
- ✓ Exploration of the implication of M&E tools on project performance.

References

Abebe, E. (2021). Effect of Monitoring and Evaluation on Project Performance: A case of right to play, Ethiopia. *Addis Abeba university School of Commerce*.

Ahad, A., Le coz, C., & Beirens, H. (2020). *Using Evidence to Improve Refugee Resettlement A monitoring and evaluation road map.* migration policy institute.

Biwott, T., Egesah, O., & Ngeywo, J. (2017). Importance of monitoring and evaluation in the sustainability of constituency development fund projects in Kenya. *International Journal of Management & Social Sciences* , 45-51.

Carroll, k. (2022). validity and reliability in research.

Eric, J. (2017). Monitoring and Evaluation UNDAF Campanion GuidanceE, Steps to a Results-Based Monitoring and Evaluation System. *Devimpact Institute*.

European, U. (2015). Monitoring, managing and transferring marine and maritime knowledge for sustainable blue growth.

FAO. (2014). *Monitoring and Evaluation for learning and performance improvement.*

FAO, & UNDP. (2019). *Strengthening monitoring and evaluation for adaptation planning in the agriculture sectors.* Rome: FAO&UNDP.

Godfrey, J. M., & Isanzu, J. (2020, october 30). *The Effects of Monitoring and Evaluation Systems on Organizational Performance: A Case of Tanzania Airport Authority-Dar es Salaam.*

Hassan, A. T. (2022). *The Effect of Monitoring and Evaluation on Organization Performance: A case study of the United Nations high Commissioner for Refugees in Mogadishu, Somalia.* Retrieved from https://afribary.com/works/the-effect-of-monitoring-and-evaluation-on-organization-performance-a-case-study-of-the-united-nations-high-commissioner-for-refugees-in-mogadishu-somalia.

Huberty, E. s. (2022). *Reasons Why Monitoring and Evaluation is Important.* Retrieved from https://tools4dev.org/.

Humanitarian, G. (2021, august 19). *https://humanitarianglobal.com/why-monitoring-evaluation-is-important-to-ngos/.*

Ivan, T. (2020). *Influence of Monitoring and Evaluation on Project Performance.* Retrieved from https://www.academia.edu/.

Jahid, Q. (2019). Challenges to Effective Monitoring and Evaluation Systems: Lessons from Afghanistan . *International Development Community and Environment.*

Kryzhaniyska, O. (2017). The importance of baseline data .

Middelton, F. (2019). The Types of Validity in Research.

Miller, S. (2022). The Conversation: Nowhere to Run - The Plight of Eritrean Refugees in Ethiopia. *Refugees International.*

Muluye, S. (2018). The Role of Monitoring & Evaluation on Performance of Public Organization Projects in Ethiopia: A Case of Ethiopian Public Health Institution .

Nyamazana, A. (2019, march 07). Why organizations fail to fully benefit from Monitoring and Evaluation.

Nyambane, T. A. (2021). Planning and Project Performance in Public Institutions in rwanda. A case of establishment of a Frequency Spectrum Management and Monitoring System Project in Rwanda. *strategic journals*.

Phiri, B. (2015). *Influence of Monitoring and Evaluation on Project Performance: A case of African Virtual University, Kenya.* university of nairobi.

Scott, G. C., & Cousins, B. (2016). *Monitoring and Evaluation Training: A Systematic Approach.* Sage Publications.

Senkaba, G. (2020, january 13). *building project staff's monitoring and evaluation competencies.* Retrieved from https://mandeboost.com/go-beyond-training-build-project-staffs-monitoring-and-evaluation-competencies/

TuyishimeE, A. C., & D. N. (2021). Planning and Project Performance in Public Institutions in Rwanda. A case of Establishment of a Frequency Spectrum Management and Monitoring System Project in Rwanda. *strategic journals*, 780-790.

USAID. (2017, december). *Data quality for monitoring and evaluation systems*. Retrieved from measureevaluation

APPENDIX

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

QUESTIONNAIRE ON "CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE": A CASE STUDY OF DANISH REFUGEE COUNCIL.

Dear respondents,

I am a postgraduate student pursuing my Master's Degree in project management at St. Mary's university Addis Ababa. I am carrying out research on **"CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE": A CASE STUDY OF DANISH REFUGEE COUNCIL**.

In this regard you have been selected to take part in this study as a respondent, your response will contribute a lot on the achievement of the objective of this research. Kindly cooperate in filling the questionnaire, as your genuine, complete, and timely responses are crucial for the success of my study. The data collected will be used for this academic research only. I thank you in advance for your time and cooperation.

Yours   Faithfully

GEDION WORKU

Email: gedionmaki@gmail.com

Mobile: +251 913589987

Direction:

- ❖ No need of writing your name
- ❖ Put "√" mark in the appropriate space
- ❖ Consider the following abbreviation and use where it is appropriate:
  - Consider M&E = Monitoring & Evaluation
  - Consider EMP = Ethiopian migration program
  - Consider DRC = Danish refugee council

SECTION I: Background Information of Respondents

		Option	Put "√"
1	**Gender:**	**Male**	
		Female	
2	**Age:**	**20-30 years**	
		31-40 years	
		41-50 years	
		Above 50 years	
3	**Educational qualification**	**PHD**	
		Masters	
		Degree	
		Diploma	
		Below diploma	
4	**Work experience**	**0-5 years**	
		6- 10 years	
		11-15 years	
		Above 15 years	
5	**Current position**	**Managerial**	
		Non-managerial	

SECTION II: Basic Research Questions

Direction: please write your rating on the space before each option which corresponds to your best choice in terms of level of motivation. Kindly use the scoring system below.

Score	Response mode	Description	Interpretation
5	Strongly agree	you agree with no doubt at all	very satisfactory
4	Agree	you agree with some doubt	Satisfactory
3	Neutral	you are not sure about any	none
2	Disagree	you disagree with some doubt	Fair
1	Strongly disagree	you disagree with no doubt at all	Poor

PART I: M&E Planning

	Effects of Monitoring and Evaluation planning on project performance	**1**	**2**	**3**	**4**	**5**
1	The M &E plan clearly stated for the project					
2	Baseline study was included in the M&E plan					
3	M&E plan consisted indicators that are clearly linked to the objectives of the project					
4	The M&E plan was effective to achieve the project objective					
5	Planning for M&E should be done just at the very point of organization planning					

		1	2	3	4	5
6	M&E plan outlines that influences organizational performance					
7	The M&E plan had clear level of data collection					

PART II: M&E Training

	Effects of Monitoring and Evaluation training on project performance	1	2	3	4	5
1	Project staff are well trained to carry out the project M&E					
2	Project training need analysis is done to ensure the right skills are acquired to manage the M&E activities					
3	M & E training enhances Understanding of the organization deliverables					
4	Regarding M & E training, taking early assessment during planning helps identify initial capacity gaps in M & E					
5	M & E training occurs periodically and concerns initial training for management and staff					

PART III: M&E Data Quality

	Effects of data quality on project performance	1	2	3	4	5
1	Project M&E data quality is appropriate					
2	A data quality assurance plan is placed during early stage of the project					
3	A baseline survey is done at the beginning of a project to establish the status quo before a project is rolled out					
4	In a baseline survey, values for the identified performance indicators are collected as well					
5	Organization baseline provides the basis for assessment of how efficiency of activity and the results achieved					

PART IV: Project Performance

	What factor affects project performance					
1	Uncertainty about the scope of the project					
2	Estimated budget					
3	Delivering a project according to the schedule					
4	Delivering a project to the expected quality					

SECTION III: Open ended questions

1. Which activities have the most significant effect on the successful planning of the projects?

2. How, do you describe effect of training in your M&E activities?

3. How, do you see the availability of trained human resource for M&E system in your organization?

4. How, do you describe the quality of data on your M&E activities?

5. What are the M&E tools commonly practiced in the organization in order to make sure of data quality?

Thank you for your time and cooperation!!