



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

**THE ASSESSMENT OF MONITORING AND EVALUATION  
PRACTICES IN TECHNICAL ASSISTANCE PROGRAM AND IT'S  
CONTRIBUTION IN GOVERNMENT COUNTER PART: IN THE  
CASE OF BUILDING RESILIENCE IN ETHIOPIA TECHNICAL  
ASSISTANCE PROGRAM (BRE-TA)**

**By  
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**June, 2024  
Addis Ababa, Ethiopia**

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PROGRAM (BRE-TA)**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE MASTER OF ARTS DEGREE IN  
PROJECT MANAGEMEME**

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

**OPM:** Oxford Policy Management  
**BRE-TA:** Building Resilience in Ethiopia Technical Assistance  
**MEL:** Monitoring, Evaluation and Learning  
**M and E:** Monitoring and Evaluation  
**EDRMC:** Ethiopian Disaster Risk Management Commotion  
**MoH :** Ministry of Health  
**MoF:** Ministry of Finance  
**MoA :** Ministry of Agriculture  
**OR :** Operational Research  
**GESI:** Gender Equality and Social Inclusion  
**DRF:** Disaster Risk Financing  
**SRSN:** Shock-Responsive Safety Nets  
**PHEM:** Public Health Emergency Management  
**DRM:** Disaster Risk Management  
**GoE:** Government of Ethiopia  
**DAC:** Development Assistance Committee  
**UNECA:** United Nations Economic Commission for Africa  
**RCTs:** Randomized Control Trials



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## ABSTRACT

The "Building Resilience in Ethiopia Technical Assistance" (BRE-TA) program aims to fortify the Government of Ethiopia's (GoE) capacity to respond to climate and humanitarian shocks through technical assistance. This study evaluated the Monitoring and Evaluation (M&E) practices within BRE-TA, identifying key challenges such as limited stakeholder engagement, insufficient communication of M&E findings, inconsistent integration of lessons learned, and misalignment of M&E activities with program objectives.

The research assesses the contribution of BRE-TA's M&E practices on the behavior and capacity of government counterparts. It aims to enhance stakeholder familiarity with M&E processes, improve communication strategies, systematically incorporate lessons learned into future projects, and ensure alignment with program goals. Additionally, the study seeks to identify major challenges in providing technical assistance and to evaluate the overall effectiveness of BRE-TA interventions. By addressing these objectives, the study endeavors to improve M&E practices, thereby enhancing decision-making, accountability, and continuous improvement within the BRE-TA program.

The ultimate goal is to strengthen the government's resilience and capacity to manage climate and humanitarian shocks more effectively. The study found that BRE-TA's M&E practices have a strong foundation and positive impact on program effectiveness. The assessment revealed that the M&E practices of the BRE-TA program are very successful and have a positive influence on strategic decision-making, government actions, and overall program enhancement. The study recommends strengthening M&E practices, improving data utilization, and improves stakeholder engagement.

**Keywords: Monitoring, Evaluation, Technical Assistance, Stakeholder Engagement, Government Capacity**

## CHAPTER ONE

### 1. INTRODUCTION

The effectiveness of technical assistance programs in achieving their intended outcomes relies heavily on the strength of their monitoring and evaluation (M&E) practices. This research aims to assess the M&E practice and its contribution in government counterpart within the Building Resilience in Ethiopia (BRE) project office, a technical assistance facility focusing on strengthening the country's response to climate and humanitarian shocks. The study evaluates the design, implementation, and communication of monitoring and evaluation activities, with the ultimate goal of improving program effectiveness.

#### 1.1 Background of the study

Monitoring, Evaluation, and Learning (MEL) systems are pivotal in enhancing the effectiveness and accountability of development programs (OECD, 2010). The BRE-TA (Building Resilience in Ethiopia - Technical Assistance) programme employs a comprehensive MEL system designed to improve the program's design, delivery, and impact (Oxford Policy Management, 2019). This study focuses on evaluating the MEL system's role within BRE-TA, aiming to understand its effectiveness and the challenges faced in its implementation. Given the increasing complexity and dynamism of development contexts, an effective MEL system is crucial for adaptive management, ensuring programs remain responsive and impactful (Patton, 2011).

Despite the recognized importance of MEL systems, there are significant gaps in understanding how these systems operate in complex environments like Ethiopia. Previous studies have often focused on MEL practices in more stable settings, leaving a gap in knowledge about their effectiveness in dynamic and challenging contexts. Additionally, while there is substantial literature on the design of MEL systems, there is less empirical evidence on their practical application and the specific challenges encountered during implementation. This study aims to fill these gaps by providing a detailed analysis of the MEL system within BRE-TA, highlighting its strengths, weaknesses, and areas for improvement (Bamberger, Rugh, & Mabry, 2012; Kusek & Rist, 2004).

Monitoring and evaluation assist governments and other decision makers to enhance what they do and be responsible for the results. Oxford Policy management (OPM) has conducted more than 170 M&E projects in over 50 countries worldwide. The quality of OPM work is ensured by the presence of a dedicated M&E team, who work closely with sector experts across OPM to design and implement independent evaluations and internal M&E systems for policies and programmes. (<https://www.opml.co.uk>)

The Building Resilience in Ethiopia – Technical Assistance (BRE-TA) facility supports federal, regional, and sub-regional governments to support their life-saving humanitarian response competence. The aim is to lower the effects of climatic and humanitarian shocks on exposed people and the economy by decreasing the depth (severity) and length (duration) of a shock, thereby saving lives, and protecting livelihoods.

The Building Resilience in Ethiopia Project Office is an organization dedicated to enhancing resilience to climate change and other shocks in Ethiopia. Technical assistance plays a crucial role in achieving project objectives and ensuring effective implementation. Proper monitoring and evaluation of the technical assistance program are essential to measure progress, identify gaps, and enhance program efficiency. (<https://www.opml.co.uk>)

Monitoring and evaluation (M&E) are crucial components of any technical assistance program. They provide a systematic way to assess the effectiveness, efficiency, relevance, and sustainability of interventions.

**1. Evidence-Based Decision Making:** M&E helps in gathering evidence about the impact of interventions, which aids in making informed decisions about program design, resource allocation, and strategy adjustments. (Glennerster, R., & Kremer, M. (2008).

**2. Accountability and Transparency:** Through regular monitoring and evaluation, programs can demonstrate accountability to stakeholders, including funders, beneficiaries, and government entities. This transparency builds trust and credibility.

**3. Learning and Improvement:** M&E facilitates continuous learning by identifying what works well and what needs improvement. It helps in capturing lessons learned, best practices, and areas for innovation. (Patton, M. Q. (2010).

**4. Resource Optimization:** By monitoring inputs, outputs, and outcomes, programs can optimize resource utilization, ensuring that resources are allocated efficiently to achieve desired results. (Bamberger, M., Rao, V., & Woolcock, M. (2010).

**5. Long-Term Impact Assessment:** M&E provides insights into the long-term impact of interventions, beyond immediate outcomes, helping programs assess their contributions to broader development goals. (Rossi, P. H., Lipsey, M. W., & Freeman, H. E. (2003).

BRE-TA's engaged with the government across the policy cycle to create systemic and persistent change. All technical assistance is provided in partnership with government, at the government's pace, and on the

issues that the government wants help with strengthen government's capacity to prepare for and respond to climate and humanitarian shocks.

**The Technical Assistance is provided across Four Complementary and Interlinked areas:**

1. **Disaster risk management (DRM).** BRE-TA supports the Ethiopian Disaster Risk Management Commission and Ministry of Planning and Development to strengthen institutional and governance arrangements for the effective coordination of DRM operations at all levels of government.
2. **Public health emergency management (PHEM).** BRE-TA works with the Ethiopian Public Health Institute and the Ministry of Health. The purpose is to develop better public health emergency management systems competent of predicting and responding efficiently to a variety of shocks.
3. **Shock-responsive safety nets (SRSN).** BRE-TA supports the Ministry of Agriculture to improve shock-responsive social protection in its Productive Safety Nets Programme, so that the Programme can instantly scale up support in response to shocks.
4. **Disaster risk financing (DRF).** BRE-TA works with the Ministry of Finance, involving the Climate Resilient Green Economy facility, to make sure that Ethiopia's public finances are competent prepared for climate and humanitarian shocks,
5. **Gender equality and social inclusion (GESI).** BRE-TA works with the government to ensure that gender equality and social inclusion (GESI) are mainstreamed and integrated into disaster risk management policies and programmes. This has involved working closely with the staff of key ministries and Gender Directorates to identify gaps in the understanding of the relevance of GESI, and the challenges in addressing those gaps. Work is ongoing to improve the capacity of staff in gender directorate to take this work forward after funding for BRE-TA ends.
6. **Operational research (OR)** BRE-TA is also delivering various operational research projects in Ethiopia. Like Covid-19 impacts on poor and exposed urban inhabitants in Ethiopia

BRE-TA supported the Ethiopian research company MERQ (Monitoring Evaluation, Research and Quality Improvement) to undertake research to know the effects of Covid-19 and the government's response measures on poor and exposed populations in urban areas of Ethiopia. The study was designed to assist the Ministry of Health and Ethiopia Public Health Institute to respond properly to the Covid-19 pandemic. (<https://www.opml.co.uk>)

## **1.2 Statement of the problem**

The 'Building Resilience in Ethiopia' (BRE) program aims to strengthen the Government of Ethiopia's (GoE) systems to be more resilient to climate and humanitarian shocks. It includes a technical assistance component (BRE-TA) managed by Oxford Policy Management (OPM). This component specifically focuses on providing technical assistance to the GoE to lead and deliver an effective, more self-financed, and

accountable response to climate and humanitarian shocks. It started in 2019. BRE-TA is made up of four sector work streams: 1) Disaster Risk Management (DRM), 2) Public Health Emergency Management (PHEM), 3) Shock Responsive Safety Nets (SRSN), and 4) Disaster Risk Finance (DRF). (<https://www.opml.co.uk>)

In addition to the work streams, BRE-TA has a Monitoring, Evaluation, and Learning (MEL) team. The team works on identifying outcomes interventions, measuring progress towards predetermined outcomes or objectives, assessing whether and how BRE-TA interventions generate the desired results, and determining whether and how program interventions contribute to changes in the behavior, relationships, activities, actions, and capacities of people, groups, and organizations with whom the program works directly (societal actors).

While the theoretical frameworks for MEL systems are well-established, there is a significant gap in understanding how these frameworks can be adapted and applied in complex, dynamic environments like Ethiopia. Existing theories often do not account for the unique challenges posed by climate and humanitarian shocks, nor do they provide comprehensive guidance on integrating MEL systems into government structures for resilience building. The ideal MEL system should be adaptive, inclusive, and context-sensitive, yet current theoretical models lack this depth of applicability. (Duflo, E., Glennerster, R., & Kremer, M. 2008)

Most studies on MEL systems focus on either macro-level policy impacts or micro-level project outcomes. There is a gap at the meso-level, particularly in understanding how MEL practices influence the intermediate processes and systems within government agencies and across different sectors. The ideal scenario would involve a multi-level analysis that bridges these gaps, providing insights into how MEL practices can enhance the overall system's resilience. However, the current reality is fragmented analysis that fails to capture the interconnected nature of these interventions, leading to incomplete assessments and suboptimal recommendations. (Kusek, J. Z., & Rist, R. C. 2004)

Empirical studies on the impact of MEL systems in contexts similar to Ethiopia's are limited. While there are numerous case studies and evaluations, they often lack rigorous, longitudinal data that can provide a clear picture of MEL systems' effectiveness and challenges over time. The ideal empirical approach would involve comprehensive, mixed-methods research that tracks the impact of MEL practices on resilience outcomes. The existing reality, however, is that most empirical work is either too narrowly focused or lacks the methodological rigor to draw generalizable conclusions. This results in a lack of robust evidence to inform policy and practice. (Mayne, J., & Rist, R. C. 2006)

Locally, there is a significant gap in the capacity and integration of MEL systems within Ethiopian government structures. While the BRE-TA program aims to build this capacity, there are substantial

challenges related to resource limitations, institutional inertia, and varying levels of stakeholder engagement. The ideal situation would involve well-integrated, locally-owned MEL systems that are sustainably supported by government agencies. However, the current reality is that MEL systems are often seen as external impositions, leading to limited buy-in and suboptimal utilization of MEL insights.

This gap highlights the need for tailored, context-sensitive approaches to building MEL capacity. (OECD. 1991).

Assessing the monitoring and evaluation practices of the program and its contributions to stakeholder behavior is vital. Effective MEL practices measure the contribution, effectiveness, and efficiency of these programs in achieving their intended outcomes and provide evidence-based recommendations for program improvement. Without addressing these gaps, the BRE-TA program risks missing opportunities for learning and improvement, which could undermine its impact and sustainability. Moreover, the program impact analysis will provide an opportunity for BRE-TA and government stakeholders to learn together about what has worked well and what they have achieved, recognizing significant contributions to the Government of Ethiopia's capacity to prepare for and respond to shocks. The study will also generate insights for the government counterparts and donors on the major challenges to the BRE-TA program in providing technical assistance, ultimately enhancing resilience-building efforts across Ethiopia.

By addressing these gaps, this study aims to contribute valuable insights to the field of development management and improve MEL practices in complex and dynamic environments.

### **1.3 Research Questions**

How the current M&E Practices within BRE-TA looks like?

What are the contributions of M&E Practices to Government Counterparts?

What are the key challenges and barriers in Implementing Effective M&E Practices?

### **1.4 .Objectives of the study**

#### **1.4.1 General Objective:**

The general objective of assessing the monitoring and evaluation practices in BRE-TA is to evaluate and enhance the contribution of the technical assistance program to the monitoring and evaluation practices of government counterparts within the BRE-TA program. This aims to ensure effective decision-making, accountability, continuous improvement, and alignment with program objectives.

#### **1.4.2 Specific objectives**

To assess monitoring and evaluation practices and their contributions to government counterparts in the BRE-TA program, here are specific objectives.

- To assess current M&E practices within BRE-TA



- To evaluate contributions of M&E practices to government counterparts
- To identify challenges in Implementing effective M&E practices

These specific objectives align with the broader research aim of conducting a comprehensive assessment of M&E practices and their impact on government counterparts, providing valuable insights and actionable recommendations for enhancing monitoring and evaluation within development programs like BRE-TA.

### 1.5 Significance of the Study

This study will help in its potential to contribute to the improvement and effectiveness of technical assistance programs, specifically in the context of building resilience in Ethiopia.

The assessment identifies strengths and weaknesses in the monitoring and evaluation practices of the BRE-TA. This information can be used to make targeted improvements in the program, ensuring resources are allocated effectively and interventions are impactful.

By evaluating the quality and reliability of the data collected through monitoring and evaluation, the study contributes to evidence-based decision making. This will help program managers and policymakers in Ethiopia make informed choices regarding program implementation, resource allocation, and overall program improvement.

The assessment determines the extent to which monitoring and evaluation activities in the BRE-TA are aligned with program goals and objectives. This alignment ensures that monitoring and evaluation efforts are focused on measuring outcomes and impacts that matter the most for building resilience in Ethiopia.

The findings and recommendations from this study can contribute to the overall knowledge and understanding of effective monitoring and evaluation practices in technical assistance programs. Lessons learned from the BRE-TA can be shared with other similar programs, promoting learning and improvement across the sector.

The study assess the extent to which monitoring, and evaluation findings are utilized in decision making and program improvement processes, promoting accountability and transparency in the BRE-TA.

Overall, the study is significant as it aims to strengthen the monitoring and evaluation practices in the BRE-TAP, ultimately leading to more effective and impactful technical assistance programs in the context of building resilience in Ethiopia.

### 1.6 Scope of the study

The scope of this study encompasses several key areas, focusing on the assessment of monitoring and evaluation (M&E) practices within the Building Resilience in Ethiopia Technical Assistance Program

(BRE-TA) and their contributions to government counterparts.

Specifically, the scope includes:

**Geographical Scope:** The study was conducted in Addis Ababa where BRE-TA operates, focusing on relevant government counterparts involved in the program.

**Programmatic Scope:** The research covers various components of BRE-TA, including different work streams and initiatives that fall under its umbrella. This includes examining specific M&E frameworks, tools, and methodologies employed within these components.

**Stakeholder Scope:** The study involves key stakeholders such as BRE-TA staff and BRE-TA staff member who embedded in government counterparts. This includes work stream leads, Monitoring Evaluation and Learning (MEL) officer, MEL work stream lead, and other personnel involved in the implementation and utilization of M&E practices.

**Temporal Scope:** The research focus on M&E practices implemented over a specific period, ideally covering recent years to ensure the relevance and accuracy of the findings. Internal MEL report also be reviewed to understand the evolution of M&E practices within the program.

**Thematic Scope:** The study explore various themes related to M&E, including the effectiveness of current practices, the utilization of M&E findings by government counterparts, and the overall contribution of these practices on program outcomes.

**Methodological Scope:** The research employs a mixed-methods approach, by combining both quantitative and qualitative data collection and analysis methods. This will include surveys, interviews, and document reviews to gather comprehensive insights.

**Analytical Scope:** The analysis focus on the assessment of M&E practice in technical assistance program, and effectiveness of within the M&E practices of BRE-TA program. It will evaluate the contributions of these practices to government counterparts and provide actionable recommendations for improvement.

By defining these specific boundaries, the study aims to provide a focused and in-depth assessment of M&E practices within BRE-TA and their impact on government counterparts, ensuring that the findings are relevant, actionable, and beneficial for all stakeholders involved.

### **1.7 Limitation of the study**

The study faced several limitations that impacted its execution and outcomes. Firstly, the absence of a dedicated technical assistance program office similar to BRE-TA within the country posed a significant challenge. Additionally, there was a limited availability of resources and expertise, which hindered the comprehensive analysis and depth of the study.

Another significant limitation was that the BRE-TA project is in the phase-out stage, making it challenging to access all staff members easily. This affected the ability to collect complete and timely data, as key personnel were not always available for consultations.

Furthermore, the limited availability of relevant literature on technical assistance programs posed a considerable challenge in conducting a comprehensive literature review. The scarcity of existing studies and publications in this field restricted the ability to build upon previous research and develop a robust theoretical framework.

Time constraints also impacted the scope and depth of the study. Moreover, the failure to perform longitudinal studies due to the project's phase-out stage restricted the research's capacity to analyze long-term impacts and trends, which are crucial for understanding the sustained effects of technical assistance programs.

These limitations collectively influenced the study's findings and interpretations, underscoring the need for continued research and better resource allocation in the field of technical assistance programs.

### **1.8 Organization of the study**

The study has five chapters, each with its own focus. Chapter one gives an introduction to the research, including background information, the problem being addressed, what the research covers, why it's important, and the goals of the research. Chapter Two looks at what other experts have already said about the topic to get a full picture of the research area. Chapter Three explains how the research was done. Chapter Four presents what was discovered during the research and discusses these findings. Finally, Lastly, Chapter five summarizes the study's findings, offers recommendations to address the identified problem, and suggests areas for future research.

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Conceptual and Operational Definition

##### **Introduction**

Monitoring and evaluation are two of the most important activities for any organization. They are essential for understanding how a project is progressing, determining whether it is on track to reach its goals, and ensuring that it is making a positive impact. (Kusek & Rist, 2004).

Monitoring and evaluation also provide an opportunity to adjust the project's direction if needed, and to identify any areas of improvement. This process also allows organizations to make informed decisions, allocate resources efficiently, and take corrective action when needed. (Gertler et al., 2016).

Monitoring and Evaluation also helps to ensure that resources are utilized effectively and that programs are reaching their intended target population. In addition, it provides valuable feedback that can be used to improve services and programs for the future. In this article, we will discuss why monitoring and evaluation are so important, and how they can be used to measure success and make improvements. (Kusek & Rist, 2004)

Evaluation and Learning: A Review of Common Practices," delves into the significance of evaluation and learning in development programs, with a specific focus on the World Bank Group's initiatives. The paper emphasizes that monitoring and evaluation (M&E) are crucial components of any successful development program as they help in understanding the effectiveness of interventions and ensuring the achievement of sustainable outcomes. (World Bank Group, 2023).

The review outlines common practices in evaluation and learning processes, highlighting key challenges faced in implementing M&E systems effectively. These challenges may include data collection difficulties, the establishment of appropriate indicators, and the integration of evaluation findings into decision-making processes. Atinc also identifies various strategies and approaches that organizations can adopt to overcome these challenges. Furthermore, the paper underscores the importance of using evaluation results for learning and adaptive management. It emphasizes the need for feedback loops to continuously improve program implementation and make data-driven adjustments based on evaluation findings. (World Bank Group, 2023).

For the "Building Resilience in Ethiopia Technical Assistance Programme," Choudhury's insights can offer valuable guidance in addressing the unique challenges faced by technical assistance initiatives. By proactively addressing these challenges and leveraging opportunities, the program can strengthen its monitoring and evaluation practices and increase its overall impact on building resilience in Ethiopia.

(Choudhury, 2022)

Edward R. Tufte (1990) , "Envisioning Information," explores the principles and techniques of data visualization and information design. While this work may not be directly related to technical assistance programs or their evaluation, it offers valuable insights into presenting monitoring and evaluation findings effectively.

Tufte (1990) advocates for the clear and concise representation of information to facilitate understanding and decision-making. His book showcases various examples of effective data visualization that minimize clutter and maximize the communication of complex ideas. By applying Tufte's principles, organizations involved in technical assistance programs can create visual reports and dashboards that convey evaluation results in an easily digestible manner.

While Tufte's (1990) is not specifically tailored to the case of the "Building Resilience in Ethiopia Technical Assistance Programme," it can still be relevant to enhance the program's reporting and communication of evaluation findings. Well-designed visualizations can aid stakeholders in comprehending the program's impact and inform future actions and policy decisions.

By incorporating effective data visualization techniques inspired by Tufte's work, the "Building Resilience in Ethiopia Technical Assistance Programme" can enhance the accessibility and usefulness of its monitoring and evaluation reports, contributing to a more data-driven and informed decision-making process. Tufte (1990)

### **Monitoring and Evaluation**

The "Monitoring and Evaluation Toolkit for Investment Project Financing," published by the World Bank Group, is a comprehensive resource designed to assist practitioners in developing effective monitoring and evaluation systems for investment projects. While the toolkit focuses on investment projects, many of its principles and methodologies are applicable to technical assistance programs as well.

The toolkit provides a step-by-step guide for designing and implementing monitoring and evaluation frameworks, with a focus on results-based management. It emphasizes the importance of setting clear and measurable objectives, developing indicators, and establishing baseline data to track progress effectively.

One of the key features of the toolkit is its emphasis on the use of data for evidence-based decision-making. It offers guidance on data collection methods, data quality assurance, and data analysis techniques. By ensuring the reliability and validity of data, technical assistance programs can make informed decisions and improve their overall effectiveness. (World Bank Group, 2014)

Moreover, the toolkit highlights the importance of understanding the contextual factors that may influence

the success of a development project. It advocates for conducting context-specific analyses to identify risks, opportunities, and potential challenges that may arise during project implementation. Another critical aspect covered in the toolkit is the concept of adaptive management. It encourages program managers to continually monitor progress and outcomes and use evaluation findings to make timely adjustments to project strategies. By adopting an adaptive approach, technical assistance programs can respond effectively to changing circumstances and optimize the achievement of desired outcomes.

For the "Building Resilience in Ethiopia Technical Assistance Programme," the World Bank's toolkit can serve as a valuable resource in designing a robust monitoring and evaluation system. By following the toolkit's guidelines and tailoring them to the program's specific context, the program can enhance its accountability, learning, and overall impact on building resilience in Ethiopia. (World Bank Group, 2014)

### **Monitoring and Evaluating for Development Results**

The "Handbook on Planning, Monitoring, and Evaluating for Development Results" published by the United Nations Development Programme (UNDP) serves as a comprehensive guide for practitioners involved in development projects, including technical assistance initiatives. The handbook provides practical tools and frameworks to enhance the effectiveness of planning, monitoring, and evaluation processes. (UNDP, 2009)

The handbook begins by emphasizing the importance of results-based management and the need for clear goals, objectives, and indicators in development projects. It then delves into the planning phase, where it discusses techniques for designing logical frameworks, setting realistic targets, and aligning interventions with national development priorities. (UNDP, 2009)

Moving on to the monitoring phase, the handbook offers guidance on data collection, reporting, and performance tracking. It stresses the importance of collecting relevant and reliable data to measure progress accurately. Additionally, the handbook introduces the concept of "SMART" indicators—Specific, Measurable, Achievable, Relevant, and Time-bound—to ensure the effectiveness of the evaluation process. (UNDP, 2009)

Regarding evaluation, the handbook presents various evaluation methods, such as impact evaluation, process evaluation, and cost-benefit analysis. It highlights the need for both formative and summative evaluations to continuously improve program implementation and assess the overall impact of technical assistance programs. Moreover, the handbook recognizes the significance of learning from evaluation findings and provides strategies for promoting knowledge sharing and institutional learning. It emphasizes that successful technical assistance programs embrace a culture of learning, where lessons from past experiences inform future interventions and enhance development effectiveness. (UNDP, 2009)

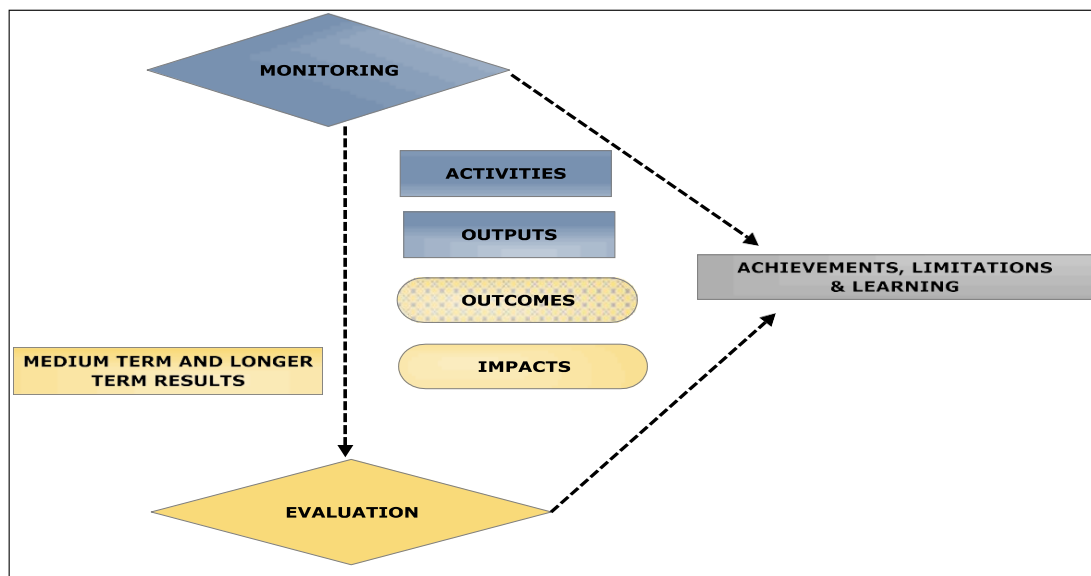
For the "Building Resilience in Ethiopia Technical Assistance Programme," the UNDP's handbook can serve

as a valuable resource in refining the program's M&E practices. By adopting the frameworks and best practices outlined in the handbook, the program can strengthen its planning, monitoring, and evaluation processes, leading to more impactful and sustainable results in building resilience in Ethiopia. (UNDP, 2009)

### 2.1.1 Conceptual Definition

Monitoring and evaluation are two of the most important activities for any organization. They are essential for understanding how a project is progressing, determining whether it is on track to reach its goals, and ensuring that it is making a positive impact. (Kusek & Rist, 2004).

Monitoring and Evaluation are the continuous and systematic collection and analysis of information in relation to a program or project that provides management and key stakeholders with an indication of progress against goals and objectives. Evaluation is the planned and periodic assessment of program or project results in key areas such as appropriateness, effectiveness, efficiency, impact, and sustainability (Anne Markiewicz and Associates, 2014).



**Figure 1: The Relationship between Monitoring and Evaluation**

Monitoring and evaluation also provide an opportunity to adjust the project's direction if needed, and to identify any areas of improvement. This process also allows organizations to make informed decisions, allocate resources efficiently, and take corrective action when needed.

Monitoring and Evaluation also helps to ensure that resources are utilized effectively and that programs are reaching their intended target population. In addition, it provides valuable feedback that can be used to improve services and programs for the future. In this article, we will discuss why monitoring and evaluation are so important, and how they can be used to measure success and make improvements. (Kusek, J. Z., & Rist, R. C. (2004))

Tufte (1990) , "Envisioning Information," explores the principles and techniques of data visualization and information design.

The "Handbook on Planning, Monitoring, and Evaluating for Development Results" published by the United Nations Development Programme (UNDP) serves as a comprehensive guide for practitioners involved in development projects, including technical assistance initiatives.

Monitoring and Evaluation (M&E) are systematic processes used to assess and improve the efficiency, effectiveness, and impact of projects, programs, and policies. Monitoring refers to the continuous assessment of a project or program, focusing on the inputs, activities, and outputs. Evaluation, on the other hand, is a periodic assessment that looks at the outcomes and impacts, aiming to understand the extent to which objectives are being met and identifying areas for improvement. These processes are critical for ensuring accountability, transparency, and learning within organizations and projects (Kusek & Rist, 2004).

**A conceptual framework for M&E can be visualized as follows:**

1. **Inputs:** Resources such as funding, staff, and materials. Inputs are the essential elements needed to carry out project activities and achieve objectives.
2. **Activities:** Actions taken to achieve project objectives. Activities include the implementation steps and processes that convert inputs into outputs.
3. **Outputs:** Immediate results of activities (e.g., number of workshops held). Outputs are the tangible products or services produced through project activities.
4. **Outcomes:** Short to medium-term effects (e.g., improved skills of participants). Outcomes reflect the changes or benefits resulting from the use of outputs.
5. **Impacts:** Long-term changes and benefits (e.g., increased employment rates). Impacts are the broader, long-term effects of the project, contributing to the overall goals and objectives.

This framework highlights the causal pathway from resources to long-term impacts, emphasizing the importance of monitoring at each stage and evaluating overall effectiveness. It provides a structured approach to understanding and measuring the success of projects, ensuring that each component is aligned with the desired outcomes and impacts (Kusek & Rist, 2004).

**Monitoring and Evaluation in technical assistance program**

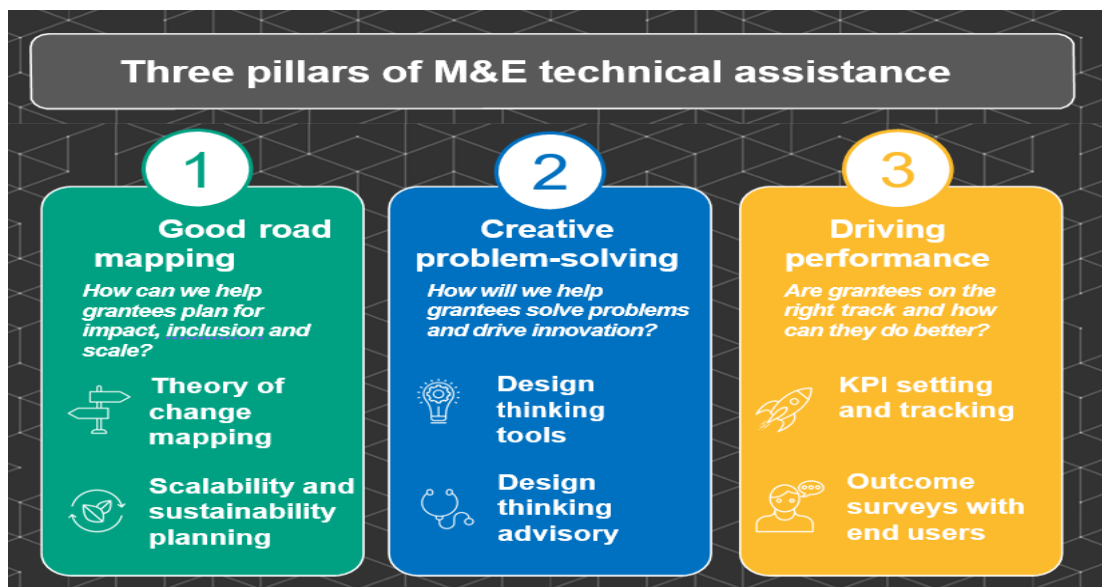
Choudhury's paper, "Monitoring and Evaluation of Technical Assistance Programs: Challenges and Opportunities," published in the Journal of Development Effectiveness, explores the specific context of monitoring and evaluating technical assistance programs. The focus of the study is to shed light on the



unique challenges and opportunities that arise when evaluating the effectiveness of such initiatives. (Choudhury, 2020).

The paper begins by defining technical assistance programs and their significance in development efforts. It then delves into the challenges faced by these programs in designing and implementing robust M&E frameworks. Some common challenges may include the complexity of measuring intangible outcomes, establishing clear causality between assistance efforts and desired results, and ensuring sustainable impacts beyond the program's duration. In addition to challenges, Choudhury's work highlights the opportunities that arise from well-designed M&E processes in technical assistance programs. These opportunities include the potential for adaptive management, where ongoing evaluation can inform real-time adjustments, making the program more effective and efficient. Furthermore, the paper discusses the role of learning in technical assistance programs. It emphasizes that learning from past experiences and failures is critical for enhancing future interventions and ensuring long-term resilience-building in recipient countries like Ethiopia. (Choudhury, 2020).

Program evaluation is the “systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development.” [ 1 ] Evaluation is a critical component of designing effective TA, but it is too often forgotten or only considered after TA delivery. Evaluating the quality, suitability, and long-term impact of TA is fundamental to understanding opportunities for improvement and communicating successes that can make the case for future investments in TA. For TA to be as effective as possible, you should create an evaluation plan in the early stages of TA design. Engaging as many partners as possible during these early stages helps ensure that goals, metrics, and indicators for success are clear from the beginning, mutually agreed upon, and trackable from the outset of the TA effort. (Choudhury, 2020).



**Figure 2:** Three pillars of Monitoring and Evaluation technical assistance program

### 2.1.2 Operational Definition:

In practice, M&E involves the use of various tools and methods to collect data, analyze performance, and report findings. Monitoring typically includes the tracking of performance indicators on a regular basis, providing real-time feedback on project progress. Evaluation involves more in-depth studies that often incorporate both quantitative and qualitative methods to assess the overall effectiveness and impact of interventions. This operational approach ensures that stakeholders are informed about the progress and outcomes, facilitating better decision-making and continuous improvement (Kusek & Rist, 2004).

## 2.2. Theoretical Framework of the Study

The theoretical framework for Monitoring and Evaluation can be based on theories such as the Logical Framework Approach (LFA), Theory of Change (ToC), and Program Theory. These theories provide structured ways to plan, manage projects, understand causal pathways, and articulate program rationale for testing and refining underlying assumptions (Weiss, 1995).

The theoretical framework for M&E can be based on several theories, including:

**1. Logical Framework Approach (LFA):** This theory emphasizes a structured way of planning and managing projects, focusing on objectives, outcomes, outputs, and activities. The LFA helps in organizing project elements logically, linking activities with expected results. This framework facilitates clarity and coherence in project design and implementation, making it easier to monitor progress and evaluate outcomes (Weiss, 1995).

**2. Theory of Change (ToC):** This theory outlines the process of change by mapping out the causal pathway from inputs to outcomes and impacts, identifying the necessary conditions for success. The ToC helps

stakeholders understand the assumptions and preconditions necessary for achieving desired outcomes, providing a clear roadmap for implementation and evaluation (Weiss, 1995).

**3. Program Theory:** This broader theory encompasses the logic behind how a program is supposed to work, detailing the assumptions and causal mechanisms. Program theory helps in articulating the rationale for interventions, making it possible to test and refine the underlying assumptions through empirical evaluation (Weiss, 1995).

The "African Governance Report V: Building Resilience to External Shocks," published by the United Nations Economic Commission for Africa (UNECA), focuses on strategies for building resilience in African countries, particularly in the face of external shocks. Although not directly related to technical assistance programs, the report may offer valuable contextual insights that can be relevant to the "Building Resilience in Ethiopia Technical Assistance Programme."

The report likely provides an overview of the key challenges faced by African countries in building resilience to external shocks, such as economic downturns, climate-related disasters, or global health crises. It may also discuss the policies and interventions required to enhance resilience at the national and regional levels.

Moreover, the report might explore the role of technical assistance and development programs in supporting African countries' resilience-building efforts. It could highlight case studies or best practices where technical assistance initiatives have played a significant role in helping countries respond to and recover from external shocks. (UNECA, 2020)

For the "Building Resilience in Ethiopia Technical Assistance Programme," insights from the UNECA report can provide a broader understanding of the resilience landscape in Africa. This understanding can help program managers tailor their interventions to address specific challenges faced by Ethiopia and align the program with regional resilience-building strategies.

By integrating lessons from the UNECA report, the technical assistance program can strengthen its contribution to Ethiopia's overall resilience, ensuring that its efforts align with regional priorities and are responsive to external shocks that may affect the country's development trajectory.

Atinc's work can be valuable for the "Building Resilience in Ethiopia Technical Assistance Programme" as it offers insights into best practices and lessons learned from previous development projects. By considering the common practices identified in this review, the program can enhance its M&E framework, strengthen learning mechanisms, and optimize its impact on building resilience in Ethiopia. (UNECA, 2020)

### **Measuring Adaptive Management**

The USAID's How-To Note on "Measuring Adaptive Management" is a valuable resource for organizations

and development programs seeking to embrace adaptive management principles. Adaptive management is an approach that recognizes the complexity and uncertainty inherent in development projects and allows for flexibility and learning throughout the program's implementation.

The How-To Note provides practical guidance on how to effectively measure adaptive management in the context of development projects. It outlines several key components:

**Defining Adaptive Management:** The note begins by defining adaptive management and highlighting its benefits in dealing with uncertain and dynamic environments. It explains that adaptive management involves regularly reviewing program strategies, making adjustments based on emerging data and evidence, and continuously learning from experiences.

**Measuring Adaptive Management Practices:** The document offers insights into various indicators and metrics that can be used to assess whether an organization or program is effectively implementing adaptive management. This includes indicators related to learning processes, stakeholder engagement, use of evidence in decision-making, and the level of flexibility in the program's approach.

**Data Collection and Analysis:** The How-To Note provides guidance on collecting relevant data for measuring adaptive management and emphasizes the importance of using both qualitative and quantitative data sources. It also suggests various tools and methodologies that can be employed for data analysis.

**Using Results for Program Improvement:** The document stresses the significance of using the findings from measuring adaptive management to inform programmatic adjustments and strategic decisions. It highlights that learning from failures and successes is critical for program success and sustainability.

In the context of the "Building Resilience in Ethiopia Technical Assistance Programme," embracing adaptive management principles can be beneficial, considering the dynamic and evolving nature of development challenges. By following the guidelines presented in the USAID How-To Note, the program can strengthen its ability to respond effectively to changing circumstances, enhance learning processes, and ultimately improve its impact on building resilience in Ethiopia. (USAID, 2018)

### **Relevance of Monitoring and evaluation**

By constantly evaluating their programs and activities, organizations can make necessary adjustments to ensure that they are as effective as possible. Ultimately, monitoring and evaluation can help organizations achieve their objectives and improve their overall performance. (Gertler et al., 2016)

Monitoring and evaluation can have many benefits for organizations. By tracking progress and measuring outcomes, organizations can ensure that they are on track to meet their goals. Additionally, monitoring and evaluation can help identify areas where improvements are needed. (Kusek & Rist, 2004).

By constantly evaluating their programs and activities, organizations can make necessary adjustments to ensure that they are as effective as possible. Ultimately, monitoring and evaluation can help organizations achieve their objectives and improve their overall performance. (Gertler et al., 2016).

Monitoring and evaluation (M&E) plays an incredible role in evaluating the effectiveness of a particular organization or project. It carefully scrutinizes and evaluates the processes and results of recurrent events such as daily meetings, weekly announcement meetings, etc.

When done effectively, monitoring and evaluation implementation reaps benefits for stakeholders up and down the spectrum of activities carried about by an organization. (Bamberger et al., 2010).

Benefits of evaluation for different stakeholders, Beneficiaries: The follow-up (data collection) can indicate that the organization actually cares about the results and is actively working to improve them. Data can also be used to improve the efficiency with which implementation is carried out as well as the implementation design itself (to improve beneficiary outcomes). (Kusek & Rist, 2004).

**Employees:** As part of the monitoring and evaluation process, the organization should clearly stipulate how it will use the progress it has made to improve its ability to deliver on its mission, so the evaluation process can be used both as a guide and a way to boost performance. A process of conducting evaluation assessments can also help generate more trust between employees and the beneficiary community, as these employees are in constant contact with the beneficiaries (i.e., “on the ground”). In turn, these insights can lead to new, often unexpected, ways for employees to create impact and deliver programs to individuals by discovering innovative, more effective methods. (Gertler et al., 2016).

**Executive management:** With the data and analysis available from the monitoring and evaluation processes to determine if strategic direction needs to be re-evaluated, determining changes to that direction becomes much more data-driven. In a perfect world, adaptation becomes much more agile as executives are able to build much more persuasive arguments based on relevant and comprehensive data (related both to process and impact). (Bamberger et al., 2010).

**Funders:** There are two paths in which money for impact flows: to where the data is and to where good Monitoring and Evaluation is implemented. Good Monitoring and Evaluation brings reliable information about impact and also creates a more transparent understanding of how much impact can be generated per dollar invested. (Kusek & Rist, 2004).

### 2.3. Empirical Framework of the Study

The empirical framework involves practical application and testing of Monitoring and Evaluation concepts in real-world scenarios such as case studies, surveys, field studies, and impact evaluations (Gertler et al., 2016).

The empirical framework involves the practical application and testing of M&E concepts in real-world scenarios. It typically includes:

**1. Case Studies:** In-depth analysis of specific projects or programs to understand the effectiveness of M&E practices. Case studies provide detailed insights into the implementation processes, challenges, and outcomes of projects, offering valuable lessons for future interventions.

**2. Surveys and Field Studies:** Collection of quantitative data from various stakeholders to assess the performance of M&E systems.

Surveys can capture the perceptions and experiences of beneficiaries, staff, and other stakeholders, providing a comprehensive view of the program's effectiveness and areas for improvement.

**3. Impact Evaluations:** Use of experimental or quasi-experimental designs to measure the causal effects of interventions. Impact evaluations help determine whether observed changes can be attributed to the program or intervention, providing robust evidence of effectiveness and informing policy decisions (Gertler et al., 2016).

Monitoring and evaluation (M&E) plays an incredible role in evaluating the effectiveness of a particular organization or project. It carefully scrutinizes and evaluates the processes and results of recurrent

Benefits of evaluation for different stakeholders, Beneficiaries: The follow-up (data collection) can indicate that the organization actually cares about the results and is actively working to improve them. Data can also be used to improve the efficiency with which implementation is carried out as well as the implementation design itself (to improve beneficiary outcomes). (Kusek & Rist, 2004).

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## 2.4. Knowledge Gap

Monitoring and Evaluation of Technical Assistance Programs: Challenges and Opportunities," published in the Journal of Development Effectiveness, explores the specific context of monitoring and evaluating technical assistance programs.

Program evaluation is the “systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development. Evaluation is a critical component of designing effective TA, but it is too often forgotten or only considered after TA delivery. (Choudhury's paper,)

Despite the extensive literature on M&E, there are several knowledge gaps that researchers need to address:

**1. Integration of M&E into Organizational Culture:** Limited research on how M&E can be more deeply integrated into organizational processes and culture. There is a need for strategies that promote a culture of continuous learning and improvement, ensuring that M&E practices are embraced and utilized effectively within organizations (Bamberger et al., 2010).

**2. Long-term Impact Assessment:** There is a need for more studies focusing on the long-term impacts of programs beyond the immediate outcomes. Longitudinal studies that track the sustained effects of interventions can provide critical insights into the durability and scalability of successful projects (Bamberger et al., 2010).

**3. Technological Advancements:** The role of emerging technologies (e.g., big data, AI) in enhancing M&E practices is still underexplored. Research is needed to explore how these technologies can be integrated into M&E systems to improve data collection, analysis, and reporting, thereby enhancing the overall effectiveness of M&E practices (Bamberger et al., 2010).

## **CHAPTER THREE**

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

#### **3.1 Introduction**

The research methodology outlines the systematic approach taken to assess the monitoring and evaluation practices in the Building Resilience in Ethiopia - Technical Assistance (BRE-TA) program and its contribution on government counterpart. This section details the research design, data collection methods, sampling techniques, data analysis procedures, and ethical considerations that guided the study.

#### **3.2 Research Design**

The research design for this study is a descriptive and exploratory design, aimed at evaluating the Monitoring, Evaluation, and Learning (MEL) practices within the BRE-TA program. This design was chosen to comprehensively understand the current state of MEL practices, identify challenges, and assess the contributions of these practices to the program's objectives.

#### **3.3 Data Collection Methods**

##### **3.3.1 Surveys and Questionnaires**

A structured questionnaire was developed to collect quantitative data from respondents. The questionnaire included closed-ended questions with rating scales and open-ended questions to gather detailed feedback and insights.

Questions focused on familiarity with MEL practices, the utilization of MEL findings, the frequency of MEL activities, the contribution on government counterparts, and the effectiveness of the MEL system.

##### **3.3.2 Interviews**

Semi-structured interviews were conducted with selected technical MEL department lead of the BRE-TA program. The interviews provided qualitative data, allowing for an in-depth exploration of challenges, limitations, and specific instances of MEL impact.

#### **3.4 Sampling Techniques**

##### **3.4.1 Sampling and Sample Selection Technique**

The target population consists of 37 BRE-TA technical advisors involved in the program's technical assistance activities. A purposive sampling technique was in use to select respondents who had significant experience and knowledge of the MEL

Practices within the BRE-TA program. A total of 36 respondents participated in the study, providing a strong sample for both survey and interview data. This sample size, representing 97% of the total population, provides a significant basis for analyzing M&E practices and their contributions to government



counterparts within BRE-TA.

According to (Taro, 1967), the sampling size of the study was determined by using the simplified formula that considers a 95% confidence level and  $\pm 5\%$  level of precision. The formula is:

$$n = \frac{N}{1 + n(e^2)}$$

Where  $n$  = Sample size,

$N$  = Total population size

$e$  = acceptable margin of error, 0.05 mostly used

$$\text{Therefore, } n = \frac{37}{1 + 37(0.0025)} = 33.86 \approx 34$$

Thus, the margin of error ( $e$ ) is approximately 0.0274, or 2.74%.

Based on Taro Yamane's formula, a sample size of 36 out of a population of 37 is more than adequate, yielding a very low margin of error of 2.74%. This indicates that the sample is highly representative and the results derived from it can be considered very accurate. Therefore, the sample size chosen for the thesis is acceptable and appropriate for achieving reliable and valid results.

### 3.5. Data Analysis Procedures

#### 3.5.1 Quantitative Data Analysis

Survey responses were analyzed using descriptive statistics to calculate frequencies, percentages, and means.

Data from closed-ended questions were tabulated to present a clear overview of respondent perspectives on various aspects of the MEL system.

#### 3.5.2 Qualitative Data Analysis

Interview transcripts were analyzed using thematic analysis to identify common themes and patterns.

Qualitative data were coded and categorized to highlight key insights, challenges, and examples of MEL impact.

### 3.6. Reliability and Validity

When assessing the effectiveness of Monitoring and Evaluation (M&E) practices in BRE-TA, ensuring the study's reliability and validity was essential. According to Joppe M. (2000), validity refers to accurately measuring what is intended to be measured based on the study's objectives. The survey questions were also designed to be clear and easily understandable, allowing respondents to provide accurate answers based on

their knowledge.

The survey avoided using confusing language to prevent respondents from becoming confused while completing it. The survey design underwent a thorough review and finalization with the assistance of advisors and field experts to ensure its reliability and validity.

Furthermore, secondary documents were reviewed to validate the information provided by survey respondents. This verification process ensured that the data collected was precise and dependable. These measures were taken to ensure that the study on M&E practices in BRE-TA produced trustworthy and accurate results.

### **3.7. Ethical Considerations**

- Participants were informed about the purpose of the study, the nature of their participation, and their rights to confidentiality and anonymity.
- Written informed consent was obtained from all respondents prior to their participation.
- Data were anonymized to protect the identities of respondents.
- All collected data were securely stored and only accessible to the research team.
- Participation in the study was entirely voluntary, and respondents had the right to withdraw at any time without any consequences.

## CHAPTER FOUR

### 4. DATA ANALYSIS, INTERPRETATION AND PRESENTATION

#### 4.1 Overview

This chapter examined the analysis and discussion of findings derived from assessing the monitoring and evaluation (M&E) practices within the Building Resilience in Ethiopia Technical Assistance Program (BRE-TA). The focus is on evaluating the effectiveness and contributions of M&E practices, as well as identifying the challenges faced in delivering technical assistance to government counterparts.

This section focused on showing, analyzing, and explaining data collected from questionnaires, interviews and BRE-TA programme MEL system final report.

This section is dedicated to presenting, analyzing, and providing insights into the data obtained from a variety of sources, including questionnaires, interviews, and the final report of the BRE-TA program's Monitoring, Evaluation, and Learning (MEL) system. The assessment draws upon information gathered from surveys distributed among technical advisors, work stream members, and the MEL lead, ensuring a comprehensive range of perspectives are considered in the evaluation process.

#### 4.2 Respondents general information

**Table 1 Gender Distribution of Respondents**

<b>Respondents Information</b>	<b>Number</b>	<b>Percentage</b>
Male	29	81
Female	7	19

Source: Own Survey, 2024.

The observation that 81% of respondents are male suggests significant gender inequality in technical advisory roles within the context being studied. This indicates a potential underrepresentation of female staff members in these positions, highlighting the need for gender diversity and inclusion initiatives. Gender imbalance can lead to a lack of diverse perspectives and ideas, which are crucial for comprehensive and effective advisory practices. Addressing this disparity could enhance the overall quality and inclusiveness of the technical advisory processes.

##### 4.2.2 Academic status of Respondents

The data shows that a significant portion of respondents (50%) hold a master's degree, 13.9% has attained a PhD, and 36.1% possess a bachelor's degree. This distribution indicates that the majority of respondents have advanced academic qualifications, suggesting a high level of expertise and competency in addressing

the survey questions. The presence of highly educated individuals likely contributes to the depth and reliability of the survey results, providing valuable insights into the technical advisory roles and their associated challenges and opportunities.

**Table 2: Academic status of Respondents**

<b><i>Respondents Information</i></b>	<b>Number</b>	<b>Percentage</b>
PhD	5	13.9
Master's Degree	18	50
Bachelor's Degree	13	36.1

Source: Own Survey, 2024.

### **4.3. Tenure of Respondents in the Organization**

- About 70% of them have served for more than two years: This indicates a stable and experienced workforce, which is beneficial for maintaining consistency and institutional knowledge.
- About 17% of them have served for over three years: This group represents individuals with deep institutional knowledge and expertise, which can enhance the quality of technical advisory services.
- About 13% of them have served for one year: These newer employees bring fresh perspectives and innovative ideas, balancing the experience with new approaches.

The tenure distribution reflects a mix of seasoned staff ensuring stability and newer employees contributing innovative ideas, which is beneficial for the organization's monitoring and evaluation practices. This balance supports both the retention of valuable institutional knowledge and the infusion of new perspectives necessary for continuous improvement.

### **4.4. Analysis of Monitoring, Evaluation, and Learning Practices in the BRE-TA Programme**

#### **4.4.1 Familiarity with Monitoring and Evaluation Practice**

- Out of 36 distributed questionnaires, 86.1% of respondents are familiar with the monitoring and evaluation practices of the BRE-TA program, while 13.9% are not.
- High level of familiarity (86.1%): This suggests that most stakeholders are well-informed about the program's M&E practices, which is crucial for effective implementation and participation in M&E activities. It also fosters a culture of accountability and continuous improvement.
- Unfamiliarity (13.9%): This indicates a need for further outreach and education to ensure all relevant stakeholders are on the same page.

#### 4.4.2 Utilization of Monitoring and Evaluation Findings

##### Out of the 36 respondents:

- About 58.3% of them use M&E findings to inform decision-making: This indicates that data collected through M&E activities is critical for strategic and operational decisions, aligning with best practices in M&E.
- About 41.7% of them use them to identify areas for improvement: This shows a commitment to continuous improvement and responsiveness to program needs.

The dual use of M&E findings underscores their importance in both shaping future strategies and refining current operations.

This means the primary use of M&E findings to inform decision-making (58.3%) indicates that the data collected through M&E activities is critical for strategic and operational decisions. This aligns with best practices in M&E, where data is leveraged to guide program direction and resource allocation. Additionally, using findings to identify areas for improvement (41.7%) shows a commitment to continuous improvement and responsiveness to program needs. This dual use underscores the importance of M&E in both shaping future strategies and refining current operations.

#### 4.4.3 The Influence of Monitoring and Evaluation Findings on Strategic Decision-Making and Program Planning

**Significant Influence (61.11%):** Most respondents believe M&E findings greatly impact strategic decision-making and program planning.

**Transformational Influence (25%):** A substantial number see M&E findings as fundamentally reshaping strategies and planning processes.

**Moderate Influence (13.89%):** A smaller group views the influence as moderate, suggesting room for further strengthening the use of M&E data.

Overall, the responses indicate that M&E findings play a crucial role in the BRE-TA program, with the majority acknowledging their significant or transformational influence on strategic decision-making and program planning processes. This highlights the value and importance of robust M&E practices in ensuring the program's effectiveness and continuous improvement.

**Table 3 Influence of M&E Findings on Decision-Making and Planning**

Influence Level	Respondents	Percentage
Moderate Influence	5	13.89
Significant Influence	22	61.11
Transformational Influence	9	25

Source: Own Survey, 2024.

Overall, the responses indicate that M&E findings play a crucial role in the BRE-TA program, with the majority of respondents acknowledging their significant or transformational influence on strategic decision-making and program planning processes. This underscores the value and importance of robust M&E practices in ensuring the program's effectiveness and continuous improvement.

#### **4.5 The Impact of BRE-TA M and E Practice on Government Counterparts' Behavior**

The study shows that the monitoring and evaluation (M&E) practices of BRE-TA are very successful and have a positive influence on strategic decision-making, government actions, and overall program enhancement. The data indicates clear, aligned, integrated, communicated, and engaging practices within the M&E framework, with some areas for potential improvement. Below are the findings from the respondents' data collection:

##### **4.5.1 Clarity of the BRE-TA objectives and Guideline**

The majority of respondents (76.2% strongly agree, 23.8% agree) perceive that BRE-TA clearly defines its objectives and provides easily understandable guidelines. This indicates that there is effective communication within the program, and the goals are well-defined. It suggests that stakeholders have a clear understanding of what needs to be achieved and how to go about it, fostering alignment and focus within the program. Survey data from respondents is compiled and summarized in the table below.

**Table 4: Clarity of the BRE-TA objectives and Guideline**

Rating	Respondents	Percentage
Strongly Agree	29	80.56
Agree	7	19.44

Source: Own Survey, 2024.

#### 4.5.2 Clarity and Accessibility of Guidelines and Outputs from BRE-TA

The vast majority of respondents (80.56% strongly agree, 19.44% agree) find the guidelines and outputs provided by BRE-TA to be clear and easy to understand, indicating effective communication and clarity. Survey data from respondents is compiled and summarized in the table below.

Table 5 Clarity and Accessibility of Guidelines and Outputs from BRE-TA

Rating	Respondents	Percentage
Strongly Agree	31	86.11
Agree	5	13.89

Source: Own Survey, 2024.

#### 4.5.3 Evaluation of Overall M&E Practice

A substantial percentage (86.11%) of respondents considers the M&E practices within BRE-TA as effective. This strong approval indicates that the current monitoring and evaluation processes are strong and valuable in assessing program performance, identifying areas for improvement, and guiding decision-making, with only a minor segment (13.89%) suggesting areas for enhancement. Survey data from respondents is compiled and summarized in the table below:

Table 6 Evaluation of Overall M&E Practice

Evaluation	Respondents	Percentage
Effective	33	90.5
Somewhat Effective	3	9.5

Source: Own Survey, 2024.

#### 4.5.4 Impact of BRE-TA Program on Government Counterparts' Behavior

All respondents (100%) agree that the BRE-TA program has had a significantly positive impact on the behavior of government counterparts, specifically in their readiness for and response to unexpected challenges or shocks. This highlights the program's effectiveness in enhancing resilience and adaptive capacity among stakeholders.

#### 4.5.6 Alignment of M&E Activities with Program Objectives

About 75% of respondents believe that BRE-TA's monitoring and evaluation activities are highly effective in alignment with the program's objectives and key performance indicators (KPIs), while 25% find them

effective. This indicates a strong emphasis on strategic alignment and measurement within the program's M&E framework. Survey data from respondents is compiled and summarized in the table below.

**Table 7 Alignment of M&E Activities with Program Objectives**

<b>Evaluation</b>	<b>Respondents</b>	<b>Percentage</b>
Highly Effective	27	75
Effective	9	25

Source: Own Survey, 2024.

#### **4.5.7 Integration of Lessons Learned into Future Project Design**

Most respondents (91.7%) believe that lessons learned from monitoring and evaluation activities are excellently integrated into future project design and implementation, showcasing a robust feedback loop and continuous improvement approach within the program. Survey data from respondents is compiled and summarized in the table below.

**Table 8 Integration of Lessons Learned into Future Project Design**

<b>Integration Level</b>	<b>Respondents</b>	<b>Percentage</b>
Excellent Integration	33	91.7
Good Integration	3	8.3

Source: Own Survey, 2024.

#### **4.5.8 Level of Communication**

Effective communication of M&E results is perceived as very effective by a significant portion (66.67%) of respondents and effective by another substantial segment (27.78%). However, a small percentage (5.55%) remains neutral, suggesting there may be opportunities to further enhance communication channels to ensure all stakeholders fully understand and utilize M&E findings. Survey data from respondents is compiled and summarized in the table below.

**Table 9 Level of Communication**

<b>Communication Level</b>	<b>Respondents</b>	<b>Percentage</b>
Effective Communication	10	27.78
Very Effective	24	66.67



Communication		
Neutral	2	5.55

Source: Own Survey, 2024.

#### 4.5.9 Engagement in M&E Process

The engagement frequency of government counterparts in the M&E process indicates a moderately good level of involvement, with (63.89%) feeling engaged moderately often and 27.78% frequently. However, there is room for improvement, as only a minority (8.33%) feel they are always engaged, highlighting an area for increased collaboration and participation. Survey data from respondents is compiled and summarized in the table below.

**Table 10 Engagement in M&E Process**

<b>Engagement Frequency</b>	<b>Respondents</b>	<b>Percentage</b>
Moderately Often	23	63.89
Frequently	10	27.78
Always	3	8.33

Source: Own Survey, 2024.

#### 4.5.10 Effectiveness of M&E Activities in Improving Project Efficiency

The vast majority of respondents (90.5%) cite that monitoring and evaluation activities within BRE-TA have been highly effective in driving tangible improvements in project effectiveness or efficiency. This underscores the value of M&E practices in driving continuous enhancements and outcomes within the program. Survey data from respondents is compiled and summarized in the table below.

**Table 11 Effectiveness of M&E Activities in Improving Project Efficiency**

<b>Effectiveness Level</b>	<b>Respondents</b>	<b>Percentage</b>
Highly Effective	19	90.5
Effective	2	9.5

Source: Own Survey, 2024.

#### 4.5.11 Frequency of Monitoring and Evaluation Activities

Out of 36 respondents, 10 (27.78%) selected quarterly monitoring and evaluation activities exclusively, while 26 (72.22%) chose both quarterly and other methods. This indicates that monitoring and evaluation activities within the BRE-TA program are primarily conducted on a quarterly basis. The formal reporting

structure, including monthly, quarterly, and annual reports submitted to key stakeholders, supports this frequency. Additionally, periodic reflection and learning workshops contribute to regular quarterly assessments and adaptations of the program’s strategies and implementation plans. This systematic approach ensures that the program remains responsive and adaptive to evolving conditions and new information, ultimately enhancing its effectiveness and impact.

Table 12 Frequency of Monitoring and Evaluation Activities

Frequency	Respondents	Percentage
Quarterly Only	10	27.78
Quarterly and Others	26	72.22

Source: Own Survey, 2024.

**4.5.12 Bivariate Analysis between M&E practice and Program efficiency**

Table 13 illustrated that there is significant positive association between M&E practice and program efficiency and effectiveness. In essence, effective practice of monitoring and evaluation activities conducted by the BRE-TA program led to tangible improvements in project effectiveness and efficiency. This implies program that has strong monitoring and evaluation section would play vital role to achieve program outcome.

Table 13 Bivariate Analysis between M&E practice and Program efficiency

	BRE TA overall M&E practice
BRE-TA program efficiency	0.8528*

\*indicate significance at 0.01% of level of significance

**4.6. The Contributions and Challenges of BRE-TA program**

The data gathered from interviews indicates that the following are the major contributions of the program in providing technical assistance

**4.6.1 Major Challenges in Providing Technical Assistance**

The analysis from the interview of MEL department lead highlights several major challenges in providing technical assistance. These include resource constraints, coordination issues, capacity gaps, and political and bureaucratic hurdles. Limited financial and human resources hinder comprehensive support, while difficulties in coordinating among various government counterparts and

stakeholders add complexity. Insufficient capacity within government counterparts to absorb and utilize technical assistance effectively, along with delays and complications due to political changes and bureaucratic processes, further exacerbate the situation.

**Based on the responses from the interviews with the MEL department lead, the following key points were addressed and analyzed as follows:**

**Addressing Challenges:** To address these challenges, the MEL department lead suggests that several strategies. Increasing funding and staffing is essential to secure more resources and recruit skilled personnel. Strengthening coordination mechanisms involves implementing better coordination and establishing clear communication channels among stakeholders. Regular training and capacity-building programs for government counterparts can help bridge capacity gaps. Additionally, engaging in policy dialogue with political leaders and bureaucrats can streamline processes and reduce delays, making technical assistance more effective.

**Purpose of the MEL System:** The MEL (Monitoring, Evaluation, and Learning) system in the BRE-TA program aims to systematically track, assess, and improve the program's performance and impact. This system is designed to ensure that the program's objectives are met efficiently and effectively, contributing to its overall success and sustainability.

**Key Components of the MEL System:** The key components of the MEL system include comprehensive data collection from various sources, data analysis and reporting to generate regular insights, feedback mechanisms to gather stakeholder input, and the use of insights to adapt and improve program strategies. These components work together to create a robust framework for monitoring and evaluation.

**Mechanisms for Effective MEL:** Effective MEL mechanisms involve real-time data monitoring using appropriate tools and systems, regular review meetings to assess progress and make necessary adjustments, and stakeholder engagement to ensure the relevance and accuracy of the MEL process. These mechanisms help maintain the system's effectiveness and responsiveness.

**Flexibility and Adaptation:** The MEL system's design emphasizes flexibility, allowing for adjustments to accommodate changes in outputs and outcomes. This flexibility ensures accurate tracking of program progress over time and enables the system to adapt to evolving circumstances, maintaining its effectiveness.

**Tracking Progress Against Theory of Change:** The monitoring system tracks progress by aligning activities and outcomes with the work stream theory of change. It checks underlying assumptions and makes real-time adjustments as needed. Work stream teams report progress through standardized formats and periodic reviews, ensuring alignment with the Theory of Change outputs and outcomes.

**Utilizing Data for Assessing Progress:** Data collected through the MEL system is used to assess progress against outcomes and report on the expected impact. This provides a clear picture of the program's

effectiveness, helping to identify areas where improvements can be made and ensuring that the program stays on track to achieve its goals.

**M&E Practice of the Project:** The M&E practice involves regular monitoring, evaluation, and learning activities aimed at assessing the program's impact and making data-driven decisions. This practice ensures that the program remains effective and can adapt to changing conditions and new insights.

**Expected Outcomes:** While the program generally achieves expected outcomes, there are areas where improvements can be made to enhance its effectiveness. Continuous monitoring and evaluation help identify these areas and inform strategies for optimization.

**Strengths and Weaknesses of the MEL System:** The strengths of the MEL system include comprehensive data collection, real-time monitoring, stakeholder engagement, and adaptive learning mechanisms. However, weaknesses such as limited resources, coordination issues, and occasional delays in data reporting and analysis need to be addressed to improve the system's overall effectiveness.

**Overall Effectiveness of the M&E Framework:** The M&E framework is generally effective in tracking progress toward achieving program goals and objectives. However, there are opportunities for improvement in terms of resource allocation and coordination. Addressing these areas can further enhance the program.

#### 4.6.2 Major Contributions of the Program in Providing Technical Assistance

The program has made significant contributions in providing technical assistance, including fostering a culture of accountability through transparent practices, enhancing decision-making by utilizing M&E findings, identifying areas for improvement to optimize strategies, promoting continuous learning and innovation, and involving stakeholders to enhance collaboration and ownership. These contributions have been instrumental in the program's success and ongoing development.

#### 4.7 Summary of the analysis

The analysis of the monitoring, evaluation, and learning (M&E) practices in the BRE-TA program reveals a strong familiarity among respondents with these practices. The findings from M&E activities are predominantly utilized to inform decision-making and identify areas for improvement within the program. While the majority of respondents view the M&E practices as effective or somewhat effective, specific challenges or limitations in implementation were not elaborated upon.

Respondents express a high level of agreement regarding the program's clarity in defining objectives and providing clear guidelines and outputs. They also note a significantly positive impact on the behavior of government counterparts due to the BRE-TA program. Evaluation of the overall M&E practice is mostly positive, with respondents rating it as effective or somewhat effective. There is a consensus among

respondents that the program effectively aligns M&E activities with objectives and key performance indicators (KPIs).

The integration of lessons learned from M&E activities into future project design and implementation is highly regarded, with respondents rating it as excellent. Communication of M&E results is perceived as effective or very effective, indicating successful dissemination of findings to stakeholders. Engagement with government counterparts in the M&E process is reported to be moderately often to frequent.

Respondents highlight highly effective improvements resulting from M&E activities in project effectiveness. Furthermore, M&E findings are noted to have a significant to transformational influence on strategic decision-making and program planning processes. While specific challenges in M&E implementation were not detailed in the data, continuous assessment and feedback mechanisms are recommended to address any potential limitations and enhance overall effectiveness.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary of key findings

The majority of respondents are male, indicating a significant gender disparity in technical advisory roles and highlighting the need for initiatives to promote gender diversity and inclusion within the program.

Respondents have high academic qualifications, with many holding master's degrees and some having PhDs, suggesting a high level of expertise and competency among the staff. A significant portion of respondents have been with the organization for more than two years, indicating a stable and experienced workforce, while the presence of newer employees brings fresh perspectives, creating a balanced and dynamic work environment.

Most respondents are familiar with the M&E practices of the BRE-TA program, which is crucial for effective implementation and participation in M&E activities. M&E findings are primarily used to inform decision-making and identify areas for improvement, ensuring that strategic and operational decisions are data-driven and aligned with best practices. These findings significantly influence strategic decision-making and program planning, highlighting their importance in guiding the program's direction. Respondents perceive that BRE-TA clearly defines its objectives and provides easily understandable guidelines, ensuring effective communication and alignment within the program.

The majority of respondents consider the M&E practices within BRE-TA to be effective, indicating their value in assessing program performance and guiding decision-making. The BRE-TA program has had a significantly positive impact on the behavior of government counterparts, enhancing resilience and adaptive capacity among stakeholders. M&E activities are highly effective in aligning with the program's objectives and key performance indicators, ensuring strategic focus and relevance. Lessons learned from M&E activities are well integrated into future project design and implementation, demonstrating a commitment to continuous improvement. Although M&E results are communicated effectively, there is room for further enhancement to ensure all stakeholders fully understand and utilize the findings.

These findings underscore the importance of strong M&E practices, effective communication, and the need for continuous improvement to enhance the impact and effectiveness of the BRE-TA program.

#### 5.2. Conclusion

The analysis of BRE-TA's M&E practices reveals a strong foundation and positive impact on program effectiveness. The majorities of respondents are familiar with and approve of the program's M&E practices, showcasing effective utilization of M&E findings for decision-making and continuous improvement. The clarity of objectives and guidelines, coupled with effective communication and integration of lessons learned,

demonstrates BRE-TA's commitment to excellence. The program's positive influence on government counterparts' behavior and alignment with program objectives further validates its success in achieving goals.

While challenges such as stakeholder engagement, data quality, and resource constraints exist, BRE-TA's contributions in accountability, decision-making, program effectiveness, continuous learning, and stakeholder engagement showcase its positive impact and dedication to sustainable development in Ethiopia. Continued assessment, feedback mechanisms, and targeted strategies will further enhance the program's effectiveness and impact. The BRE-TA program has clearly demonstrated a strong commitment to learning and adaptive management through its robust monitoring and evaluation (M&E) practices. By incorporating a theory-based approach, regularly monitoring against Theory of Changes (ToCs), and establishing a structured learning framework, the program has exhibited a proactive stance towards ensuring effectiveness and impact. The emphasis on reflection, continual learning, and adaptation is particularly remarkable as it aligns well with the complexities of the program's operating environment.

This approach underscores the program's dedication to ongoing improvement and maximizing positive outcomes.

## 5.2 Recommendations

- **Strengthen Monitoring and Evaluation Practices:** It is advisable for the program to conduct regular evaluations of its M&E practices to identify areas that require improvement and innovation. By continuously assessing the efficacy of monitoring and evaluation activities, the program can adapt and enhance its strategies for better results.  
Providing training and capacity-building opportunities for stakeholders involved in M&E activities is crucial. Equipping individuals with the necessary skills and knowledge to effectively carry out monitoring and evaluation tasks will contribute to the overall success of the program's M&E framework.
- **Improve Data Utilization:** Establishing clear mechanisms to translate monitoring and evaluation findings into actionable insights is essential for informed decision-making. By ensuring that data generated through M&E activities is effectively utilized, the program can derive valuable lessons and recommendations to enhance its im
- pact.  
Cultivating a culture of learning and adaptation based on monitoring and evaluation results will be instrumental in improving program effectiveness. By leveraging M&E findings to drive continuous improvement, the program can optimize its operations and achieve better outcomes.

- **Improve Stakeholder Engagement:** Increasing stakeholder engagement in M&E processes is vital for incorporating diverse perspectives and enhancing the overall quality of evaluation efforts. By involving a range of stakeholders in monitoring and evaluation activities, the program can gain valuable insights and foster a sense of ownership among participants. Soliciting feedback from government counterparts to understand their specific needs and challenges in implementing program activities is crucial for effective collaboration. By actively seeking input from key partners, the program can tailor its M&E approaches to better serve the interests of all stakeholders involved.
- **Continuous Outreach and Education:** Develop and implement ongoing outreach and education initiatives to ensure all stakeholders are well-versed in BRE-TA's M&E practices. This will foster a shared understanding and commitment to M&E activities, promoting effective participation and accountability.
- **Improved Communication Channels:** Strengthen communication channels to ensure clear and comprehensive dissemination of M&E findings. This includes refining reporting structures and strategies to ensure stakeholders fully understand and utilize M&E results for decision-making and improvement.
- **Addressing Moderate Influence:** Develop targeted strategies to strengthen the utilization and impact of M&E data, especially for respondents perceiving a moderate influence. This involves refining approaches to decision-making and program planning based on M&E findings.

By implementing these recommendations, the BRE-TA program can further strengthen its monitoring and evaluation framework, improve data utilization, and enhance stakeholder engagement. These collective efforts will ultimately contribute to the program's ability to build resilience and drive positive development outcomes in Ethiopia.



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### **Online Resources:**

<https://www.evalcommunity.com/career-center/importance-of-monitoring-and-evaluation>

<https://www.gsma.com/mobilefordevelopment/wp-content/uploads/2021/07/The-GSMA-Innovation-Fund-Monitoring-and-Evaluation-Technical-Assistance.pdf>

<https://www.sopact.com/monitoring-and-evaluation>

## **Appendix**

### **Appendix I: Questionnaires for the Staff in Units and head office**

#### **ST. MARY'S UNIVERSITY**

#### **SCHOOL OF GRADUATE PROGRAM MASTERS IN PROJECT MANAGEMENT**

#### **Questionnaire to be BRE-TA staffs.**

Dear Respondents,

I am conducting a survey questionnaire with the aim of gathering data to assess the monitoring and evaluation practices of the BRE-TA program and its impact on the behavior of government counterparts. Additionally, I am keen to identify the major challenges faced in providing technical assistance. This study is being conducted as part of the requirements for the MA in Project Management. Your participation in completing this questionnaire would be greatly appreciated. Rest assured that your responses will be used solely for academic purposes and will be kept confidential. Your input is completely voluntary, so we kindly request your thoughtful and honest answers.

#### **General Instructions**

- ✓ There is no need of writing your name.
- ✓ In all cases where answer options are available, please tick (✓) in the appropriate box.
- ✓ For questions that demand your opinion, please briefly explain as per the questions on the space provided.

**N:B. If you have any inquiries or require further assistance, please feel free to contact me at the Via  
Tel. +251912634136**

**Thank you in advance for your cooperation and valuable contribution.**

**Temam Zeynu**

## Section 1: Respondent Information

1. Gender:

2. Age:

3. Qualification: Degree ☐ Masters ☐ Phd ☐ other specify \_\_\_\_\_

## Section 2: Monitoring, Evaluation, and Learning Practices

4. Are you familiar with the monitoring and evaluation practices of the BRE-TA program?

a) Yes ☐

b) No ☐

5. What methods does the BRE-TA program use for monitoring and evaluation? (Please select all that apply)

a) Data collection and analysis ☐

b) Surveys and interviews ☐

c) Participatory approaches ☐

d) Case studies and success stories ☐

e) Other (please specify) ☐

6. How often are monitoring and evaluation activities conducted within the BRE-TA program?

a) Quarterly ☐

b) Annually ☐

c) As needed ☐

d) Not sure ☐

7. How are the monitoring and evaluation findings of the BRE-TA program utilized?

- a) To inform decision-making ☐
- b) To identify areas for improvement ☐
- c) To showcase program achievements ☐
- d) Other (please specify) ☐

8. Are there any challenges or limitations faced in implementing the monitoring and evaluation practices within the BRE-TA program? If yes, please describe. \_\_\_\_\_

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### Section 3: Impact on Government Counterparts' Behavior

Listed below are a series of statements that represent your organization feeling about BRE-TA impacts. please, indicate the degree of your agreement or disagreement with each statement by putting a tick mark (✓) on one of the alternatives boxes. **Responses for question 9 and 10 are measured on 5-point scales with the following verbal anchors: Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree (3), Agree (4), and Strongly Agree (5)**

9. BRE-TA clearly define its objective and purpose

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

10. The guidelines and output provided by BRE-TA are clear and easy to understand

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

11. In your opinion, how has the BRE-TA program impacted the behavior of government counterparts in preparing for and responding to shocks?

- a) Significantly positive impact ☐
- b) Moderate positive impact ☐
- c) No noticeable impact ☐
- d) Negative impact ☐
- e) Not sure ☐

12. Is the technical assistance program conduct a learning event?

Yes ☐ No ☐

If yes, explain how \_\_\_\_\_

13. Is the technical assistance program creating accountability?

Yes ☐ No ☐

If yes, explain how \_\_\_\_\_

14. Is the technical assistance program providing the necessary documentation?

Yes ☐ No ☐

If yes, explain how \_\_\_\_\_

15. Is the program creating performance?

Yes ☐ No ☐

If yes, explain how \_\_\_\_\_

16. How would you evaluate the overall M&E practice of the project?

- Effective ☐
- Somewhat Effective ☐
- Ineffective ☐

17. Is the program generating the expected outcomes?

Yes ☐ No ☐

Can you provide examples of specific changes in behavior among government counterparts resulting from the BRE-TA program's interventions?

18. How effectively does the BRE-TA program ensure that monitoring and evaluation activities are aligned with the program's objectives and key performance indicators?

Highly Ineffective ☐ Ineffective ☐ Neutral ☐  
☐ ☐

Effective

Highly Effective

19. In your opinion, how well does the BRE-TA program integrate lessons learned from monitoring and evaluation activities into future project design and implementation?

	<input type="text"/>		<input type="text"/>		<input type="text"/>
Very Poor Integration		Poor Integration		Moderate Integration	
Good Integration	<input type="text"/>	Excellent Integration	<input type="text"/>		

20. Do you feel that the BRE-TA program effectively communicates monitoring and evaluation results to stakeholders and government counterparts?

	<input type="text"/>		<input type="text"/>		<input type="text"/>
Very Ineffective Communication		Ineffective Communication		Neutral	
Effective Communication	<input type="text"/>	Very Effective Communication	<input type="text"/>		

21. How frequently does the BRE-TA program engage government counterparts in the monitoring and evaluation process to gather feedback and insights for program improvement?

	<input type="text"/>		<input type="text"/>		<input type="text"/>
Rarely		Occasionally		Moderately Often	
Frequently	<input type="text"/>	Always	<input type="text"/>		

22. Could you provide examples of specific instances where the results of monitoring and evaluation activities conducted by the BRE-TA program led to tangible improvements in project effectiveness or efficiency?

	<input type="text"/>		<input type="text"/>		
Highly Ineffective		Ineffective		Neutral	<input type="text"/>
Effective	<input type="text"/>	Highly Effective	<input type="text"/>		

23. To what extent do you believe the monitoring and evaluation findings of the BRE-TA program have influenced strategic decision-making and program planning processes?

Minimal Influence	<input type="text"/>
Moderate Influence	<input type="text"/>
Significant Influence	<input type="text"/>
Transformational Influence	<input type="text"/>

## Appendix II: Interview

### Interview Questions

The interview question assesses the challenges and contributions of monitoring and evaluation practices within the BRE-TA program and is prepared for BRE-TA MEL department lead.

#### **Section 4: Major Challenges and contribution in providing Technical Assistance**

1. From your perspective, what are the major challenges faced by the BRE-TA program in providing technical assistance to the government counterparts?

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2. How could these challenges be addressed or overcome to improve the effectiveness of technical assistance provided by the BRE-TA program?

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2. What is the purpose of the MEL system in the BRE-TA programme ?

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3. What are the key components of the Monitoring, Evaluation, and Learning (MEL) system within the BRE-TA program ?

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4. What mechanisms are in place to ensure that the MEL system effectively informs the adaptation of program implementation plans and expected results?

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5. In what ways is the flexibility of the monitoring system designed to accommodate changes in outputs and outcomes over time in order to ensure accurate tracking of program progress?

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6. How does the monitoring system track progress against the workstream Theory of Change and underlying assumptions in real-time?

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7. How do the workstream teams report progress on Theory of Change outputs and outcomes in the monitoring system of the BRE-TA programme?

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8. How does the BRE-TA programme utilize the identified data in assessing progress against outcomes and reporting expected impact?

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9. What are the key components of the Monitoring, Evaluation, and Learning (MEL)?

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10. What does the M&E practice of the project look like?

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11. Does the program generate the expected outcomes?

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12. From your experience, what are the key strengths and weaknesses of the monitoring and evaluation system currently in place within the BRE-TA program?

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13. How would you rate the overall effectiveness of the monitoring and evaluation framework utilized by the BRE-TA program in tracking progress towards achieving program goals and objectives?

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14. How will we assess workstream outcomes and program impact?

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15. Any additional suggestions or recommendations for enhancing the impact and effectiveness of the BRE-TA program's technical assistance?

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**Thank you for your valuable input. Your responses will greatly contribute to assessing the monitoring and evaluation practices and understanding the Contribution of the BRE-TA program on government counterparts' behavior.**