ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE: THE CASE STUDY OF EAST AFRICA MIGIRATION ROUTE PROJECT

BY: AYALNESH GIRMA

ID NO.SGS/0346/2014A

JUNE, 2023

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

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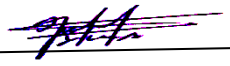
Yilkal Wassie (Asset Prof)	
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DECLARATION

This research thesis is my original work and has not been presented for a degree in any other university. All sources of materials used for the thesis have been duly acknowledged.

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Advisor's Approval

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

_____ _____ _____

Name Signature Date

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LIST OFABRIVATIONS

EAMR	East Africa Migration Rout
NGOs	Non-Governmental Organizations
KPI	Key Performance Indicator
RBM	Result Based Management
M&E	Monitoring and Evaluation
SPSS	Statistical Package for Social Science
UNDP	United Nations Development Programme
PMI	Project management institute PMBOK Project management body of knowledge

LIST OF FIGURES

ABSTRACT

Project monitoring and evaluation is an integral part of the project cycle and of good management practice. An effective monitoring and evaluation system is fundamental if the goals of a project are to be achieved. The main objective of the study was to assess the contribution of monitoring and evaluation on project performance of EAMR project in Addis Ababa. Specific objectives were to: To assess and examine the influence and contribution of monitoring and evaluation technical expert, planning for M&E and M&E stakeholder involvement on project performance of EAMR project in Ethiopia. The study used a mix of both quantitative and qualitative research approach (mixed approach). A cross-sectional survey was conducted. In this study, data were collected from the entire program staff workers. A descriptive survey design was employed. With a total population of 22 respondents with the response rate of 100 % i.e. the sample is census sampling was conducted on all population. Data was collected through questionnaires and analyzed using descriptive statistics. Planning process have a weak correlation with project performance with a value of 0.387 and stakeholder involvement and technical expert have a moderate correlation with project performance of 0.409 and 0.629 A respectively. The study recommended that the utilization of M&E plan, M&E technical expert and M&E stakeholder involvement is central to the performance and sustainability of a project.

Keywords: M&E plans, M& E Technical expert, stakeholder involvement and Project Performance

CHAPTER ONE

INTRODUCTION

1.1 Background

A project is a temporary planned endeavor usually having a specific goals, objectives and scope to accomplish by several stages by doing in a team or group in order to achieve the organizational objectives (PMI,). A project is a set of finite activities that are usually prepared only once and have well designed objectives, using a combination of human and non-human resources within limits of time.

All projects have four major phases namely initiations, planning, implementations and closures phases. Initiations are the first phase of a project in this phase the company's owners decides the needs of the project and how they benefit from the project. Planning is the second phase next to initiations in this phase a small team will be created and design, task plan, resource plan, budget plan, communication plan and so on will be delegated for every teams. Implementing phase this is the third phase which is the plan will be changed in to action. Closures phase is the last phase in any project which is a confirmation of completions of a project. A project has a definite starting time and a definite ending time and it has a definite scope and resources.

A project management is the applications of knowledge's, skills, tools and techniques for project activities in order to chives the specific goals and objectives by using specific success criteria's these all must be managed to deliver the on time and on budget results. A project manager always focus in triple constraints cost, time and quality some project manager includes scope other than the three in order to achieve a successful project. Project Management is planning, organizing, monitoring and controlling of all aspects of a project and motivation of all involved to achieve project objectives of safety and within a defined time, cost performance. Project management is important for a successful meeting of the objectives of a project. Project Management processes are five namely initiation, planning, implementations, monitoring and controlling and closing (PMI). The application of project management (PM) tools and techniques is still it's in early stages in developing nations. As resources become more precious, project management's adoption and growth are continuing to rise. In order to complete tasks successfully in an organization must

focus on best practices and outputs that are appropriate for the task at hand in the context of the ever changing business environment. An effective project management approach must be used from the planning stage to completion of the project in order to implement projects successfully and achieve the functional goal of the projects within its service duration. Lack of information and poor project management led to project cost overruns, completion delays, and project cancellation before completion, which had a detrimental effect on the project team's reputation (PMI).

Project monitoring and evaluation is a continuous management function to assess if progress is made in achieving expected results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects (positive or negative) from a program or project (Ellis, 2022).

Monitoring and evaluation is increasingly becoming an essential program management tool. According to (Dyason, 2014), Monitoring is the collection along with the analysis of information regarding a given program or intervention and evaluation is an assessment whose focus is to answer questions relating to a program or an intervention.

Broadly speaking monitoring is done to keep tabs on performance and progress as a foundation for decision making at different stages of the course of an endeavor or project. On the other hand evaluation is a broader assessment of data or experience to determine how well a project has succeeded in achieving its goals or objectives (Chaplowe, & Cousins, 2015).

M&E is used for a variety of objectives. Monitoring systems give managers and other stakeholder's regular updates on the status of their goals and results. This makes it possible for managers to monitor progress, spot issues, adapt operations to account for experience, and create and defend budgeting proposals. This makes it possible to identify issues before they become serious so that fixes can be suggested. It is regarded as an essential component of effective management (Donaldson ,2014).

The investigation and analysis of why goals are being met or not can be done through periodic evaluation, which is also regarded as good practice. It examines the origin and consequences of events and trends that are noted during monitoring. In addition to being frequently required by funding agencies as mid-term and final evaluations, periodic and formal evaluations are essential for internal reporting and auditing. Results and tangible effects must be seen by external stakeholders and funding organizations that are answerable to donors are a part of the public sector.

However, it should be understood that managers should always have access to continuing or "informal" evaluation as a tool, not only to satisfy the needs of governments and donors but also as a means of comprehension M&E is also important for incorporating the views of stakeholders, particularly the target population and can be a further mechanism to encourage participation and increased ownership of a project (Goyder, 2009).

Both during and after a project's lifecycle, monitoring and evaluation should be obvious. It offers a stream of information for managers to utilize internally and for stakeholders to use externally who demand accountability and trustworthiness from the public sector and who want to see outcomes and tangible impacts. Monitoring and evaluating projects can be an effective way to gauge their effectiveness monitor progress toward intended goals, and show that procedures are in place to support organizations' use of adaptive management and learning from experience. Monitoring is done with the intention of improving management's accountability for the resources used, the outcomes obtained, and the project related decisions made (Naidoo 2011).

Ika's (2009,17) research indicates that projects in Africa encounter issues that fall into one of four categories: the one size fits all technical trap, the accountability for results trap, the lack of project management capability trap, or the cultural trap. The report proposes that one of the activities that should be made to prevent some of the pitfalls is an increase in supervision and monitoring efforts. This suggests that a lack of efficient monitoring and evaluation contributes to the frequent failure of projects in Africa. Kontinen and Robinson (2014) identified lack of monitoring tools, difficulty in defining performance indicators and short time allocation to monitoring and evaluation as some of the challenges that constantly face the project monitoring functions. When monitoring and evaluation faces various challenges, its effectiveness is at stake hence impacting on the project performance. Monitoring and evaluation exercise involves data collection and processing. Monitoring and evaluation (M&E) have become a global rational practice across organizations, including NGOs and governments, according to (Molapo Lebogang, 2019).

Additionally, it might assist project managers in making wise decisions based on monitoring input and quick remedial actions. To the best of the student researcher's knowledge, little studies that looked at how monitoring and evaluation affected project performance have been done in development projects, particularly those run by Save the Children. As a result, in order to successfully and efficiently carry out the task, the researcher's knowledge in the area, motivated

by the practical gap of monitoring and evaluation, role in effectively and efficiently executes the work calls for the student researcher to undertake this study.

1.2 Statement of the problem

Project monitoring and evaluation is one of the key elements of the project management cycle. Monitoring and evaluation significantly improve project performance (Westland, 2006). Poor project performance is due to limitations in applying monitoring and evaluation as part of the project management cycle. Project sponsors, beneficiaries, and stakeholders require evidence of the project's performance against its goals. M&E (Monitoring and Evaluation) is a highly valuable tool in any project work activities. It provides a vital mechanism of how any project works and activities can be measured and how it can help to the achievement of project objectives and ultimate attainment of goals which in the end lead to a successful performance of project (Maalim & Kisimbii, 2017).

The EAMR project aim to develop a cross regional network of linked-up services and care for children and youth along commonly used routes and locations, focusing specifically on the major urban hubs namely Addis Ababa, Khartoum and Greater Cairo as well as on strategic points along migratory routes, where vulnerabilities of children and youth on the move can be extremely high.

According to the Ethiopia Country Program Evaluation (ECPE) (2010), most organizations in Ethiopia do not properly use monitoring and evaluation systems for their projects. However, according to the World Bank Report on Capacity Building in Africa (Ethiopia) (2006), the existing assessment of monitoring and evaluation capacity in Ethiopia has gaps in institutional and personal capacity building in monitoring and evaluation. It is clear that there are many misconceptions and myths about M&E. It is difficult, expensive, highly skilled, time and resource consuming, done at the end of the project, and the responsibility of others (IFC, 2008). IFC estimates that they are often frustrated because their expectations of M&E activities seem to exceed their resources and capabilities (IFC, 2008).

Most projects in developing countries in general and in Ethiopia in particular face a huge cost and time overrun. This cost and time overrun can be minimized by using effective monitoring and evaluation system in projects. Effective use of opportunities can also help to improve performance of the project (Ermias, 2017).

However, studies done by Dobi, (2019) and (Kihuha, 2018) indicate that majority of the NGOs have weak M&E practices or lack M&E practices and end up recording weak project performance, and this is per quality, scope, resource utilization and timeline measurements. According to Kiura, (2017), in his study to examine the effects of M&E Strategies on the implementation of NGOs Projects in kenya. The researcher identified that M&E results utilization contributes to project success and high project performance.

Another study carried out by Mushori, (2015) in Nakuru established that participation of stakeholders during planning for M&E has an essential effect on project success and contributes to high project performance. A study by Alex (2016) on the assessment of M&E systems performance in South Sudan identified that capacity building of the M&E team in health projects enhances the health project's performance and success.

Edge and Hoffman (2016) in a study to identify the impact of M&E personnel in Australia, Canada, the UK, and the USA. Study done by Demissie, (2015) assessed project monitoring and evaluation system in Ethiopia identified that lacking skilled M&E staff required in interpreting, managing, and using M&E data contributes towards a generation of low-quality M&E data, which contributes to poor health projects implementation.

However, few studies assessed the contribution of monitoring and evolution on project performance (mutekhele, 2018), (nasambu, 2016) investigated Factors influencing the performance of monitoring and evaluation systems in non-government organizations in Northern Uganda. However, few of the studies has addressed specific link on the contribution of monitoring and evaluation in project performance systems on NGO projects performance from Ethiopia's perspective. This depicts a need to bridge the context gap in monitoring and evaluation in the Ethiopian context. It is with this in mind that the study seeks to establish the contribution of monitoring and evaluation on projects performance in EAMR project.

1.3 Research questions.

1. What are the contrbution of M & E planning process on performance of East African Migration Routes projects in Ethiopia?
2. Which M & E technical expertise influence the performance of East African Migration Routes projects in Ethiopia?

3. To what extent does Stakeholder involvement influence the performance of East African Migration Routes projects in Ethiopia?

1.4. Objective of the Study

1.4.1 General Objective

This study aims to assess the contribution of monitoring and evaluation in project performance in EAMR Projects.

1.4.2 Specific Objectives

The specific objectives of this research are:

1. To determine the contribution of M & E planning process on the performance of project of East African Migration Routes projects in Ethiopia.
2. To assess the influence of M & E technical expertise on project performance in East African Migration Routes projects in Ethiopia.
3. To determine effect of stakeholder involvement on performance of East African Migration Routes projects in Ethiopia.

1.5 Significance of the Study

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

To the community inquire about clarified the appraisal of M&E on project performance in East African Migration Routes projects and the reference for project managers. The study for the major participants of the stakeholders and the beneficiary by enhancing the performance of project.

1.6 Scope of the study

The research was only based on contribution of monitoring and evaluation on project performance in EAMR project in save Children Company in Addis Ababa. The study assesses M & E planning, technical expert and stakeholder involvement and their influence on project performances.

1.7 Limitation of the study

The study has some limitations within which the findings need to be interpreted carefully. Some limitations of this study should be mentioned. The study relied on information provided by project staffs to measure M & E practice and project performance. The findings of the study were limited to EAMR project institutional practice of M & E with crude correlation of project performance and less control of the many other confounders that may have directly influenced project performance. Literature review covered studies on varied organizations with different study design. The study focused on EAMR project funded projects hence recommendations only apply to this project

1.8 Organization of the study

This study is organized in five chapters. Chapter one provides a background of the study, statement of the problem, research objectives, and research questions, significance of the study, scope and limitations of the study that the study looks forward to answer, purpose of the study, and significance of the study and scope of the study. Chapter two is about the literature reviews of different scholars that were written similar titles in different time and this chapter has theoretical reviews, empirical reviews and conceptual frameworks. Chapter three is about methodology data approaches and design, sources of data, data collection method, sampling of collected data, target populations, data analyzing methods. Chapter four data presentation, analyzes and interpretations of the collected data in this chapter the collected data changed in to practicable meeting its objectives of the study and in this chapter the study will give a meaningful. Chapter five provides a conclusion and recommendation for further study.

Definition of Key Terms

- **A project** is a set of limited exercises that are ordinarily arranged as it were once and have well planned destinations, employing a combination of human and non-human assets inside limits of time.

- **Project management** is the utilize of particular information, abilities, devices and strategies to supply something of esteem to individuals.
- **Stakeholder** is individuals, groups or organizations that have a legitimate interest or involvement in the decisions and activities of a company, organization or project.
- **Communication** is a process that involves sending and receiving messages through the verbal and non-verbal methods.
- **Time** is the coordination of assignments and exercises to maximize the adequacy of an individual's endeavors.
- **Technical expertise** is Project staffs have the requisite skills, and knowledge to carry out the tasks.
- **Project performance** is Tangible or intangible outputs, outcome and results that are measurable.
- **Monitoring** is the compilation and analysis of data about either a specific program or operation.
- **Evaluation** is an appraisal aimed at answering queries about the program or intervention.
- **Non-Governmental Organization is** A nonprofit organization that operates independently of any government, typically one whose purpose is to address a social or political issue.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

A literature review is a piece of writing that evaluates the important aspects of existing knowledge, encompassing both empirical and theoretical mythological contributions to a given subject. Reviews of literature should not include any new or original experimental work because they are secondary sources. The goal of a literature review is to quickly assess the current level of knowledge in the subject being examined. The identification of numerous literature sources pertinent to the issue under investigation was the focus of this chapter. It is a section where diverse

points of view from various authors are cited and presented. This chapter examines project performance studies that have been conducted all over the world.

2.1.1. Theoretical Review

2.1.2. Monitoring and Evaluation system

Monitoring and Evaluation is a combination of two processes which are different yet complementary. It is a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions (GorgensKusek & Hunter, 2009).

Monitoring and Evaluation (M&E) has increasingly become vital in the management of growth programs and the two have a separate field of expertise within the development sector (Kevin, et. al., 2012). Its significance in global efforts toward doing environmental, economic and social development is paramount. Countries such as the United States of America have been able to achieve successful development because they have put in place effective and efficient systems that track achievement of development objectives (Kevin M., et. al., 2012).

Monitoring and evaluation is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project (SAMDI, 2007). According to (Guijt et al., 2002), M&E system is made up of four interlinked sections, which are: setting up of the M&E systems, implementation of the M&E systems, involvement of the project stakeholders, and communication of the M&E results. Theoretically, “an ideal M&E systems should be independent enough to be externally credible and socially legitimate, but not so independent to lose its relevance” (Briceno, 2010). Without effective monitoring and evaluation, it would be difficult to determine whether the planned outcomes are being done as intended, what remedial action may be desired to safeguard delivery of the planned results, and whether initiatives are making positive influences towards human growth activities.

Both monitoring and evaluation, provides chances at regular pre-programmed points to certify the logic of a programmer, its actions and their application and to make modifications as needed. Best planning and designs alone do not give and ensure results. Growth towards succeed results needs to be monitored. Similarly, no amount of best monitoring alone will correct pitiable programmer designs, plans and results. Evidence from monitoring needs to be used to inspire and developments

or strengthen plans. Information from methodical monitoring also offers critical contribution to evaluation. It is very hard to evaluate a programmer that is not well planned and that does not scientifically monitor its progress. (UNDP, 2009).

2.1.3. Monitoring

Monitoring is an ongoing process of data collection and analysis for predominantly project control with an internally driven emphasis on efficiency of project (Crawford & Brye, 2003).Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to establish standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management (IFRC, 2011). It helps identify trends and patterns, adapt strategies and inform decisions for project/program management (IFRC, 2011).

Monitoring is a continuing managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives. It involves reporting on actual performance against what was planned or expected according to pre-determined standards. According to Mulwa &Nguluu (2003), monitoring involves observing a project frequently, regularly and collecting project information on a timely basis and sharing it with project stakeholders in the project under focus. Monitoring is a mandatory requirement for government sponsored projects where governments use them to determine efficient use of their funds by organizations (Wanjala, 2017). Monitoring is the everyday supervision task of gathering and revising information that reveals how an operation is happening and what aspects of it, if any, need correcting. Monitoring is ongoing function that uses the methodical collection of data on stated indicators to inform management and the main stakeholders of an ongoing International Federation or national society operation of the extent of progress and achievement of results in the use of allocated funds (IFRC, 2002).

Common types of monitoring (IFRC, 2011)

- Results monitoring: Tracks effects and impacts to determine whether the project is on track to achieve its envisioned results (inputs, activity, outputs, outcomes, impact, risks monitoring) and whether there are any unintended consequences (positive or negative).

- Process (activity) monitoring: Tracks how inputs and resources are used, how activities progress, how activities are delivered time and resource efficiency, and output delivery.
- Compliance monitoring: Ensures adherence to regulations, laws and expected outcomes, grant and contract requirements and ethical standards.
- Context (situation) monitoring: Tracks the setting in which the project operates, especially as it affects identified risks and assumptions, and any unexpected considerations that may arise, including the larger political, institutional, funding, and policy context that affects the project.
- Beneficiary monitoring: Tracks beneficiary perceptions of a project. It includes beneficiary satisfaction or complaints with the project, including their participation, treatment, access to resources and their overall experience of change.
- Quality monitoring primarily deals with issues relating to conformance to the plans and specs. All of the materials, systems, and workmanship applied to the project must conform to the requirements set forth in the contract documents. Quality control is accomplished using a number of different mechanisms: submittals, mock-ups, shop drawings, inspections, and testing, which are all called for in the project manual.
- Organizational monitoring: Tracks the sustainability, institutional development, and capacity building in the project.

2.1.4. Evaluation

Evaluation is systematic and independent. They are an assessment of an ongoing or finalized project including its implementation and results (Uitto, 2004). Project evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making (UNDP, 2009). Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, programmer or policy, its design, implementation and results.. It should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (OECD, 2002). IFRC (2011) explained evaluation as the systematic and objective assessment of an on-going or completed operation, programmer or policy, its design, implementation and results. The objective is to control the relevance and contentment of aims, as well as efficiency, effectiveness, Influence (overall Goal)

and sustainability. An evaluation should deliver evidence that is credible and useful, permitting t Types of Evaluations - classified based on three ways (IFRC, 2011):

a) When it is done - Ex-ante evaluation; Formative evaluation; Summative, and ExPost evaluation.

b) Who is doing it - External evaluation, internal evaluation or self-assessment?

c) What methodology or technicality are used- Real-time evaluations (RTEs); Meta evaluations; thematic evaluations; Cluster/sector evaluations and Impact evaluations.

The details are as follows (IFRC, 2011; UNDP, 2009): -

- Ex-ante evaluation: Conducted before the implementation of a project as part of the planning. A needs assessment investigates who requires the project, the amount of the need, and what might work to meet the need. Implementation (feasibility) evaluation monitors the fidelity of the program or technology delivery, and whether or not the program is realistically feasible within the programmatic constraints.
- Formative evaluation: Conducted during the implementation of the project. Used to determine the efficiency and effectiveness of the implementation process, to improve performance, and to assess compliance. Provides information to improve processes and learn lessons. Process evaluation looks into the project delivery process, including alternative delivery methods. Outcome evaluations look into whether the project had measurable effects on specific target outcomes. Midterm evaluations are formative in nature and take place halfway through implementation.
- Summative evaluation: Conducted at the end of the project to assess the state of project implementation and achievements at the end of the project.
- Ex-post evaluation: Conducted after the project is completed. Used to assess the sustainability of project effects, and impacts. Conducted somewhere after implementation to assess long-term impact and sustainability.
- External evaluation: As part of a contractual agreement, the donor initiates and controls the evaluation. Independent people who are not involved in implementation conduct it. Often guided by project staff.
- Internal or self-assessment: Internally guided reflective processes. Initiated and controlled by the group for its own learning and improvement. Sometimes it is done by consultants

who are outsiders to the project. Need to clarify ownership of information before the review starts.

- Real-time evaluations (RTEs): are undertaken during project implementation to provide immediate feedback for changes to improve ongoing implementation.
- Thematic evaluations: focus on one theme, such as gender or environment, typically across a number of projects, programs, or the whole organization.
- Cluster/sector evaluations: focuses on a set of related projects, typically across sites that are implemented by multiple organizations.

2.1.5 Monitoring Vs Evaluation

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

2.1.6 Monitoring Tools

The most common and widely used communication tools in M&E system are progress reports, meetings and site observation respectively (OECD, 2011).

Progress reports: progress reports are prepared at regular intervals for reviewing of the status of the project. It enables the assessments of progress and achievements and helps focus on results of activities, enabling the improvement of subsequent work plans. Reporting helps form the basis for decision-making and learning at the management level. Reporting communicates how effectively and efficiently a project is meeting its objectives.

Review meetings: regular progress review meetings help managers to inform all the members about the general progress and to identify where and when problems are likely to arise and then to act to prevent them from occurring as much as possible.

Site Visits: site visit is another important means of communication in the monitoring of project activities and output progress. Site visit is an in-depth gathering of project information for monitoring purpose.

2.1.7 M&E Information and Data Collection Methods

M&E alone is not the solution, but it is a valuable tool. There are various processes involved in project monitoring and evaluation that, if done correctly, can lead to improved and successful implementation of future projects. The most important advantage of information systems is that they act independently as tools of communication, planning and re-planning. Meredith et al. (2013).

Information systems facilitate the recording, organization, retrieval, and dissemination of knowledge such as documents, reports, procedures, practices, and skills. In general, we need information to track and evaluate what has been changed, intentionally or unintentionally, and to understand the reasons for the changes. The information collected is either: For example, quantitative information is represented by numbers, percentages, etc., and can answer questions such as "what", "how many", and "when". Qualitative information is expressed through 17 descriptive prose passages and can answer questions about 'why' and 'how', as well as perceptions, attitudes and beliefs (Hobson & Mainne, 2013).

Data collection methods and tools are an important part of M&E. Baseline surveys, intended to collect basic data about the situation, are an early element of the monitoring and evaluation plan, and that information is used to systematically assess the conditions under which the project is initiated. This is the basis for subsequent assessments of how efficiently the activities are carried out and what the final results are. Simply put, a baseline survey is a survey performed at the beginning of a project to establish the current state of affairs before the project begins (Estrella & Gaventa, 2010).

At the beginning of the M&E process, baseline data on metrics is required to capture or understand the situation before the project begins. They are derived from results and indicators. A metric is a measure of change brought about by an activity. Communicate information about progress towards achieving specific goals. They provide both qualitative and quantitative data that show the effectiveness of project implementation: the problems encountered and the successes achieved so far (Gudda, 2011). M&E results have many potential audiences, and the primary purpose of communicating results is to ensure accountability and inspire stakeholders to take action. A key task of communication is to ensure that results are accurate and properly archived so that they are always accessible (Gudda, 2011).

2.1.8 Purpose of Monitoring and Evaluation

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

Monitoring and evaluation systems can be an effective way to provide constant feedback on the extent to which the projects are achieving their goals, Identify potential problems at an early stage and propose possible solutions, Monitor the accessibility of the project to all sectors of the target population, Monitor the efficiency with the extent to which the project is able to achieve its general objectives and Provide guidelines for the planning of future projects (Gudda, 2011).

Monitoring and evaluation can help organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic improvement, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (Hobson & Mayne, 2013).

Both large and small organizations need to monitor and evaluate their projects in order to benefit from them. As described in the Project/Program Monitoring and Evaluation Policy (IFRCS, 2011);

according to this guideline performing monitoring and evaluation to any project will be important to the organization because:

- It Support project execution with accurate, evidence-based reports Provide managers and decision makers with information to guide and improve project performance.
- It Contribute to organizational learning and knowledge sharing by reflecting and sharing experiences and insights so that the organization derives maximum benefit from what it does and how it does it.
- It Maintain accountability and compliance by demonstrating whether work has been performed as agreed and in accordance with stated objectives.
- it Provide opportunities for feedback from stakeholders, especially beneficiaries, demonstrate openness to criticism, demonstrate willingness to learn from experience and adapt to changing needs, provide input on work and its perceptions.

2.1.9. Results Based Management Theory

The Results-based management (RBM) theory started with the Australian government in the mid-1980s; the theory became increasingly important in the 1990s spearheaded by the Organization for Economic Co-operation and Development (OECD). This theory as the name suggests is results oriented.

RBM is one of the strategies in management. All the ground actors, supporting directly or indirectly towards the achievement of specified development results, make sure that their processes, products along with output contribute to the attainment of sustainable results (Crawford and Bryce, 2013). RBM based on clearly defined responsibility. It defines the ultimate results and at the same time requires monitoring as well as self-assessment of progress to sustainable results, including recording performance (UNDP, 2012).

RBM is a continuous approach whose key aspects all intensify M & E elements starting with fundamentals of detailed planning, to include setting the vision, mission and defining the framework tools based on results. Once agreed, to run a series of results through a programmed, execution starts, with monitoring now becoming a critical exercise to facilitate sustainable results attained. RBM is an ongoing process, which requires regular feedback from the participants; the feedback supports the lesson learning a process improvement (UNDP, 2012). According to Robert

(2010), an evaluation should offer information with evidence that is proved to be credible, reliable as well as useful, and should also enable the timely incorporation of findings, recommendations along with lessons in the decision-making process.

2.2. Project Performance

A project is an endeavor that is made to develop a special good or service that brings about improvement and benefit (Anandajayasekeram & Gebremedhin, 2009). Projects' limited character contrasts sharply with processes or, to put it another way, operations, which can either be permanent in nature or not. The repetitive procedure that results in high-quality, uniform product. Delivering a successful product or service to the business is the key indicator of a project's success. Project management success, which includes managing projects to the agreed scope, time limit, budget, along with quality, is closely tied to this. maintaining relationships with clients and preventing project teams from being overworked (Houston, 2008).Therefore measures of project delivery performance entails, project requirements, outcomes are met positively and delivered with respect to improved revenue or reduced costs within the expected time.

The achievement of objectives in meeting the technical criteria and customer satisfaction are indicators of project performance. Effective project management helps a business achieve its three long-term goals of gaining competitive advantages, boosting its reputation, growing its market share, and generating the targeted revenues and profits (Al-Tmeemy, 2014).

Project performance is measured and evaluated using a variety of performance indicators that can be related to a number of factors, such as time, client approval and revisions, the firm's performance, cost, health and safety, and quality (Cheung et al. 2014). The criteria for evaluating project performance are chosen at the project's inception to serve as a roadmap for project operations and help everyone involved stay on track. Due to differences in emphasis, objectives, and points of view, the project won't be successful (Baccarini, 2009). (Shenhar, 2011) divided performance into four categories. The first dimension includes, among other things, production efficiency, cost and quality efficiency, and time efficiency. Organization should be restraint so as to avoid limiting the performance measurement through using the measures of efficiency as these are measuring project performance in successful execution and does not signify the overall project performance.

2.2.1. Monitoring and Evaluation and Project Performance

Monitoring and evaluation are regarded as a core tool when it comes to enhancing project management quality, considering that in the short run and in the medium term, the management of complex projects will entail corresponding strategies from the financial view point, that are 7 required to adhere to the criteria of effectiveness, sustainability along with durability (Dobrea et al., 2010). The activity of monitoring supports both the project managers and staff in understanding whether the projects are progressing as predetermined (Houston, 2008). Therefore, monitoring offers the background for minimizing time along with cost overruns, while at the same time ensuring that the required standards of quality are attained in the implementation of the project. On the same note, evaluation is a tool for assisting project planners and developers in assessing the extent to which the projects have attained the objectives that are set forth in the documents related to the project (Crawford & Bryce, 2013).

Hwang and Lim (2013) studied projects performance in relation to its Monitoring and evaluating practices, fund management, activity scheduling and quality performance. He concluded that this relationship management could result to the success of the project at hand. Ika et al, (2012) carried out a regression analysis to find out how statistically significant and the positive relationship involving the key success factors and project performance. The factors were monitoring, project coordination and design, training and the Institutional setting. He additional expounded the, consistent theory and practice, the most noticeable project success factor for the project supervisors are design and monitoring. Ika et al, (2012) asserted that M & E is a major success factor for a project.

A study by Chin, (2012) confirmed that project performance was unresponsive to the level of detailed project plans but conversely discovered that a significant relationship prevails between the monitoring and evaluation practices and performance of project. Measured with an early pointer of project lasting impact. M & E become critical compared to planning in project performance. On the same note, one of the mechanisms of the project controlling methodology whose aim is to attain its goals was monitoring project advancement (Chin, 2012).

2.2.2 Key Performance Indicators in M&E

Key performance indicators are an essential tool in the M&E process that allows project managers to measure progress towards achieving project goals and objectives. The use of KPI in M&E allows project managers to make informed decisions about resource allocation, identify potential risks or obstacles to project success, and make necessary adjustment to improve outcomes. Overall KPIs are a vital tool in the M&E process that helps project managers ensure that their projects are on track, identify areas for improvement, and make informed decisions to improve project outcomes (Evalcommunity, 2023). According to Trammell, (2023) key performance indicators generally fall into four categories. The first is timeliness which is making sure the project is done on time and if it is not, tracking where its off-target is important so the project always have an estimated completion date. Budget is another factor; the project should stay within the allocated amount. The other indicator is quality, how well the project progressed should be answered. Finally, effectiveness is one of the KPIs which mainly focus on the appropriateness of the money and time spends.

2.3. Empirical Literature Review.

2.3.1 M & E Planning Process and Project Performance

A study by Muhammad et al (2012) on project performance, with the variables, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, noted project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation and monitoring processes. Variable models used to identify how each stage is helpful in the process of managing project performance. To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance. Besides that, a study that was conducted by Singh, Chandurkar, & Dutt, (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. The objective of this study was to determine the effect of monitoring and evaluation on project performance.

2.3.2 Technical Expertise

According to a study by Vital (2008), technology awareness is vital for project monitoring and controlling because today's technology-enabled projects present more obstacles than ever before, particularly when technological instruments are incorporated in project management techniques. The essential relationships between technical proficiency and project performance were examined in this study. Therefore, 18 are aware of the helpful role that knowledge plays in fostering improved project performance among the project team. The results of this study showed a connection between project performance and project teams having the appropriate technical skills. Being a technical expert in monitoring and evaluating a project can play a key role since the study shows that it is difficult to decouple the use of technology with project performance and the absence of such a relation induced project performance.

A study by Sunindijo (2015) Faculty of Built Environment, Australia highlighted on Project manager multi-layered tasks that expressively influenced the project performance. Other studies had recognized four skills for effective project managers, they include mental, human, stakeholders, and technical skills, along with their 16 other skill competencies. The study was to determine whether project technical skills influence project performance. Data collected from 107 project team members using a questionnaire assessment method. The study results showed that project team leads technical skills impact project performance. Project excellent performance impacted by several skill components, which include visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management, and document and agreement administration. Project Managers may use the outcome as a parameter to assign project managers with the 'right' skill profile or to concentrate their human resource development on skills that are significant for project success.

Human capital, with notable experience is vital for the achievement of M & E results. There is need for a sound M & E human resource capital in regard to quantity and quality; hence M & E human resource strategies are needed for the achievement and maintenance of a stable M & E (World Bank, 2011). Competent employees are a major obstacle in selecting M & E practices. M & E being a new tool in project management field, it faces challenges in sustainable results and performances matrices. There is a big gap for skilled M & E professionals, capacity building of M & E systems, and harmonization of project management courses and technical support (Gorgens

& Kusek, 2009). Human capitals on the project should have clear job description as well as designation matching their skill. In case they are insufficient then training assessment needs for the necessary skills should be agreed. For projects, using staff posted to work out in the field and undertake project activities on their own there is need for regular and intensive onsite supervision. The field personnel require the comfort of management support and necessary guidance in their day today project execution (Ramesh, 2012). Individual of the bigger aspects of developing the skills of the employees and capabilities is the actual organizational priorities on the employee to turn out to be better, either as individual or as a service supplier to the firm. The receptiveness by the organization together with increased anticipations following the opportunity culminates to a self-fulfilling prophecy of improved employee output (Vanessa and Gala, 2011).

Musomba et al, (2013) concludes organizational technical capacity in carrying out evaluations, reviewing the rate of human capital participation in the process of policymaking and motivation to challenge management decisions can be big determinants of how the M & E practices on lessons learnt, communicated and perceived. M & E practices Endeavour to be independent and relevant. Ahsan & Gunawan (2010) in his study stipulate realization of independence when undertaken by persons free of the control of those appointed for the strategy and implementation of the project development intervention. This illustrate that training is an essential aspect geared towards affecting the implementation of M & E in development projects. Uitto (2010) emphasizes that human capital training needs is paramount for reliable monitoring and evaluation, stipulating that staff working must have the necessary technical expertise in M & E for them to guarantee monitoring and evaluation results that are of high quality. Employing an M & E practice that is effective requires management to selectively appoint the right skills, enhance the capacities by further developing the skill on a regular basis.

M & E practical training is important in capacity building of personnel because it helps with the interaction and management of the M & E systems. M & E training starts with the understanding of the M & E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (Rossi, 2012). Skills are of significant importance to a monitoring and evaluation practice that is effective; the staff needs trained on the basics of evaluation (Bailey & Deen, 2012). In the context of project performance evaluations, it is necessary to have devoted and sufficient numbers of monitoring and evaluation

staff, it is critical for these project evaluators to have the correct M & E skills. Professionally trained staff and a budget were a key requirement in Malawi when they were implementing the monitoring and evaluation system (Rossi, 2012). There is noted unbalanced utilization of monitoring and evaluation personnel where they mainly assign tasks other than monitoring and evaluation. This create extra burden for them to concentrate on project M & E related work. Time then becomes a challenge for them to manage the entire process completely and advocate widely for its use leading to ineffective monitoring and evaluation (Gorgens, Nkwazi, & Govindaraj, 2005). Therefore, there should be balanced work distribution of duties to ensure that there is qualified staff set aside to hold accountable for the monitoring and evaluation system achievement of quality results. This will make them devoted and work towards achieving the expected priorities and goals.

Project and senior managers are essential drivers for the less technical skilled personnel. They should have adequate comprehension to rely on information provided by M & E. This kind of broad experience and orientation is critical in managing results and dealing with cultural diversity within organizations. There are actually no quick fixes in creating a system for M & E, huge investment in relevant training along with systems development in the long run. The implementers of the project get clear job deploying that matches their expertise, and further training if need be. For projects that comprises of members who go to the field to execute the various project activities without supervision, there should be constant and intensive support to them (Ramesh, 2012). Some of the larger features of developing skills along with capabilities in employees are the concrete organizational goals on employees to motivate them; the support by 21 the organization along with improved expectations can result to self-directed actions for enhanced outcome (Pamela, Joe & Nay, 2013).

2.3.3 Stakeholder Involvement

A study by Njuki et al (2015) on Participatory Monitoring and Evaluation (PM & E) for Stakeholder Engagement, evaluation of Project Impacts, and for Institutional and Community Learning and Change Enabling Rural Innovation in Africa CIAT Africa, Uganda, investigating the role of stakeholders and their contribution in project implementation. The study suggested that to improve the delivery of outputs, outcomes, and the results explained the need to integrate the local indicators with project level indicators. This provided a more holistic view of the project benefits.

This process also provides indicators for measuring the often hard to measure outcomes such as empowerment from the perspectives of the communities or people involved in the project. Negotiating with different stakeholders allows for performance measurement from the perspectives of diverse project stakeholders.

Community participation in development projects aimed at benefiting them has proved the importance in attaining sustainable development. The theory is that the participants can better recognize their economic as well as social challenges that they encounter and probably have deep understanding that can be instrumental in outlining initiatives that are aimed at benefitting them (Benjamin, 2012). Ideally, consented participation of stakeholders in participation initiatives will allow those who have interested in, or those who are affected by a decision, have a chance to influence the final outcome. Stakeholders assume a key role and relate at various levels–from local to global, their role and collaboration influence the effectiveness of a development intervention. Wayne (2010) noted that it is important to involve stakeholder participation when designing monitoring and evaluation tools. A multi-sectoral method, including delegating some work to stakeholders, enhances learning, strengthens ownership and encourages transparency among the actors involved. This is especially important when deliberating the purpose of monitoring and evaluation and how the information is used, analyzed and affects ongoing project planning (Wayne, 2010).

Involving the stakeholders from the beginning in the designing of tools ensures that the project include all stakeholders needs, and is thus more responsive to their expectations. The participatory methods also create and encourage stakeholder project ownership (Clarke, 2011). These are crucial factors contributing to the project performance and sustainability. The stakeholders especially the beneficiaries are more likely to endorse the project output. In some instances, the participatory method promote change in the attitudes of individuals and community culture, and norms, since the development along with the implementation process necessitates community members reflection and analysis of their own culture, attitudes, beliefs, and behaviors. Participatory method provides insights to the required tools for monitoring and evaluation, this itself is a capacity-building activity (Clarke, 2011).

Participation by the community groups in designing the M & E tools development determines what they would like to prepare during the evaluation. They bring out issues along with indicators that

affect the evaluation and help formulate the comprehensive questionnaires. They are involved in gathering and examining data as well as presenting the end results. When a project adheres to an approach that is participatory from the initial stages, it is easy to carry out a participatory evaluation during the closeout stage (Kahilu, 2010). Participatory M & E promotes dialogue at the lowest level and moves the group community from the dormant beneficiaries to pre-active participants, creates opportunity that helps in influencing the activities of the project on the basis of their underlined needs as well as their expressions (Robert, 2010). Additionally, information shared horizontally and vertically among the implementing entities, shared with the community group, beneficiaries, and donors.

Stakeholders' engagement in discussions on programs related to M & E usually empowers them and at the same time promotes participation that is meaningful by various groups of stakeholders, that avail to the M & E team adequate and appropriate information that is required for the exercise (Guba and Lincoln, 2011). The stakeholder engagement has to be rooted at the onset of M & E and should integrate key stakeholders along with other interested parties in making sure that the applied tool is effective (Wayne, 2010). Pamela, Joe and Nay (2013) also found that if the right persons are engaged in the whole process, there will be a great enhancement of the outcome with the recommendations being well perceived and corrective measures embraced and implemented on time.

2.3. Knowledge Gaps

The study has generated knowledge in several areas, but most importantly, it has provided insight in how M&E as a global practice has been absorbed into the Zambian civil society, modified and used in pursuit of achieving global standards of service delivery. It analyzed M&E and its activities and demonstrated the influence of each one of them on project performance as shown below.

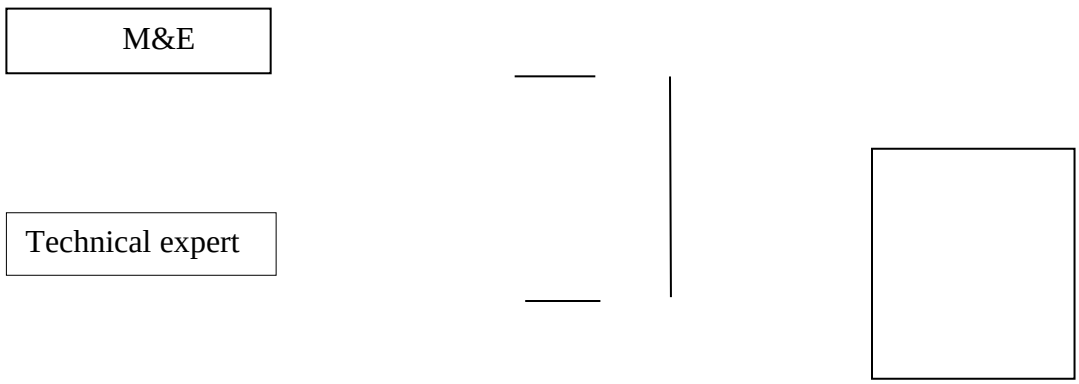
2.3.1. Knowledge Gaps Addressed by the Study

Variable	LITERATURE SOURCE	FINDINGS	KNOWLEDGE GAP FOR STUDY

Monitoring and Evaluation	Nyonje et al, 2012; Kusek&Rist, 2004; Armonia, Ricardo, Dindo, &Campilan, 2006; Bamberger, 2008	Some organizations neglect to institute M&E mechanisms on account of inadequate understanding	Inadequately established influence of M&E on project performance
Project Performance	Armstrong &Baron , 2012 Brignall& Modell, 2010 Wysocki & McGary, 2003	Project performance is understood differently and in piecemeal	Validate popular understanding of project performance
Monitoring and evaluation planning	UNESCO, 2013 Glen, Isaacs, &Trucan, 2007 Nyonje, Ndunge, & Mulwa, 2012.	Monitoring and evaluation planning can influence project performance	Inadequately established influence of M&E plans on project performance
Monitoring and evaluation training	Government of the Republic of Zambia, 2007 Hamer&Komenan, 2004	Conducting monitoring and evaluation training can influence project	An understanding of what influence M&E training has on project performance

2.4. Conceptual Framework

The independent variables in the study are planning process, technical expertise and stakeholder involvement while project performance of save the children projects is the dependent variable. The connection between the dependent and the independent variable can be summarized in figure 2.1 below.



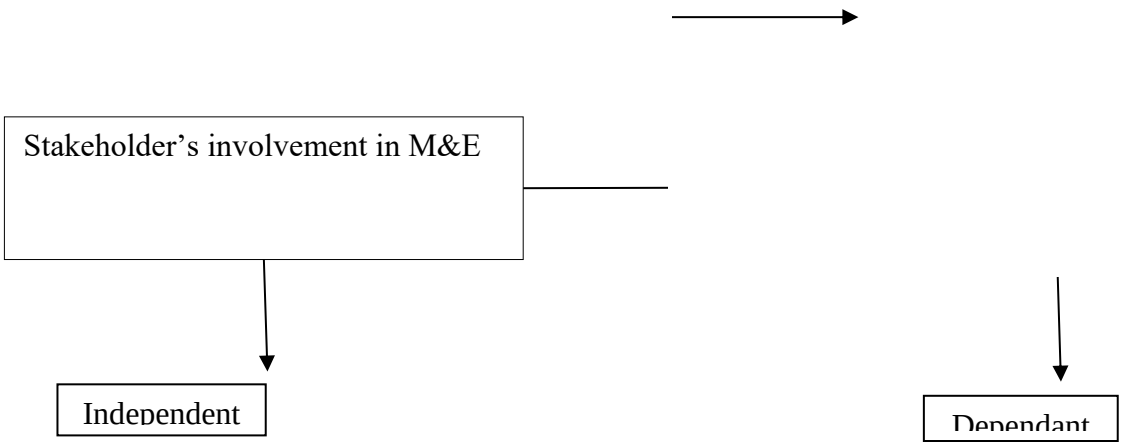


Figure1:2.1: Conceptual Framework

CHAPTER THERR

METHODOLOGY

3.1 Introductions

In this chapter the study convey out how the objectives of the study addressed and it includes the research design part, the study areas, target populations, sources of data, and method of data collections, validity and reliability of the collected data, methods of data analysis and ethical issues that was seen during the study.

3.2 Research Approaches and design methods

The two fundamental methods of research are quantitative and qualitative (Leedy et al., 2005). The former entails the creation of quantitative data that can be used as a base for realizing features or relationships and that can be accurately and rigorously subjected to quantitative analysis. A quantitative approach seeks to derive "real answers" from "hard data," whereas a qualitative approach is focused on the subjective assessment of opinions, behavior, and attitudes. In quantitative research, samples of a population are studied (observed or questioned) to determine its characteristics. Therefore, a mixed research approach will be used.

The study has used descriptive study design. According to Cooper and Schindler (2000), descriptive research finds out who, what where, when and how much. The Research design was appropriate to describe effect of M and E on project performance. Similar research designs evaluated M and E practices and project performance. This study established the effect of M and E in performance of EAMR projects in Ethiopia. The descriptive design provided quantitative data from the population and insight to research problem whilst highlighting the relevant variables.

3.3 Variables, data source and data collection methods

This study was conducted to answer the research question posed and to achieve the intended objectives of the research and it uses both quantitative and qualitative properties. The proper achievement of the researchers used primary and secondary data sources. The main sources of information are the primary data collections.

- Primary data collected in a structured manner questionnaire using survey methods. This method uses for measuring respondents opinion and attitude. The data collection tool that is used to gather data from sample respondents is questionnaire and observations of the site. The questionnaire is an instrument by which information is obtained from respondents in written form. Questionnaires are prepare in English and answered the research question posed, the researcher examines a set of data collection procedure. The first step in the data collection process is asking subjects to Self-introduction questionnaire survey return in a short period of time and collects voluntarily manager of each area. Finally, a questionnaire was distributed to all respondents.

- The secondary data sources collected from published and unpublished various documents, annual reports, Monthly reports, guidelines and various books written on related subjects topics.

3.4 Target population, Sampling design and Sample Size

Population is the total number of people to whom the researcher wishes to attribute the results of the study use while a sample is the smaller group of individuals, we actually collect data from (Mccombes, 2021). For the purposes of this study, a census was conducted. The population of this study comprised of 22 people involved in the EAMR Project.

3.5 Method of Data Analysis

Descriptive Statistics

Both quantitative and qualitative data analysis methods were used to answer the questions to meet basic research questions and research goals. Quantitative Data analysis, data from questionnaires were entered into a computer using a statistical package for Social Sciences (SPSS) Version 20 Computer Programs for Data Analysis and Quantification Analyze using descriptive statistics such as percentages, frequencies, and standard deviation and mean. How Researchers Analyze Data, Understand It, and Succeed A study was conducted and data were collected from a variety of primary and secondary sources Record, process, organize, analyze, interpret and present in relation to a research question. The data collected by the above instruments are qualitative and analyzed quantitatively. Quantitative data are interpreted and presented through questionnaires Graphics and tables with frequency distributions, standard deviations and means.

Model Specification

In this study, multiple linear regression models was used to achieve the research objectives. This part of the study is used to decide which independent variables to include or exclude in the regression equation. The basic goal of using multiple regression analysis in this study is to conduct research. It is more effective in analyzing the influence of dependent and independent variables. According to Gujarati (1995) defines a regression function as follows:

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + ui$, Where:

Y = project performance

β=the coefficients of independent variables

X1= Planning process,

X2= Technical expertise,

X3= Stakeholder involvement

Ui = Error term. The study investigated the effects of planning process, technical expertise and stakeholder involvement on project performance. It obtained reliable measures of each variable, entered predictor variable and outcome variable into the standard regression model. The co-efficient X1, X2 and X3 used to inform the study on non-zero linear relationship with Y.

3. 6 Validity

Validity is the applicability to which research findings can be realistic to the real world, beyond the controlled setting of the research. It is concerned with the general visibility. Validity of research instruments has various sources of evidence as the requirement to build the case that the instrument measures accurately. Determining validity is similar to constructing an evidence-based argument. How a tool measure what it should. Evidence can be in content, response process, and relationships among variables. This research developed the content with research experts; prepared unambiguous questions on the subject matter, the instrument were comprehensive enough. Data collection was complete to discourse the purpose and goals of the study. Correlation of the variables by comparing the new assessment instrument results with other outcomes of performance that were likely to be similar. The study considered face validity, content validity and judgment of appropriateness of content of measurement. There was concurrence in study tools and prediction.

3.7 Reliability Analysis

Reliability is a measure of the degree to which a research instrument yields consistent results or data the same way each time it is used under the same condition with the same subjects. If consistent results are obtained by the same participants in the same repeated measurements then the higher the reliability of the measuring procedure. If a research tool is consistent and stable, and hence, predictable and accurate, it is described as reliable. Internal reliability test were applied to

test the reliability of the research instrument. Multiple items will be used to measure a single concept in the questionnaire. This involved a set of related questions which was designed to measure a certain concept being associated with each other. Alpha Cronbach's coefficient test is applies to test the reliability. This was applied for each of the four research questions. Alpha Cronbach is a model of internal consistency, based on the average inter-item correlation. Used for multiple Likert questions in questionnaire determine if the scale is reliable. Thus, if the association in reliability analysis is high, the scale yields consistent results and is therefore reliable.

Table 3.1 Reliability test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.931	17

Source: Own Survey Data (April 2023)

Saleh (2009) states that internal consistency using Cronbach's alpha can be described as follows.

$0.9 \leq \alpha \leq 1.0$ Excellent

$0.8 \leq \alpha \leq 0.9$ Good

$0.7 \leq \alpha \leq 0.8$ Acceptable

$0.6 \leq \alpha \leq 0.7$ Questionable

$0.5 \leq \alpha \leq 0.6$ Poor

$0.0 \leq \alpha \leq 0.5$ unacceptable

The reliability scale result of this research is 0.921 which indicates that there is a very high consistency. As a result, it can be said that the questionnaire is high reliable and ready for distribution to respondents.

3.8 Ethical Considerations

Ethics are appropriate rules for conducting research and have an impact on human wellbeing. Making decisions and selecting appropriate or inappropriate behavior (Bell & Bryman, 2007). In order to prevent data from being fabricated or misrepresented, the study ensured confidentiality, integrity, and informed consent in study techniques, processes, and presentation of results. The study removes bias from the data analysis, data interpretation, and other research processes. The greatest standards of integrity were upheld in the study, including fulfilling promises and agreements, being sincere, and acting consistently in mind and deed. Extreme care was taken to avoid mistakes and neglect, especially during the data collection process.

CHAPTER FOURE

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the research on the contribution of Monitoring and Evaluation on Project performance.

This chapter explains and discusses the results of findings based on the analysis done on the data collected. The results of the study were discussed by triangulating the different sources results. The discussion attempts to accomplish the objectives of the study and answer the research questions. The findings of the study were presented according to the research questions. There

were 22 questionnaires distributed to sample employees. All questionnaires were returned which indicated a response rate of 100 %.

Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, a correlation analysis, and a regression analysis through SPSS version 20 computer software program.

4.2 Demographic Characteristics of the Respondents

Under this section, the researcher interested in finding out the demographic characteristics of the respondents while section B requisite the respondent to give information on effect of monitoring and evaluation in project performance Hence, section A consists of evidence that defines basic characteristics such as gender, age, level of education and years worked in current position of the respondents.

Table 4.1: Demographic Profile of Staff Respondent

Statements		**Frequency**	**Percent**
Sex	Male	12	54.5
	Female	10	45.5
Age	20-30 years	10	45.5
	31-40 years	8	36.4
	41-50years	4	18.2
	Above 50 years		
Educational qualification	PHD		
	MSC/MA	12	54.5
	BSC/BA	10	45.5
	Diploma		
	Below diploma		
Work experience	0-5 years	8	36.4
	6-10 years	10	45.5
	11-15 years	2	9.1
	Above 15 years	2	9.1

Current position	Managerial	4	18.2
	Non-managerial	18	81.8

Source: survey data march, 2023

About 55% of respondents were male while 45% were female however; the gender composition has no impact on the statistical power on the data. The study though had adequate representation of both sexes. As shown in table 4.1 above most of the respondents age 45.5% were between the ages of 20-30 group, 36.4% were in the age group between 31- 40,18.2% were between the age of 41-50 and there is no employee above 50 years. This implies that the age of most the staffs are below 50 years of age.

Regarding the educational background 54.5% with MSC/MA level of education and 45.5% with BSC/BA level education. According to Murphy and Myors (2004), education level determines the respondents' ability to comprehend the survey questions. The study enjoyed high proportion responses from highly educated participants.

Study respondents reported varied periods of stay at the save children company with 36.4% having worked for a period between 0-5 years, 45.5% having worked for a span of between 6-10 years, 9.1% and 9.1% had worked for above 15years. Regarding the position of the respondents 18.2% of respondent in managerial position and 81.8 of respondent had non managerial work position. This implies most of respondent have non managerial work position.

4.3. Analysis of Data Related to Basic Research Questions

4.3.1 Effects of Monitoring and Evaluation planning on project performance

The study sought the level of application and practice of planning process. The M &E plan clearly stated in the project, Baseline study was included in the M&E plan, the project allocates funds for monitoring and evaluation at the initial stage of planning, M&E plan consisted indicators that are clearly linked to the objectives of the project. The project has a well-established M&E system, Individuals task of staffs of M&E clearly indicated in the plan and Individuals task of staffs of M&E clearly indicated in the plan assessed projects in East Africa rout project reported varied planning process practices and experiences as per the results and findings of the study. About 36.4% of respondent agreed to that M and E plan clearly stated in the project and the highest

percentage of respondents 45.4% who strongly agreed to that M and E plan clearly stated in the project.

A similar characteristic observed among respondents on whether the project allocates funds for monitoring and evaluation at its initial stages of planning18.2% of respondents agreed and the highest percentage of respondents 63.6% who strongly agreed with the fact that the project allocates funds for M & E.

A near similar percentage of respondents (63.6%) were arguably in agreement that M&E plan consisted indicators that are clearly linked to the objectives of the project (81.8%) of respondents confirming the project has a well-established M&E system(36.4%) of respondent were agree and (45.5%) of respondent were strongly agree that Individual's task of staffs of M&E clearly indicated in the plan (36.4%) of respondent were arguably in the project has a complete M&E plan document that guides its overall and (45.5%) of respondent are strongly agree.

As Clarke (2011) noted organizations that have developed comprehensive strategic/operational plans makes the most progress with regular monitoring of their work. As per IFAD 2012 Monitoring and evaluation guides resource allocation in projects and measures their sufficiency and effective utilization.

According to the respondents the key project planning activities that should be focused are defining the objectives and scope of the project, project time line, resource and budget planning and proper planning are factors that are absolutely essential in order to deliver the desired outcome. According to IRA, (2017) it is important that Planning for M&E should be done just at the very point of organization planning.

Table 4: 2 Descriptive Statistics on Planning Process M & E practice

Statements	**SA (%)**	**DA (%)**	**Neutral (%)**	**A (%)**	**SD (%)**	**Mean**	**Std.dev**
The M &E plan clearly stated for the project	9.1	9.1		36.4	45.4	4	1.3093

Baseline study was included in the M&E plan		9.1	27.3	18.2	45.5	4	1.0690
The project allocates funds for monitoring and evaluation at the initial stage planning performance		9.1	9.1	18.2	63.6	4.36	1.0021
M&E plan consisted indicators that are clearly linked to the objectives of the project	9.1			63.6	27.3	4	1.0690
The project has a well-established M&E system	9.1			9.1	81.8	4.18	0.9579
Individuals task of staffs of M&E clearly indicated in the plan		9.1	9.1	36.4	45.5	4	0.8728
The project has a complete M&E plan document that guides its overall		9.1	9.1	36.4	45.5	3.81	1.3675

Source: Survey data 2023

4.3.2 Effect of technical expertise M&E on project performance

The technical expertise M & E practices with high approval rating in east Africa migrant rout projects were staff training (63.7%),project training need analysis(54.6%),the project identifies skilled personnel (100%) and project skills needs assessment (63.7%) and M & E training occurs periodically(63.7) approval rating. All respondent in one way or the other were agreeable that technical skills are a huge determinant how best monitoring and evaluation analyzed. This finding is in affirmation with the findings of Venessa and Gala (2011) who found that technical capacity and expertise of the staff in conducting evaluations seemingly influences M&E process. Training gives employees the knowledge of the principles, methodology, and tools applied in M&E. It improves the organization performance of M&E activities.

EAMR project had no particular skills check guideline for identifying key M & E staffs and managers clear plans on knowledge and skills retention and transfer to projects .Venessa and Gala 2011 recognized the value along with the participation of organizations' human resources in decision-making, and their motivation in the implementation of decisions, possibly influence M & E practice. According to (Anyieni & Areri, 2016 monitoring and evaluation process is one of the factors that contribute to the project's success. Other practices implemented in the M&E process, employee skills, perfect training programs, successful information technology use, and the production of timely and useful reports, lead to successful and sustainable development project objectives (Anyieni & Areri, 2016).

According Uitto (2010) emphasizes that human capital training needs is paramount for reliable monitoring and evaluation, stipulating that staff working must have the necessary technical expertise in M & E for them to guarantee monitoring and evaluation results that are of high quality.

According to respondents, the organization has a sufficient number of trained M&E personnel. Respondents noted that the availability of trained M&E staff helps track success and best practices, avoids confusion, and plays an important role in data quality assurance to provide timely, high-quality data to donors and governments. They point out that they are essential in providing reporting templates and providing reporting standards. Trained staff provide problem solving, planning, leadership and management (FAO, 2019).

Table 4.3 Descriptive Statistics on technical expertise M & E practice

Statement	SD(%)	DA(%)	Neutral (%)	A (%)	SA (%)	Mean	Std.dev
Project training need analysis is done to ensure the right skills are acquired to Manage the Mande activities.			36.4	18.2	45.5	4.09	0.9211
Project staff are trained in order to equip them with technical expertise to carry out M and E.		9.1	36.4	36.4	18.2	3.63	0.9021
The project identifies skilled personnel to carry out the M and functions				45.5	54.5	4.545	0.5096
Regarding M &Etraining, taking early assessment during		9.1	27.3	36.4	27.3	3.81	0.9579

planning helps identify initial capacity gaps in M & E							
M & E training occurs periodically and concerns initial training for management and staff		9.1	27.3	45.5	18.2	3.72	0.882

Source: survey data 2023

4.3.3 Stakeholder Involvement

The study sought to establish level and approaches of stakeholder involvement on the project. Stakeholder involvement reported thetarget to M & E practice attributes. The findings revealed high level application of stakeholder analysis, stakeholder feedback, communication strategy developed to address flow of information,Participation of stakeholders and Project stakeholders clearly identified and participated in the plan A high percentage of respondents 72.7%, 81.8% ,45.7,90.3% and 63.7%respectively confirmed involvement with the largest percentage of respondents reporting to strongly agree and agree extends of involvement.

Shenhar (2011) recommended application of community engagement and support of local capacities during the programme cycle. Communities can be involved directly in the identification of their own needs, defining the objectives of the programme, implementing the activities as well as monitoring and evaluating the project.

As per Donaldson (2013) stakeholder must be involved in discussions on how, why and what project activities are to be implemented. Njuki et al (2015) suggested that to improve project outputs, outcomes, and the results there was need to integrate the local stakeholders.

4.3.3Effect of stakeholder involvement on project performance

Table 4.4 descriptive Statistics stakeholder involvement on project performance

Statement	SD (%)	DA (%)	Neutral (%)	A (%)	SD (%)	Mean	Std.dev
Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring		9.1	18.2	18.2	54.5	**4.18**	**1.0527**
Stakeholders feedback is well captured and analyzed for implementation		**9.1**	**9.1**	**54.5**	**27.3**	**4**	**0.8728**
Communication strategy with stakeholder is developed to address the flow of information		**9.1**	**18.2**	**36.6**	**9.1**	**3.72**	**0.7673**
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementationofM&E.		**9.1**		**81.2**	**9.1**	**4**	**0.4364**
Project stakeholders clearly identified and participated in the plan			**36.4**	**27.3**	**36.4**	**4**	**0.8728**

4.4 Assumption result for regression analysis

Table 4.5: Normality Test

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
M&E Plan	22	4.1429	-.972	.491	0.685	.953
Stakeholder involvement in M&E	22	4.1364	.190	.491	.679	.953
Tecknical expert	22	3.9636	-.283	.491	-0.199	.953
Valid N (list wise)	22					

The result from the Table 4.5 indicates that all the variables are with skewness and kurtosis which is between the ranges of -1 or +1. Conclude that the entire variable meets the assumption of normality.

4.5. Correlation Analysis

This section presents a correlation analysis between M&E plans, M&E technical expert and M&E stakeholder involvement, and Project performance

Table 4.5: Correlation Analysis

	M&E planning	M&E technical expert	M&E stakeholder involvement	Project performance
M&E planning	1			
M&E technical expert	0.125**	1		
M&E stakeholder involvement	0.394**	0.579*	1	
Project performance	0.387**	0.629**	0.409**	1

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

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

Source: survey data

In this study, we applied the Pearson correlation to the practice of project monitoring and evaluation in the projects performance in save the children Ethiopia. Pearson correlation is the correlation between two variables (Field, 2009). It measures the strength and direction of their relationship. Intensity ranges from absolute value 1 to 0. The stronger the relationship, the closer the value is to 1. The direction of the relationship can be positive (direct) or negative (inverse or opposite). Correlation generally describes two or more phenomena occurring simultaneously and thereby related effects (Zaid, 2015).

Pearson's Correlation of a two-tailed test confirm the presence of statistically significant difference at probability level $p<0.01$ i.e. assuming 99% confidence interval on statistical analysis.

Dancey and Reidy (2004) state that a correlation result which is 0 indicates no relationshipwhich is between 0.1 and 0.3 indicates a weak correlation among variables, a result which is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables, while a result which is equal to 1 indicates perfect correlation.

The correlations of the variables are shown in the Table, however, each variable correlates perfectly with itself, as evidenced by the coefficients of +1.00 at the intersection of a particular variables' row and column.

According to the above table, correlation matrix shows planning process have the weak associations with Project performance with a value of 0.387. This implies that to projects need and the achievement of objectives, EAMR project should be developed the practices of Project performance through different mechanisms and, it should be also developed a best planning to create a best Project performance in EAMR project.

According to the above table result, stakeholder involvement and technical expert moderate association with Project performance with a value of 0.409 and 0.629 respectively .These implies that the independent variables not highly correlated with Project performance so that for a quality service provide to the projects of the company should be up grade those independent variables through with most suitable effort.

Planning process and Technical Expertise have the weak associations with Project performance. Planning process and stakeholder involvement has moderate correlation associations with overall Project performance. It implies the independent variables affected the Project performance.

4.6 Regression Analysis

The section presents multiple regressions with independent variables: M&E plan, M&E technical expert, M&E stakeholder involvement and dependent variable: project performance. A regression equation of ($Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon$) was used. The results were summarized as shown in the table below.

Table 4.6 model summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Durbin-Watson
1	.739[a]	.545	.470	.37200	1.733

a. Predictors(constant), stakeholder, planning, technical expert

b. Dependent variable: project performance

Source: Survey data 2023

From the analysis above, the coefficient of determination (R square) shows the model power of explaining (how much the independent variables explain the outcome variable). Therefore, R square equals 0.545 told us that 54.5% of the project success could be explained by the M&E planning, M&E stakeholder and technical expert together.

Table 4.6 ANOVA result

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.989	3	0.996	7.200	.002[b]
Residual	2.491	18	0.138		
Total	5.480	21			

a. Dependent Variable: project performance

b. Predictors: (Constant), stakeholder, planning, technical expert

Source: Survey data 2023

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). Since the significance result on the ANOVA table is 0.002 which is $p< 0.05$, the regression analysis proved the presence of a good degree of prediction. The contribution of each dimension can be seen from the results of multiple regressions in the coefficient table below.

Table 4.7 Regression coefficients

Coefficients[a]							
Model	Unstandardized coefficients		Standardized coefficients			95.0% confidence interval for B	
	B	Std.Error	Beta	T	Sig	Lower bound	Upper bound
[1] (constant)	3.947	1.187		2.736	.014	0.754	5.740
M&E planning	.036	.094	.443	2.561	.020	.043	.437
M&E technical	.016	.128	.672	3.804	.001	.219	.758
M&E stakeholder	.002	.341	.266	1.396	.040	-1.194	.241

a. Dependent Variable: project performance

Source: Survey Data 2023

Unstandardized Regression Coefficients: Indicates the strength of the relationship between a given predictor i and the outcome, in predictor units of measure. This is the change in results as the predictor units' change. From the multiple regression equation above, we can see that project monitoring and evaluation practices have a positive impact on project performance. The non-standard factor (beta value) indicates the importance of monitoring and evaluation of individual projects in project performance. Based on the finding in Table 4.8, there was a positive and

relatively highest significant association between the project performance and M&E planning (β = 0.036, t=2.561, CI=0.43-0.437), P-value <0.05). This means that the more the EAMR project used planning process methods the more Project monitoring and evaluation. Hence, it assumed other things being constant and planning process increased by one, it increases Project implementation by 0.036.

Regression Equation

Project performance = 3.947+ 0.036(M&E planning) + 0.016 (M&E Technical expert) + 0.002 (M&E stakeholder) +ẹ

The second highest beta value is technical expertise which means that when other things are constant if Project monitoring and evaluation increased by one unit, is technical expertise increases by 0.016. Therefore, from among the three objectives, technical expertise has the strongest effect on Project monitoring and evaluation and should be given the highest focus and stakeholder involvement have the lowest effect on project performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of the findings presented in chapter four according to the study objectives. It also presents the conclusions and the recommendations to the study.

5.2 Summary of Major Findings

The study was guided by three main objectives and these were to assess the effect of M & E planning on project performance of East African Migration Routes projects in Ethiopia; To assess the influence of M & E technical expertise on project performance in East African Migration Routes projects in Ethiopia and to determine effect of stakeholder involvement on performance of East African Migration Routes projects in Ethiopia.

The study used a descriptive study design, with the questionnaire serving as a method for collecting primary data from respondents. The acquired data patterns were examined using descriptive

statistics, which included frequency, tables, and means, as well as standard deviations. Furthermore, multiple linear regression analysis was employed.

The study found technical expertise in relation to monitoring and evaluation to have contribution on performance of EAMR projects in Ethiopia. Apart from that, the study also noted that planning for monitoring and evaluation was critical on performance of EAMR projects in Ethiopia. The other finding to this study was that stakeholder involvement was an important aspect in enhancing performance of EAMR projects in Ethiopia.

5.3 Conclusions

According to the finding it is concluded that M & E planning, stakeholder involvement and technical expertise in M & E have a positive and significant contribution on project performance of EAMR project in Ethiopia. Given this finding, the various responsible authorities should consider employing experts who will help them in coming up with effective monitoring and evaluation plans as this help in guiding the planning process. Apart from that, the authorities should also consider upgrading the skills of their technical staff on monitoring and evaluation. Besides that, the various stakeholders in projects should be encouraged to play an active role in the course of monitoring and evaluation of their projects. M&E is a highly valuable tool in any project work activities. It provides a vital mechanism of how any project works and activities can be measured and how it can help to the achievement of project objectives and ultimate attainment of goals which in the end lead to a successful performance of an organization (Maalim & Kisimbii, 2017).

5.4 Recommendation

Based on the research results, the following suggestions were made:

1. EAMR project managers should consider outsourcing experts for monitoring and evaluation planning.

2. EAMR projects should also consider building staff capacity to plan monitoring and evaluation.

3. The EAMR project management body should provide scholarships and study leave for eligible staff for technical training in monitoring and evaluation. This is because it helps improve M&M&A. E Technical Expertise.

4. EAMR project stakeholders should be aware of the importance of participating in monitoring and evaluation.

5.4 Suggestions for further study

The suggestions presented here pertain to the performance of EAMR projects. The different approaches to M & E practices during project implementation to enhance the project performance. Detailed analyses of the effects stockholder involvement and management participation in the project in order to ascertain the critical role they play in project performance. This will help to understand whether they are critical consideration in measuring the project performance.

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APPENDIX

Appendix 1 Questionnaire filled by employees

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

QUESTIONNAIRE ON "CONTRIBUTION OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE": A CASE STUDY OFCATHOLIC RELIEF SERVICE.

Dear respondents,

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

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

Yours Faithfully

AYALNESH GIRMA

Email: ayalgirma5@gmail.com

Mobile: +251 913002040

Direction:

- ❖ No need of writing your name
- ❖ Put "√" mark in the appropriate space
- ❖ Consider the following abbreviation and use where it is appropriate:
    - Consider M&E = Monitoring & Evaluation

SECTION ONE: Background information of respondents

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

5	**Current position**	**Managerial**	
		Non-managerial	

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

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

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

8	Individuals task of staffs of M&E clearly indicated in the plan					
9	The project has a complete M&E plan document that guides its overall					
10	The type of data to be collected during M&E clearly described in the					
11	M&E reporting procedure clearly identified in the plan					

	Effect ofM &E technical expertiseon projectperformance	**1**	**2**	**3**	**4**	**5**
1	Projecttrainingneedanalysisisdonetoensuretherightskillsare acquiredto ManagetheMandEactivities.					
2	Project training need analysis is done to ensure the right skills are acquired to manage the M&E activities					
3	The project identifies skilled personneltocarryouttheM andEfunctions					
4	Regarding M & E training, taking early assessment during planning helps identify initial capacity gaps in M & E					
5	M & E training occurs periodically and concerns initial training for management and staff					

	Effectofstakeholderinvolvementonperformance	1	2	3	4	5
1	Stakeholderanalysisis doneto ensure all the stakeholders are involved in projectmonitoring					
2	Stakeholdersfeedbackiswellcapturedandanalyzed forimplementation					

3	Communicationstrategy with stakeholder isdevelopedtoaddresstheflow of information					
4	Participation of stakeholders reflects thecommunity needs and stimulate people'sinterestintheimplementationofM&E.					
5	Project stakeholders clearly identified and participated in the plan					

Project Performance

What factors define project performance for EAMR projects?

Project performance	**1**	**2**	**3**	**4**	**5**
Finishing project on time					
Finishing project within the agreed cost					
Delivering a project to the agreed scope					
Delivering a project to the agreed quality					

Appendix 2: key informant open ended question

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES DEPARTEMENT OF PROJECT MANAGEMENT

Purpose: This open ended question conducted as part of the researcher **assessing the contribution of M and E in project performance: the case of EAMR project in achieving its overall objectives.**

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

2. How do you describe effect of stakeholder involvement in your M&E activities?

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

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

5. .How monitoring and evaluation contribute on project performance?

6. What are the M&E tools commonly practiced in the organization in order to make sure the performance of project?

Thank you for your time and cooperation!!