



**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

Evaluation the Role of Monitoring and Evaluation in Improving  
Project Outcomes: The Case Study of Alem Day care in Addis Ababa

**BY: KIDIST TEKLU**

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

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## **DECLARATION**

I, the undersigned, declare that the study entitled “Evaluation the Role of Monitoring and Evaluation in Improving Project Outcomes: A Case Study of Alem Day care in Addis Ababa.” is my original work and study that all sources of materials used for the study have been acknowledged. I have conducted the study independently with the guidance and comments of the research advisor. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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## **APPROVAL OF BOARD OF EXAMINERS**

This is to certify that the thesis prepared by KIDIST TEKLU entitled: “Evaluation the Role of Monitoring and Evaluation in Improving Project Outcomes: The Case Study of Alem Day care in Addis Ababa” and submitted in partial fulfillment of the requirements for the Degree of Master of Art in Project Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## ACRONYMS

RBM	Results-Based Management
ToC	Theory of Change 5.3 Recommendations

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## ABSTRACT

This study investigates the Role of project monitoring and evaluation (M&E) on the development and performance of the Alem day care center in Addis Ababa, Ethiopia. In the context of increasing demand for accessible and high-quality childcare services in urban areas, effective M&E is critical for ensuring project efficiency, accountability and long-term sustainability. The general objective of the study is to evaluate how M&E influences the effectiveness and sustainability of Alem Day Care, with specific objectives focusing on impact of M&E on service quality, stakeholder engagement, and resource utilization. The research questions explore how M&E supports project sustainability, tracks progress, addresses challenges, and improves outcomes. The study addresses a significant research gap by focusing on the application of M&E specifically within the day care development sector, a topic that has received limited attention in existing literature.

A mixed-methods research approach was adopted to provide a comprehensive understanding of M&E's impact at Alem Day Care. The study employed both quantitative methods (structured surveys) to measure M&E effectiveness and qualitative methods (interviews, observations, and document analysis) to gain deeper insights into stakeholder experiences. Purposive sampling was used to select administrators, caregivers, and parents directly involved in the day-care's M&E processes. Descriptive and inferential statistical analyses were conducted on the quantitative data, while thematic analysis was applied to qualitative data. The study also considered ethical principles such as informed consent, confidentiality, and voluntary participation to ensure data integrity and participant protection.

The findings indicate that M&E has positively influenced service delivery, stakeholder engagement, and sustainability. Regular monitoring has led to improved childcare quality, staff performance, and safety measures. Based on the findings, the study concludes that effective M&E frameworks are essential for enhancing service quality, achieving project goals, and ensuring long-term sustainability in day care centers. Projects with well-structured M&E systems are more likely to succeed due to improved accountability, stakeholder participation, and data-driven decision-making.

**Keywords:** Monitoring and Evaluation, Project Outcomes, Day Care Services, Stakeholder Engagement, Sustainability.

## CHAPTER ONE

### 1, INTRODUCTION

#### ***1.1. BACKGROUND OF THE STUDY***

Monitoring and Evaluation (M&E) are essential tools in the field of project management, particularly within development projects aiming to provide social services such as childcare. In recent years, the importance of M&E has been underscored by its potential to improve project outcomes, ensure accountability, and contribute to long-term sustainability. However, despite the recognized benefits, the application of M&E principles in smaller-scale projects—such as community-based day care centers—has not been fully explored. This study investigates the role of M&E in the development and service quality of Alem Day Care in Addis Ababa, Ethiopia, providing a case-specific insight into the impact of M&E on project success and sustainability.

Monitoring and evaluation (M&E) are critical components of project management, particularly in development initiatives aimed at enhancing social services, such as day care centers. M&E serves as a mechanism to ensure that projects are on track, goals are being met, and resources are used efficiently. Moreover, it provides valuable data that can be used to assess the overall impact of a project and to make informed decisions for future improvements (Kusek & Rist, 2004). In the context of day care development, effective M&E can improve the quality of childcare services, ensure the well-being of children, and promote sustainable development outcomes.

Results-Based Management (RBM) emphasizes achieving outcomes by systematically tracking progress through measurable indicators. Kusek and Rist (2004) argue that RBM encourages a structured approach to M&E, which helps projects align with their objectives while adjusting strategies in response to ongoing feedback. In the context of day care, RBM provides a structured pathway for measuring improvements in service quality, resource allocation, and stakeholder engagement.

Theory of Change (ToC) introduced by Weiss (1995), maps the pathways of expected change within a project by clarifying how activities lead to short-term and long-term outcomes. ToC is particularly useful for community-based projects like day care centers, as it outlines the logical steps from resource input to desired impact on child development and parental satisfaction, providing a strong foundation for setting specific M&E indicators. Participatory Evaluation Theory by Estrella and Gaventa (1998) suggests that involving community stakeholders—such as parents and caregivers—in the M&E process enhances project relevance and responsiveness to local needs. This theory is critical for Alem Day Care, as it encourages stakeholder involvement, which is essential for developing culturally responsive and sustainable childcare services.

### The Role of M&E in Development Projects

M&E helps projects achieve their objectives by systematically assessing inputs, activities, outputs, and outcomes. A well-structured M&E framework ensures that projects are implemented efficiently and that they align with stakeholder expectations, financial constraints, and policy guidelines. According to Results-Based Management (RBM) principles, tracking measurable indicators enables continuous learning and adaptation, leading to improved project outcomes. The Theory of Change (ToC) further emphasizes that mapping project activities to expected impacts provides a clear strategy for achieving long-term goals.

Impact on Project Quality and Accountability: Studies by Britto, Yoshikawa, and Boller (2011) show that regular M&E in early childhood development projects enhances service quality and accountability. Their research highlights that M&E practices help day care centers monitor caregiver-to-child ratios, track resource usage, and implement safety measures, all of which contribute to child welfare and developmental outcomes. Similarly, Mackay (2007) found that M&E frameworks provide feedback loops that are essential for making informed decisions and maintaining project quality.

Challenges in Implementing M&E: Bamberger, Rao, and Woolcock (2010) highlight common challenges in implementing M&E within small-scale projects, such as limited resources, inadequate training, and lack of stakeholder engagement. Their findings are relevant for Alem Day Care, as small, community-based projects often face similar issues that can hinder the effective application of M&E practices.

## The Importance of M&E in Childcare Services

Early childhood care and education (ECCE) play a critical role in children's cognitive, emotional, and social development. Quality daycare services provide a safe and stimulating environment for children, enabling parents—especially working mothers—to participate in the labor force. However, ensuring high-quality daycare services requires effective monitoring of caregiver performance, child development outcomes, and resource utilization. Studies have shown that daycare centers with strong M&E systems have higher service quality, better child development results, and increased parental satisfaction (Britto, Yoshikawa, & Boller, 2011).

## Stakeholder Satisfaction and Project Impact

Empirical research by Patton (2008) and Yarbrough et al. (2011) suggests that M&E practices improve stakeholder satisfaction by incorporating their feedback and addressing specific needs. In the context of Alem Day Care, parents and caregivers are key stakeholders who benefit from an M&E system that listens to their input, ensures quality service delivery, and enhances trust in the project. Mansuri and Rao (2013) provide empirical evidence that strong M&E frameworks support project sustainability and scalability by ensuring efficient use of resources and meeting community needs. They argue that projects with consistent M&E are better positioned to sustain operations even after initial funding ends, making M&E a critical component for long-term viability.

The Alem Day care project in Addis Ababa serves as a relevant case study for evaluating the role of M&E in improving service delivery in day care canter. Addis Ababa, like many urban areas in developing countries, faces challenges in providing accessible and affordable childcare services. With the increasing number of working parents, particularly women, day care canter play a vital role in supporting families and contributing to the socio-economic development of the city. The implementation of an M&E framework within Alem Day care is aimed at not only enhancing the quality of services provided but also ensuring the project's sustainability and scalability.

This study seeks to explore the impact of M&E on the development of Alem Day care, focusing on how it contributes to achieving the project's objectives, improving service delivery, and addressing the needs of the children and parents it serves. The research will also examine the challenges faced in the M&E process and offer recommendations for strengthening its effectiveness in similar projects.

## **1.2. STATEMENT OF THE PROBLEM**

Projects are needed to be completed within the planned time frame, budgeted cost and required quality. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (Ika et al, 2012). Thus, understanding of the reasons for failure and the circumstances and situations is the most important step towards improving of the practice, identifying the main problem areas in project activities and taking appropriate action is required. Hyvai (2006) found out that over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring and evaluation systems. The study pursues to explore the impact of M&E on the development of Alem Day care, focusing on how it contributes to achieving the project's objectives, improving service delivery, and addressing the needs of the children and parents it serves.

While several studies have emphasized the importance of Monitoring and Evaluation (M&E) in enhancing the effectiveness of development projects, there is a notable gap in the application of these principles within the context of day care services, especially in developing urban areas like Addis Ababa. Existing research often focuses on large-scale health, education, or infrastructure projects, leaving a gap in understanding how M&E frameworks impact smaller-scale, community-based services like day care centres (Bamberger, Rao & Woolcock, 2010).

In Addis Ababa, where the demand for affordable and reliable day care is rising due to increasing urbanization and women's participation in the workforce, there is limited research examining how M&E affects service delivery in day care centres. Most studies have cantered on access and infrastructure issues, with little attention given to how systematic M&E can improve the quality of care and ensure the sustainability of these services.

### **Challenges in M&E for Daycare Services**

In the context of childcare and daycare services, monitoring and evaluation are critical for ensuring child safety, caregiver quality, resource efficiency, and overall service effectiveness. However, many daycare centers, especially in developing countries, lack formal M&E systems. The most common issues include:

Lack of structured M&E frameworks – Many daycare centers operate without clear guidelines for assessing service quality and measuring progress. This leads to inconsistencies in service delivery and difficulty in tracking improvements over time.

Inadequate resource allocation – M&E requires financial and human resources for data collection, analysis, and reporting. However, many daycare centers operate on limited budgets, making it challenging to implement effective M&E systems.

Limited stakeholder participation – Effective M&E should involve caregivers, parents, and local authorities to ensure that childcare services meet the needs of all stakeholders. However, in many cases, there is minimal involvement of parents and community members in evaluating daycare quality.

Poor data collection and reporting mechanisms – The absence of digital tools and standardized reporting formats makes it difficult for daycare centers to track children's developmental progress, caregiver performance, and resource utilization.

Weak integration of M&E findings into decision-making – Even when M&E is conducted, findings are often not effectively used to improve operations. This results in recurring inefficiencies and failure to address key challenges in daycare service delivery.

### **The Case of Alem Day Care and the Research Gap**

In Addis Ababa, daycare centers are increasingly essential due to urbanization, changing family structures, and increased workforce participation by women. However, the quality, efficiency, and sustainability of these centers remain major concerns. While larger education and health projects integrate M&E as a core management practice, small-scale community-based daycare centers like Alem Day Care lack systematic M&E frameworks. This results in gaps in service delivery, inefficient resource use, and difficulties in scaling operations.

Existing research has largely focused on M&E in large-scale health, education, and infrastructure projects, with limited studies examining its role in daycare services. Most available research centers around accessibility and infrastructure issues rather than the direct impact of M&E on service quality, caregiver performance, and project sustainability. This creates a knowledge gap in understanding how structured M&E practices can improve the effectiveness and long-term viability of daycare services.



This research seeks to address this gap by exploring the impact of M&E in Alem Day care in Addis Ababa. Specifically, it will examine how the M&E process contributes to enhancing service quality, addressing stakeholder needs, and ensuring that day care centers are effectively managed and scalable. By focusing on this under-researched area, this study aims to provide valuable insights into the role M&E plays in improving social services within urban contexts.

### ***1.3. OBJECTIVE OF THE STUDY***

#### **General Objective**

The general objective of this study is to evaluate the effect of project monitoring and evaluation (M&E) on the development of Alem Day care in Addis Ababa, focusing on how project monitoring and evaluation contributes to improving service delivery, ensuring the sustainability of the day care, and addressing the needs of both children and parents.

#### **Specific Objectives**

1. To identify effect of M&E on Service Delivery and Childcare Quality.
2. To assess how the implementation of project monitoring and evaluation practices has improved the quality of childcare services at Alem Day care.
3. To identify the challenges faced in the project monitoring and evaluation process within the context of Alem Day care.
4. To identify the impact of M&E on Project Sustainability

### ***1.4. RESEARCH QUESTIONS***

1. How M&E affects Project Sustainability.
2. What role does project monitoring and evaluation play in tracking the progress of Alem Day care towards achieving its goals and objectives.
3. Challenges in Implementing M&E in Community-Based Projects.
4. M&E's Influence on Project Outcomes and Quality Improvement.

### ***1.5. SIGNIFICANCE OF THE STUDY***

The significance of this study will contribute to the existing body of literature on project monitoring and evaluation, particularly within the context of day care services. While much research has been done on M&E in other development sectors, there is limited focus on its role in small-scale, community-based initiatives like day care canters. This study will help fill that gap and provide insights on how M&E can be effectively applied in such settings. By evaluating how M&E practices influence the quality of service at Alem Day care, this research will also provide evidence-based recommendations that can help enhance service delivery. This will ultimately benefit the children and parents who rely on these services, ensuring that the day care meets their needs more effectively.

**Sustainability and Scalability:** The study will provide insights into how M&E practices contribute to the sustainability and scalability of day care services. By examining how M&E has supported the growth of Alem Day care, the research can offer lessons on how other day care canters or similar projects can implement successful M&E systems for long-term impact.

Generally the findings of this study will have a wide-reaching impact, offering valuable knowledge for academic research, practical tools for project management, and strategic insights for policymakers aiming to improve social services in urban areas.

## CHAPTER TWO

### 2, Literature Review

The literature review explores the theoretical and empirical foundations of monitoring and evaluation (M&E) in project management, with a specific focus on childcare and daycare services. This chapter is classified into theoretical literature—which discusses key frameworks that guide M&E implementation—and empirical literature, which presents findings from previous research on the effectiveness and challenges of M&E in social projects.

Project monitoring and evaluation (M&E) are essential tools for ensuring the effectiveness, efficiency, and sustainability of development initiatives, including day care services. M&E provides a framework for tracking progress, measuring outcomes, and making evidence-based decisions, which can improve project performance and enhance accountability (Kusek & Rist, 2004). In the context of day care development projects, M&E plays a pivotal role in assessing the quality of services provided, the well-being of children, and the satisfaction of parents.

Kusek & Rist (2004) provide a foundational approach to Results-Based Monitoring and Evaluation (RBME), which emphasizes tracking both outcomes and outputs to enhance accountability and learning. Their empirical work demonstrates that projects with well-defined M&E frameworks are more likely to succeed due to improved alignment with objectives and adaptive management strategies.

Mackay (2007) empirically supports the effectiveness of M&E in government and development projects, showing that robust M&E systems help identify gaps early, allowing project leaders to adjust resources and activities. Projects with effective M&E also showed higher stakeholder engagement and sustained outcomes.

Britto, Yoshikawa, & Boller (2011) conducted a study on early childhood development programs across multiple countries, finding that regular M&E improved child development outcomes and service quality in childcare settings. Empirical results from their research support the importance of M&E in providing feedback to caregivers and administrators, helping to refine educational activities and resource allocation.

Myers (2007) highlights the importance of monitoring caregiver-to-child ratios, educational resources, and safety in early childhood care settings. Empirical findings suggest that day care centers with regular M&E practices maintain higher standards, as M&E can help identify and address issues like overcrowding or under-resourced staff, which directly impacts child development.

Bamberger, Rao, & Woolcock (2010) address the unique challenges faced by small-scale projects, including limited resources and lack of M&E expertise. Their empirical research in international development contexts shows that community-based projects, such as day care centers, often struggle with inconsistent data collection and lack of funding for M&E. The study recommends simplified, cost-effective M&E frameworks to address these barriers.

Patton (2008) provides empirical evidence on participatory M&E, which includes engaging local stakeholders (such as parents and community members) in the evaluation process. This approach can improve data relevance and enhance accountability. His work shows that when stakeholders are involved in M&E, projects are more responsive to community needs and can make better-informed decisions.

Mansuri & Rao (2013) studied the sustainability of community-based projects, finding that projects with strong M&E frameworks are more likely to sustain long-term impact even after initial funding ends. Their empirical analysis shows that effective M&E helps ensure that resources are used efficiently, thus supporting ongoing operations and service expansion.

Estrella & Gaventa (1998) review the role of participatory M&E in enhancing project sustainability. Their empirical findings suggest that projects engaging stakeholders in M&E activities are better positioned for scalability and sustained impact, as community buy-in is reinforced through regular feedback and adaptive practices.

Hyväri (2006) empirically explored M&E's effect on project success rates, showing that over 60% of projects fail to meet objectives due to inadequate M&E. Projects that apply systematic monitoring and evaluation practices are more likely to meet deadlines, stay within budget, and fulfill stakeholder expectations.

Ika et al. (2012) provide evidence on how M&E improves project quality by continuously tracking and adjusting project activities. Their empirical research, focused on various sectors, found that effective M&E reduces the risk of project failure by ensuring alignment with goals and maintaining quality standards.

Carman (2007) conducted a study on how M&E affects stakeholder satisfaction in nonprofit projects, finding that projects with regular feedback mechanisms have higher satisfaction rates among beneficiaries and donors. Empirical results suggest that M&E provides a platform for addressing stakeholder concerns, thus enhancing trust and project credibility.

Yarbrough et al. (2011) highlight that involving parents and staff in M&E processes for educational projects leads to improved satisfaction and service quality. Empirical evidence from their work shows that participatory evaluation can help capture valuable feedback, especially in settings like day care centers, where caregiver and parent insights are crucial.

### ***2.1. The Role of Monitoring and Evaluation in Development Projects***

Monitoring and evaluation have long been recognized as critical for the success of development projects across various sectors, including education, health, and community services. According to Kusek and Rist (2004), M&E serves two primary purposes: ensuring accountability and promoting learning. Through continuous monitoring, project managers can track the implementation process and make real-time adjustments to meet objectives. Evaluation, on the other hand, helps assess the project's long-term impact, effectiveness, and sustainability. This dual approach helps in making strategic decisions that align with the project's goals and available resources.

The framework for M&E generally includes the use of indicators, data collection methods, and feedback mechanisms. These components ensure that both the process (monitoring) and the outcomes (evaluation) are systematically reviewed to improve project delivery and stakeholder engagement (Mackay, 2007). In projects aimed at social services like day care centers, this systematic approach is essential for ensuring that children receive high-quality care and that resources are used efficiently.

## ***2.2. M&E in Childcare and Day care Services***

Research on M&E in the context of childcare, particularly in low- and middle-income countries, remains limited. However, existing studies highlight the importance of applying M&E frameworks in improving the quality of early childhood care services. Studies conducted in similar sectors, such as early childhood education, suggest that regular monitoring and evaluation of service quality leads to improvements in child outcomes, such as cognitive development and social-emotional well-being (Britto, Yoshikawa, & Boller, 2011). These studies underscore the role of M&E in providing timely feedback to service providers, enabling them to address gaps in service delivery and to enhance caregiver training and resource allocation.

In day care settings, effective M&E helps to ensure that children's physical, emotional, and developmental needs are met. According to Myers (2007), a comprehensive M&E system can assess various aspects of day care services, including caregiver-to-child ratios, safety standards, educational activities, and the overall environment of the day care center. This ensures that day care services are aligned with child development goals and parental expectations. Furthermore, Myers notes that regular monitoring helps to detect issues such as overcrowding, inadequate staff training, or lack of resources, which can negatively affect the quality of childcare.

## ***2. 3. Challenges in Implementing M&E in Day care Projects***

Despite the recognized importance of M&E, many day care projects, particularly in developing countries, face challenges in implementing effective monitoring and evaluation systems. A key challenge is the lack of resources, both financial and human, to conduct rigorous M&E activities. Many small-scale day care centers, especially those in low-income urban areas, operate with limited budgets, making it difficult to allocate funds for systematic monitoring and evaluation (Bamberger, Rao, & Woolcock, 2010).

Additionally, there is often a lack of capacity and expertise in M&E among day care staff and management. This can result in poor data collection, limited use of indicators, and a failure to translate evaluation findings into actionable improvements. Furthermore, there is often limited participation from key stakeholders, such as parents and local authorities, in the M&E process, which can reduce the relevance and effectiveness of the evaluation (Patton, 2008).

## ***2.4. M&E Frameworks for Day care Development Projects***

To address these challenges, scholars advocate for the adoption of simple, flexible, and cost-effective M&E frameworks tailored to the context of small-scale day care canterers. One such framework is the “Results-Based Monitoring and Evaluation” (RBME) approach, which focuses on tracking both outputs (e.g., number of children enrolled, caregiver-to-child ratios) and outcomes (e.g., child development milestones, parental satisfaction) (Kusek & Rist, 2004). RBME emphasizes using performance indicators and regular feedback mechanisms to ensure that day care canterers can continuously improve service delivery and meet their objectives.

Another proposed solution is the use of participatory M&E approaches, where parents, caregivers, and local communities actively engage in the monitoring and evaluation process. Participatory M&E can enhance the relevance of the findings and ensure that the needs and concerns of key stakeholders are addressed (Estrella & Gaventa, 1998). Such approaches empower parents to contribute to improving the day care services by providing feedback on the quality of care, while also fostering greater accountability and transparency.

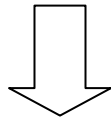
## ***2.5. M&E and Sustainability of Day care Services***

Effective M&E practices are also crucial for ensuring the sustainability of day care services. According to Mansuri and Rao (2013), sustainable development projects are those that can continue to deliver services and achieve positive outcomes even after initial funding or external support ends. In the context of day care canterers, sustainability can be achieved by ensuring that services meet community needs, are financially viable, and are supported by strong institutional frameworks. M&E plays a key role in this by providing data on service quality, resource use, and stakeholder satisfaction, which can inform decisions about scaling up services or securing long-term funding.

In summary, the literature emphasizes the importance of project monitoring and evaluation in ensuring the effectiveness, quality, and sustainability of day care services. While there are challenges to implementing robust M&E systems in day care canterers, especially in resource-constrained environments, adopting flexible and context-specific frameworks can address these issues. By applying the lessons from existing research to day care development projects, stakeholders can improve service delivery and ensure that children receive the care and support they need for healthy development.

## ***2.6. Conceptual Framework***

M&E Practices (Independent Variables)



Implementation of M&E Practice's

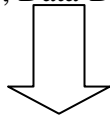
Resource Allocation for M&E

Stakeholder Involvement in M&E

Use of M&E Frameworks and Tools

Mediating Variables

Feedback Mechanisms, Data-Driven Decision, Stakeholder Engagement



Project Outcomes (Dependent Variables)

Quality of Childcare Services

Achievement of Project Goals

Stakeholder Satisfaction

Sustainability of the Project

Operational Efficiency



## CHAPTER THREE

### 3. Research Methodologies

#### 3.1. Description of study area

Alem day care is a day care found in Addis Ababa, it have 7 years of experience the day care company found in kaliti Ethiopia and also established second branch in samit.

#### 3.2. Research Design

The study adopted a descriptive research design descriptive research design helps in providing a detailed and comprehensive picture of the current practices and challenges The research methodologies section outlines the approaches that employed to gather, analyse, and interpret data for the study on the impact of project monitoring and evaluation (M&E) in the development of Alem Day care in Addis Ababa.

Descriptive research design is ideal for this study as it combines the strengths of both quantitative data (measurable and objective) and qualitative data (contextual and subjective) (Creswell & Plano Clark, 2017).

**Quantitative Approach:** The quantitative component were focus on collecting numerical data related to M&E performance indicators such as child-to-caregiver ratios, service utilization rates, and resource allocation efficiency. It was helpful in measuring the progress and effectiveness of the day care project.

**Qualitative Approach:** The qualitative component were involve in gathering insights from stakeholders (parents, caregivers, and administrators) to explore their perspectives on the role of M&E in service delivery, challenges encountered, and suggestions for improvement. This will provide a more in-depth understanding of how M&E is influencing the day care's operations.

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

The data was collected using both primary and secondary methods to ensure a comprehensive exploration of the research questions.

**Surveys:** Structured questionnaires were used to collect quantitative data from day care staff, administrators, and parents. The survey was including both closed-ended questions (for statistical analysis) and some open-ended questions (for qualitative input). The survey was focused on assessing the impact of project monitoring and evaluation on service quality, resource allocation, and decision-making processes.

**Interviews:** Semi-structured interviews were conducted with key stakeholders, including day care administrators, caregivers, and parents. These interviews gathered in-depth qualitative data on their experiences with M&E, the challenges faced, and the perceived impact on day care services. The flexibility of semi-structured interviews was allow for follow-up questions to probe deeper into responses (Bryman, 2016).

**Observation:** Direct observation of the day care canter's daily operations was conducted to assess the implementation of M&E processes. This was involved monitoring how M&E tools (such as checklists, progress reports, and feedback forms) are being used in practice and their influence on decision-making and resource distribution.

**Document Analysis:** Relevant project documents, such as M&E reports, strategic plans, and performance indicators, have been revised to assess the structured processes of monitoring and evaluation within Alem Day care. Document analysis will provide additional context and validation of data collected through other methods.

### ***3.4. Sampling Techniques***

The study will employ a purposive sampling technique to select participants who are directly involved in or affected by the M&E processes in Alem Day care. Purposive sampling is appropriate because it allows the researcher to focus on individuals with the most relevant experience and insights regarding the day care's M&E system (Patton, 2008).

**Sample Size:** The quantitative component (surveys) were target a sample of around 50 participants, including day care staff, administrators, and parents, to ensure statistically significant results. For the qualitative component (interviews and observations), around 10-15 key informants was selected based on their roles and involvement in M&E practices at the day care.

**Inclusion Criteria:** Participants were selected based on their involvement in the day care project, either as administrators responsible for M&E, caregivers using the M&E tools in daily practice, or parents who experience the outcomes of the services. This criterion ensures that the data collected is relevant and accurate.

### ***3.5. Data Analysis Methods***

The data analysis was following the mixed-methods approach, with separate analysis techniques for the quantitative and qualitative components, for the quantitative we have used SPSS version 20.

**Quantitative Data Analysis:** Descriptive statistics (e.g., mean, frequency, percentages) was used to analyse survey data to summarize key indicators of M&E performance and project effectiveness. Inferential statistics, such as correlation or regression analysis, was used to determine relationships between M&E activities and service outcomes at the day care.

**Qualitative Data Analysis:** Thematic analysis was employed to analyse interview transcripts, observation notes, and open-ended survey responses. This involves coding the data to identify recurring themes, patterns, and insights related to the impact of M&E on service quality and decision-making. NVivo or similar qualitative data analysis software was used to assist in organizing and analysing qualitative data (Braun & Clarke, 2006).

### ***3.6. Ethical Considerations***

Given that the study involves human participants, several ethical considerations were taken into account:

**Informed Consent:** All participants will be provided with detailed information about the study, including its purpose, methods, potential risks, and benefits. Written consent was obtained before their participation.

**Confidentiality:** Participants' identities and personal information was kept confidential, and data was be anonym zed to ensure privacy. Only aggregated data were used in reporting findings.

**Voluntary Participation:** Participation in the study was entirely voluntary, and participants have the right to withdraw at any point without penalty.

**Non-Harm Principle:** Care was taken to ensure that the study does not cause any psychological, emotional, or physical harm to participants, particularly since the day care context involves children.

## CHAPTER FOUR

### 4. RESULTS AND DISCUSSION

#### 4.1. Introduction

This chapter presents the results with interpretation and discussion of the findings. Out of the total 44 questionnaires that were distributed to respondents, 40 (92.3%) questionnaires were properly filled and returned. Only 4 (7.7%) questionnaires were unreturned and the analysis was conducted based on returned 40 questionnaires, which has a 92.3 % response rate. The response rate is enough for further analysis.

#### 4.2. *Demographic Information of Respondents Table*

Relying on table 4.1, 66.7% (24) of employees who were participated in the project were males compared to females who accounted for 33.3% (16) out of the total and less in ratio. In line with demographic items, the next item is age. Only 1 respondent or 2.1% of the total was under the age range of 36-40 preceding the age range of 31-35, they were 12 in number comprising 25% of the total. The majority of the respondents accounted for 72.9% (27) were under the age range of 26- 30. This indicates that the respondents under this category were young. When we come to the level of education, 81.2% (31) of the respondents have completed their first degree and the rest of 18.8% (9) have earned their second or postgraduate degree. It implies that the respondents were professionals who can read and understand the questionnaire. The current position of the respondents are classified as parent 2.1% (1), this indicates the respondents were customer of the daycare. 25% (12) were caregivers who are workers at the daycare. 72.9% (27) were administrators who participate in operational management. The last demographic item is work experience. The majority of respondents fall under the work experience category of 1-3 years comprising 72.9% (27). The respondents who were under the category of 4-6 years of work of experience share 20.8% (10) out of the total and the least in number but most experienced employees who were participated in the project accounted for 6.3% (3). Most respondents were under the work experience category more than 6 years; this is because they are younger. This also implies that most of the respondents were mature and the data collected can be trusted.

***Table 4.1 Demographic Information***

Demographic Items	Category	Frequency	Percentage	Total
Gender Category	Male	24	66.7	40
	Female	16	33.3	
			100	
Age	26-30	27	72.9	40
	31-35	12	25.0 2.1	
	36-40	1	100	
Education	Undergraduate	31	81.2	40
	Postgraduate	9	18.8	
			100	
Role in Alem Day Care Project	Administrator	27	72.9	40
	Caregiver	12	25.0	
	Parent	1	2.1	
			100	
Years of Involvement in Alem Day Care	1–3 years	27	72.9	40
	4–6 years	10	20.8	
	More than 6 years	3	6.3	
			100	

**Table 4.2 Assessment of M&E Practices and Impact**

Item Code	Description of Items
PSQ1	Alem Day Care has a formal M&E plan in place
PSQ2	Staff and stakeholders are actively involved in M&E planning.
PSQ3	Sufficient resources (e.g., budget, staff, and time) are allocated for M&E activities.
PSQ4	M&E activities are conducted regularly.
PSQ5	Tools and frameworks for M&E (e.g., software, templates) are effective and easy to use.

**Table 4.3 Descriptive Statistics: M&E Practices and Impact**

Item	PSQ1	PSQ2	PSQ3	PSQ4	PSQ5
N	40	40	40	40	40
Mean	3.90	4.33	4.65	4.56	4.33
Std. Deviation	1.207	1.098	.601	.649	1.098
Minimum	1	1	3	3	1
Maximum	5	5	5	5	5
Average Mean Value = 4.3594 Overall                      Std. Deviation =.56100					

Depend on table 4.3, item PSQ3 has the highest mean value (4.65) followed by PSQ4 (4.56) and the remaining item PSQ1, PSQ2 and PSQ5 has a mean value of 3.90 and 4.33 respectively. The total mean value of monitoring and evaluation practices and impact is 4.3594. This implies that the monitoring and evaluation practices and impact of project was successful, it meets the success criteria of M&E plan, staff and stakeholder involvement, Sufficient resources allocation , and, M&E activities are conducted regularly. An overall standard deviation of the items is 0.56100 representing uniform responses for each item.

**Table 4.4 Description of Items in Impact of M&E on Service Quality**

Item Code	Description of Items
SIQ1	M&E has contributed to improving the overall quality of childcare services.
SIQ2	M&E insights are used to address the specific needs of children (e.g., health, education and emotional well-being)
SIQ3	M&E processes ensure adequate staffing levels and allocation of resources.
SIQ4	Regular quality checks and evaluations are informed by M&E findings.
SIQ5	Caregivers and parents are able to provide feedback that is incorporated into M&E practices.



**Table 4.5 Descriptive Statistics: Impact of M&E on Service Quality**

Item Code	SIQ1	SIQ2	SIQ3	SIQ4	SIQ5
N	40	40	40	40	40
Mean	3.71	3.75	3.27	3.58	3.90
Std. Deviation	1.071	.978	1.086	1.088	1.077
Minimum	1	2	1	1	1
Maximum	5	5	5	5	5
Average Mean Value = 3.6417                      Overall Std. Deviation =.53944					

The respondents agreed to the statements of SIQ1, SIQ2, SIQ3, and SIQ4 moderately as shown by a mean score of 3.71, 3.75, 3.27, and 3.58. This implies there was a moderate Impact of M&E on Service Quality. The respondents again confirmed that the impact of M&E on Service Quality at the beginning of the project would lay a foundation for quality project success with a mean value of 3.90. The average mean value of 3.6417 indicates that the overall impact of M&E on service quality is somehow good. There was also the consistency of responses by participants of the project since the standard deviation is 0.53944.

**Table 4.6 Description of Items Tracking and Achieving Project Goals**

Item Code	Description of Items
PSEQ1	M&E helps track Alem Day Care's progress toward its stated goals
PSEQ2	I receive regular updates or reports from M&E activities that help me in my role.
PSEQ3	M&E data points relevant to my role were consistently tracked
PSEQ4	M&E reports help identify areas for improvement in service delivery

**Table 4.7 Descriptive Statistics: Tracking and Achieving Project Goals**

Item Code	PSEQ1	PSEQ2	PSEQ3	PSEQ4
N	40	40	40	40
Mean	3.65	3.50	3.63	3.77
Std. Deviation	.934	1.031	1.104	1.036
Minimum	2	2	1	1
Maximum	3	3	3	3
Average Mean Value = 3.7167 Overall Std. Deviation =.40501				

Based on the response of the participants that answers Tracking and Achieving Project Goals, the mean value shows 3.50. As presented in the above table, item 3.77, 3.65, 3.63 mean values of item PSEQ4, PSEQ1, and PSEQ3 respectively. The overall mean value of the variable is 3.7167 with a standard deviation of 0.40501. This indicates Tracking and Achieving Project Goals somehow provides an actionable. The standard deviation shows there is not much difference in responses. Therefore, the company needs to make some improvements regarding plan stakeholder engagement.

**Table 4.8 Description of Items Challenges in M&E Implementation**

Item Code	Description of Items
MSEQ1	There are challenges in participating in or understanding M&E activities
MSEQ2	Insufficient resources (e.g., training, staff, and budget) impact the effectiveness of M&E.
MSEQ3	Time constraints limit the ability to fully engage in M&E activities.
MSEQ4	Communication gaps hinder the use of M&E findings for decision-making.

**Table 4.9 Descriptive Statistics: Challenges in M&E Implementation**

Item Code	MSEQ1	MSEQ2	MSEQ3	MSEQ4
N	40	40	40	40
Mean	3.58	3.54	3.56	3.63
Std. Deviation	1.108	1.031	1.183	.959
Minimum	1	2	1	2
Maximum	4	4	4	4
Average Mean Value = 3.5833 Overall Std. Deviation =.4082				

The respondents were asked if there was Challenges in M&E Implementation on the project and they moderately agreed with a mean value of 3.54. Respondents who were participated in the project somehow confirmed with a mean value of 3.58 that they were Challenges in M&E Implementation. The remaining items of MSEQ3 and MSEQ4 shows a mean value of 3.56, and 3.63. The overall average mean value is 3.5833 and the value is considered as a moderate mean value. This implies that there was a Challenge in M&E Implementation on the project success. The standard deviation is 0.54082. This indicates uniformity between employee responses.

**Table 4.10 Description of Items in Sustainability and Growth**

Item Code	Description of Items
MOSE1	M&E is important for the long-term sustainability and growth of Alem Day Care services.
MOSE2	Improvements in M&E practices will enhance service quality and sustainability.

**Table 4.11 Descriptive Statistics: Sustainability and Growth**

Item Code	MOSE1	MOSE2
N	40	40
Mean	3.56	3.27
Std. Deviation	.897	1.125
Minimum	2	1
Maximum	2	2
Average Mean Value = 3.5750		Overall Std. Deviation =.60723

As presented in the above table 4.11, item MOSEQ1 3.56has the highest mean value and Item MOSEQ2 has the lowest mean value of 3.27. This shows the company has to include sustainability and growth.

#### ***4.4. Correlation Analysis of the Data***

**Table 4.12: Conventional Approach to Interpreting a Correlation Coefficient**

<b>Absolute Magnitude of the Observed Correlation Coefficient</b>	<b>Interpretation</b>
0.00–0.10	Negligible correlation
0.10–0.39	Weak correlation
0.40–0.69	Moderate correlation
0.70–0.89	Strong correlation
0.90–1.00	Very strong correlation

**Table 4.13: Correlations Analysis**

		<b>Assessment of M&amp;E Practices and Impact</b>	<b>Impact of M&amp;E on Service Quality</b>	<b>Tracking and Achieving Project Goals</b>	<b>Challenges in M&amp;E Implementation</b>	<b>Sustainability and Growth</b>
<b>Assessment of M&amp;E Practices and Impact</b>	<b>Pearson Correlation</b>	<b>1</b>				
	<b>Sig. (2- tailed)</b>					
	<b>N</b>	<b>40</b>				
<b>Impact of M&amp;E on Service Quality</b>	<b>Pearson Correlation</b>	<b>.438**</b>	<b>1</b>			
	<b>Sig. (2- tailed)</b>	<b>.002</b>				
	<b>N</b>	<b>40</b>	<b>40</b>			
<b>Tracking and Achieving Project Goals</b>	<b>Pearson Correlation</b>	<b>.329*</b>	<b>.366*</b>	<b>1</b>		
	<b>Sig. (2- tailed)</b>	<b>.022</b>	<b>.011</b>			
	<b>N</b>	<b>40</b>	<b>40</b>	<b>40</b>		
<b>Challenges in M&amp;E Implementation</b>	<b>Pearson Correlation</b>	<b>.305*</b>	<b>.606**</b>	<b>.286*</b>	<b>1</b>	

<b>Challenges in M&amp;E Implementation</b>	Pearson Correlation	.305*	.606**	.286*	1	
	Sig. (2-tailed)	.305	.000	.048		
	N	40	40	40	40	
<b>Sustainability and Growth</b>	Pearson Correlation	.602**	.657**	.554**	.603**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40
**. Correlation is significant at the 0.01 level (2-tailed).						

The above correlation analysis was made to determine whether there is a positive correlation between independent variables and a dependent variable or not. Basing the above table one can infer that there is a significant positive association between independent variables of Assessment of M&E Practices and Impact of M&E on Service Quality, Tracking and Achieving Project Goals, Challenges in M&E Implementation, Sustainability and Growth.

A Person correlation between Impact of M&E on Service Quality and Sustainability and Growth is the strongest and positive relation relative to all variables. Impact of M&E on Service Quality is significantly and positively correlated with Sustainability and Growth ( $r=.657$ ,  $n=40$ ,  $P=.438$ ).

## CHAPTER FIVE

### 5. CONCLUSIONS AND RECOMMENDATIONS

#### *5.1. Conclusions*

The main objective of this research was to identify impact of M&E on Service Delivery and Childcare Quality. As we have reviewed different studies, monitoring and evaluation management is the major issue that determines the success of the project and in fact, it is the main concern to accomplish the project successfully. Hence, this research has achieved its objectives and the researcher has made the following conclusions based on the findings of the research. Examining Assessment of M&E Practices and Impact, Impact of M&E on Service Quality, Tracking and Achieving Project Goals, and Challenges in M&E Implementation effect on project success were specific objectives of the study. The descriptive analysis of the study revealed all independent variables have a moderate mean value. This showed that Alem daycare has a good project Monitoring and Evaluation practice, but needs some improvements. Hence, the company has to give more concern to it to be successful on next projects also. Based on the empirical results discussed in chapter four, it is concluded that there is a positive and significant relationship between and Impact of M&E on Service Quality and Sustainability and Growth. This study concludes that Examining Assessment of M&E Practices and Impact, Impact of M&E on Service Quality, Tracking and Achieving Project Goals, and Challenges in M&E Implementation have a positive and significant effect on project success.

Based on the findings, the study concludes that effective M&E frameworks are essential for enhancing service quality, achieving project goals, and ensuring long-term sustainability in day care canter. Projects with well-structured M&E systems are more likely to succeed due to improved accountability, stakeholder participation, and data-driven decision-making.

To strengthen M&E practices at Alem Day Care and similar projects, the study, enhancing M&E Frameworks – Developing a more structured and transparent M&E system, including standardized performance indicators and digital tracking tools.

Allocating Sufficient Resources – Securing additional funding for M&E staff training, data collection tools, and system upgrades.



Strengthening Stakeholder Engagement – Encouraging active participation of caregivers, parents, and local authorities in M&E planning and evaluation processes. Addressing Communication Gaps – Implementing regular feedback sessions and digital communication platforms to improve the flow of M&E insights among stakeholders.

Scaling and Sustaining M&E Practices – integrating M&E into long-term strategic planning to ensure its sustainability beyond initial project funding.

## Final Thoughts and Future Research

The study contributes to the growing field of project management by highlighting the critical role of M&E in small-scale childcare projects. Future research should explore comparative studies across multiple day care centres to identify best practices in M&E implementation. Additionally, longitudinal studies assessing the long-term impact of M&E on child development outcomes would provide valuable insights for policymakers and practitioners in early childhood education.

## 5.2 Recommendations

### ✓ Enhancing M&E Frameworks

The establishment of a formal M&E framework is fundamental to ensuring structured and consistent evaluation processes. A well-designed framework provides clarity on goals, roles, and timelines, which minimizes ambiguity among stakeholders. Furthermore, integrating modern tools like user-friendly software and templates simplifies data collection, analysis, and reporting, making it easier for stakeholders to engage with the process effectively.

### ✓ Allocating Sufficient Resources

Resource constraints, such as limited budgets, staffing, or time, are common challenges in M&E implementation. Allocating dedicated funds and personnel ensures that activities like data collection and analysis are conducted without interruptions. Additionally, collaborating with external organizations can provide technical and financial support, which is particularly beneficial for capacity-building initiatives and the acquisition of advanced tools. Addressing these resource gaps will lead to more effective and sustainable M&E practices.

### ✓ Promoting Stakeholder Engagement

Stakeholder involvement is crucial for the success of M&E activities. By actively engaging caregivers, parents, and other stakeholders in planning and feedback processes, Alem Day Care can ensure that diverse perspectives are considered. This inclusivity fosters a sense of ownership and commitment among stakeholders, improving the overall quality of decision-making. Structured feedback mechanisms, such as periodic surveys or focus group discussions, allow stakeholders to voice their concerns and suggestions, ensuring continuous improvement.

### ✓ Utilizing M&E Insights for Continuous Improvement

The primary goal of M&E is to generate actionable insights that drive improvement. For instance, M&E data can highlight areas like staff-to-child ratios or gaps in resource allocation. By analysing and sharing these insights, Alem Day Care can implement targeted interventions to address weaknesses. Regular dissemination of findings to stakeholders through reports or updates ensures transparency and helps build trust in the M&E process.

### ✓ Addressing Challenges in M&E Implementation

Common challenges in M&E, such as communication gaps and time constraints, can hinder its effectiveness. To address these issues, Alem Day Care can implement flexible practices that accommodate stakeholders' schedules while maintaining the integrity of data collection. Improving internal communication through regular meetings or digital platforms can also ensure that M&E findings are effectively translated into actionable steps. Proactively addressing these barriers enhances the efficiency of M&E practices.

### ✓ Sustaining and Scaling M&E Practices

Sustainability is critical for the long-term success of M&E efforts. Integrating M&E into Alem Day Care's strategic planning ensures that it remains a priority even as the organization evolves. Additionally, scaling M&E practices, such as expanding the scope of monitoring to include new programs or locations, allows the organization to adapt to growth while maintaining service quality. This forward-looking approach positions Alem Day Care as a leader in evidence-based service delivery.

Future studies can build on the current findings to explore the long-term impact of M&E practices on child development outcomes. Comparative research with similar organizations may also provide insights into best practices, enabling Alem Day Care to refine its approach. Such research not only enriches the existing knowledge base but also contributes to the broader field of childcare and development.

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## ANNEX. Research Questionnaire

**Section A:** Demographic Information Please kindly indicate (√) the below

1. Gender:

Male      Female

2. Age:

26-30

31-35

36-40

3. Educational Status

Undergraduate

Postgraduate

4. Role in Alem Day Care Project:

Administrator

Caregiver

Parent

5. Years of Involvement in Alem Day Care:

1–3 years

4–6 years

More than 6 years

## **Section B:** Assessment of M&E Practices and Impact

Please kindly indicate (✓) your level of agreement or disagreement.

If you strongly agree with the statement, choose no. 5.

If you agree with the statement, choose no. 4.

If you are neutral with the statement, choose no. 3.

If you disagree with the statement, choose no. 2.

If you strongly disagree with the statement, choose no. 1.

1. Alem Day Care has a formal M&E plan in place.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

2. Staff and stakeholders (e.g., caregivers, parents) are actively involved in M&E planning.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

3. Sufficient resources (e.g., budget, staff, and time) are allocated for M&E activities.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

4. M&E activities (e.g., data collection, reporting, feedback sessions) are conducted regularly.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

5. Tools and frameworks for M&E (e.g., software, templates) are effective and easy to use.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

### **Impact of M&E on Service Quality**

6. M&E has contributed to improving the overall quality of childcare services.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

7. M&E insights are used to address the specific needs of children (e.g., health, education, emotional well-being).

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

8. M&E processes ensure adequate staffing levels and allocation of resources.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

9. Regular quality checks and evaluations are informed by M&E findings.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

10. Caregivers and parents are able to provide feedback that is incorporated into M&E practices.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

### **Tracking and Achieving Project Goals**

11. M&E helps track Alem Day Care's progress toward its stated goals (e.g., child development milestones, parental satisfaction).

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

12. I receive regular updates or reports from M&E activities that help me in my role.



5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

13. M&E data points relevant to my role (e.g., caregiver-child ratios, child attendance, safety metrics) were consistently tracked.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

14. M&E reports help identify areas for improvement in service delivery.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

### **Challenges in M&E Implementation**

15. There are challenges in participating in or understanding M&E activities.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

16. Insufficient resources (e.g., training, staff, and budget) impact the effectiveness of M&E.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

17. Time constraints limit the ability to fully engage in M&E activities.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

18. Communication gaps hinder the use of M&E findings for decision-making.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

### **Sustainability and Growth**

19. M&E is important for the long-term sustainability and growth of Alem Day Care services.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree

20. Improvements in M&E practices will enhance service quality and sustainability.

5= Strongly Agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly Disagree