



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

**THE ROLE OF MONITORING AND EVALUATION
FUNCTIONS IN ACHIEVING PROJECT SUCCESS:
THE CASE OF SAVE THE CHILDREN PROJECT IN ETHIOPIA**

**BY:
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ID NO.SGS/0680/2007A**

**MAY, 2017
ADDIS ABABA, ETHIOPIA**

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BY: SISAY DEJENE

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Declaration

I, hereby, declare that this thesis entitled *The Role of Monitoring and Evaluation Functions in Achieving Project Success: (The Case of Save the Children Projects)* is my original work, prepared under the guidance of Solomon Markos (PhD) and has not been presented for a degree in any other university. All source of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature

St. Mary's University,
May, 2017
Addis Ababa

Endorsement

This is to certify that Sisay Dejene has completed his thesis entitled *The Role of Monitoring and Evaluation Functions in Achieving Project Success: (The Case of Save the Children Projects)*. As I have evaluated, his thesis, it is appropriate to be submitted as a partial fulfillment required for the award of Master of Business Administration in Project Management.

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St. Mary's University

May, 2017

Addis Ababa

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LIST OF ABBREVIATIONS

AAU – CHR	Addis Ababa University Center for Human Rights
CD	Country Director
CHS	Core Humanitarian Standard
CHSA	Charity and Society Agency
CFRM	Complaint Feedback and Response Mechanism
CSOs	Civil Society Organization
DANIDA	Danish International Development Agency
DCD	Deputy Country Director
DFID	Department for International Development
ECHO	European Civil Protection Humanitarian Aid Operation
HAP	Humanitarian Accountability Partnership
INGO	International Non-Governmental Organization
IPTT	Indicator Performance Tracking Table
KPI	Key Performance Indicator
LKM	Learning and Knowledge Management
MEAL	Monitoring Evaluation Accountability and Learning
MoFED	Ministry of Finance and Economic Development
NORAD	Norwegian Agency for International Development
OCHA	Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development International
OECD	Organization for Economic Cooperation and Development
PAGES	Pastoralist Afar Girls Education Support
PCM	Project Cycle Management
PDQ	Program Development Quality
PME	Participatory Monitoring and Evaluation
PMBOK	Project Management Body of Knowledge
QB	Quality Benchmark
SCI	Save the Children International
SDG	Sustainable Development Goal
SMART	Specific Measurable Achievable Realistic and Time bound
SPEL	Strategic Planning Monitoring Evaluation and Learning
SPSS	Statistical Packages for Social Science
TOC	Theory of Change
UNHCR	United Nations High Commissioner for Refugees

UNDP	United Nation Development Program
USAID	United States Agency for International Development
WASH	Water and Sanitation Hygiene
WHO	World Health Organization

ABSTRACT

The general objective of the paper is to assess the role of monitoring and evaluation functions in achieving project success. To achieve the study objective, an explanatory design along with mixed approach has been employed. Primary data were collected through survey questionnaire from 127 Save the Children's project staff members who were selected using convenience sampling technique. Interview was also conducted with senior management team members to triangulate the quantitative data obtained from survey. The findings showed that the dimension of monitoring and evaluation practices as system, competency, program accountability and project life cycle stage are positively correlated with project success. It can be concluded from the analysis that monitoring and evaluation experts are contributing to the success of Save the Children's projects. However, installing a workable system around the leaderships to continuously capacitate monitoring and evaluation staff and reinforce the tools to be used by project managers is highly recommended.

Keywords: Monitoring and Evaluation, Project Success, Save the Children

CHAPTER ONE

INTRODUCTION

1.1. Introduction

This study examines the role of monitoring and evaluation in project success in Save the Children International. Save the Children international Ethiopia has more than 100 projects worth of 120 million dollars operating in the thematic sectors of Education, Health and Nutrition, Food Security and Livelihood, Child Protection and Strengthening Child Friendly National system and structure implementing in humanitarian, emergency and development setting.

The different projects in different thematic areas are designed to contribute to changes in Children's lives focusing on three major breakthrough areas: child survival, protection and learning by 2030. Hence donors finance a huge sum of money to the different thematic specific sectors to change the lives of children especially those who are vulnerable. And hence, the project staff including monitoring and evaluation expert has to work hard to sustainably solve the problem of children and respond to the concern of the donors and more importantly giving the value of tax payer's money.

There are six components of MEAL: culture and functions, program design, monitoring, evaluation and research, accountability, knowledge management and learning. However, this study focuses on the M and E areas such as: monitoring and evaluation structure, resources, SMART (Specific Measurable Achievable Realistic and Time bound) objectives and evaluation undertaken (MEAL Unit Quality Benchmark report August 2016). SCI calls not as monitoring and evaluation but as MEAL incorporating the accountability and learning where this study does not focus. Save the Children International is trying to develop MEAL system and strategy across the hubs and national program and started the roll out with a clear KPI (Key Performance Indicator).

Project and program level reports, monitoring reports, minutes of review meetings and evaluations are used to validate the findings and recognize the role of monitoring and evaluation in project success. The purpose of this research is to investigate the role of

monitoring and evaluation functions in achieving project success specifically in Save the Children International.

1.2. Background of the Study

Monitoring is defined as “*a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results*” World Bank (2007, Pg. 2). According to World Bank, regular collection of information through continuous monitoring assist project managers in making timely decision, guarantee accountability, and provide the basis for evaluation and learning. “*Monitoring is a type of evaluation performed when the project is being implemented and the data obtained through monitoring is made use of in evaluation*” Bamberger (1986, Pg. 3).

The purpose of carrying out monitoring is to enhance accountability by management on the resources employed and the results achieved and to make informed decisions on the project. World Bank defined evaluation as “*the systematic and objective assessment of an ongoing or completed project, program, or policy, and its design, implementation and results*”. The aim of the evaluation is to determine the relevance and fulfillment of objectives, development, efficiency, effectiveness, impact and sustainability. According to World Bank (2007), an effective evaluation should provide information that is plausible and helpful, enabling the integration of lessons learned in to the decision making process both in project management and financiers.

Evaluation can also be described as:

The systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation and results. An evaluation should provide information that is credible and useful enabling the incorporation of lessons learned in to the decision making process of both recipient and donor.
OECD (Guideline for project and Program evaluation July 2009, Pg. 16)

Monitoring and evaluation is described as a process that assists project manager in improving performance and achieving results. The goal of monitoring and evaluation is to improve current and future management of outputs, outcomes and impact. Generally, monitoring can be said to be connected to evaluation, as such information obtained from previous monitoring processes can be used during evaluation process. This research does not

make a distinction between monitoring and evaluation; it combines the two in to one concept for easier data collection and analysis.

Project management has received attention in the past few decades and almost every day newspapers carry advertisements of vacant positons for project managers. This scenario was not so bright a few years ago. For that matter even today, though lots of seminars are held on project management, only in 2014/15 that a couple of Ethiopian universities started offering MBA program in Project Management course to formally qualify students as project managers. Project management body of knowledge areas defines project management as the *“application of knowledge, skills, tools, and techniques to project activities to meet the project requirements”*. Project Management Body of Knowledge Area (PMBOK) further explains that project management is accomplished through *“the appropriate application and integration of the various processes which are grouped into Initiating, Planning, Execution, Monitoring and Controlling and Closing”*. Project management theory commonly refers to these stages as project lifecycle.

According to the conceptualization of PMBOK Guide, 3rd edition, Project Management Institute, Inc., (2004) highlights various factors that may lead to project success which includes creating right teams; involving stakeholders; preparing detailed project scope; influencing stakeholders; information; managing expectation; communication; negotiation; and monitoring and evaluation. This, therefore, implies that monitoring and evaluation is one of the critical factors of project success. Equally, several studies have been carried out focusing on the project success. For example, L. Raymond and F. Bergeron (Pg. 213 – 220, 2008) identified several indicators of project success identified in the literature including *“reduction of the time required to complete a task, improved control of activity costs, better management of budget, improved planning of activities, better monitoring of activities, more efficient resource allocation, and better monitoring of the project schedule”*. Project success is defined by various scholars as delivery of the expected quality standards; achievement of project objectives; and most importantly the creation of significant net value for the organization after the project completion.

Mbeche IM 2011, adds to the list of critical success factors which includes financial viability and management, market analysis and management and the quality of project management. These factors are important during project preparation and project implementation.

According to PMBOK, in order for project managers to achieve project success, they need to monitor and control the processes of producing the products, services or results that the project was undertaken to produce. Chan et al groups (2004, Page 23- 221) project success factors in to five main categories which are “*project management actions, project-related factors, project procedure, human related factors and external environment*”. This project success factors need to be monitored constantly for the project to achieve success in terms of value creation. The last phase of the project Risk management loop of control is monitoring as expressed by Burke, R. (2013) which is documenting monitoring risk in order to ensure proper action for prevention. Similarly, in project management documentation of monitoring risks is also critical in the achievements of project success.

Despite the presence of monitoring and evaluation function, Pretorius et al. (2012, Pg. 9) in a study established majority of projects sampled were perceived by the respondents as successful. The success of project was attributed to the factors such as good scope management, time management, cost management, quality management and human relations management. Monitoring and evaluation during all the stages of project lifecycle can be employed in order to reduce instances of unsuccessful projects in Save the Children International using the Monitoring Evaluation Accountability and Learning plan and Indicator Performance Tracking Table tool.

According to research by Ika, (2009, Pg. 17) projects in Africa faces problems which can be categorized in to any of the four traps namely the one –size – fits - all technical trap, the accountability for results trap, the lack- of –project- management -capacity trap, and the cultural trap. The study suggests increase in supervision and monitoring efforts as one of the actions that should be taken to avoid some of the traps. This implies that the project in Africa often fails due to lack of effective monitoring and evaluation.

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 success. Monitoring and evaluation exercise involves data collection and processing. Traditional control system is characterized by “*manual data collection, improper data sharing, and the gap between monitoring and control*”.

The results of the study will be useful in understanding the roles and responsibilities of monitoring and evaluation experts for achieving the project goal. It could also help project managers to take timely corrective actions and make sound decisions based on the monitoring feedbacks. However, to the best of the student researcher's knowledge, it appears that there are no studies conducted in development projects mainly in Save the Children that examined the role of monitoring and evaluation in achieving project success. Hence, the researcher expertise on the area inspired 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.

1.3. Background of the Organization

Save the Children is one of the prominent international NGO's (Non-Governmental Organization) which has been actively involved in Ethiopia in varieties of developmental and humanitarian activities since 1930's. Globally Save the Children is a leading independent Non-governmental Organization working for the children in need with the aim to inspire breakthrough in the way the world treats children and to achieve immediate and lasting changes in the life of children by improving their health, education and economic opportunities. There were seven Save the Children members in Ethiopia before the merger. These are; Save the children USA, Save the Children UK, Save the Children Norway, Save the Children Denmark, Save the Children Finland, Save the Children Sweden and Save the children Canada. They were working independently with their own mission, vision and strategic goals.

The organization has gone through a big merger on October 2012 where the seven Save the Children member offices that used to operate independently came together to form one Save the Children International. Because of this merger, the staff members are now experiencing significant change like being managed by new supervisor, having a new system, policy and procedures and adopting a new way of doing things. Lately, on July 1, 2014 another International NGO called MERLIN (Medical Emergency Relief International) joined Save the Children members and the total merged members became eight and their operational area covers all regions of Ethiopia. It is after the merger that Strengthening Child Friendly National System and Structure came out as a standalone

thematic sector and that is why the merger is taken as one of the big steps for the creation of this thematic sectors as well as this is one of the main strategic shifts made in the history of Save the Children in the Ethiopian context.

The total budget for Save the Children at the time of merger was more than a 100 million USD and the major services it provides to the societies are Strengthening Child Friendly National System and Structure, Education & Youth, Livelihood & Resilience, Health and Nutrition, HIV/AIDS Prevention and Sponsorship. The Head Office of Save the Children International Ethiopia is based in the capital city of Ethiopia, Addis Ababa. In addition, SCI has field based offices in five regional hubs in Amhara, Somali, SNNPR, Oromia and 44 Field Offices in different zones and towns of Ethiopia. The major objective of such mergers was to increase opportunities for a more reliable base of funding, decrease competition for limited resources among Save the Children members, and improve organizational efficiency through realizing economies of scale.

1.4. Statement of the Problem

The success of projects depends on various factors. One of the key factors for project success is having a sound monitoring and evaluation system and practices to make informed decisions and document lessons learnt for future programming, design and implementation. Project monitoring and evaluation is an important element of the program management as it adds value to the overall efficiency of project implementation by offering corrective actions to the variances to the expected standard. Project managers are required to undertake more rigorous monitoring and evaluation of projects and develop framework and guidelines for measuring impact. By doing so, they will achieve project success and positively impact the lives of children and communities. (Mbeche IM, 2011, Page 31).

Preliminary assessment of SC thematic programs revealed that Save the Children's Monitoring, Evaluation, Accountability and Learning approach has faced a number of challenges. There is a Monitoring and Evaluation system in different programs and at country office; however, the system is not efficient and effective. In some cases, the project monitoring and evaluation system does not exist, projects did not routinely monitored, the monitoring findings did not taken up by decision makers, the project team did not follow up the translation of the findings in to practice, the evaluation conducted are of poor quality,

there is no policy brief and action plans attached to the evaluation, project managers did not take the monitoring and evaluation tools as part of the project management tool and this make the monitoring and evaluation practices become superficial and unable to meet the project objective. Other challenges include, there is no tailored made program accountability mechanisms, low organizational readiness to continuously capacity the monitoring and evaluation staffs until they are certified and become conversant, absence of the major M.E.A.L in the JD and KPI of the program staffs and leaders. Staffs, the focus of reach instead of the change and impact brought to the lives of children, cultural problem to generate knowledge and share and also project based and thematic thinking.

As a requirement, monitoring and evaluation activities are included during program design stage in all thematic sectors but albeit it enjoys only limited attention during implementation, learning and sharing stages. Experience in program management in different organizations shows that though monitoring and evaluation activities are included as a component of the program/project proposals, many programs and projects fail to allocate adequate budget, as per Save the Children standard guideline 5 to 10% for monitoring and evaluation activities and if budgeted the head of the monitoring and evaluation do not have the authority to sign on budget. This influences frequency of monitoring exercises to be undertaken by the program implementers and the practices are attached to the mercy of the budget holders. This in turn limits target groups/beneficiaries' participation in the monitoring and evaluation processes, and eventually jeopardizes the success of the program or project.

On the other hand, there are projects and programs which give value to monitoring and evaluation practices. The commitment of the organization could be reflected by allocating adequate resources (human and financial), having well established Monitoring and Evaluation system and frameworks, and actively involving children, adult community members, government officials, and other relevant stakeholders in the monitoring and evaluation processes. And, many evaluated projects under SC thematic programs in the past have documented the overall contributions of the projects in improving the situation of beneficiaries especially children. However, the quality of the evaluation mainly the outsourced ones are of poor quality and the thematic advisors are forced to rewrite again, and most of the evaluations are not accompanied with policy brief and way forwards. The practices towards participating beneficiaries, sharing information and installing complaint and response mechanisms are at children stage and the culture of sharing knowledge, capture

and document learnings at Save the Children is also a challenge (MEAL annual report 2015).

Based on the above problem description, the researcher poses the following key research questions.

- What is the current monitoring and evaluation practices in different projects under different thematic sectors within Save the Children International Ethiopia Program?
- Has the monitoring and evaluation practices in the selected projects of different thematic sectors contributed to the project success/contributed to the achievement of project objectives?
- What were the key stakeholders that were involved and their roles and contributions in monitoring and evaluation processes that led to the project success in the selected projects?
- What are the gaps identified in the existing monitoring and evaluation practices which need to be improved for future programming?

1.5. Objective of the Study

1.5.1 General Objective

This study aims to assess the role of monitoring and evaluation in project success in Save the Children International Projects.

1.5.2 Specific Objectives

The specific objectives of this research are:

- To assess the monitoring and evaluation practices in Save the Children Projects
- To investigate the contribution of monitoring and evaluation practices to project success

Based on the above general and specific objectives, the researcher proposes the following two key research questions designed in meeting the two specific objectives. The following two main questions will be explored further using two data collection tools namely questionnaire and key informant interview.

- ✓ What do monitoring and evaluation practices look like?
- ✓ What is the contribution of monitoring and evaluation towards the success of project?

1.6. Definition of Terms

The following are key terms that must be given operational and conceptual definition considering the study context as well as the organization where this study is conducted in.

1.6.1. Accountability: The means through which power is used responsibly. It is a process of taking account of, and being held accountable by different stakeholders, and primarily those who are affected by the exercise of power.

1.6.1.2 Complaint and response mechanism: The organization enables the people it aims to assist and other stakeholders to raise complaints and receive a response through an effective, accessible and safe process.

1.6.1.3 Information sharing: The organization ensures that the people it aims to assist and other stakeholders have access to timely, relevant and clear information about the organization and its activities.

1.6.1.4 Participation: The organization listens to the people it aims to assist, incorporating their views and analysis in program decisions.

1.6.2. Monitoring and evaluation system :Monitoring and evaluation system refers to all the indicators, tools and processes that you will use to measure if a program has been implemented according to the plan (monitoring) and is having the desired result (evaluation) and also development of monitoring and evaluation plan.

1.6.3. Monitoring and evaluation competency: The knowledge, skills, behaviors and attitudes that monitoring and evaluation staff need in order to be effective in their roles, and that ultimately determine an organization's success.

1.6.4. Project life cycle stage: It is a series of activities which are necessary to fulfill project goals or objectives. Projects vary in size and complexity but no matter how large or small, all projects can be mapped to the following life cycle structure: Starting the project, organizing and preparing, carrying out project work and closing the project

1.6.5. Project success: Projects are successful if and only if the project is completed on budget, without time overrun and meeting quality standards, realizing the objectives and beneficiaries are satisfied.

1.6.5.1 Beneficiary satisfaction: The satisfaction level of beneficiaries based on the project deliverables.

1.6.5.2 Budget: Completing the project on budget without requesting no cost extension

1.6.5.3 Objective: Meeting the project objectives or realizing the overall goal of the project.

1.6.5.4 Time: The project is completed on the planned project life span without being delayed.

1.6.5.5 Quality: The project deliverables are of meeting the national and international quality standards which enhances the effectiveness and efficiency of the project deliverables.

1.6.6 Save the Children: Save the Children works in more than 120 countries to save children's lives, keep children safe and help them learn. Established in the United Kingdom in 1919, today Save the Children helps millions of children around the world through long-term development program, through emergency responses to conflicts and other disasters, and through promoting children's rights.

1.7. Hypotheses

Hypothesis 1

Ho: Monitoring and evaluation system has no contribution to project success

H1: Monitoring and evaluation system has contributed to project success

Hypothesis 2

Ho: Monitoring and evaluation team competency has no contribution to project success

H1: Monitoring and evaluation team competency has contribution to project success

Hypothesis 3

Ho: Downward accountability has no contribution to project success

H1: Downward accountability has contribution to project success

Hypothesis 4

Ho: M&E involvement in project lifecycle stage has no contribution to project success

H1: M&E involvement in project life cycle stage has contribution to project success

1.8. Significance of the Study

The study area is new to the department of strengthening child friendly national system and structure thematic sector and expected to have both theoretical and practical implications. The findings bring insights on the role of monitoring and evaluation in achieving project success.

The ways, means and tools to solve the problem of monitoring and evaluation as well as beneficiary's involvement have been suggested in the recommendations of the research. The

results shed lights to the existing knowledge base and came up with plausible recommendation for the betterment of tracking the actual progress and harvesting the project results. The study helps to decide the approach and methodologies of conducting sound monitoring and evaluation practices which help for a project to be successful. Besides, it also helps to contribute to existing literature expand the learning curve in Ethiopian context more specifically in development arena where researchers, practitioners and policy makers might find it useful.

1.9. Scope of the Study

Save the Children is a large non-profit INGO. Having its Head Office (HO) at Addis Ababa, it has four Hub Offices, namely North, South, East and West and there are 50 plus area, Field and Satellite Offices all over Ethiopia. This research focused on completed and ongoing projects of Save the Children. The respondents were program staff members such as senior program management team, monitoring and evaluation staffs and project managers. Due to the lack in time and money, the primary data collection was geographically circumscribed to Addis Ababa staff.

The nature of the research tiles also limited the researcher to focus only on the program staff members including monitoring and evaluation with more than one year of experiences in Save the Children. Project officers and support staffs were not incorporated in this research. Thus, the research focused on program staff members that have in-depth knowledge on both project management and monitoring and evaluation. It is also limited to Addis Ababa staffs who have the role of overseeing responsibilities of field staff members.

1.10. Organization of the Study

The study has the following chapters: the first chapter is introduction; it contains background of the study and organization, statement of the problem, research question and objectives, significance of the study and scope of the study. Chapter two is related literature. In chapter three, research methodology with detail components of research design, sample size and sampling procedures, data sources and data collection method and data presentation and analysis of the subject matter have been addressed. Finally, the last chapter is conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Monitoring and Evaluation System

Project monitoring and evaluation effectiveness is dependent on the approach of monitoring and evaluation, the monitoring and evaluation competency, downward accountability and sound involvements of monitoring and evaluation in project life cycle. There are various monitoring and evaluation approaches that have been singled out through literature review. The monitoring and evaluation approaches identified from the literature are explained in the following paragraphs. Various monitoring and evaluation approaches and tools have been used in the development sphere and have undergone changes in parallel with dominant development paradigms in the development discourse. The main monitoring and evaluation approaches are currently based on the positivist and constructivist paradigms. The former are linear, rigid and quantitative approaches, while the later are more nonlinear and qualitative, allowing room for measuring complex process (Rogers 2012). Some believe that the combination of these methods can work best, while others insist that fusion of these tools is not possible as they are completely different (Earl et al. 2001).

The Balanced Scorecard is another approach that can be employed in evaluating projects. Balanced Scorecard evaluates projects on the basis of four perspectives which are, the financial perspective, customer perspective, Internal Business Process, and Learning & Growth. Alhyari et al. (2013) found out that balanced score card approach fitted very well with monitoring and measuring the performance of e-government in Jordan, and also in evaluating their success in IT project investments. The balanced scorecards in INGO context of Ethiopia is rather the work of ESAP (Anteneh, 2015, Ethiopian Social Accountability Program) part. Hence, the focus areas of this research is to look at the role of monitoring and evaluation more specifically in relation to project life cycle, accountability, monitoring and evaluation system and competency towards achieving the success of the project.

Logical framework (Log Frame) is one of the most common approaches used in project management for both planning and monitoring of projects. Log Frame matrix is a tool that is applicable for all organizations both governmental and nongovernmental that are engaged in

development activities (Middleton, 2005; Martinez, 2011). Hummel Brunner, R. (2010) further confirms the continued use of Log Frame despite several criticisms. He asserts that Log Frame's Approach has not been fundamentally weakened by critics. Even though many donors acknowledge its limits and weaknesses, they still maintain its use as a planning and monitoring tool. Myrick (2013) expresses that a pragmatic approach to monitoring and evaluation is ideal however in the real world practitioners may be limited by constraints that will prevent their continued use of either a log frame or some overly pragmatic approach to M & E. Myrick (2013) further explains that whatever the approach used, at least the basic principles for monitoring and evaluation which are measureable objective, performance indicator, target and periodic reporting should be used in a reporting tool. The advantages of a Log frame include simplicity and efficiency in data collection, recording and reporting. However, the Log Frame has faced the following criticism around its linearity, rigidity and stifling of creative and innovative working system. Conditions and efforts have to be made to modify the logical framework through inclusion of more participatory learning elements. Hence, this study will try to look at what monitoring and evaluation practices help to measure the outcomes and impact correctly which consequently contribute to the project success.

The study's purpose is to assess the monitoring and evaluation practices in Save the Children and also investigate its contributions towards project success.

2.1.2. Monitoring and Evaluation in Project Management

According to the conceptualization of PMBOK (2001), monitoring and control of project work is "*the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan*". It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance reports provide information on the project's performance with regard to scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes.

Monitoring and evaluating of projects can be of great importance to various players including project sponsors as it would ensure similar projects to be replicated elsewhere and as Marangu (2012) witnessed in various projects undertaken financial sector which revolve around a few areas. The researcher identified four major aspects after reviewing literature of Naidoo (2011) and Ling et al. (2009) such as the competency of monitoring and evaluation

team, monitoring and evaluation system, accountability and the role of monitoring and evaluation in project life cycle.

Naidoo (2011) noted that if the monitoring and evaluation function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. However, the role of monitoring and evaluation is not taking decision but to make sure that the projects are on track and informed decisions are taken and more importantly generate lessons for the upcoming programming and sustainability. Naidoo (2011) further explained that monitoring and evaluation units want to be seen as adding value and hence the managers notice the credibility of the monitoring and evaluation team. The other factors also play a role in strengthening monitoring teams which includes: frequency of scope monitoring to identify changes, number of persons monitoring project schedule and extent of monitoring to detect cost over runs (Ling et al, 2009).

Magondu (2013) also noted that budget availability is the main resource in any functional organization as far as other resources are concerned. To set up a monitoring department, budget required and Magondu, 2013 further clarifies that the competency of the staff is also very instrumental in effective project execution and sustainability of monitoring and evaluation. Without relevant level of skills and competencies, it's hard to master and contribute to the expectations. Thus, it is good to equip and arm the staff with the relevant skills for better performance and success.

According to Hassan (2013) Project structural capacity and in particular data systems and information systems are also necessary for monitoring and evaluation exercise. The major contributor to project success is effective monitoring and evaluation and hence the use of technology is unquestionable to compliment the efforts of the monitoring and evaluation team for adding value and bring a processed data for decisions. Managing Stakeholders, teamwork among members and monitoring the progress of the project work are some of the key processes used to manage the project work (Georgieva & Allan, 2008). A good monitoring team is the one that has good stakeholders' representation. Likewise, monitoring and evaluation team which embraces teamwork is a sign of strength and an ingredient for better project performance.

Gwadoya, (2012) found that there was a shared need for proper understanding of monitoring and evaluation practices in donor funded projects. This is an indication that there was lack of shared understanding of monitoring and evaluation practices in donor funded projects

among the various teams. With proper enhancement and capacitating of the monitoring teams, there would be more team work and hence more productivity.

In conclusion, the literature reviewed identified various issues which when applied appropriately would strengthen the monitoring team and these include: budget availability, quantity and quality of monitoring staff, frequency of monitoring, stakeholders' representation, information systems and teamwork.

2.1.3. Project Life Cycle Stages

PMBOK (2001) describes project life cycle as the project phases and their relationship to each other and to the project, and it includes an overview of organizational structure that can influence the project and the way the project is managed.

Methods (2003), Lewis (2007) and Vargas (2008) agree on the following five phases of a project cycle: Identification/initiation phase, Preparation/planning phase, execution/implementation phase, monitoring and evaluation/controlling phase and closing phase.

The four stages include starting the project (initiation), organizing and preparing (planning), carrying out the project work (execution), and closing the project. PMBOK (2001) further advocates for constant monitoring and evaluation across all the four stages of the project lifecycle.

Figure 1: Project Life Cycle (Source: PMBOK, 2001: p 16).

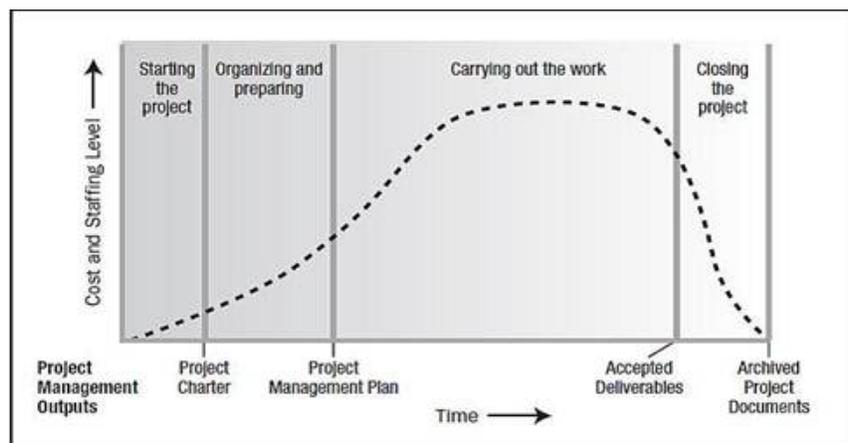


Figure 1 shows that the project life cycle stages require diverse effort from the management and monitoring and evaluation.

The importance of carrying out frequent monitoring and perform focused reviews involving all the stakeholders in keeping the project on tract is explained by Kyriakopoulos (2011). Reviewing progress and controlling the use of resources should be carried out on a regular basis. He stresses the importance of overall monitoring throughout the project initiation, implementation, staff education, and technical maintenance.

According to Chin (2012) the components of the Project Management Methodology include: project management processes such as initiating, planning, executing and monitoring project progress; a selection of tools and techniques to communicate delivery to the satisfaction of all stakeholders; consolidated and integrated set of appropriate best practices and values of project management and; a list of references of terminology as a common denominator and language for us in the project environment.

The project teams including monitoring and evaluation should be involved in all the stages of the project lifecycle in order to achieve better success. This implies that more research may be important to conduct the participation of beneficiaries in monitoring and evaluations. Müller and Turner's (2007) study was inconclusive in respect to project success in relation to project life cycle stage. This implies that more research may be necessary to have a closer look at project success and in relation to project life cycle stage. This is one of the gaps that this study seeks to address more so in relation to project monitoring and evaluation.

Research shows that project management plays a key role and hence a proper emphasis must be placed in selecting the project team that ensures proper decision making at various stages of project life cycle, and results in timely project completion and hence project success (Ara and Al-Mudimigh, 2011). The selection of project team includes the monitoring and evaluation team.

Study carried on international development projects in line with project life cycle framework confirmed the common perception of the development community that is the implementation phase is when projects exhibit most problems. It was not surprising that after the implementation phase, the closing phase is less successful than the early stages of the project life cycle (Khang and Moe, 2008).

1. Initiating Phase:

This is the initial stage at which the project idea is generated. According to (MoFED, 2004; and UNCRD, 2000), the sources of Project ideas can be “*unsatisfied needs, demand for goods and services, underutilized resources (both human and physical), investment opportunities, and pursuit of national policies and objectives*”. At this initial phase of the project cycle, a certain need is identified and transformed into a structure issue to be solved. The projects mission and purpose are defined and the best strategies are identified and selected (Vargas, 2008).

2. Planning Phase:

As explained by Gawler (2005), the most important point in the project cycle is the designing or planning phase because it is at this initial junction that the direction, objectives, tactics and scope of the project are defined. Here, everything that will be performed by the project is detailed, with schedules, cost reviews etc. At the end of this phase, as per the explanation of Vargas (2008) the project will be sufficiently detailed to be executed without difficulties and obstacles. The auxiliary communication, quality risk, procurement and human resources are also developed at this stage.

3. Implementation Phase:

Project execution or implementation is the third phase in the project life-cycle as clearly stated by Methods123 (2003) which involves the actual execution of each project activity and task listed in the project plan. Everything planned is carried out at this phase; an error in the previous phases will be evident during this implementation phase. Similarly, a large number of the projects budget, time and effort are consumed in this phase (Vargas, 2008). This phase is the crucial stage of any project since the objective of the earlier effort in the former stages was to have projects to be undertaken. At this stage, activities of the project are actually carried out and funds are disbursed to facilitate the activities; thus the management should ensure that the project is executed according to the design (UNCRD, 2000). Methods123 (2003) states this phase as typically the longest phase in terms of duration; the deliverables are physically constructed and presented to the customer for acceptance. “*Therefore, the project manager monitors and controls customers’ requirements*” (ibid). Project implementation phase in the project life-cycle is defined in a simplified form by Joseph and Michael (1994) as “*the transformation of project inputs,*

through a set of technical and organizational systems and procedures that produce a specified volume and quality of project outputs". Project inputs are financial, human, and material resources available to implement the project as planned; while project outputs refer to the services or the products that a project delivers to a target population to produce the expected impacts (ibid).

4. Monitoring and Evaluation

Parallel to the operational planning and project executing, is tracking and controlling everything carried out by the project, so as to propose corrective and preventive actions in the least time possible after the detection of an abnormality. The purpose of control is thus to compare the present project status with that foreseen by planning and to take corrective actions in case of deviation (Vargas, 2008). Monitoring and controlling should be an ongoing activity during project implementation. The aim of this work should be to ensure that the activities of the project are being undertaken on schedule to facilitate implementation as specified in the project design (UNCRD, 2000). Project Monitoring refers to systematic and continuous process of assessing the progress of a project/program over a certain period of time, usually using pre-determined indicators or recurrent questions. Project evaluation however, is a periodic assessment and refers to a process of identifying the broader positive and negative outcomes of programs/projects to reach a conclusion about its overall value and whether objectives have been met (MoFED, 2008; and UNDP, 2009).

5. Closing Phase:

Once all the deliverables have been produced and the customers have accepted the final solution, the project is ready for closure Methods123 (2003). Before closing the project, execution of the work is evaluated through internal or external (third party) auditing, the books and project documents are closed, and all the failures during the project are discussed and organized to prevent similar errors from occurring in new projects (Lewis, 2007; and Vargas, 2008).

2.1.4. Program Accountability

The literature typically uses the principal agent theory to analyze the problem of accountability Sue Cavill and M. Sohail, 2007. The theory describes a relationship in which a principal delegates a particular activity to an agent. In the context of INGOs, a principal

(government, clients, donors, or other stakeholders) attempts to secure services from an agent and (INGO).

Accountability means different things to different people, depending on the context and the purpose for which accountability is sought. However, definition generally refer to it as “*the right to require an account*” and “*the right to impose sanctions if the account or the actions accounted for are in adequate*” (Leat 1988). Accountability can also be used as a device to improve the project effectiveness, efficiency and economy. Most foundations think it is a privilege not to be accountable but some foundations also “*recognize that the lack of accountability allows for inefficiency and ineffectiveness*” (Leat 2007, P.109).

Accountability systems are capable of making individuals actively and freely regulate their own conduct, making them more governable (Dean, 1999) and pin pointing who, in particular, is accountable to these various stakeholders is a complex issue. Bovens (1998) recognizes the difficulties in assigning accountability for the performance of an organization because of the variety of actors involved - “*the problem of many hands*”.

Nonprofit organizations, which depend on public or private support, are more and more under pressure to demonstrate effectiveness and document their outcomes in order to continue securing monetary support for projects. Carol Fitz – Gibbon described it as the “*age of indicators*” (Fitz-Gibbons, 2002), Melinda Tuana as the “*culture of measuring*” (Tuana, 2004) and Joanne Carman as the “*accountability movement*” (Carman, 2009b). Foundations and grant making public charities, whether endowed or fund raising, also stressed the importance of accountability and performance measuring (Carman, 2009a, Anheier & Hawkes, 2009; Rueegg-Stuerm, Lang, & Schnieper, 2005). Therefore, monitoring and evaluation do belong to evidence – based policy of these nonprofit and strategic adjustment and also the accountability components mainly information sharing, participation. Besides, feedback and complaint mechanisms are crucial in determining the quality of program implementation which in turn brings about project successes.

Although there is a lack of literature regarding monitoring and evaluation and on measured effectiveness in the nonprofit sectors (Forbes, 1998, Benjamin, 2007), there is however extensive literature on government evaluation and governance (William, 1979; Lindblom,

1977). The theories of monitoring and evaluation by economic and non-profit organizations can build the theoretical background for the key questions of this thesis.

The characteristics of monitoring and evaluation was increasingly shaped by the emergence of attention to organizational performance and the quest for evidence based knowledge regarding the investment of public money (Ellis, 2009; Carman, 2009b). There are three main theories for “*the accountability movement*”. The agency theory suggests that sponsors, founders, either foundation or foundations, and nonprofit organizations inherently have different goals, interests, and motivations. Thus monitoring and evaluation is part of the deal between donor (the principal) and beneficiary (agent). The result of this deal or the agency theory is that the principal and agent must spend time and resources mitigating the gap between their interest through the monitoring and evaluation implementation techniques (Van Slyke, 2007, Fitz-Gibbons, 2002; Ferris & Graddy, 1994). The agency theory seems to fit with one of the independent variables of monitoring and evaluation focus areas which is called accountability. The purpose of this research focuses in three selected accountability benchmarks since Save the Children adopted the tree and started implementing it. More importantly, a number of researchers supported the importance of accountability to project effectiveness and efficiency. The three benchmarks are information sharing, participation and CRM (Complaint and Response Mechanism) function to achieve project success will be examined in this research.

As opposed to the agency theory, the theory of stewardship suggests that the donors and beneficiaries have the same goals, similar interests, and intrinsic motivations for working together. From these viewpoints, monitoring and evaluation are exchange mechanisms for improving the performance and efficiency of both donor and beneficiary. The information that results from monitoring and evaluation can help increase the knowledge of good practice and may turn in to a long-term relationship with high performance (Van Slyke, 2007; Davis, Schoorman & Donaldson, 1997). Thus the theory of stewardship can be seen as the competency of monitoring and evaluation experts of which the nonprofit sectors gain in terms of visibility and reputation from both beneficiaries, host government and back donors.

The third theory for the performance base accountability system is the institutional theory. According to the institutional theory the organization structure is shaped by the environment. Normative pressure in the environment forces organizations to use

conventional standards for monitoring and evaluation (DiMaggio & Powell, 1983; Meyer & Rowan, 1977). Therefore, institutional theory seems to be linking with one of the independent variables called monitoring and evaluation system where the researcher wants to investigate its contribution to the success of projects.

2.2. Research Gaps

There have been a number of valuable studies of project success, majority of which seems to agree that monitoring and evaluation is a major contributor to project success (Prabhakar, 2008; Papke-Shields et al, 2010; Hwang and Lim, 2013; Ika et al, 2012; Chin, 2012; Ika et al, 2010).

Though the studies carried out mainly dealt with critical success factors, monitoring and evaluation being one of them, few of the studies have focused on monitoring and evaluation in isolation and in a greater detail. Several other studies reviewed also focused on monitoring and evaluation for example (Peterson and Fischer, 2009; Naidoo, 2011; Mwala, 2012; Marangu, 2012; Ling et al, 2009) but none have addressed the specific link between monitoring and evaluation in relation to project success. This is the first gap that this study seeks to fill.

Several studies in the literature reviewed brought out three main aspects of monitoring and evaluation in project management. The first of these aspects is strength of monitoring and evaluation team (Naidoo, 2011; Ling et' al, 2009; Magondu, 2013; Hassan, 2013; Georgieva & Allan, 2008; Gwadoya, 2012), the second aspect being monitoring and evaluation approaches (Stem et al, 2005; Alotaibi, 2011; Mladenovic et al, 2013; Alhyari et al, 2013; Abdul-Rahman, Wang, & Muhammad, 2011), and the third being project lifecycle stages (Kyriakopoulos, 2011; Chin, 2012; Pinto and Slevin, 1988; Müller and Turner, 2007; Khang and Moe, 2008). The researcher did not come across a research which combined all the three aspects identified that is strength of monitoring and evaluation team, monitoring and evaluation approach and project life cycle stage. This is the second gap that this research addressed. The study will look into the effect of monitoring and evaluation team, monitoring and evaluation approach and project life cycle stage on project success. The research will also look at monitoring and evaluation within the framework of the project lifecycle.

In the international development scenario, it is quite recent that the issues of accountability are becoming an issues and most INGO are becoming part of the CHS (Core Humanitarian Standards) member. HAP has six benchmarks out of which only three are integrated within Save the Children MEAL system. These benchmarks are information sharing, participation and complaint and response mechanism. Organizational commitment and political influence plays a major role in project management, more so in the public sector (Atieno, 2017; Muriithi & Crawford, 2003; Pinto, 2000). One of the models that is employed by the organization to get certifications on the accountability terrain is to be member of the accountability network in Ethiopia and undertaking pilot test in emergency areas so as to scale up to the wider intervention areas (Save the Children Breakthrough Accountability Report, 2013). Accountability within a humanitarian context helps a lot in project management. According to the Participatory Monitoring Report developed by MEAL unit at Jigjiga Ethiopia in 2014), the participation of government and beneficiaries' stakeholders in the joint monitoring encourages transparency and accountability because it is participating key stakeholders at regional, woreda and kebele levels. It reflects all the strengths, gaps and areas of improvement, stakeholder engagement and level of coordination. The researcher did not come across studies that have covered the effect of political influence on monitoring and evaluation and how it affects the project success. This is yet another gap that this study sought to address.

The review of literature suggests that there are researches that have been carried out mostly from USA, Malaysia, Iran, India, Nigeria, United Kingdom, and the like. Not much of the studies have been carried out on the monitoring and evaluation in relation to project success from Ethiopian perspective. A few that have been carried out have not focused on monitoring and evaluation as a key project success factor and most of them are in public sectors (Feysa, 2015; Temesgen T.A, 2010; Temesgen W. 2007; Abraham T. H, 2004; Wubishet J.M, 2000). Therefore, another knowledge gap that was addressed by this study in an attempt to add to the body of knowledge is to give the research an Ethiopian perspective.

2.2.1. Critique of Existing Literature Relevant to the Study

The monitoring and evaluation plan has been observed to be expensive to implement, time consuming and needed skills (specialize training) especially when primary data collection was needed. Primary data at times might lead to duplication of data being collected by

others. Secondary data, on the other hand, might be cheaper and could meet project needs; however, it was not always relevant nor always reliable (ACF, 2011).

The logical framework (Log Frame) has been shown to be a good monitoring and evaluation system which summarizes plans to address the problems analyzed, objectives to address these, and intended results (activities, outputs, purpose and goal), indicators were the means of verifications to measure progress against these objectives. However, itself was not a substitute for experience and professional judgment and must also be complemented by the application of other specific tools (such as Economic and Financial Analysis and Environment Impact Assessment) and through the application of working techniques which promote the effective participation of stakeholders (Europe Aid, 2012). Further it has been observed that some decisions regarding its design might be due to negotiations between stakeholders which can make the implementation of certain recommendations difficult (ibid).

2.3. Empirical Review

The empirical literature provides empirical evidences of monitoring and evaluation practices and project successes in Save the Children. Additionally, at the end of this section the conceptual frame of this study is presented.

2.3.1. Project Success Factor

Project successes or failures are not only the issues of developing countries but also the developed ones though it seems associated with only the former ones. Ethiopia has commenced socio economic and political system management since mid-1930s from feudo – capitalist to socialist oriented and market oriented with decentralized management.

In the three systems, the public sectors have played a leading role in the planning, execution, monitoring and evaluation and close out of projects. According to Temesgen, 2007, the public sectors progress report findings on the project implementation showed that projects were over or under budgeted and did not complete within the planned period. Furthermore, the researcher noted that most projects failed due to the institutional management difficulties, problems related to policy and resources and technical related problems.

The reason behind project failure in Ethiopian public sectors is project evaluations and poor planning as researched by Getachew (2010). This limited the attention given to evaluation both at strategic and grass root levels. Considering evaluations as impositions from donors resulted the lack in commitment, poor communication in project, program, and impact of policies in designing information collection platforms. Other results of this attitude include: lack in integrations amongst different actors in the evaluation systems at a diverse level; evaluation findings and lessons learnt not being used for programming and making informed decisions, narrowing the scope of evaluation only to physical report and financial dimensions; limiting capacity of evaluations at both individual and systematic level.

One of the major factors in project failure in Ethiopian public sectors is weak project monitoring and evaluation. However, the project monitoring and evaluation system should be well designed in order to track progresses, improve the intended level of efficiency, to keep the project on course and to examine whether or not projects are up to meet the objectives (MoFED, 2008).

In order to bring projects into successes, MoFED (2008: Pg. 10 -11) conducted assessment on public sector monitoring and evaluation systems in the context of Ethiopia most of the project success factors are quite related to monitoring and evaluation, functions and systems which the researcher highlighted as follows:

- In the project cycle management, the attention given to monitoring and evaluation is inadequate resulting from the insufficient resource allocation as well as the insufficient skills and experience;
- The roles and responsibilities of monitoring and evaluation are not clear, it is usually considered as externally imposed obligations by donor and hence the monitoring and evaluation team gets busy on mechanical aspects such as supporting the project managers only in data collection and report writing;
- Monitoring and evaluation system is too dependent on donor assistance and it will collapse when the funding is terminated. The system is in place without a thorough analysis and hence relevant issues are not incorporated;
- The expectation from monitoring and evaluation is very high and it demands much information to be collected. This information lacks in considering the outreach, effect and impacts but rather focus only financial and physical aspects of the projects

and hence the monitoring and evaluation information is of poor quality. It is also rather irrelevant as compared to the actual monitoring and evaluation functions;

- There was insufficient, untimely or a lack of feedback and also the needs and aspirations of stakeholders are overlooked and invisible in monitoring and evaluation;
- There was a lack of integrations and cooperation between project monitoring and evaluation and other project management and more importantly poor accountability for failures; and;
- Monitoring and evaluation findings and lessons learnt are not taken in to consideration for future project design and programming.

Ministry of Finance and Economic Development prepared a comprehensive national guideline focusing on monitoring and evaluation of public sectors project to solve the aforementioned problems. This aimed at giving the practitioners at federal and regional government institutions a common basis to manage and implement development projects properly (MoFED, 2008).

According to UNDP (2009: P5-6), the followings are four major areas of project success that help the project management:

1. Clarity on objectives and scope: The chance of a project to be successful when the scope and objects of program or projects are appropriately defined and clarified and this reduces the probability of major setbacks in the course of project implementations.
2. Stakeholder Participation: The engagement of beneficiaries, clients and stakeholders in program and projects are important for success.
3. Communication: Sound communication with the stakeholders helps the project to get buy-in and mobilization of resources. In addition to this, communication enhances clarity on the roles, responsibility and expectation, as well as update on performance and progress which helps a lot to optimize resources utilization.
4. Monitoring and evaluation: A strong monitoring and evaluation system results in programs and projects to be on track and more importantly gaps are identified at earlier stages so that decisions will be taken accordingly. Hence, it reduces the probability of facing cost overruns and delay in project completions.

As per Melton (2007: 12), the followings are the common characteristics of successful projects:

- Have a project business rationale tailor made to the organization need.
- Clarity on the scope in relation to cost and schedule – the organization has a clearly defined scope which implication on cost and schedule deliverables.
- Planned Success factors - the project manager has in control of the delivered and knows exactly about the outcome and plan for the success without fire-fighting at the end.
- Have provided the business benefits – by considering the changes that are needed or initiated within the business.
- Are based on sound relationships and effective people management. There are several factors ranging from being beneficial, appropriate, useful, customer oriented, performance driven, and time sensitive, practical, cost effective, and necessary to being human centric (Paul 1983; Morris 1986; and Badiru, 2008).

In general, the management focuses on three basic parameters in the projects' life and that is quality, cost and time. According to UNCRD, 2000: Pg. 34, in order to say that the project is successfully managed and completed at a specified level of quality, the project deadline must be met on or before the time period, and within the planned earmarked budget. Furthermore, client satisfaction shows success and the possibility of scaling up and sustainability.

2.3.2. Monitoring and Evaluation Practice

If you do not measure results, you cannot tell success from failure (World Bank, 2004). “*We cannot control what we cannot measure*”. Donors have clear guidelines on monitoring and evaluation where all stakeholders must be involved in the monitoring and evaluation process.

2.3.2.1 Monitoring and Evaluation Competency

Save the Children has passed through a number of strategic improvement following the merger in October 2012 where seven Save the Children members came together as one Save the Children in the Ethiopian context. There after the MEAL (Monitoring Evaluation Accountability and Learning) unit which falls under the unit of DCD, PDQ (Deputy Country Director, Program Development and Quality) has made some number efforts to centrally

manage the unit and provide technical support to all projects in the hubs and national program. The MEAL restructuring and rollout process has been progressing for the last four years with the objective of revitalizing the functions and systems with ensuring independence.

2.3.2.2 Monitoring and Evaluation System

According to SCI (2016), the MEAL unit has conducted a country wide assessment on the overall progress of the MEAL components against the standard benchmarks and rated as weak, medium and strong. As of June 30, 2016 the country office achieved better results for KPI related to culture and functions, design and programming support and some indicators related to monitoring and evaluation research. Accountability and knowledge management KPI are some of the areas of growth and there is also some variability of performance among the hub.

The MEAL Plan, IPTT (Indicator Performance Tracking Table) and SPEL (Strategic Monitoring Evaluation and Learning) are the approach used for tracking the progresses of the project against the original plan so that information generated in the monitoring processes helps to take a sound decision and the lessons learnt will also be used for future programming and evaluation. However, little has been documented on the participation of children in monitoring and evaluation of projects considering the stages of the project life cycle (MEAL Unit Quality Benchmark report August 2016).

2.3.2.3. Project Life cycle stage

According to SCI (2016), A project is a package of measures limited or capable of limitation in regional, social, subject and temporal terms by the partner and possibly other institutions in order to reach an objective that has been precisely designated beforehand and is objectively verifiable. A project may be part of an overarching program.

The Project Life Cycle refers to a logical sequence of activities to accomplish the project's goals or objectives. Regardless of scope or complexity, any project goes through a series of stages during its life. There is first an Initiation or Birth phase, in which the outputs and critical success factors are defined, followed by a Planning phase, characterized by breaking

down the project into smaller parts/tasks, an Execution phase, in which the project plan is executed, and lastly a Closure or Exit phase, that marks the completion of the project.

As of June 30, 2016 the country office has incorporated the following indicators related to project management, advocacy and policy development, project quality and budget as of the KPI where the line managers should sit together with the one to one session and continuously assess and strengthen the capacity of the staffs.

The detail implementation plan, monitoring and evaluation Plan, budget versus accomplishments, phased budget, and IPTT (Indicator Performance Tracking Table) are some of the deliverables expected from the project managers. In all the stages of the project life cycle, the role of monitoring and evaluation as well as the project team has to work hand in hand to change the lives of children. The preliminary assessment results with in Save the Children revealed that most of the project managers are not certified and the resources on the project management are not of a standardized like the monitoring and evaluation tools and more importantly, there is no systemic kind of updating, uploading of the tools are minimal.

2.3.2.3 Program Accountability

Humanitarian Accountability Partnership (2010) defines accountability as the means through which power is used responsibly. It is a process of taking account of, and being held accountable by, different stakeholders, and primarily those of you who are affected by the exercise of the power. SCI has three standard benchmarks under the MEAL components of accountability which are Information Sharing, Child Participation and Complaint and Feedback Mechanisms where all this help the beneficiaries to be in the top of the interventions agenda and helps in the delivery of the program quality.

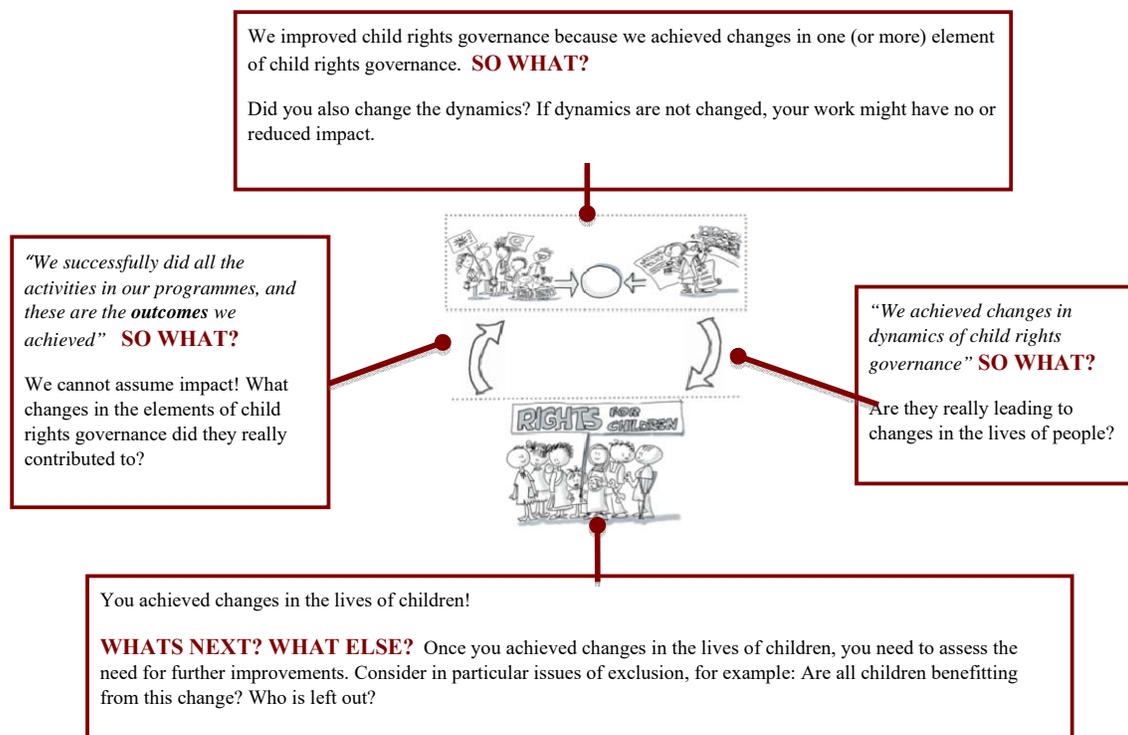
2.4. Conceptual Review

2.4.1 The Thinking about Change

The Thinking about Change tool was commissioned by CRGI to be the cornerstone of Save the Children monitoring and evaluation approach with an emphasis on measuring impact and influence. In response to the challenge of measuring advocacy work and a concern that quality and learning from monitoring and evaluation could be improved, Save the Children produced this guide to inspire the way programme staff approach monitoring and evaluation as a way to improve quality.

The tool is rooted in complexity theory, and outlines a few key components of a dynamic approach to planning and monitoring. Complexity theory is widely acknowledged as a key innovation in development strategy, as it acknowledges the complex and dynamic nature of the environments in which programming and planning take place. From USAID, DFID and Stephen Hawking to Oxfam, ODI and there is significant momentum behind this approach. The key to the tool is its simplicity, and focusing on only a few fundamental questions about change: What change is intended? What difference will it make? How is change achieved? The tool highlights the ways in which monitoring is a constant process that is connected to planning and programming – not separate from it. The text provides supporting advice on planning using key components to create ‘pathways of change’ that can be easily adapted, and guidance on developing useful indicators for monitoring progress. It also underscores the importance of core Save the Children principles to monitoring.

Figure 2: The Thinking about Change Tool (Source: Caitlin Scott & Jennifer Grant (May 2014))

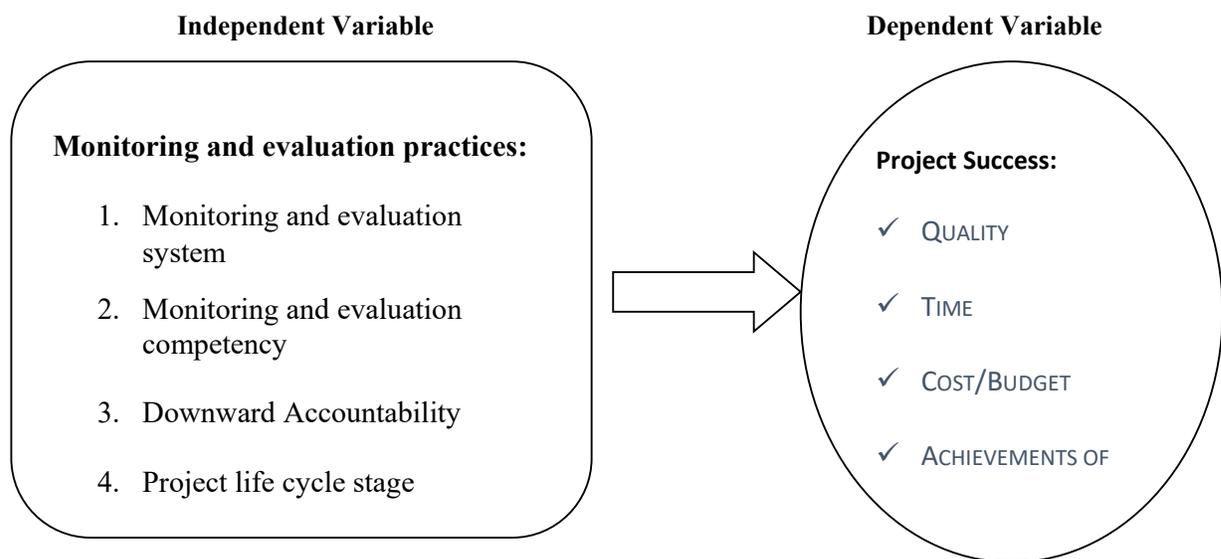


On the basis of the review of literature as explained in the immediate previous sections, the conceptual framework is a combination of the various findings in literature which have been grouped and arranged to a framework which will guide this research to provide a solution to the research problem.

The framework depicts the relationships between monitoring and evaluation and project success as mediated by management support. It is conceptualized that the factors influencing project success are effective strength of monitoring team, approach used by monitoring and evaluation team in evaluating projects, accountability specified as information sharing, participation and complaint and response mechanism; and the stage of project lifecycle. The monitoring and evaluation activities, accountability and project success are all geared towards achievement of value addition to the organization.

This emphasis on constant re-evaluation of the effects of work including networking and advocacy allows program staff to hold themselves and their program to higher standards of accountability and impact. It also empowers them to prioritize learning as a valued outcome that is essential to quality programming. By presenting monitoring and evaluation as much more than reporting, i.e. as a tool for re-planning throughout the program cycle, the researcher begins to see it as the engine room of the change that the project seeks. Finally, the tool is heavily visual and has been produced with engaging illustrations that make it very well suited to translation.

Figure 3: Conceptual Framework Adopted and Adapted from Related Literature (Developed by the current researcher, 2017)



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design and approach

An explanatory research design was selected for this research as it enabled the researcher to measure what Monitoring and Evaluation is in relation to Save the Children project successes. The research also assessed whether the Monitoring and Evaluation roles are contributing to the success of the projects which are funded by USAID, DFID or the rest of the world. Besides, it gauged how the monitoring and evaluation practices are functioning within Save the Children.

The study gathered relevant and appropriate information on the role of monitoring and evaluation for success. The study employed both quantitative and qualitative methods to collect primary and secondary data. Relevant data and information was gathered from senior and middle level managers, directors and monitoring and evaluation experts. The primary and secondary sources helped to triangulate data from different perspectives regarding the research problem. The secondary sources of information used to provide the conceptual framework and acquire a general picture of the problem.

While the collection of the required data and information from the primary sources, questionnaire was used to get information on framework of the study. Participants' data were collected through in one survey with five points scale questionnaire.

The availability of time, cost as well as the skill of the researcher was taken into consideration for deciding the research design and how to get sufficient information for the research purpose and hence only individuals who have in depth knowledge of the research topics were contacted. The scientific way of dealing with the sample design and operational design were taken into consideration while dealing the research design and procedure. A total of 100 respondents were identified with the required knowledge and experience in the area of monitoring and evaluation and project management considering the independent and dependent variables.

The study used explanatory and mixed research approach, where the survey result collected from questionnaire triangulated by qualitative data through administering key informant interviews to selected conversant staffs of monitoring and evaluation as well as projects.

3.2. Target Population

The total population source for administering quantitative method is used by employing the scientifically calculated sample size from a total of 174 program staffs (Save the Children November 2016 staff list) and cluster sampling techniques for dividing the respondents based on the role in the thematic sectors. Where monitoring and evaluation experts, project managers, program operation managers, program operation directors and senior management team (country directors and deputy country directors) happen to be working in the following thematic sectors of Education, Health and Nutrition, Child Poverty and WASH, Child Protection and Strengthening Child Friendly National System and Structure Program, they were contacted. Of the total program staff who participated as informants, 46 were from education thematic sector, 35 from health thematic sector, 32 from food security, livelihood and WASH, 26 from Nutrition thematic sector, 19 Child protection thematic sectors, 16 from Humanitarian Response and 10 from Child Rights Governance thematic sectors.

The Key Informant Interview (KII) was administered to informants selected using purposive sampling technique considering the criteria of their prior knowledge and capacity and experience of the respondents to the two research questions as well as the small number of population to be studied intensively. This is purposive because of the deliberate selections of respondents with the logical reasoning of having rich knowledge in the research area. Because of this, only 10 (monitoring and evaluation technical leads, monitoring and evaluation head, deputy monitoring and evaluation head and program operation managers and program operation directors) were approached through KII.

In all thematic sectors of Save the Children, representatives of project staff were selected using convenient sampling. The criteria were their expertise in terms of monitoring and evaluation as well as project management roles. There are staff members who can support more than one program portfolio and also more than one thematic sector which make the total number of the thematic sectors to be more than the number of respondents. Some of the

projects are also using the pooled system covering the level of effort that is being used to work in a certain project.

3.3. Sample and Sampling Techniques

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample, Kothari (2008).

It is believed that the data and information which was collected using the above informative samples through the designed method is sufficient enough to reach into conclusions to forward recommendations. The total population of the study is 179 Save the Children, Addis Ababa employees. The sample size is determined based on the following formula (Yemane, 1967).

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

Where, n is number of respondent employee

N is the total number of Save the Children program and monitoring and evaluation staffs which equals 150.

e is the precision level. A 95% confidence level was taken and e=0.05

As summarized in Table 3.1, the sample consisted of participants of this study surveyed from Save the Children International.

Table 3.1: Population Sample and Response Rate (Source: Save the Children selected staff list 2016)

Name of the Samples	Total Population Size	Sample
Senior Level Managers	10	5
Managers and Coordinators	90	80
MEAL staffs	40	33
Total	140	127

The researcher distributed questionnaire for 127 respondents drawn from senior level manager, middle level managers and monitoring and evaluation staff. The total sample size is 140 and 127 respondents were expected to respond to the questionnaire and purposively selected 10 KII were also addressed using the qualitative method.

3.4. Data Collection Procedure

3.4.1. Data Sources

This study employed explanatory research design, which employed both quantitative and qualitative data collection. Qualitative researchers typically gather multiple forms of data, such as interviews, observations, and document review, rather than relying on a single data source, (Kothari, 2004, P, 175). The study collected both primary and secondary data. The primary data were collected by the researcher through survey questionnaire, key informant interview and they were self-administered and secondary data was collected and merged with the primary data.

The primary sources include: Save the Children senior management team, middle level managers and monitoring and evaluation experts by employing both questionnaire and key informant interview.

Secondary data sources include: different records of the organization's narrative annual reports, evaluation reports, audit reports, monitoring visit reports, proceedings from the different thematic sectors which helped the researcher to triangulate the findings of the primary with the secondary data.

3.4.2. Data Gathering Instruments

3.4.2.1. Questionnaire

A survey questionnaire was prepared and administered to senior management team members, middle level managers and MEAL experts. The questionnaire contains mainly closed ended and few open ended questions. It is an appropriate instrument to obtain variety opinions within a relatively short period of time. The questions rating was done depending on the type of questions and choices given. Since the media of communication of the international organization is English, the questionnaire was constructed in English. The questionnaire consisted of different parts mainly focusing on the monitoring and evaluation practices and its contribution to project success.

3.4.2.2. Key Informant Interview

According to Kultar (2007), *“an interview is typically defined as face to face discussion or communication via some technology like telephone or computer between an interviewer and*

respondent”. The primary advantage for interview is that they provide much more detailed information than data collected via other data collection methods such as survey Carolyn and Palena (2006).

The interviewees which include head of MEAL, Deputy Head of MEAL, Program Operation Directors, Chief of Parties and Program Operation managers were selected purposefully based on their depth knowledge in project monitoring and evaluation and program management. Close to 10 individuals were contacted either through telephone or face to face interview.

This helped the researcher to see how the practices of monitoring and evaluation roles are and what actually helps the project to be successful. The information obtained through interviewing displayed data collection efficiency, quality and consistency across all interviews. The responses were captured via note taking and whenever a respondent gives a consent for his/her voice to be recorded, tape recording was employed. The response was kept confidential. Thus, the researcher triangulated the findings with the quantitative data collected through questionnaire.

3.5. Variables

3.5.1. Dependent Variables

3.5.1.1. Project Success: The project is going to be successful if and only if the followings criteria are satisfied: meeting quality standards, completed with budget, implemented on the schedule, satisfy the beneficiaries concerns and achieve overall objective of the project. The five point Likert scale response options, scored from 0 to 4 are never, rarely, sometimes, mostly, always. Subscale scores were obtained by summing items scores and dividing by the total number of items.

3.5.2. Independent Variables

3.5.2.1 Monitoring and Evaluation System: To be able to describe their level of agreement in a five scale response format from “never” to “always”, respondents were asked nine questions each (e.g. Is the monitoring and evaluation systems effective, efficient? Does it contribute to impact in making a difference? Is the scope and purpose of the monitoring and evaluation system clear? etc.). The five point Likert scale response

options, were scored from 0 to 4 are never, rarely, sometimes, mostly and always. Subscale scores were obtained by summing item scores and dividing it by the total number of items. If it is above or equal to the average it indicated the availability of strong monitoring and evaluation system in Save the Children.

3.5.2.2 Monitoring and Evaluation Competency: to make respondents describe their level of agreement in a five scale response format from “never” to “always”, each of them were asked nine questions (e.g. Is the role of monitoring and evaluation significantly contributing to meet project objective? Does evaluation provide information that enables ongoing projects to improve? Can you judge the overall merits of a project, or generate knowledge about what works and what does not to influence the organization’s strategy and policy? etc.). The five point Likert scale response options, were scored from 0 to 4 are never, rarely, sometimes, mostly and always. Subscale scores were obtained by summing item scores and dividing it by the total number of items. If it is above or equal to the average it indicated the existence of strong monitoring and evaluation system in Save the Children.

3.5.2.3. Accountability: Respondents were asked six questions each (e.g. Does the organization have a system in place to ensure that the children it aim to assist and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its activities? Does the organization has a system to analyze the information collected from stakeholders to further improve the quality of program? etc.). The five point Likert scale response options, were scored from 0 to 4 are never, rarely, sometimes, mostly and always. Subscale scores were obtained by summing item scores and dividing it by the total number of items. If it is above or equal to the average it indicated the existence of strong monitoring and evaluation system in Save the Children. This is commonly called program accountability or downward accountability.

3.5.2.4. Project Life Cycle: Respondents were asked eight questions each (e.g. Is the monitoring and evaluation systems effective and efficient? Does it contribute to impact in making a difference? Is the scope and purpose of the monitoring and evaluation system clear? etc.). The five point Likert scale response options, were scored from 0 to 4 are never, rarely, sometimes, mostly and always. Subscale scores were obtained by summing item scores and dividing it by the total number of items. If it is above or equal to the average it indicated the existence of strong monitoring and evaluation system in Save the Children.

3.6 Method of Data Analysis

Data were evaluated based on the responses from the distributed questionnaire and each response was administered by applying simple frequency arrangement using appropriate software application like SPSS (Statistical Packages for Social Science) and MS Excel. Then it was deeply analyzed using various statistical tools.

The researcher edited and sorted the questionnaire manually to make sure its completeness and data entry and analysis was performed using SPSS version 21.0. The questionnaires were collected, coded and entered in to a data entry template. Summary tables and charts were used for describing data. Binary logistic regression analysis was carried out to see the association between each independent variable with the project success variables and then variables that showed significant associations were included in the single model. Multiple logistic regressions were performed to identify the most significant predictors by using 95% CI (confidence interval) and P-value (0.05) to assess the degree of statistical significance. With regard to the qualitative part, the data was transcribed and translated into English by the researcher. It was then analyzed manually using the thematic analysis and interpretation.

3.7 Reliability and Validity

3.7.1 Reliability

Reliability estimates the consistency of the measurements or more simply, the degree of uniformity of the results obtained from repeated measurements. “*Reliability is essentially about consistency*” (Adams, et al, 2007). For this purpose, the quality of data was measured, evaluated and guaranteed using appropriate techniques.

The data quality has been assured and measured through internal validity instrument in to correct research instruments application for accurately measuring the variables during the data collection procedures. Besides, data consistency was checked using reliability test (Cronbach’s Alpha methods).

While doing the study (collecting and analyzing the data obtained), the researcher has honestly followed all the expected ethical standards. According to Sekaran (2010), reliability less than 0.6 are considered to be poor, those in the 0.7 range, acceptable, and those above 0.8 are good. The closer the reliability coefficient gets to 1.0, the better.

Table 3.2. Reliability Statistics/Cronbach’s Alpha coefficients of the dependent and independent variable

Variable	Number of Item	Cronbach’s Alpha
Assessments of Project Success	5	0.821
Assessment of MEAL Practices	8	0.896
To evaluate the competency and the role of the MEAL team	13	0.926
Downward accountability mechanisms works	7	0.909
Evaluate the role of MEAL along the project life cycle	6	0.906
Over all	39	0.953

Cronbach’s Alpha is a statistical test used to examine the internal consistency of the attributes determined for each dimension. As shown in table 3.2 the value of the Cronbach’s Alpha for five dimension of both dependent and independent variables was found to be above 0.7 which is an indication of acceptability of the scale for further analysis.

3.7.2 Validity

Data were collected from the reliable sources who have experience on both monitoring and evaluation as well project management. The survey and interview questionnaire were developed based on the literature review and frame of reference to ensure validity of the results. According to Adam, et al. (2007), validity is the strength of our conclusions, implications or propositions. Validity is concerned with whether the findings are really about what they appear to be. *“Validity defined is as the extent to which data collection method or methods accurately measure what they were intended to measure”* (Sounders, 2003). The researcher used a content validity in order to respond the two main research questions of the paper in this regards the research questions and the data collected, unclear comments and obscure questions are reworded. The research instrument and data are validated internally by colleagues who have expertise in the research areas and also the qualitative aspects of the research will give weight for substantiating the results of the survey. Therefore, the researcher use content, internal and external validity.

3.8 Ethical Consideration

In the course of any research, the researcher has an ethical responsibility to complete the work honestly and with integrity. Accordingly, this research is a free of fraud and plagiarism and the entirety of the research was carefully planned and it was governed by ethical considerations (UNICEF, 2013).

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1. Introduction

In this chapter, the collected data are presented in tabular form; analysis and conclusion drawn from the findings of the study and arrived at recommendation. A total of 150 questionnaires were distributed out of which 127 were returned and, three were rejected due to omission and most of the questionnaire is not completed. Therefore, 123 questionnaires served as data for analysis to present the findings and draw conclusions. The valid questionnaires which formed the analysis resulted in 83 percent response rate.

In addition to this, the researcher interviewed eight senior management team members as well as senior expertise in the areas of monitoring and evaluation as well as project management. Out of the eight senior experts one was female and the remaining seven were male. It is normal that some of the respondents might not prioritize the questionnaire to respond timely but according to Mugenda (2003), the statistically significant response rate for analysis should be at least be 50 percent. The data hence could be considered as representative enough for the wider Save the Children context.

The study is aimed to assess the monitoring and evaluation practices within Save the Children and also to investigate the contribution of the monitoring and evaluation to project success. Mixed research methodology was employed to respond the questionnaires and SPSS procedure was conducted for analyzing the quantitative and qualitative parts was made using content analysis. In this chapter, the researcher tried to look at the quantitative and qualitative response of the respondents as well as the discussion sections where the two findings brought together and demonstrate how it relates to the literature and the theoretical framework.

4.2 Demographic Information

The first part of the questionnaire consists of the demographic information of the respondents. This part of the questionnaire requested information related to demographic

characteristics of respondents. Accordingly, variables such as age, sex, level of education and experiences of the respondents were summarized and described in the following table.

Table 4.1: Demographic characteristics of respondents (Source: Own survey, April 2017)

No.	Item	No. of employee N 123	
		Frequency	Valid percent
1	Gender		
	Male	100	80.6
	Female	24	19.4
	Total	123	100.0
2	Age		
	23 -34	40	32.3
	35 – 44	66	53.2
	45 – 54	15	12.1
	55 – 64	3	2.4
	Total	123	100.0
3	Educational Qualification		
	PhD	4	3.2
	MA/MSc	92	74.2
	BA/BSc	28	22.6
	Total	123	100.0
4	Experience		
	1 – 7	32	25.8
	8 – 13	40	32.3
	14 – 19	38	30.6
	19 – 25	10	8.0
	26 – 31	4	3.2
	Total	123	100

According to Table 4.1 above, 80.6 percent of the respondents were male and the rest 19.4 percent were female which obviously shows that the majority of the respondents were male. There were 123 full-time employees who responded to the survey. From the total respondents, 100 males and 24 females, out of which 12 were senior management team, 79

were middle level managers and 33 were lower level managers. This shows that the female experts are lower in the middle and senior management level where the country offices are requested to take affirmative actions.

As can be seen in the table 4.1 above, the largest age group lies under the age brackets of 35 to 45 scoring 53.2 percent followed by the age brackets of 23 to 34 resulting in 32.3 percent. Thus 85 percent of the respondents are between the age ranges of 23 to 44. Though age does not necessarily show the years of experiences but if we link the age distribution with the experience of respondents, it implies that the higher the age of the respondents, the higher the years of experiences. 67.7 percent of the respondents are above the age range of 35 and more than 6 years of experiences amounting for a 72.37 percent.

With regard to the qualification of the respondents, the majority of the respondents were post graduates amounting to 74.2 percent. The rest of the respondents were undergraduate staff with 22.6 percent and 3.2 percent respondents were employees holding Doctors of Philosophy. In terms of qualifications of the respondents, 28 have bachelors, 92 post graduate and the 4 doctorate degrees. This shows that 96 percent of the respondents are highly qualified to respond the questionnaire in a professional manner.

In terms of work experience, 47 percent of the total respondents have more than ten years of experience, 25 percent between six and ten years of experiences, 19 percent between three and six years of experience and only 9 percent have less than three years of experiences. The majority of the respondents have more than six of years of experience in the areas of project management and monitoring and evaluation reaching 82 percent. The remaining 18 percent of respondents have less than six years of experience which shows that most of the respondents have lots of knowledge in the research area.

Interviews were also employed for selected senior management team who have ample experience to respond to the research questions and the researcher was able to extract some quotes to complete the survey. Most of the respondents are male, post graduate, middle level managers who have more than ten years of relevant work experience with the right mix of competency to respond to the research questions and meet the aim of the research objective.

4.3 Descriptive Analysis

4.3.1 Monitoring and Evaluation Systems

Monitoring and evaluation systems focus on the organizational readiness in terms of designing effective and efficient system with a thorough analysis of the situation, clarifying the scope and purpose, communicating impact and agreeing on the approach. Besides, supporting the organizational theory of change and getting a support from the senior management team are other focus areas.

Table 4.2: Monitoring and evaluation system contribution to meet project objectives
(Source: Own Survey, April 2017)

The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	3	2.4	2.4	2.4
	Rarely	16	13	13	15.4
	Sometimes	54	43.9	43.9	58.3
	Mostly	39	31.7	31.7	90
	Always	11	10	10	100
Total		123	100	100	

The researcher is eager to know the effectiveness and efficiency of the monitoring and evaluation system in realizing the project objective. In this regard, 43.9 percent of the total respondents have said that it is sometimes that the monitoring and evaluation system is efficient and effective. 31.7 percent of total respondents have said that most of the time monitoring and evaluation system is efficient and effective, while 13 percent of the respondents said it is rarely that Save the Children monitoring and evaluation system is efficient and effective in helping to achieve the project objective. 10 percent of the total respondents have said that Save the Children monitoring and evaluation system is effective and efficient which can be taken as role model for other country offices. 2.4 percent of the total respondents still question the existence of the monitoring and evaluation system let alone its efficiency and effectiveness.

In general, the researcher concludes that only 41.7 percent of the respondents are confident on the effectiveness and efficiency of the monitoring and evaluation system towards its contribution to meet the project objective. 43.9 percent of the respondents are in a dilemma to clearly state the system as good or bad and 15.4 percent of the respondents are not aware of the existence of the monitoring and evaluation system. To this effect, Save the Children has to work in making the monitoring and evaluation system efficient and effective to achieve project objectives.

Table 4.3: Monitoring and evaluation system has a clear scope and purpose
(Source: Own Survey, April 2017)

The scope and purpose of the monitoring and evaluation system is clear		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	1.6	1.6	1.6
	Rarely	20	16.3	16.3	17.9
	Sometimes	32	26	26	43.9
	Mostly	64	52	52	95.9
	Always	5	4.1	4.1	100
Total		123	100	100	

As per the Table 4.3, 52 percent of the total respondents have clear knowhow on the most part of the monitoring and evaluation system’s purpose and scope, 26 percent of total respondents have said that it is sometimes clear what the monitoring and evaluation system’s scope and purpose is all about and sometimes not, 16.3 percent of the total respondents have rarely clear understanding on the scope and purpose of monitoring and evaluation system, 4.1 percent of the total respondents witnessed that monitoring and evaluation system’s scope and purpose are always clear to the stakeholders and finally 1.6 percent of the total respondents have said that the monitoring and evaluation system’s scope and purpose were never clear.

In conclusion, 56.1 percent of the total respondents have responded that the monitoring and evaluation scope and purpose are clear most of the time but still 17.9 percent of the respondents have never thought about the existence of the monitoring and evaluation system’s scope and purpose. Hence Save the Children has to work in introducing the monitoring and evaluation system purpose and scope across all projects thematic sectors and hubs.

Table 4.4: Monitoring and evaluation system is built with consensus (Source: Own Survey, April 2017)

The monitoring and evaluation system is built with a thorough situational analysis		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	30	24.4	24.4	27.7
	Sometimes	52	42.3	42.3	70
	Mostly	31	25.2	25.2	95.2
	Always	6	4.8	4.8	100
Total		123	100	100	

As per the table 4.4, 42.3 percent of the total respondents have responded that it is sometimes that they came to know that the monitoring and evaluation team conducted a thorough situational analysis before arriving to the monitoring and evaluation system. Some said the system is built after conducting the analysis and still some said that it is rarely that the situational analysis informs the monitoring and evaluation system. 4.8 percent of the total respondents have said that the monitoring and evaluation system is well informed by the evidence collected during the situational analysis. 3.3 percent of the total respondents argued that there is no situational analysis conducted and input given to the monitoring and evaluation system. To this effect, Save the Children has a long way to go in informing the project staff while developing the monitoring and evaluation system which is critical to get buy-in from the project team as well as to make the work of the monitoring and evaluation team easy.

Table 4.5: Monitoring and evaluation system has buy in from leaders (Source: Own Survey, April 2017)

The monitoring and evaluation system has buy – in from the senior management team		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	1.6	1.6	1.6
	Rarely	9	7.3	7.3	8.9
	Sometimes	45	36.6	36.6	45.5
	Mostly	60	48.8	48.8	94.3
	Always	7	5.7	5.7	100
Total		123	100	100	

As per Table 4.5, 48.8 percent of the total respondents have witnessed the buy in from the leaders towards monitoring and evaluation system. 36.6 percent of the total respondents

have not seen consistency of the buy-in from the leaders towards monitoring and evaluation system. 7.3 percent of the total respondents have rarely noticed the buy-in from the leaders and 5.7 percent of the total respondents have always seen the buy-in from the leaders towards the monitoring and evaluation system. 1.6 percent of the respondents have never seen any support from the senior management about the monitoring and evaluation system.

In this regard, the researcher stipulated that 54.5 percent of the total respondents have noticed the support of the senior management team towards monitoring and evaluation system at a larger or maximum scale. Since 45 percent of the respondents are in one way or another devoid of getting support from the senior management team Save the Children has yet to standardize the monitoring and evaluation system and encourage thematic leads, head, directors, chief of party etc. to be champions in providing support towards the operationalization of monitoring and evaluation system.

Table 4.6: Monitoring and evaluation system reflects Save the Children organization priorities
(Source: Own Survey, April 2017)

The monitoring and evaluation system reflects the theory of change and supports the mission and vision of the organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	1.6	1.6	1.6
	Rarely	13	10.6	10.6	12.2
	Sometimes	32	26	26	38.2
	Mostly	64	52	52	90.2
	Always	12	9.8	9.8	100
Total		123	100	100	

The researcher wants to know more about the monitoring and evaluation system and the organization's top priorities such as theory of change and the support towards mission and vision of the organization. In view of this, 52 percent of the total respondents have witnessed that monitoring and evaluation system mostly supports the mission and vision of the organization as well as reflects the theory of change. 26 percent of the total respondents have said that monitoring and evaluation system sometimes supports the mission and vision of the organization and sometimes not. 10.6 percent of the total respondents have said that monitoring and evaluation rarely supports the organizational mission and vision. 9.8 percent of the total respondents have witnessed that monitoring and evaluation system is always supportive towards the existence of the organization.

It is good that close to 62 percent of Save the Children respondents know the role of monitoring and evaluation system towards contributing the mission and vision of the organization as well the theory of change. Hence it is good to work around the remaining 38 percent which have doubts on the monitoring and evaluation system's contribution towards the existence of the organization as well as reflecting change in the lives of children.

Table 4.7: Monitoring and evaluation system has sound data management for decision making
(Source: Own Survey, April 2017)

The monitoring and evaluation system has a clear level of data collection, analysis and use of its information from project to program and organization to bringing about change		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	21	17.1	17.1	20.4
	Sometimes	48	39	39	59.4
	Mostly	42	34.1	34.1	93.5
	Always	8	6.5	6.5	100
Total		123	100	100	

As per the above table 4.7, 39 percent of the total respondents have doubt the data management of Save the Children and its contribution to a sound decision making by the senior managers. 34 percent of the total respondents have witnessed that most of the monitoring and evaluation system has a mechanism to track data and become evidence for decision making. 17.1 percent of the total respondents have said that the monitoring and evaluation system has rarely contributed to the decision making with generating evidences. 6.5 percent of the total respondents have appreciated the monitoring and evaluation system and its data generation for taking sound decisions. 3.3 percent of the total respondents have never seen any monitoring and evaluation system where decision is taken based on evidences. From the above table, the researcher concluded that 40.6 percent of the respondents have witnessed that monitoring and evaluation system has a clear decision making processes based on the data collected and analyzed. Hence Save the Children has to establish a standardized database management system where reliable data collected, and can help inform decision makers after verification. The qualitative results have shown that monitoring and evaluation system helps for a project to get a real time information for decisions through a routine monitoring visit.

Table 4.8: Monitoring and evaluation system has linked with the operation standards
(Source: Own Survey, April 2017)

The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	1	0.8	0.8	0.8
	Rarely	23	18.7	18.7	19.5
	Sometimes	45	36.6	36.6	56.1
	Mostly	42	34.1	34.1	90.2
	Always	12	9.8	9.8	100
Total		123	100	100	

As per the above table 4.8, 36.6 percent of the total respondents have responded that they have doubt on the linkage of the monitoring and evaluation system in operating standards of tools, indicators and reporting. 34 percent of the total respondents have responded that most of the monitoring and evaluation system has linked with the monitoring and evaluation operating standards. 18.7 percent of the total respondents argue that the central monitoring and evaluation system is not interlinked with monitoring and evaluation focus areas. 9.8 percent of the total respondents have witnessed the integration and linkage.

From the above table, the researcher came to know that 43.9 percent of the total respondents have a clarity about the central monitoring and evaluation system functions and its linkage with the major monitoring and evaluation focus areas. Hence, the awareness in this regards is low. Save the Children has to revert this and bring all project staff in the same level for the holistic function of monitoring and evaluation system.

Table 4.9: Monitoring and evaluation system integration system (Source: Own Survey, April 2017)

The organization monitoring and evaluation system is integrated with other organizational systems and processes.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	12	9.8	9.8	9.8
	Rarely	34	27.6	27.6	37.4
	Sometimes	46	37.4	37.4	74.8
	Mostly	28	22.8	22.8	97.6
	Always	3	2.4	2.4	100
Total		123	100	100	

As is stated above in Table 4.9, 37.4 percent of the total respondents have doubts on the integration of the monitoring and evaluation system with other organizational system and processes. 27.6 percent of the total respondents have responded that it is only rarely that the monitoring and evaluation system integration seen with other organizational system and processes. 22.8 percent of the total respondents on the other hand, have said that most of the monitoring and evaluation system is integrated with the other organizational system and processes. 9.8 percent of the total respondents have never seen the integration of the monitoring and evaluation system, 2.4 percent of the total respondents on the contrary have witnessed a strong integration between the monitoring and evaluation system and other organizational systems and process.

Here the researcher suggests that Save the Children has to work more on the integration of the monitoring and evaluation system since only a quarter of the total respondents have witnessed the monitoring and evaluation integration. The qualitative results of the study have also revealed that the monitoring and evaluation system is not systematic and consistent.

Table 4.10: Descriptive Statistics on Monitoring and Evaluation System
(Source: Own Survey, April 2017)

How does the monitoring and evaluation system functions within Save the children project	Mean	S.D
The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective.	3.32	0.899
The scope and purpose of the monitoring and evaluation system is clear.	3.41	0.867
The monitoring and evaluation system is built with a thorough situational analysis.	3.04	0.909
The monitoring and evaluation system has buy – in from the senior management team.	3.5	0.783
The monitoring and evaluation system reflects the theory of change and support the mission and vision of the organization.	3.58	0.868
The monitoring and evaluation system has a clear level of data collection, analysis and use of its information from project to program and organization to bringing about change.	3.24	0.924
The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage) are clearly linked to the organization monitoring and evaluation system.	3.33	0.92
The organization MEAL system is integrated with other organizational systems and processes.	2.8	0.981
Group Average	3.28	0.894

More weight was given to all the monitoring and evaluation system in place except the integrations of the system with other organizational system and processes. The highest weighted mean was given to the buy – in of the senior management team as well as its contribution to the theory of change communicating evidence based results.

The average mean result shows a weighted mean of 3.28 which means that Save the Children’s monitoring and evaluation systems are perceived as strong without forgetting that there is a lot to work on system integration and improving the monitoring and evaluation system dimension.

The results of the mixed research approach revealed that monitoring and evaluation system is good in terms of generating evidence for decision making, improving the quality of the deliverables, helping to achieve the project objective and capacitating the staffs in the areas of monitoring, evaluation, accountability and learning. However, areas of improvements are also highlighted by respondents among others are weak involvement in budget tracking, the sustainability of the project and systemic integration with organizational system.

4.3.2 Competency of Monitoring and Evaluation Team

The strength of monitoring and evaluation is important in helping the project to be successful since everything lies on the competency of the staff members. In this questionnaire, issues related to the continuous monitoring of the project, the demand of the monitoring and evaluation of the project versus the number of staff, actual competency of the team are assessed.

Table 4.11: Monitoring and evaluation team conduct monitoring visits once in a quarter
(Source: Own Survey, April 2017)

The monitoring and evaluation team and program staff conduct monitoring of projects once in a quarter		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	8.1	8.1	8.1
	Rarely	25	20.3	20.3	28.4
	Sometimes	31	25.2	25.2	53.6
	Mostly	42	34.1	34.1	87.7
	Always	15	12.3	12.3	100
Total		123	100	100	100

According to Table 4.11 here, 34.1 percent of the total respondents have responded that most of the projects have monitored once in a quarter by project staff and monitoring and

evaluation team. 25.2 percent of the total respondents have not seen consistency in terms of monitoring projects on quarter bases. 20.3 percent of the total respondents have witnessed that the monitoring visits conducted were rarely, meaning on an annual or bi annual bases. 12.3 percent of the total respondents have responded that monitoring by project and monitoring expert were consistently conducted on a quarterly bases. 8.1 percent of the total respondents have never experienced a quarterly monitoring visit.

From the above table, the researcher summarized that it is only 46.5 percent of the total respondents who have witnessed the consistent monitoring visits either by the project staff or monitoring and evaluation expert where Save the Children has to take action to encourage staff out of the routine and conduct monitoring visit at least once in a quarter.

Table 4.12: *Monitoring and evaluation team against the demand of projects*
(Source: Own Survey, April 2017)

The number of monitoring and evaluation staff vis. a vis. the demand from the project is well-matched		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	16	13	13	13
	Rarely	35	28.5	28.5	41.5
	Sometimes	42	34.1	34.1	75.6
	Mostly	22	17.9	17.9	93.5
	Always	8	6.5	6.5	100
Total		123	100	100	100

According to Table 4.12, 34.1 percent of the total respondents have responded that it is sometimes that a match between the demand and the monitoring and evaluation staff is seen. 28.5 percent of the total respondents have responded that is only rarely that the demand of projects matches with the available monitoring and evaluation staff. 17.9 percent of the total respondents said that most of the time the match between the demand and available staff is observed. 13 percent of the total respondents however responded that there has never been a match between the demand and the number of monitoring and evaluation staffs. 6.5 percent of the total respondents have witnessed that there is a perfect match between the demand and the monitoring and evaluation team at their disposal.

Table 4.13: Monitoring and evaluation team competency (Source: Own Survey, April 2017)

Monitoring and evaluation staff have the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	1	0.8	0.8	0.8
	Rarely	14	11.4	11.4	12.2
	Sometimes	48	39	39	51.2
	Mostly	49	39.8	39.8	91
	Always	11	9	9	100
Total		123	100	100	100

As per Table 4.13, 39.8 percent of the total respondents have responded that most of the monitoring and evaluation team is competent to discharge their roles and responsibility. 39 percent of the total respondents have not said all are competent but some are competent and some are not. 11 percent of the total respondent mentioned that it is rarely you find a competent monitoring and evaluation team. 9 percent of the total respondents have full confidence on the capacity of the monitoring and evaluation team and only 0.8 percent of the total respondents have argued that there is no competent monitoring and evaluation team at all. From this, the researcher wants to emphasize that Save the Children has to seriously work to improve the competency of the staff recruited and the human resource department has to work a lot in terms of continuously evaluating performance.

Table 4.14: Monitoring and evaluation budget is enough for undertaken the activities (Source: Own Survey, April 2017)

The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	8.1	8.1	8.1
	Rarely	32	26	8.1	34.1
	Sometimes	38	30.9	30.9	65
	Mostly	35	28.5	28.5	93.5
	Always	8	6.5	6.5	100
Total		123	100	100	100

What we can gather from Table 4.14 above is that 30.9 percent of the total respondents have responded there is some project that are budgeted while some projects do not have budget for monitoring and evaluation. 28.5 percent of the respondents believe that most of the projects have resourced monitoring and evaluation. 26 percent of the total respondents have responded that it is only rarely that projects have allocated resource for monitoring and

evaluation. 8.1 percent of the respondents have never seen budget for monitoring and evaluation but 6.5 percent of the total respondents have witnessed that monitoring and evaluation budget have always been allocated in the project. Based on the above table, the researcher suggests that the monitoring and evaluation staff and activities should be resourced since it is only 35 percent of the total budget that is agreed upon to be allocated for monitoring and evaluation. The leaders have to work in lobbying for obtaining monitoring and evaluation resources.

Table 4.15: Monitoring and evaluation system is supported by database (Source: Own Survey, April 2017)

The monitoring and evaluation team has developed a database system to serve for calculating the total reach		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	13	10.6	10.6	10.6
	Rarely	23	18.7	18.7	29.3
	Sometimes	41	33.3	33.3	62.6
	Mostly	36	29.3	29.3	91.9
	Always	10	8.1	8.1	100
Total		123	100	100	100

As per Table 4.15 above, 33.3 percent of the total respondents have replied that there are some projects that have a database system and still some projects do not have the data base. 29.3 percent of the respondents replied that most of the projects have a data base system to track the total reach. 18.7percent of the total responded that it is rarely that the total reach is systematically tracked. 10.6 percent of the respondents replied that the total reach is never been tracked from the database. 8.1 percent of the total respondents have replied that the total reach is systematically tracked and the database system is installed. From Table 4.20 here, one can learn that Save the Children has to work a lot in systematically tracking the total reach using the database management and continue for using the technology since it has only 37 percent project based database system which helps to inform decision makers.

Table 4.16: Monitoring results are helpful for timely decision making (Source: Own Survey, April 2017)

Monitoring results help to take timely decision making, ensures accountability, and provides a robust foundation for evaluation and learning in the organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	21	17.1	17.1	20.4
	Sometimes	38	30.9	30.9	51.3
	Mostly	43	35	35	86.3
	Always	17	13.7	13.7	100
Total		123	100	100	100

As per the above table 4.16, 35 percent of the total respondents have used the monitoring visit report for decision making, 30.9 percent have replied there is no consistency in taking the monitoring visits report seriously for decision making and accountability. 17percent of the respondents have replied that it is rarely that the monitoring results are used as an input for decision makings. 13.7 percent of the respondents have replied that the monitoring visit reports have taken seriously to take evidence based decision. 3.3 percent of the total respondents replied that monitoring results are never seen when the decision makers have used for future programming. From the above table, it is less than 50 percent of the respondents who have witnessed that the monitoring results have taken for decision and learnings. Thus Save the Children should work on developing the mechanisms for action tracker.

Table 4.17: Evaluation results provide information for improving future programming (Source: Own Survey, April 2017)

Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	5	4.1	4.1	4.1
	Rarely	18	14.6	14.6	20.7
	Sometimes	48	39	39	59.7
	Mostly	34	27.6	27.6	85.4
	Always	18	14.6	14.6	100
Total		123	100	100	100

As per the above table, 39 percent of the total respondents have a doubt that the evaluation results have utilized for future programming and learning. 27.6 percent of the respondents

have replied that mostly the evaluation results have been utilized for future programming. 14.7 percent of the respondents have replied that it is rarely that the evaluation findings are utilized for future programming and the same percentage of the respondents have replied the contrary saying that it is always that the evaluation results have seriously been taken for learnings and future programming. 4 percent of the total respondents have replied that the evaluation results have never been used for future programming. Based on Table 4.2.2. above, the researcher has concluded that it is less than 50 percent of the total respondents who have agreed that evaluation results are utilized in future programming. Hence, it is better for Save the Children to improve the quality of evaluation, policy brief and action plan for improving the evaluation conducted either by internal or external staff.

Table 4.18: *The role of monitoring and evaluation is significantly to meet objective*
(Source: Own Survey, April 2017)

The role of monitoring and evaluation is significantly contributing to meet project objective		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	1.6	1.6	1.6
	Rarely	17	13.8	13.8	15.4
	Sometimes	43	34.9	34.9	50.3
	Mostly	39	31.9	31.9	82.2
	Always	22	17.8	17.8	100
Total		123	100	100	100

As per the table above, 34.9 percent of the total respondents have doubts that the evaluation results have been significantly contributing to meet project objectives. 31.9 percent of the respondents have replied that mostly the evaluation results have been contributing to meet project objectives. 13.8 percent of the respondents have replied that it is rarely that the evaluation findings have contributed to meet project objectives. 17.8 percent of the total respondents have replied that the evaluation results have always been seriously contributing to meet project objectives. 1.6 percent of the total respondents have replied that the evaluation results have never been used for contributing to meet project objectives. Using Table 4.23. above as a foundation, the researcher has concluded that it is less than 50 percent of the total respondents who have agreed with the notion that evaluation results are contributing to meet project objectives and hence it is better for Save the Children to improve the quality of evaluation.

Table 4.19: *The role of monitoring and evaluation to complete projects in time*
 (Source: Own Survey, April 2017)

The role of monitoring and evaluation is significantly contributing to conclude the project without time overrun		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	5	4.1	4.1	4.1
	Rarely	24	19.5	19.5	19.6
	Sometimes	42	34.1	34.1	53.7
	Mostly	38	30.9	30.9	84.6
	Always	14	11.4	11.4	100
Total		123	100	100	100

As per the above table 4.19, 34.1 percent of the total respondents have replied that sometimes the role of monitoring and evaluation contributed to project completion on time and sometimes not. 30.9 percent of the total respondents have replied that most of the time monitoring and evaluation contributed for a project to be completed on time. 19.5 percent of the total respondents have replied that it is rarely that monitoring and evaluation contributed for a project to be completed on time. 11.4 percent of the total respondents have replied that the role of monitoring and evaluation is always contributing for a project to be completed on the planned time. 4.1 percent of the total respondents have replied that the role of monitoring and evaluation is never seen while contributing to the project completion on the planned time.

From the above table 4.19, the researcher came to know that 42 percent of the total respondents have witnessed the contribution of monitoring and evaluation role towards project completion in time. Thus the role of monitoring and evaluation has to be elaborated through the monitoring and evaluation system.

Table 4.20: *The role of monitoring and evaluation to complete projects on budget*
 (Source: Own Survey, April 2017)

The role of monitoring and evaluation is significantly contributing to complete the project without budget overrun		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	4.8	4.8	4.8
	Rarely	22	17.9	17.9	22.7
	Sometimes	56	45.5	45.5	68.2
	Mostly	27	21.9	21.9	90.1
	Always	12	9.9	9.9	100
Total		123	100	100	100

As per the above table 4.20, 45.5 percent of the total respondents have replied that sometimes the role of monitoring and evaluation contributed to project completion on budget and sometimes not. 21.9 percent of the total respondents have replied that most of the time monitoring and evaluation contributed for a project to be completed on budget. 17.9 percent of the total respondents have replied that it is rarely that monitoring and evaluation contributed for a project to be completed on budget. 9.9 percent of the total respondents have replied that monitoring and evaluation role is always contributing for a project to be completed on the planned budget. 4.8 percent of the total respondents have replied that the role of monitoring and evaluation is never seen for a project completion on the planned budget.

From the above table 4.20, the researcher came to know that 31.8 percent of the total respondents have witnessed the contribution of monitoring and evaluation role towards project completion on planned budget. This implies the majority of the respondents did not see the contribution of monitoring and evaluation role for a project to be completed on budget. Hence, there is a huge work around strengthening the monitoring and evaluation system so that the project progress will be tracked continuously and reflected in efficient use of budget utilization.

Table 4.21: *The contribution of monitoring and evaluation towards satisfaction of beneficiaries*
(Source: Own Survey, April 2017)

The role of monitoring and evaluation is significantly contributing to the satisfaction of beneficiaries		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	5	4.1	4.1	4.1
	Rarely	24	19.5	19.5	23.6
	Sometimes	40	32.5	32.5	56.1
	Mostly	37	30.1	30.1	87.2
	Always	17	13.8	13.8	100
Total		123	100	100	100

As per the above table 4.21, 32.5 percent of the total respondents have replied that sometimes the contribution of monitoring and evaluation towards beneficiary satisfaction is sometimes observed. 30.1 percent of the total respondents replied that most of the time monitoring and evaluation contributed for the beneficiaries to be satisfied. 19.5 percent of the total respondents have said that it is rarely that monitoring and evaluation contribution for beneficiary satisfaction. 13.8 percent of the total respondents have replied that monitoring

and evaluation role is always contributing for the beneficiaries to be satisfied on the services. 4.8percent of the total respondents have replied that monitoring and evaluation never contributed for beneficiaries' satisfaction.

From the above table 4.21, the researcher came to know that 43.9 percent of the total respondents have witnessed the contribution of monitoring and evaluation for a beneficiary satisfaction meaning the majority of the respondents have replied that Save the Children has to work a lot in strengthening the monitoring and evaluation system particularly the internal accountability mechanisms.

Table 4.22: *The contribution of monitoring and evaluation towards meeting quality standards (Source: Own Survey, April 2017)*

The role of monitoring and evaluation is significantly contributing to meet national and international quality standards		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	19	15.4	15.4	18.7
	Sometimes	35	28.5	28.5	47.2
	Mostly	50	40.7	40.7	87.9
	Always	15	12.1	12.1	100
Total		123	100	100	100

As per the above table 4.22, 40.7 percent of the total respondents have replied that most of the time monitoring and evaluation contributed to meet the quality standards. 28.5 percent of the total respondents have replied that sometimes the contribution of monitoring and evaluation towards meeting quality standards. 15.4percent of the total respondents have replied that it is rarely that monitoring and evaluation contributed for meeting quality standards. 12.1percent of the total respondents have replied that monitoring and evaluation role is always contributing for projects to meet the quality standards. 3.3 percent of the total respondents have replied that the role of monitoring and evaluation is never contributed for meeting the quality standards.

From the above table 4.22, the researcher came to know that 52.8 percent of the total respondents have witnessed the contribution of monitoring and evaluation for meeting the quality standards and hence it is good for Save the Children to fully roll out the quality benchmarks and inculcate in each hubs and projects so that the monitoring and evaluation system becomes robust and help for meeting the quality benchmark.

Table 4.23: The contribution of monitoring and evaluation towards sustainability
(Source: Own Survey, April 2017)

The role of monitoring and evaluation is significantly contributing to the sustainability of results beyond the project period		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	4.9	4.9	4.9
	Rarely	31	25.2	25.2	30.1
	Sometimes	34	27.6	27.6	57.7
	Mostly	40	32.5	32.5	90.2
	Always	12	9.8	9.8	100
Total		123	100	100	100

As per the above table 4.23, 32.5 percent of the total respondents have replied that mostly monitoring and evaluation contributed to sustainability. 27.6 percent of the total respondents have replied that it is sometimes that monitoring and evaluation contributes to sustainability. 25.2 percent of the total respondents have replied that monitoring and evaluation rarely contributes to sustainability. 9.8percent of the total respondents have replied that monitoring and evaluation role is always contributing for projects to sustain beyond the project life time. 4.9 percent of the total respondents have replied that monitoring and evaluation never contributed for sustainability.

From the above table 4.23, the researcher came to know that 52.8 percent of the total respondents have witnessed the contribution of monitoring and evaluation for meeting the quality standards and hence it is good for Save the Children to fully roll out the quality benchmarks and inculcate in each hub and project so that the monitoring and evaluation system becomes robust and help for meeting the quality benchmark.

Table 4.24: Descriptive statistics of monitoring and evaluation team competency
(Source: Own Survey, April 2017)

How do you evaluate the competency and the role of the monitoring and evaluation team to achieve project success?	Mean	S.D
The monitoring and evaluation team and program staff conducts monitoring of projects once in a quarter.	3.22	1.149
The number of monitoring and evaluation staff vis. a vis. the demand from the project is well-matched.	2.76	1.095
Monitoring and evaluation staff have the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice.	3.45	0.842
The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities	2.99	1.067
The monitoring and evaluation team has developed a data base system to serve for calculating the total reach.	3.06	1.111
Monitoring results help to take timely decision making, ensures project accountability, and provides a robust foundation for evaluation and learning in the organization.	3.39	1.029
Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well.	3.34	1.031
The role of monitoring and evaluation is significantly contributing to meet project objective.	3.5	0.995
The role of monitoring and evaluation is significantly contributing to conclude the project without time overrun.	3.26	1.031
The role of monitoring and evaluation is significantly contributing to complete the project without budget overrun.	3.14	0.986
The role of monitoring and evaluation is significantly contributing to the satisfaction of beneficiaries.	3.3	1.063
The role of monitoring and evaluation is significantly contributing to meet national and international quality standards.	3.43	1.001
The role of monitoring and evaluation is significantly contributing to the sustainability of results beyond the project period.	3.17	1.069
Average	3.23	1.037

Table 4.24 shows the weighted average mean calculated using the variables in the questions subsection above. More weight was given to the performance of the monitoring and evaluation team to meet the project objective, competency, significant contributions towards

meeting the quality, sharing information for the timely decisions, evaluation help to get inputs for the future programming. Lesser weights were assigned to the budget allocated for monitoring and evaluation as well as the number of monitoring and evaluation team as compared to the demand of the project. The head of monitoring, evaluation, accountability and learning explained in the interview that the total budget allocated is 4.4 while Save the Children requires for a project to reach from 5 to 10 percent. This explains that monitoring and valuation system is not supported by budget even to the minimum expected requirement and further argued that it is not the few number of monitoring and evaluation staff but the absence of a sound monitoring and evaluation system that affects the proper utilization of the team. Save the Children has close to 100 projects and the monitoring and evaluation staff are 50. So one monitoring and evaluation expert can work for two projects. Though this ratio was not brought about on purpose, the system affects or favors one project over the other.

The result of the mixed research implied that Save the Children has a competent monitoring and evaluation team witnessing the existence of robust monitoring and evaluation system, evidence based decisions taken, the project staffs are capacitated but it still requires to strengthen the capacity from the data base system to web based system.

4.3.3. Downward Accountability Mechanism

The downward accountability mechanisms focus on assessing the participation and information sharing to stakeholders along the project cycle management, strengthen the capacity of stakeholders to demand their entitlement and also give feedback to improve project quality. Here the research looks at the accountability mechanism as one of the monitoring and evaluation system within the organization.

Table 4.25: The organization has information sharing mechanism for stakeholders (Source: Own Survey, April 2017)

The organization has system to ensure children and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its activities		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	3	2.4	2.4	2.4
	Rarely	19	15.4	15.4	17.8
	Sometimes	38	30.9	30.9	48.7
	Mostly	56	45.5	45.5	94.2
	Always	7	5.8	5.8	100
Total		123	100	100	100

According to Table 4.25 above, 45.5 percent of the total respondents, have replied that most of the time the organization has a system to share information for stakeholders. 30.9 percent of the total respondents, on the other hand, have replied that the organization is not consistent in terms of sharing information to stakeholder which means some projects have sound mechanisms on information sharing and some have not. 15.4percent of the total respondents have replied the organization rarely shares information to stakeholders. 5.8 percent of the total respondents have replied that the organization has always shared information for stakeholder. 2.4 percent of the total respondents have replied that the organization has no information sharing mechanisms.

From the above table 4.25, the researcher came to know that 51.3 percent of the total respondents have witnessed that the stakeholders have got the required information but still the same percentage of the total respondents have replied that there is no information sharing mechanism that is consistent, updated and resourced across all the projects. So, Save the Children has to commit itself to establish and strengthen the accountability system.

Table 4.26: The organization has a system to analyze information collected (Source: Own Survey, April 2017)

The organization has a system to analyze the information collected from stakeholders to further improve the quality of program		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	11	8.9	8.9	12.2
	Sometimes	50	40.7	40.7	52.9
	Mostly	53	43.1	43.1	96
	Always	5	4.1	4.1	100
Total		123	100	100	100

As per the above table, 43.1 percent of the total respondents have replied the organization has a system for analyzing information to use for a decision making. 40.7 percent of the total

respondents have replied that the organization is not consistent in terms of using the information collected for decision making. 8.9 percent of the total respondents have replied the organization rarely uses the information collected for quality programming. 4.1 percent of the total respondents have replied that the organization has a sound system for using the data for decision. 3.3 percent of the total respondents have replied that the organization has no information sharing mechanisms.

From the above table 4.26, the researcher came to know that 58 percent of the total respondents have replied that there is a system to use the information collected while the remaining 42 percent has replied that Save the Children did not use the data collected for program quality. Thus it is good to work around installing a database system in which information can be collected, stored, analyzed and used for evidence based decision.

Table 4.27: *The organization has a system for stakeholder (children) participation*
(Source: Own Survey, April 2017)

The organization has system in place to listen to the people it aim to assist, incorporating their views, concerns and influence the program decision in project cycle management		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	9	7.3	7.3	7.3
	Rarely	26	21.1	21.1	28.4
	Sometimes	52	42.3	42.3	70.7
	Mostly	32	26	26	96.7
	Always	4	3.3	3.3	100
Total		123	100	100	100

As per Table 4.27 above, 42.3 percent of the total respondents have replied it is sometimes that the organization stakeholders' participation system works and there is no consistency amongst different projects and thematic sectors in taking the views of beneficiaries and influencing the decision of project designs. 26percent of the total respondents have replied that most of the projects have a stakeholder participation system where the views of beneficiaries mainly children are heard to influence decisions. 21.1 percent of the total respondents have replied that the organization stakeholders' participation rarely functions. 7.3 percent of the total respondents have replied that the organization has no mechanism to let stakeholders participate. 3.3 percent of the total respondents have replied that the organization has a sound stakeholders' participation system.

From the above table 4.27, the researcher came to understand that 36 percent of the total respondents have replied that there is a system to engage beneficiaries and children along the

project cycle management and improve the quality of program delivered. To this effect 64 percent of the total respondents have doubt on the availability, utilizations and functions of the stakeholders' participation tools. Hence, Save the Children has to standardize the involvement of stakeholders' participation across all the project cycle management in each hub and every thematic sector.

Table 4.28: The organization has a system for strengthening the beneficiaries (Children) participation for participating in project cycle stage. (Source: Own Survey, April 2017)

The organization has a system to build the capacity (knowledge, skills and attitudes) of children to participate in project/program development, implementation, monitoring and evaluation.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	8	6.5	6.5	6.5
	Rarely	32	26	26	32.5
	Sometimes	44	35.8	35.8	68.3
	Mostly	34	27.6	27.6	95.9
	Always	5	4.1	4.1	100
Total		123	100	100	100

As per the above table (Table 4.28), 35.8percent of the total respondents have replied that it is sometimes the organization stakeholders' participation system is backed by strengthening the capacity of the beneficiaries. 27.6 percent of the total respondents have replied that most of the time the beneficiaries have got capacity strengthening training for improving their participation across the project cycle management. 26 percent of the total respondents have replied that the capacity strengthening activities have rarely strengthened the capacity of beneficiaries. 6.5 percent of the total respondents have replied that the organization has never strengthened the capacity of the beneficiaries. 4.1 percent of the total respondents have responded that Save the Children has a system to strengthen the capacity of the beneficiaries to participate in project life stages.

The researcher came to conclude that 31.7 percent of the total respondents have replied there is an organizational system which capacitate beneficiaries to involve across the project life cycle stages which implies that the capacity building work has a long way to go in terms of strengthening the organization system and to see the changes made following the meaningful participation of beneficiaries.

Table 4.29: *The organization has a system for participating children in monitoring and evaluation*
(Source: Own Survey, April 2017)

The organization has a system in place to incorporate children’s participation in project design, implementation, monitoring and evaluation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	4.9	4.9	4.9
	Rarely	33	26.8	26.8	31.7
	Sometimes	48	39	39	70.7
	Mostly	32	26	26	96.7
	Always	4	3.3	3.3	100
Total		123	100	100	100

As per Table 4.29 above, 39 percent of the total respondents have replied that it is sometimes that children participation in project design, implementation, and monitoring and evaluation take place. 26.8 percent of the total respondents have replied the children participation is rarely seen. 26 percent of the total respondents have replied that most of the time children are participated in project design, implementation, and monitoring and evaluation. 4.9 percent of the total respondents have replied that children have never been participated in project design, implementation as well as monitoring and evaluation. 3.3 percent of the total respondents have responded that the organization have always participated.

From the above table, the researcher understood that 29.3 percent of the total respondents have replied that children participated in project design, implementation, and monitoring and evaluation which implies that the main focus of the projects are not participating. Accordingly, Save the Children has to strengthen a system where children participation is unavoidable in project design, implementation, and monitoring and evaluation.

Table 4.30: *The organization has a system to collect feedback from beneficiary and respond.*
(Source: Own Survey, April 2017)

The organization has a system in place to enable beneficiaries it aims to assist and other stakeholders to provide feedback and receive response through effective, accessible and safe information sharing mechanisms and processes.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	3	2.4	2.4	2.4
	Rarely	23	18.7	18.7	21.1
	Sometimes	50	40.7	40.7	61.8
	Mostly	42	34.1	34.1	95.9
	Always	5	4.1	4.1	100

Total	123	100	100	100
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As per the table above, 40.7 percent of the total respondents have replied that it is sometimes that beneficiaries provide feedback and get response from the project. 34.1 percent of the total respondents have replied to the same question that it is most of the time beneficiaries have given feedbacks and get response. 18.7 percent of the total respondents replied that the beneficiaries' feedback and its responses have been exercised rarely. 4.1 percent of the total respondents have responded that beneficiary feedbacks are always collected and the project has also responded to their enquiry accordingly. 2.4 percent of the total respondents have replied that there is no feedback collected from beneficiaries.

The researcher came to know from the above table that 38.2 percent of the total respondents have replied that beneficiaries have a mechanism to provide feedbacks and get responses. This indicates that Save the children has to standardize its complaint and response mechanisms and help beneficiaries to express their concern and give response in time.

Table 4.31: The organization has a system for using beneficiary's feedback as evidence
(Source: Own Survey, April 2017)

The organization has system in place to store, verify and analyze the feedback, complaints and use for future programming and take an input for quality program delivery		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	4.9	4.9	4.9
	Rarely	31	25.2	25.2	30.1
	Sometimes	43	35	35	65.1
	Mostly	40	32.5	32.5	97.6
	Always	3	2.4	2.4	100
Total		123	100	100	100

As per the table above, 35 percent of the total respondents have replied that there is no consistency in properly collecting, analyzing and utilizing the data for future programming and for the improvements of data quality. 32.5 percent of the total respondents have replied that in most cases the organization has done the aforementioned tasks. 25.2 percent of the total respondents on the other hand, replied that it is rarely that the data collection, analysis and its utilization is used as an input for future programming. 4.9 percent of the total respondents have replied that there is no feedback mechanism. 2.4 percent of the total respondents have responded that beneficiary feedbacks are always collected, verified and utilized as evidences for future programming and help for program quality.

From Table 4.31, the researcher came to know that 34.9 percent of the total respondents have replied that Save the Children has a system to collect, store and analyze data for utilizing as an input for decision making. To this effect, Save the Children has to work on improving the internal accountability mechanisms and monitoring system so that all decisions will be made based on evidences generated there by putting beneficiaries at the heart of programming.

Table 4.32: Descriptive statistics on downward accountability system
(Source: Own Survey, April 2017)

How does the downward accountability mechanisms in Save the Children's monitoring and evaluation system work to improve the quality of a project and beneficiary satisfaction?	Mean	S.D
The organization has system in place to ensure that the children it aim to assist and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its activities.	3.37	0.899
The organization has a system to analyze the information collected from stakeholders to further improve the quality of program.	3.36	0.831
The organization has system in place to listen to the people it aim to assist, incorporating their views, concerns and influence the program decision in project cycle management.	2.97	0.949
The organization has a system to build the capacity (knowledge, skills and attitudes) of children to participate in project/program development, implementation, monitoring and evaluation.	2.97	0.983
The organization has a system in place to incorporate children's participation in project/program development, implementation, monitoring and evaluation.	2.96	0.927
The organization has a system in place to enable beneficiaries it aims to assist and other stakeholders to provide feedback and receive response through effective, accessible and safe information sharing mechanisms and processes.	3.19	0.872
The organization has system in place to store, verify and analyze the feedback, complaints and use for future programming and take an input for quality program delivery	3.02	0.936
Group Average	3.12	0.914

As depicted in table 4.32 above, more weight was given to sharing information to stakeholders, analysis of the information for future programming and receiving feedback and complaints to improve the project whilst fewer weight was given to empowering the beneficiaries to demand their entitlement as well as to taking their views to influence project decision.

The mixed research result showed that most of the respondents perceive Save the Children has a strong downward accountability mechanism whereby beneficiaries have a system to raise their views and concerns, the project and staff information's are shared to the beneficiaries and stakeholders employing a workable media outlet. However, the

respondents have also highlighted areas of improvements among others are there is no system for the staff to air any management or leadership concern to the senior management team, accountability mechanisms are not uniformly implemented, no tailored made approach to the different intervention contexts and the tools are not child friendly.

4.3.4 Project Life Cycle

The involvement of monitoring and evaluation activities along the project life cycle were assessed by asking those who involved in the project design, baseline, execution, monitoring and evaluation and close out.

Table 4.33: Monitoring and evaluation team involvement in project initiation
(Source: Own Survey, April 2017)

The engagement of monitoring and evaluation staff in the initiation stages of project is high		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	26	21.1	21.1	24.4
	Sometimes	38	30.9	30.9	55.3
	Mostly	36	29.3	29.3	84.6
	Always	19	15.4	15.4	100
Total		123	100	100	100

As per the table above, 30.9 percent of the total respondents have replied that monitoring and evaluation sometimes involved in project initiation period. 29.3 percent of the total respondents have replied that most of the time monitoring and evaluation team involvements have been observed. 21.1 percent of the total respondents have replied the involvement of monitoring and evaluation team in project initiation was rare. 5.8 percent replied that monitoring and evaluation experts have always been involved in project initiation. 3.3 percent of the total respondents have replied that monitoring and evaluation experts have never been involved in project initiation period.

From the Table 4.33 above, the researcher came to realize that 44.7 percent of the total respondents have replied that monitoring and evaluation experts involved a lot in the project initiation. They have conducted rapid assessment and helped in the design of a project where beneficiaries' views are at the center of the project. In this case, Save the Children has to work closely with the technical specialist so as to maximize the involvement of the monitoring and evaluation team and to make the project design by taking into account the views and concerns of beneficiaries.

Table 4.34: Monitoring and evaluation team involvement in baseline development
(Source: Own Survey, April 2017)

The role of MEAL in baseline development is high		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	3	2.4	2.4	2.4
	Rarely	19	15.4	15.4	17.8
	Sometimes	32	26	26	43.8
	Mostly	40	32.5	32.5	76.3
	Always	29	23.6	23.7	100
Total		123	100	100	100

Here, 32.5 percent of the total respondents have replied that most of the time monitoring and evaluation teams are involved in baseline development. 26 percent of the total respondents have replied that monitoring and evaluation team has sometimes involved in baseline development. 23.6 percent of the total respondents have replied that monitoring and evaluation experts have always involved in conducting baseline assessment. 15.4 percent of the total respondents have replied monitoring and evaluation team has rarely involved in conducting baseline assessment. 2.4 percent of the total respondents on the other hand replied that monitoring and evaluation experts have never been involved in baseline assessment.

From table 4.34 above, the researcher came to know that 56.1 percent of the total respondents have replied that monitoring and evaluation experts have highest or higher level of involvement in conducting baseline. Thus Save the Children has to improve the monitoring and evaluation system whereby conducting baseline can be done jointly with the involvement of the monitoring and evaluation team.

Table 4.35: Monitoring and evaluation team involvement in project planning
(Source: Own Survey, April 2017)

The engagement of monitoring and evaluation staff in the planning stages of project is high		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	16	13	3.3	6.6
	Sometimes	37	30.1	30.1	36.7
	Mostly	42	34.1	34.1	70.8
	Always	24	19.2	19.2	100
Total		123	100	100	100

Table 4.35 shows that 34.1 percent of the total respondents have replied that most of the time monitoring and evaluation teams are involved in project planning. 30.1 percent of the total respondents have replied that it's only sometimes that the monitoring and evaluation

team has involved in project planning. 19.2 percent of the total respondents have replied that monitoring and evaluation experts have always involved in project planning. 13 percent of the total respondents have replied monitoring and evaluation team has rarely involved in project planning. 3.3 percent of the total respondents have replied that monitoring and evaluation experts have never been involved in project planning.

The researcher came to conclude that 53.3 percent of the total respondents have replied that monitoring and evaluation experts have highest or higher level of involvement in project planning. Thus there are still projects where the monitoring and evaluation planning and detail implementation plan have done without the proper involvement of the monitoring and evaluation team. This resulted in a loose ownership and synergy of the project team with monitoring and evaluation. So, Save the Children has to incorporate the monitoring and evaluation team in the planning of the project.

Table 4.36: *Monitoring and evaluation team involvement in execution of a project*
(Source: Own Survey, April 2017)

The engagement of monitoring and evaluation in the execution stages of project is high		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	14	11.4	11.4	14.7
	Sometimes	44	35.8	35.8	50.5
	Mostly	35	28.5	28.5	79
	Always	26	21	21	100
Total		123	100	100	100

As per the above table (Table 4.40), 35.8 percent of the total respondents have replied that monitoring and evaluation team involvement is sometimes high in project implementation. 28.5 percent of the total respondents have replied that most of the time monitoring and evaluation team's involvement in project execution is high. 21 percent of the total respondents have replied that monitoring and evaluation experts have always been involved in project execution. 11.4 percent of the total respondents have replied monitoring and evaluation team has rarely been involved in project implementation. 3.3 percent of the total respondents have replied that monitoring and evaluation experts have never been involved in project execution.

The researcher understood from Table 4.36 that the involvement of monitoring and evaluation in project execution is 49.5 percent. This means that the monitoring and evaluation expert involvement in supporting the project execution through giving

progresses, generating evidence for decision making and working with project staff has almost a 50 to 50 ratio. Hence, the monitoring and evaluation system has to be improved to scale up the involvement of the monitoring and evaluation system to further accommodate and work together.

Table 4.37: Monitoring and evaluation team involvement in the evaluation stage of a project (Source: Own Survey, April 2017)

The engagement of monitoring and evaluation in the evaluation stages of a project/program is high		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3.3	3.3	3.3
	Rarely	10	8.1	8.1	11.4
	Sometimes	39	31.7	31.7	42.1
	Mostly	38	30.9	30.9	73
	Always	32	27	27	100
Total		123	100	100	100

As per the above table, 31.7 percent of the total respondents have replied that monitoring and evaluation team involvement is sometimes high in project evaluation. 30.9 percent of the total respondents have replied that most of the time monitoring and evaluation team involvement in project evaluations are high. 27 percent of the total respondents have replied that monitoring and evaluation experts have always involved in project evaluation. 8.1 percent of the total respondents have replied monitoring and evaluation team has rarely involved in project evaluation. 3.3 percent of the total respondents have replied that monitoring and evaluation experts have never been involved in project evaluation.

From the table above, the researcher understood that the involvement of monitoring and evaluation in project execution is 57.9 percent meaning the monitoring and evaluation expert involvement in evaluation by developing terms of reference and standardizing the tools, giving feedback to the consultant.

Table 4.38: Monitoring and evaluation team involvement in the closeout stage of a project (Source: Own Survey, April 2017)

The engagement of monitoring and evaluation in the closing stages of project is high		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	3	2.4	2.4	2.4
	Rarely	15	12.2	12.2	14.6
	Sometimes	43	35	35	49.6
	Mostly	30	24.4	24.4	74
	Always	32	26	26	100
Total		123	100	100	100

As per Table 4.38 above, 35 percent of the total respondents have replied that the involvement of monitoring and evaluation team is sometimes high in project closeout. 24.4 percent of the total respondents have replied that most of the time monitoring and evaluation team involvement in project closeout is high. 26 percent of the total respondents have replied that monitoring and evaluation experts have always involved in project closeout. 12.2 percent of the total respondents have replied monitoring and evaluation team has rarely involved in project evaluation. 2.4 percent of the total respondents have replied that monitoring and evaluation experts have never been involved in project closeout.

From the above table, the researcher understood that the involvement of monitoring and evaluation in project closeout is 50.4 percent meaning the monitoring and evaluation expert involvement in closeout by sharing the lessons learnt to government and beneficiaries, discuss on the exit (sustainability) strategy of the project and generate learnings. Here the researcher wants to emphasize that the monitoring and evaluation team has to involve in project close out and discuss the exit strategy as well as document the learnings for the upcoming projects design.

Table 4.39: Descriptive statistics on project life cycle (Source: Own Survey, April 2017)

How do you evaluate the role of monitoring and evaluation in project lifecycle?	Mean	S.D
The engagement of monitoring and evaluation staff in the initiation stages of project is high.	3.33	1.075
The role of MEAL in baseline development is high.	3.56	1.085
The engagement of monitoring and evaluation staff in the planning stages of project is high.	3.54	1.05
The engagement of monitoring and evaluation in the execution stages of project is high.	3.53	1.051
The engagement of monitoring and evaluation in the evaluation stages of a project/program is high.	3.68	1.051
The engagement of monitoring and evaluation in the closing stages of project is high.	3.59	1.078
Group Average	3.54	1.065

More weight was given to the involvement of monitoring and evaluation in project life cycle, the involvement of monitoring and evaluation team is highest in monitoring and evaluation of a project, in closing out of a project, baseline assessment, planning, and execution. Fewer weight is given to the level of involvement to the project design stage. The results showed that less monitoring activities were required at initial stages of the project where a bulk of monitoring activities are necessary during baseline, execution and close out.

In general, the mixed research results revealed that respondents believe that monitoring and evaluation teams are highly involved across the project cycle management and hence contributed to the project success. However, there are a varied understanding as to when the monitoring and evaluation team has to involve along the project life cycle as some argue that their involvement should be limited to the baseline, monitoring and evaluation. There are Respondents were asked to dictate the involvement of monitoring and evaluation in project life cycle stage.

4.3.5 Project Success

Project success focus on the variables of meeting the project with national and international quality standards, completing the project in time and on budget, beneficiary satisfactions and meeting the overall objective of the project. The weighted average mean and standard deviation was calculated using the response from the variables explained which is listed in the questionnaire below.

Table 4.40: *Projects are completed at the Planned Time (Source: Own Survey, April 2017)*

Projects are completed at the planned time		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	0	0	0	0
	Rarely	5	4.1	4.1	4.1
	Sometimes	27	22	22	26.1
	Mostly	77	62.6	62.6	88.7
	Always	15	11.3	11.3	100
Total		123	100	100	

Respondents were asked about whether projects are completed on the planed time. The majority of the respondents, which are 62.2 percent, and the second major (22 percent) responded “mostly” and “sometimes”, respectively. The remaining 11.3 percent and 4.1 percent of the total respondents replied “always” and “rarely”. From the above analysis, the researcher points out that most of the Save the Children projects are completed as per the planned time period and 73.9 percent of the respondents have agreed that projects have completed without time overrun or without asking for cost extensions.

Table 4.41: *Projects are completed without Budget Overrun (Source: Own Survey, April 2017)*

Projects are completed within the planned budget		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	0	0	0	0
	Rarely	5	4.1	4.1	4.1
	Sometimes	29	23.6	23.6	27.7
	Mostly	76	61.8	61.8	89.5
	Always	13	10.5	10.5	100
Total		123	100	100	

Table 4.41 shows that significant number of respondents representing 61.8 percent have responded that most of the projects have ended as per the planned budget. The second larger response of the 23.6 percent showed that sometimes the projects are ended as per budget sometimes with under or over budget. The other group which covers 10.5 percent of the total number of respondents, responded that Save the Children projects have always finalized within budget. Only 4.1 percent have responded that projects are rarely completed as per the planned budget. From the above analysis, the researcher stipulates that 72.3 percent of the respondents have depicted that Save the Children projects completed within budget.

Table 4.42: *Projects met quality standard (Source: Own Survey, April 2017)*

Projects have met national as well as international quality standards		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	0	0	0	0
	Rarely	7	5.7	5.7	5.7
	Sometimes	44	35.8	35.8	41.5
	Mostly	61	49.6	49.6	91.1
	Always	11	8.9	8.9	100
Total		123	100	100	

As per the data in Table 4.42, 35.8 percent of the total respondents have doubt on projects meeting quality standards. Other groups of respondents amounting to 49.6 percent rate that most of the projects have met quality standards. The remaining respondents of 8.9 percent and 5.7 percent responded “always” and “rarely”, respectively.

From the above table, the researcher stipulated that 58.5 percent of the respondents have said that most of Save the Children projects have met national and international standards. A quarter of it responded that the quality of projects has always met and 41.5 percent

expressed that they have doubt on the quality of the projects which rings the bell for Save the Children to improve the quality of project.

Table 4.43: *Beneficiary satisfaction (Source: Own Survey, April 2017)*

Project beneficiaries are satisfied and impacted positively		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	0	0	0	0
	Rarely	5	4.1	4.1	4.1
	Sometimes	25	20.3	20.3	24.4
	Mostly	75	61	61	85.4
	Always	18	14.6	14.6	100
Total		123	100	100	

The researcher is eager to know more about Save the Children’s commitment towards satisfying vulnerable people that claim to be served. In this regard, 61 percent of the total respondents have said that most of the beneficiaries are satisfied with the projects of Save the children, 15 percent of the total respondents have said there is no beneficiaries who are not satisfied by Save the Children projects. 20.3 percent of the respondents have said that it is sometimes that Save the children listens and satisfies beneficiaries where by 4.1 percent of the total respondents have said that Save the Children rarely satisfies its beneficiaries.

The data in the table above tells that 75.6 percent of the respondents have agreed Save the Children projects have satisfied beneficiaries by winning their minds and hearts. Only 24.4 percent of the respondents have argued that Save the Children projects satisfy the interest of most vulnerable people only sometimes.

Table 4.44: *Project achieve the planned objective (Source: Own Survey, April 2017)*

Projects meet the planned objective and outcomes that are intended to achieve		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	1	0.8	0.8	0.8
	Rarely	4	3.3	3.3	4.1
	Sometimes	22	17.9	17.9	22
	Mostly	78	63.4	63.4	85.4
	Always	18	14.6	14.6	100
Total		123	100	100	

According to the Table 4.44 above, the majority of respondents which are 63.4 percent, responded that most of Save the Children’s projects realized the overall objective set in the project document. 17.9 percent responded “sometimes”. The remaining 14.6 percent claimed

that Save the Children projects have always achieved the objective while 3.3 percent of the total respondents have argued that it is only rarely that project achieve the intended purpose. 0.8 Percent of the total respondents have responded that Save the Children have never achieved the intended purpose of the project.

From the above table, the researcher analyzed that 78 percent of the total respondents have witnessed that Save the Children achieved intended purposes of its projects while 22 percent of the total respondents have doubts in this regards.

Table 4.45: Descriptive statistics on project success (Source: Own Survey, April 2017)

How often do your projects meet the following criteria?	Mean	Standard Deviation
Projects are completed at the planned time	3.81	0.682
Projects are completed within the planned budget	3.79	0.681
Projects met the national as well as international quality standard	3.62	0.73
Project beneficiaries are satisfied and impacted positively	3.86	0.705
The overall objective of projects have achieved	3.88	0.72
Group Average	3.79	0.704

Table 4.45 shows that more weight is given to meeting the project objective, satisfaction of beneficiaries and completing the project in time and fewer weight was assigned to completing the project on budget while meeting the quality standards. In terms of the project success criteria, the lower score goes to quality which could send a clear message to Save the Children in prioritizing the effort to meet national and international quality standards. The weighted mean of the project success is 3.79 which shows most of the projects implemented in Save the Children were perceived successful.

The mixed research result revealed that Save the Children is relatively weak in keeping the national and international quality standards which actually reminded us the recent movement of quality benchmark establishments and roll out. The project success factors vary amongst the different practitioners as the scholars have also a varied understanding. In addition to what scholars agreed to disagree up on project success factors, the respondents suggest the following additional success factors which are sustainability, flexibility and adjustment in the course of project implementation, competency of staff, alignment with government priorities and integration of a project with the government, other INGO or UN projects to be considered in the development organizations.

4.3.6 Monitoring and Evaluation Functions towards Project Success

The descriptive statistics was used to examine mean, standard deviation of dependent and independent variables. Table 4.44 below contains mean and standard deviations for the five project success factors subscales, eight monitoring and evaluation practices, thirteen monitoring and evaluation team competency, seven assessment of the downward accountability mechanism and six roles monitoring and evaluation in plays in project life cycle. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

Table 4.46: Monitoring and evaluation practices and project success mean and standard deviation (Source: Own Survey, April 2017)

Variables	N	Mean	S.D
Project success factors	123	3.79	0.704
Monitoring and evaluation system	123	3.28	0.894
Monitoring and evaluation staff competency	123	3.23	1.037
Downward accountability mechanism	123	3.12	0.914
Project life cycle	123	3.54	1.065

The researcher sought to look at monitoring and evaluation practices and its contribution towards project success at Save the Children International Ethiopian. In all cases, the distribution of scores for the sample contained acceptable standard deviation and showed normality for use in subsequent analyses. Hence, the disparity amongst the data collected for each variable are acceptable with various degrees. All the mean values are three and above and this justifies how close to the central tendency expressing the contribution of monitoring and evaluation functions to the project success.

The project success factors have a higher value which implies that most of the Save the Children projects have successful. However, the qualitative studies have also highlighted important success parameters in the development projects such as context, flexibility and alignment with the government priorities to be considered. The involvement of monitoring and evaluation in the project life cycle stages has a higher mean value which implies that most of the Save the Children projects have involved monitoring and evaluation experts from the initiation up to close out. However, the qualitative results revealed that there is a variation response as to when the monitoring and evaluation has to be part of the project in reality. The qualitative data also revealed that Save the Children program accountability

mechanisms are not fully resourced, not exercised by the development program and the leaders did not take it seriously as one of the KPI though Save the Children is signatory to the Core Humanitarian Standards.

4.3.7 Correlation Analysis

The correlation was done to assess the relationship between monitoring and evaluation dimensions with the project success. A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 field (2005). A correlation analysis with Pearson’s correlation coefficient (r) was calculated for all variables in this study to explore the relationships between variables in order to interpret the strengths of the relationship between variables guideline of field and the researcher has made all required tests to check the regression model fitness. For further detail, the test results are annexed.

As presented in the Table below, Pearson’s correlation indicated that there was a positive relationship between monitoring and evaluation practices and project success at a significant level with a confidence level of 0.01. To this effect, this correlation responds one of the research question that is what is the contribution of monitoring and evaluation functions in achieving project success in Save the Children.

Given the analysis results, monitoring and evaluation system is the first, competency of monitoring and evaluation is the second, accountability is the third and project lifecycle stage is the fourth contributor towards achieving project success.

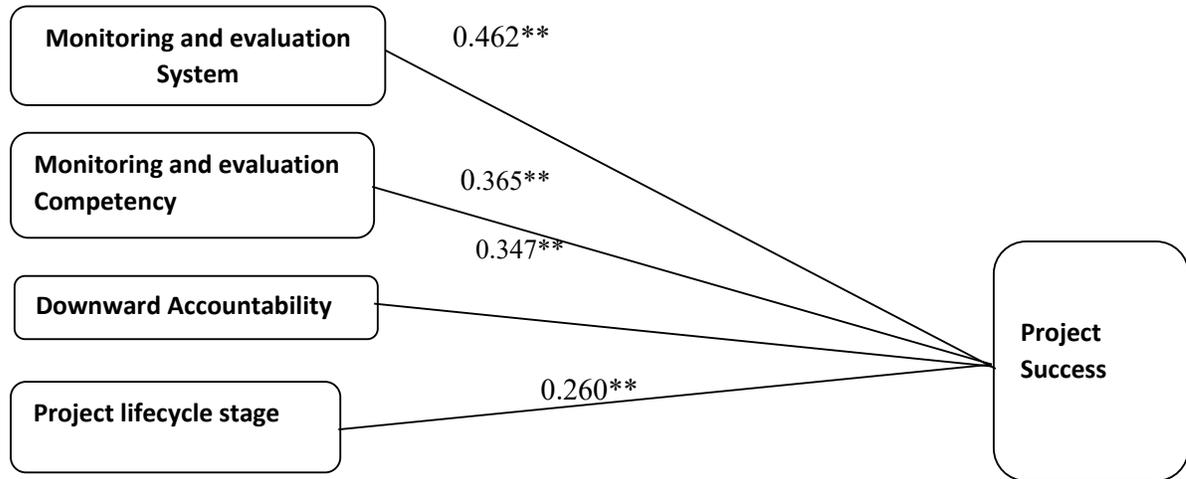
Table 4.47: *Correlations of project success factors with monitoring and evaluation*
(Source: Own Survey, April 2017)

Variable	Project success
Project success	1
Monitoring and evaluation system	0.462**
Monitoring and evaluation team competency	0.365**
Downward accountability mechanisms	0.347**
Monitoring and evaluation in project life cycle	0.260**

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

Table 4.47 shows that there is a positive correlation between the monitoring and evaluation functions dimensions and project success. Monitoring and evaluation system is positively correlated with a coefficient reliability ($r = 0.462^{**}$) to project success. Monitoring and evaluation competency is positively correlated ($r = 0.365$) to project success. Downward accountability is positively correlated ($r = 0.347$) to project success. Project life cycle stage is also positively correlated ($r = 0.260$) with a low contribution to project success.

Figure 4: Correlation Model (Source: Researcher correlation, April 2017)



4.3.8 Regression Analysis

The regression analysis has been conducted to measure the variables that explain the variance in the project success. The researcher has made all the required tests to check the regression model fitness for further detail, the test results are annexed

The result has been shown in model summary below and *Model summary (Source: Researcher's calculation April 2017)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472a	.222	.196	.48184

- a. Predictors: (Constant), system, competency, accountability and project life cycle
- b. Dependent variable: Project success

Analysis: The result of the analysis indicated that the correlation of the above four independent variables with the dependent variable is ($R = .472$). From the table above, (R square = .196) and the model summary table reports somehow strengthens the relationship between the model and the dependent variables. R , the multiple correlation coefficients, is

the linear correlation between the observed and model predicted values of the dependent variable. R square, the coefficient of determination, is the square value of the multiple correlation coefficients. The value for R square revealed that the project success explained 19.6 percent by the monitoring and evaluation practices. There are obviously other factors which are also contributing towards the project success but it is not the scope of the researcher.

4.3.9. Monitoring and Evaluation and Project Success Coefficient

Coefficients (Source: Researcher's calculation (2017))

Model	Unstandardized Coefficients		Standardized Coefficients		Sig. (p-value)
	B	Std. Error	Beta	t	
(Constant)	2.43	0.247		9.852	0
Assessment of monitoring and evaluation system	0.226	0.095	0.286	2.366	0.02
Downward accountability mechanisms functions	0.145	0.066	0.198	2.204	0.029
The competency of monitoring and evaluation team	0.086	0.091	0.122	0.948	0.345
monitoring and evaluation in project life cycle	-0.031	0.068	-0.05	-0.449	0.655

Dependent variable: Project Success

The coefficient table for project success dimension indicates that the beta value of the independent variables. From the regression equation is derived as:

The findings of the regression analysis revealed and as most of the survey respondents agreed, monitoring and evaluation contributes to the project success. The specific parameters of monitoring and evaluation functions towards project success are put in the following order: monitoring and evaluation system, competency of the team, the strength of accountability mechanisms and finally the involvement of the monitoring and evaluation team across the project life cycle. The existence of the monitoring evaluation system is the main contributing dimension for project success and the program accountability has also component of complaint and response handling, beneficiary's participation and information sharing which makes a significant contribution towards project success.

The relative importance of the significant predictors is determined by looking at the standardized coefficients. Reliability has the highest standardized coefficient and the lowest significance, which means reliability is the best predictor.

Literature agree that the competency of the project staffs is vital for a project to be successful but in this scenario, the results of the analysis shows insignificant contributions towards the project success. (Dr. N. Ehsan et` al, 2010). The qualitative results showed that the sound involvement of monitoring and evaluation across the project life cycle helps for a project to achieve its objectives and meet the project quality standards which ultimately contributing for a project to be successful.

Table 4.49: Predictors of the project success (Source: Researcher`s calculation April, 2017)

Dimension	Standardized Coefficients	T	Significance	Rank
	Beta			
Assessment of monitoring and evaluation system	0.286	2.366	0.02	1
The functionality of downward accountability mechanisms	0.198	2.204	0.029	2
The competency of monitoring and evaluation team	0.122	0.948	0.345	3
The role of monitoring and evaluation along the project life cycle	-0.05	-0.449	0.655	4

A regression analysis examines the relation of the dependent variable to specified independent variables. The objective is to identify weather relationships between variables exists using a study of the correlation between variables. In order to establish the impact each dimension has on the dependent variable, the study checked the standardized coefficients. The contribution of monitoring and evaluation functions calculated in the following parameters of monitoring and evaluation system functioning, the monitoring and evaluation team competency, the functions of downward accountability and the role of monitoring and evaluation in project life cycle targeting towards the contribution of project success amounting to .020, .029,.345 and .655 respectively. Hence Save the children has to install a strong system and improve the functions of monitoring and evaluation as well as the downward accountability mechanisms and more importantly the competency of the

monitoring and evaluation staff and their contributions along the project life cycle management.

4.4 Discussion

The discussion sections evaluate and interpret the research implications focusing on qualitative and quantitative results. The results of the findings are examined, interpreted, and qualified. Then, inferences were drawn from them. The researcher would also emphasize the theory as well as the validity of the conclusion to take positions addressing the research question.

4.4.1 Monitoring and Evaluation System

The average mean result shows a weighted mean of 3.28 which means Save the Children monitoring and evaluation system are perceived strong. This goes without forgetting some dimensions getting least value in companion with other dimensions such as a weak systemic integration amongst and between other organizational system and processes.

The integration of the monitoring and evaluation system with other organizational systems has given low rate and the researchers came in to conclusion that the role of leadership in resourcing, supporting and also become champion in strengthening the monitoring and evaluation system is crucial (DPME, 2013).

4.4.2 Monitoring and Evaluation Team Competency

Save the children monitoring and evaluation team are competent as witnessed by the average mean weighted score of 3.23 with a variation on the dimension. Least score is given emphasizing the number of monitoring and evaluation staff against the demand of the project as well as supporting the amount of budget allocated for monitoring and evaluation activities.

The qualitative findings of the study revealed that monitoring, evaluation, accountability and learning has budgeted 4.4 percent while the Save the Children key performance indicators said 5 to 10% of the budget allocation goes to monitoring and evaluation which implies that the minimum thresholds are not yet achieved. In terms of the monitoring and evaluation team against the demand, the percentage ratio is one monitoring and evaluation expert for

two projects which implies that it is not about numbers but it is a weak system that hinders us from using human resources (Ghere G. et al. 2006).

Other areas for improvement are operational research and lack of the organizational readiness to continuously improve and certify experts to be an expatriate with in Save the Children family.

4.4.3 Downward Accountability

Save the Children's downward accountability is functioning and the respondents have given 3.12 rate implying that the accountability mechanisms are working well. There are actually areas where low rates are given which indicates that the participation of beneficiaries across the project life cycle is not meaningful and beneficiaries have not capacitated to raise their views and concerns to influence projects and inform future programming (Anteneh 2015).

The importance of downward accountability towards project success is highly reinforced from the respondents though they face challenges, few member's agenda, in resourcing the accountability mechanism and not becoming a champion though it is one of the KPI. Getting a clear tool for varying context of Ethiopia as well as the lack in child friendly accountability tools are other challenges.

4.4.4 Project Life Cycle Stage

There are a clear and vivid results showing that Save the Children involve the monitoring and evaluation experts in the project cycle management scoring a 3.54 weighted mean result. Amongst the dimensions of project life cycle stages, the involvement of monitoring and evaluation in project initiation is low.

The qualitative findings have shown that some projects encourage the monitoring and evaluation expert to participate along the project cycle stage but some only stick to baseline, midterm and final evaluation. Still some projects are given the assignment of monitoring and evaluation to the project management staffs (Ara and Al-Mudimigh, 2011).

One of the main findings that came out is that the monitoring and evaluation team has to work hand in hand with the project team emphasizing the supportive role. In projects that do

not have monitoring and evaluation experts, the project has to take the lead for doing monitoring and evaluation activities.

4.4.5. Project Success

The quantitative results have reached in to conclusion that Save the Children projects are successful (with the mean value of 3.79) testing on the project success parameter with a varied rate of degree. The quality parameter is the least performing dimension as compared to the other project success dimensions. This is fully supported by the qualitative findings at Save the Children in 2017 in which the thematic specific quality benchmark was developed and started to roll out.

In addition to the literature success factors dimension, the respondents have also replied the parameters which are crucial for a project to be successful such as sustainability, competency of staff, alignment with the government priorities and integration of a project with government and echoed by literature Chan et al. (2004).

4.4.6 The Role of Monitoring and Evaluation to Achieve Project Success

The quantitative results of project success and monitoring and evaluation dimensions revealed the following weighted average: project success 3.79, life cycle 3.54, monitoring and evaluation system 3.29, monitoring and evaluation team competency 3.23 and downward accountability 3.12.

As per the weighted mean average result of the monitoring and evaluation dimensions as well as the project successes criteria, the researcher came to conclude that Save the Children projects are successful and functions well without forgetting the areas of improvement to work with the project managers to use the monitoring and evaluation tool as one of the project management tool. Save the Children project successes can be ensured through a robust monitoring and evaluation system, leadership support and inculcating the monitoring, evaluations, accountability and learning in the job descriptions and key performance indicators.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary of key findings of the study presented according to the objectives of the study. Conclusions are drawn from the findings and recommendation are provided to help investigate the role of monitoring and evaluation functions in achieving project success and also assess the monitoring and evaluation practices.

5.2. Summary of Key Findings

The findings showed that Save the Children monitoring and evaluation system is doing good in general terms and it has also areas of improvements around integrating the monitoring and evaluation system from projects to hubs and central country office system, the thinking of my project and my thematic has also influenced the whole system as some did not see the bigger picture of the organization as a whole.

The monitoring and evaluation team are affected by the availability of budget, its effective utilization of the budget as well as the absence of monitoring and evaluation staff. The role of monitoring and evaluation towards the sustainability of a projects are also given a weak weighted average mean which implies the monitoring and evaluation system and the team competency have to help for a project to sustain beyond the project period.

The research findings revealed that the complaint and response mechanisms and the child participation have given a low weighted mean implying that Save the children has to go a lot in terms of making the accountability mechanisms more robust within the different projects and mandates. The other findings in this connection is that there is no system for the staff of a project to raise concern with regard to management or leadership as the only system we have is the anonymous confidential system which help to stop fraud.

The finding showed that there is a positive relationship between the role of monitoring and evaluation functions and project success. This means that the monitoring and evaluation system is in place. It also means that the role of monitoring and evaluation in project cycle management, the strengthening of the monitoring and evaluation function in improving the downward accountability mechanisms and also the monitoring and evaluation team competency are contributing to the success of projects.

Thus the presence of a sound monitoring and evaluation system helps a lot in project success but its absence does not necessarily result in project failure. The monitoring and evaluation contributions are specified in using the installment of a system by recruiting a competent staff and continuously strengthening the capacity, strengthening the internal accountability mechanisms as well as the sound involvement of the monitoring and evaluation expert along the project cycle stages. There are actually other parameters which can contribute to the project success but the dimensions researched have contributed to the project success.

The monitoring and evaluation expert involvement along the project life cycle stages are of a varied understanding saying some has to participate in the whole project life cycle, some still say only in the baseline, evaluation and monitoring, still some pother say in the planning stage of a project. It is also reflected from Save the Children project managers do not have a certified project managers and are not well conversant on the tools and techniques that is why the monitoring and evaluation tools are not properly used as one of the other project management tools.

The multiple regression analysis models the linear relationships between the dependent variables and the independent variables which were: the monitoring and evaluation system, the monitoring and evaluation team competency, the downward accountability and project life cycle stage. According to the results of the regression analysis, the independent variable explains of 47 percent of success (R^2). The F statistics (ANOVA) for the model was 8.437 which was significant at 5 percent level of significance (P value was 0.000 which was less than 0.05). The coefficients table provides the necessary information to predict success from monitoring and evaluation system, monitoring and evaluation competency, strengthen downward accountability as well as life cycle stages.

5.3. Conclusion

The key role of monitoring and evaluation function is to provide evidence based feedback to the management which helps as input for decision making and track the project progress. The research problem that this study intends to address was that the role of monitoring and evaluation functions in achieving project success.

In response to the research problem and hence answering the research questions, this study gathered and analyzed data which has led to this conclusion. This research then concluded that generally projects implemented by Save the Children are successful. The success of these projects was the results of strong monitoring and evaluation system, competent monitoring and evaluation team, strong downward accountability mechanism and closely monitoring the projects at all stages of the project life cycle.

Management support was also a contributing factor for the success of the projects and most of the respondents also agree that there is buy – in from the senior management team. However, some short comings were observed concerning the project success and monitoring and evaluation. These shortcomings include the quality standards of a project is not kept which is due to the recent initiation of rolling out quality benchmark, resource allocated for the monitoring and evaluation is not enough as compared to the demand of the project, the organizational structure is a big challenge since some are design in project, some in hubs and still some are in center.

Monitoring and evaluation function was found to be a significant factor which contributes to project success. The research findings in this study suggest that organization readiness is important in equipping the monitoring and evaluation team with all the tools and system to objectively monitor and evaluate projects and come up with evidence for decision making and learnings from the projects for future programming. In addition, the monitoring and evaluation team has to continuously empower the project staff to do monitoring instead of playing a police role and this results in the failure of a project success though the monitoring and evaluation expert budgeted and functions. This was the main contribution to the body of knowledge which already established that for a project to have monitoring and evaluation is not a guarantee by itself for the project to be successful.

5.4 Recommendations

Based on the findings of the study, the researcher has given the following recommendations for Save the Children for the latter to take in its monitoring and evaluation strategic direction and future programming.

- The finding revealed that way the monitoring and evaluation team is structured is not uniform-some are project, some are hub and some are at country office level. One structure serves for all and the MEAL has to come up with very clear strategies. The researcher's belief is it must be a demand based strategy. The country office monitoring and evaluation team should focus on overall strategic issues such as developing monitoring and evaluation strategy, capacity building of SC's and partners' MEAL staff, conducting baseline studies, joint monitoring and supervision of projects together with Program Development and Quality (PDQ) and Operation team. Other focus areas are end line evaluation, developing and rolling out quality checklist, and documenting and sharing good practices that can be scaled up, and learning. The project level MEAL team shall be responsible to develop project specific MEAL plan, IPTT, install accountability mechanism, undertake continuous monitoring of the projects, and capture project level learnings. In order to create linkage between the central and project level MEAL, SC need to install a web based MEAL system.

- The findings revealed that the budget allocated for MEAL support specifically for monitoring and evaluation experts as well as activities has not been adequate. According to Save the Children's Global guideline, each country office has to allocate at least 5 percent of a given project budget. However, as it stands now, MEAL receives only 4.4 percent. Even this meager allocated budget is not utilized for the intended purpose. Thus, the researcher has recommended that SC senior management shall enforce and follow p that every project shall allocate at least 5 percent its budget for MEAL related activities. To ensure this, the head of MEAL at the central office and MEAL managers should be given a co-budget holder responsibility to make sure the MEAL budget is used for intended purpose and contribute to program quality implementation, monitoring and evaluation, and learning.

- The monitoring and evaluation practice will be improved if projects are implemented according to the plan and concrete decisions are made on issues identified during project monitoring. The project/program manager and monitoring and evaluation staff should regularly collect quality data project at the field level and reliability of the data must be verified. This will help directors/managers and MEA staff to take actions as per the evidence generated from the field, to improve the quality of project/program implementation.
- The finding showed that there is low effort to use the outcomes of the researches. Findings of the different researches and assessments, as well as monitoring reports of quality benchmark (a recent initiative) must be properly used to make informed decision and improve quality implementation. It was reported that 60-70 studies (baselines and assessments, and evaluations) are conducted every year in SC programs. However, most of the studies are not accompanied with research or policy briefs or action plans to implement the recommendations. Therefore, MEAL team should take the lead role in introducing quality evaluation standards for all staff both in the Program Development and Quality and operation team to enforce program team uses the outcomes of the different researches to improve program quality and influence polices and strategies. Program managers should closely work with the MEAL specialists and coordinators in developing action plans to critically follow up in utilizing research outcomes across projects.
- Project and program managers do not use the MEAL tools as one of the project/program management tool. The researcher recommended that MEAL tools should be part of the key performance indicators where they will be accountable for taking actions or in actions. There are some project/program managers who are closely working with the MEAL team and who use the available MEAL tools properly, and these staff need to be acknowledged and rewarded by the leaders. While those staff who are not properly using the MEAL tools should be encouraged and their capacity should be built through trainings and availing the tools, and closely follow up their actions regularly, annual performance evaluation, and beyond.
- The organizational readiness in continuously capacitating the MEAL staff to introduce the government, donor, and SC requirements and systems is still weak. Hence, the

leadership has to take the initiative to install a system so that the newly employed staff get the standardized training and get certified in their areas of expertise. The Human resource unit in collaboration with the respective thematic sectors should be responsible to ensure this. This helps staff to execute their roles and responsibilities working for SC, reduce the staff turnover, create opportunities for career development and become international staff within SCI. Human resource has to have a growth strategy based on the staff areas of development and utilize the 8% education tuition fee for strengthening the staff capacity by working very closely with national, regional and global technical advisors for providing a full-fledged training for a staffs to be called a certified expert who are conversant in the area.

- Save the Children has a system to evaluate the staff performance on bi-annual and annual bases. However, the finding revealed that line managers are not holding a one to one session their subordinates consistently with the objective of continuous improvement. Hence, SCI's Senior management together with human resource unit has to install a system whereby the line managers are not only appraising the staffs on bi-annual bases but holding a one-to-one session on monthly bases for using as an input for improving the capacity of the employee, strategically work on the areas of improvement and reward the staffs who have exceptional performance.

- Most of the time, emergency funding arrives 3, 4 or 6 months after the emergency/crisis started and the children are already in a state of severe acute nutrition (SAM), they are already in a life threatening condition. The WHO global indicator shows that on average 50% in children with SAM who do not receive nutrition medical treatment will not survive. Therefore, Save the Children has to convince donors at least to secure a small percentage of fund and work around the financing and early funding to start the eligibility date that will be very critical to the project success. Then, the organization will be able to recruit relevant staff immediately when the project starts or even before that and do the training for government officials and explain monitoring requirements from day one, and implement the emergency project in time to save the lives of affected children and their families. This will help the monitoring and evaluation team and technical specialists to assess the context, design a sound proposal and logical framework after a thorough problem and objective analysis; and implement secured

humanitarian projects in time with the view of saving the lives of affected people in the program areas.

- The SCI global and regional offices has huge experience in terms of excelling on monitoring and evaluation and even exercising the MEAL plus for example the Somalia and Pakistan country offices. Therefore, it is good gain those experiences in order to leap forward in the areas of operation research and work around the leadership to install a sound MEAL system where a robust MEAL function witnessed in contributing to the success of project and show changes in the lives of children.

- The findings revealed that accountability mechanisms are practiced in very few humanitarian interventions. Although, Save the Children International is a signatory body in promoting Core Humanitarian Standards (CHS), it is not certified for those core humanitarian standards. Hence, the researchers recommend that Save the Children Leaders have to take the accountability mechanisms seriously and cascade to the respective program directors and project managers accordingly. This standard should be embedded in their job descriptions and key performance indicators as well as installing the system at project level where champions are acknowledged and have a certified Save the Children organization.

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ANNEXES

Annex: 1 Questionnaire for M&E and Project Management Expert

St. Mary's University

School of Post Graduate Study

Questionnaire on “the role of monitoring and evaluation functions in achieving project success” in Save the Children.

Questionnaire

Dear Respondent,

I am conducting a research on “the role of monitoring and evaluation in achieving project success: The case of Save the Children Project in Ethiopia”. The purpose of the study is merely academic. The general objective of the research is to assess the role of monitoring and evaluation in project success in Save the Children Ethiopia and the specific objectives are to assess the monitoring and evaluation practices and examine its contribution to project success.

Your participation in this questioner is voluntary; you will not be paid for your participation. You may withdraw from the study at any time without penalty or harm of any type. If you decline to participate in or choose to not complete the questionnaire, the researcher will not inform anyone of your decision, and no foreseeable negative consequences will result. Completing the questionnaire will require approximately 35 minutes. There are no known risks associated with completing the questionnaire. If, however, you feel uncomfortable in any way during this process, you may decline to answer any question, or not complete the questionnaire. The researcher will not identify you by name in any report using information obtained from your questionnaire; your confidentiality as a participant in this study will remain secure. Subsequent uses of data generated by this questionnaire will protect the anonymity of all individuals.

Thank you very much for your time and cooperation.

Part One: General Information about the Respondent:

1.1. Full name of the respondent (Optional)

1.2. Sex Male Female

1.3. Education level and type 1) PhD 2) MSC/MA 3) BA/BSC 4) Diploma

1.4. Current position held

1) Technical Team Leader 2) Head of Thematic Sector 3) Program Manager

- 4) Program Specialist 5) MEAL Manager 6) Program Coordinator
- 7) Field Office Manager 8) Project Manager 9) MEAL Coordinator
- 10) Project Coordinator 11) MEAL Officer 12) Project Officer

1.5 The number of years of experience.....

1.6 Thematic Sectors: (you can select more than one if you are working in more than one thematic sector)

- 1) Child Rights Governance 2) Child Protection 3) Education
- 4) Food Security and Livelihood 5) Health 6) Humanitarian Response
- 7) Nutrition

1.7 Donor Portfolio: 1) USAID 2) DFID 3) NORDIC
 4) ECHO – HIP 5) ECHO 6) Please specify

Part Two: Assessments of Project Success Factors

S.N	How often do your projects meet the following criteria?	Never	Rarely	Sometimes	Mostly	Always
		0	1	2	3	4
2.1	Projects are completed at the planned time					
2.2	Projects are completed within the planned budget					
2.3	Projects have national as well as international quality standard that must be met					
2.4	Project beneficiaries are satisfied and impacted positively					
2.5	Projects realized meet the planned objective and outcomes that are intended to achieve					

2.6 Are there any other project success factors which are missed in the above list? If so, please specify below :.....

Part Three: Assessment of Monitoring and Evaluation Practices, more specifically monitoring and Evaluation System, Monitoring and Evaluation Team, Accountability Benchmarks and Project Lifecycle with in Save the Children.

S.N	How does the monitoring and evaluation system functions within your project as Save the children?	Never	Rarely	Sometimes	Mostly	Always
		0	1	2	3	4
2.1	The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective					
2.2	The scope and purpose of the monitoring and evaluation system is clear					
2.3	The monitoring and evaluation system is built with a thorough situational analysis					
2.4	The monitoring and evaluation system has buy – in from the senior management team					
2.5	The monitoring and evaluation system reflects the theory of change and supports the mission and vision of the organization					
2.6	The monitoring and evaluation system has a clear level of data collection, analysis and use of its information from project to program and organization to bringing about change.					
2.7	The monitoring and evaluation focus areas such as planning systems, indicators, baseline information, monitoring and evaluation tools, resources, reporting and data storage are clearly linked to the organization monitoring and evaluation system					
2.8	The organization monitoring and evaluation system is integrated with other organizational systems and processes.					

2.9 What do you think the monitoring and evaluation system contributes to the project success?

S.N	3. How do you evaluate the competency and the role of the monitoring and evaluation team to achieve project success?	Never	Rarely	Sometimes	Mostly	Always
		0	1	2	3	4
3.1	The monitoring and evaluation team and program staffs conduct monitoring of projects once in a quarter					
3.2	The number of monitoring and evaluation staff vis. a vis. the demand from the project is well-matched					
3.3	Monitoring and evaluation staff have the required competency to discharge their roles and responsibilities in translating the monitoring and evaluation system into practice.					
3.4	The amount of budget allocated for monitoring and evaluation is enough to conduct the monitoring and evaluation activities					
3.5	The monitoring and evaluation team has developed a database system to serve for calculating the total reach					
3.6	Monitoring results help to take timely decision making, ensures project accountability, and provides a robust foundation for evaluation and learning in the organization					
3.7	Evaluation results provide information to enable ongoing projects to improve future programming, judge the overall merits of a project, and generate knowledge about what worked well and what did not work well.					
3.8	The role of monitoring and evaluation is significantly contributing to meet project objective					
3.9	The role of monitoring and evaluation is significantly					

	contributing to conclude the project without time overrun					
3.10	The role of monitoring and evaluation is significantly contributing to complete the project without budget overrun					
3.11	The role of monitoring and evaluation is significantly contributing to the satisfaction of beneficiaries					
3.12	The role of monitoring and evaluation is significantly contributing to meet national and international quality standards					
3.13	The role of monitoring and evaluation is significantly contributing to the sustainability of results beyond the project period					

3.14. Can you give me an example of a time when monitoring and evaluation helped to achieve project success?

S.N	4. How does Save the Children's monitoring and evaluation system, the downward accountability mechanisms works to improve the quality of a project and beneficiary satisfaction?	Never	Rarely	Sometimes	Mostly	Always
		0	1	2	3	4
4.1	The organization has system in place to ensure that the children it aims to assist and other stakeholders have access to timely, relevant and clear information about the organization, program, project and its activities					
4.2	The organization has a system to analyze the information collected from stakeholders to further improve the quality of program					
4.3	The organization has system in place to listen to the people it aim to assist, incorporating their views, concerns and influence the program decision in project cycle management					
4.4	The organization has a system to build the capacity (knowledge, skills and attitudes) of children to participate in project/program development,					

	implementation, monitoring and evaluation.					
4.5	The organization has a system in place to incorporate children’s participation in project/program development, implementation, monitoring and evaluation.					
4.6	The organization has a system in place to enable beneficiaries it aims to assist and other stakeholders to provide feedback and receive response through effective, accessible and safe information sharing mechanisms and processes.					
4.7	The organization has system in place to store, verify and analyze the feedback, complaints and use for future programming and take an input for quality program delivery					

4.8. What do you think is the role of monitoring and evaluation to improve the downward accountability mechanisms?.....

S.N	5. How do you evaluate the role of monitoring and evaluation along the project life cycle in your project?	Never	Rarely	Sometimes	Mostly	Always
		0	1	2	3	4
5.1	The engagement of monitoring and evaluation staff in the initiation stages of project is high					
5.2	The role of monitoring and evaluation in baseline development is high					
5.3	The engagement of monitoring and evaluation staff in the planning stages of project is high					
5.4	The engagement of monitoring and evaluation in the execution stages of project is high					
5.5	The engagement of monitoring and evaluation in the evaluation stages of a project/program is high					
5.6	The engagement of monitoring and evaluation in the closing stages of project is high					

5.7. Can you give me an example of a time when the role of monitoring and evaluation in project life cycle is exemplary?
.....

5.8. What do you think is the major role of monitoring and evaluation to achieve project success?
.....

Annex 2 Interview Questions for Senior Management Team

Section I: Project Success

1. Tell me about any project that you managed, supervised or monitored in the last five years? What was the name of the project, its thematic focus, project period, beneficiaries, and etc.? Was the project successful or not?
2. Clarify on the specific parameters of project success?
3. Which of the success factors you mentioned are critical in determining the success of a project?
4. What is your suggestion for improving or ensuring project success in Save the Children?

Section II: Monitoring and Evaluation Practices

1. How does monitoring and evaluation system function in Save the Children?
2. How does the central monitoring and evaluation function units/works with other thematic sectors and managers to bring the desired change in the lives of children?
3. How do you see the monitoring and evaluation system of Save the Children?
4. Do SC thematic sectors practice the monitoring and evaluation as per the designed monitoring and evaluation system? If not, why?
5. Think of any project you had supervised or monitored over the past years:
 - a. Was the project/program properly monitored and evaluated?
 - b. How often was project monitoring conducted?
 - c. If there was no sound monitoring and evaluation system and practices in managing this project, what were the gaps and how can this be improved?
6. What are the key two to three monitoring and evaluation challenges? Mention at least two or three challenges?
7. What is your suggestion for improving the monitoring and evaluation practices?

Section III: Contribution of Monitoring and Evaluation to Project Success

1. How do you describe monitoring and evaluation system and project success?
2. How do you relate the competency of program staff on monitoring and evaluation to project success?
3. What do you think the downward accountability has got to do with project success?
4. What are the activities of monitoring and evaluation in project life cycle?
5. What is your suggestion to improve the existing SC's monitoring and evaluation system and practice?

Annex: 3 Regression test

ANOVA – Model testing (Source: Researcher`s calculation April, 2017)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.836	4	1.959	8.437	.000 ^b
Residual	27.396	118	.232		
Total	35.232	122			

Normality Test (Source: Researcher`s calculation April, 2017)

Model Summary

Model	Durbin-Watson
1	1.879 ^a

- a. Predictors: (Constant), Evaluate the role of MEAL along the project life cycle, downward accountability mechanisms work, Assessment of MEAL Practices, evaluate the competency and the role of the MEAL team
- b. Dependent Variable: Assessments of Project Success

Test of assumption (Dependent variable: Project Success) Source: Researcher's calculation (April, 2017)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p-value)	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.43	0.247		9.852	0		
Assessment of monitoring and evaluation system	0.226	0.095	0.286	2.366	0.02	0.451	2.218
Monitoring and evaluation team competency	0.086	0.091	0.122	0.948	0.345	0.398	2.511
The function of downward accountability mechanisms	0.145	0.066	0.198	2.204	0.029	0.813	1.23
The functions of monitoring and evaluation along the project life cycle	-0.031	0.068	-0.05	-0.449	0.655	0.532	1.881