



ST. MARY'S UNIVERSITY
DEPARTMENT OF PROJECT MANAGEMENT

**ASSESSING CHALLENGES AND PRACTICES OF
MONITORING AND EVALUATION IN PROJECTS: CASE
STUDY OF CATHOLIC RELIEF SERVICES**

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DECLARATION

I, Rahel Amanuel, the undersigned person declare that the thesis entitled “*Assessing Challenges and Practices of Monitoring and Evaluation in Projects: Case Study: Catholic Relief Services*” is my original and submitted for the award of Master of Art Degree in Project Management from St. Mary University at Addis Ababa and it hasn’t been presented for the award of any other degree. Under this study, fellowship of other similar titles of any other university or institution of all sources of material used for the study has been appropriately acknowledged and notice.

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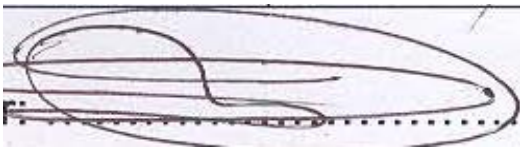
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CERTIFICATION

This is to certify that Miss Rahel Amanuel has properly completed her research work entitled “*Assessing Challenges and Practices of Monitoring and Evaluation in Projects: Case Study: Catholic Relief Services*” with our guidance through the time. In my recommendation, his task is appropriate to be submitted as a partial fulfillment requirement for the Master of art Degree in Project Management.

A handwritten signature in dark ink, appearing to read 'Dejene Mamo', is written over a horizontal dotted line. The signature is enclosed within a hand-drawn oval shape.

Research Advisor

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ACRONYMS/ABBERIVATIONS

CRS	Catholic Relief Service
CSOs	Civil Society Organizations
HA	Humanitarian Aid
JEOP	Joint Emergency Operation for Food Assistance in Ethiopia
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
PDP	Primary Distribution Point
RII	Relatives Important Index
SCI	Save the Children International
SCM	Supply Chain Management
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
USAID	The U. S. Agency for International Development
WFP	World Food Program

ABSTRACT

This study aimed to assess the monitoring and evaluation practices and challenges in Catholic Relief Services (CRS) food aid distribution projects. A descriptive research design was used in the study. Stratified random sampling determined the population sample that was involved in the study. Joint Emergency Operations Program consortium members were identified as stratified. Primary data was collected using a structured questionnaire. Descriptive statistics such as severity index and relative important index were applied for M & E challenges and practices respectively along with frequencies, mean, percentages and standard deviations was used for ease of interpretation. The data was then analyzed using descriptive statistics and Statistical Package for Social Sciences (SPSS) software was used to analyze the report. This study was expected to be of significance to the NGOs managers and other stakeholders in various sectors to understand those roles of M&E practices that shape NGOs businesses and ensure successful project implementation hence improve the performance of the organization. Thus, this study found that there is best monitoring and evaluation practices including having well organized policies and procedures with high level of stakeholders' involvement in monitoring and evaluation in Catholic Relief Services (CRS) Ethiopia. The top four possible challenges of monitoring and Evaluation in Ethiopia, specifically in Catholic Relief Services (CRS) included irrelevant training, inadequate skilled human resource, Unavailability of data gathering and analysis tools and improper M&E Approach, Selection of Tools and Techniques Thus, this study concluded that CRS enforces humanitarian principles and building a culture of trust among communities. Finally, this study suggest that M & E needs continues improvement as it is a never-ending process in which people are continuously working to improve the performance, speed and number of features of the humanitarian services.

Keywords: Catholic Relief Services, Challenges, Practices, Monitoring and Evaluation

CHAPTER ONE

INTRODUCTION

This first part of the research contains background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, operational definitions and terms including organization of the study.

1.1 Background of the Study

Monitoring and evaluation (M&E) are indispensable components of results based management. Results-based management involves purposely gathering empirical evidence in order to know the extent to which intended results are being achieved so that modifications to the design and delivery of activities can be made to improve and account for performance in achieving intended outcome (Salum, 2017). Project monitoring and evaluation is reflected as significant element in project management and performance.

Monitoring emphasizes on the implementation process and asks the key question how well is the program being implemented while evaluation analyses the implementation process. Evaluation measures how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community. Monitoring produces periodic reports throughout the program cycle, focuses on project outputs for monitoring progress and making appropriate corrections, highlights areas for improvement for staff and tracks financial costs against budget (UNDP, 2019). Building and sustaining a result based monitoring and evaluation system is certainly not an easy task for it requires continuous commitment, champions, time, effort, and resources. Additionally, it may take several attempts before the system can be tailored to suit a given governmental or organizational policy, program, or project; but it is achievable (Salum, 2017).

Monitoring and evaluation practices comprises numerous of design and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities that are involved in a project and the involvement of all the parties in order to accomplish the objectives of the project within set time (Kultar, Dharmendra and Varun, 2017). Previous studies like Qudratullah (2019) stated that establishing and functionalizing a government-wide M&E

system is a challenging task and thus, other approaches that are easier to implement can be used to establish M&E systems.

Ethiopia has been one of the major recipients of international aid in recent times. According to statistics, net Official Development Assistance (ODA) to Ethiopia amounted to the US \$ 4.57 billion in 2018, making it the largest recipient among 10 aid receiving developing countries. This is the official aid channeled through bilateral and multilateral relationships with international donors and agencies (UNDP, 2019). Following the previously enacted federal charities and societies proclamation 621/2009, an important premise of allowing development partners to channel development assistance through NGOs/CSOs is the organizations' ability to manage funds efficiently and effectively and to deliver and document results.

Among the many nongovernmental organizations operating in Ethiopia, Catholic Relief Services (CRS) is selected to assess its monitoring and evaluation practices and associated. It is a not-for-profit, non-partisan, and non-governmental organization established in 1943. Therefore is study assessed the practices and challenges of monitoring and evaluation of projects in CRS as it's program monitoring and evaluation that started to emerge in the 1990's became the integral part of different social programs from the early planning stage so as to assess the results of the programs. Monitoring and Evaluation of development projects and programs are increasingly accredited as the core management responsibility for organization development in CRS but some problems failed to be addressed through projects due to absence of sufficient knowledge of designing, implementing and evaluating/appraising of these programs or projects (CRS, 2020).

Organizations consider monitoring and evaluation as to fit the interests and desire of stakeholders a requirement rather than management tool. Instead of using monitoring and evaluation for reviewing performance and progress of projects, the focus was on fulfilling the demands of those project interest groups. It is a management function consists of four key activities including M&E Planning, M&E Training, Baseline surveys, and Information systems (Wang'aya and Kagiri, 2018). Thus, this Study deliberately used the term M&E, as opposed to just monitoring and evaluation. This statement is about the unity between these elements, which whilst distinct at one level, are necessary for a holistic understanding. As a result of globalization project managers and owners begin to set requirements for successful implementations of their projects.

1.2 Description of the Studied Project

USAID awarded an emergency food assistance activity up to five years in duration, entitled the “Joint Emergency Operation for Food Assistance in Ethiopia” (JEOP). USAID intends to issue separate awards for IDA-funded activities and for Title II commodities and associated costs in support of the Applicants’ overall proposed activity. The activity has been implemented in alignment with the Government of Ethiopia’s (GoE) Policy on Disaster Risk Management, Humanitarian and Disaster Resilience Plan, National Integrated Food-Cash Relief Plan, and in close coordination with the targeting process set by the GoE and other food security-related actors, to meet the humanitarian needs in Ethiopia. The activity is expected to operate throughout Ethiopia with a focus on geographic areas where the Productive Safety Net Program (PSNP) is operational, as well as where USAID has other food security and resilience activities. USAID currently addresses emergency food insecurity through the current JEOP multi-year activity, and also through funding to the United Nations World Food Program (WFP). Through the provision of Title II-funded in-kind U.S. Agricultural commodities, the JEOP is an emergency food distribution program targeting food insecure households in over 60 woredas (districts). This is done through a targeting process led by the GoE’s National Disaster Risk Management Commission (NDRMC). The JEOP distributes in-kind food rations to the most vulnerable households in order to meet their emergency food needs, at times serving up to 33 percent of the national emergency food appeal. The JEOP currently operates in Amhara, Dire Dawa, Oromiya, Southern Nations, Nationalities, and Peoples (SNNP), and Tigray Regions, in or near BHA’s development investments (CRS, 2022).

1.3 Profile of Catholic Relief Services

Catholic Relief Services was founded in 1943; Catholic Relief Services supports relief and development activities in more than 100 countries. Without regard to race, creed, or nationality, CRS provides emergency relief in the wake of natural and man-made disasters. Through development projects in education, peace, justice, agriculture, microfinance, health, HIV, and AIDS, CRS works to uphold human dignity and promote better standards of living for the poor and disadvantaged overseas.

CRS employs Catholics as well as non-Catholics. Membership in professional associations enables our staff to obtain information and technological advances that best prepare us to serve those in our care—and we do so in full accordance with Catholic teachings. Its staff members also belong to coalitions that extend the reach of services to poor people who often live in remote areas where CRS does not operate. These coalitions give CRS a platform to present effective methods and procedures that demonstrate the efficacy of Catholic approaches to health and family planning. These are our opportunities to make space in the public sphere for the Catholic viewpoint and to witness our faith.

Catholic Relief Services worked in Ethiopia since 1958. For 64 Years, CRS has taken the lead in responding to natural and man-made disasters affecting Ethiopia's most vulnerable communities. CRS in Ethiopia works in different programming areas in Agriculture, Emergency Response and recovery, Health, Microfinance, Water Security, and Partnership & Capacity Strengthening. Therefore, the aim of this study is to assess monitoring and evaluation practices and challenges of projects case study in Catholic Relief Services (CRS, 2021).

1.4 Statement of the Problem

Monitoring and evaluation practices in NGOs are vital in identifying the organization's achievements and effectiveness of its projects, the practices account for greater transparency and accountability (UNDP, 2019). Others studies like Wang'aya and Kagiri (2018) reviewed based on strategic plan to simulate findings and data was analysed from the annual reports, statistical data and outcome trends. Qudratullah (2019) suggested that for a knowledge management system, staff capacities evaluation and full participation of management for a successful projects implementations and the organization which brings the accountability for project outcomes. Previous studies like Singh, Chandurkar, & Dutt, (2017) revealed that M&E tools are the major driving factor in development projects in most NGOs and suggested that NGOs management should provide full support and should fully engage them in the monitoring and evaluation practices.

This shows that its influence on project performance is not well understood as of the majority of its preliminary interview responses. Some of the responses indicated that there is a gap for

learning from practices and performance progress of projects currently operated under CRS. The problem directs us to not only project performance but also absence of mechanisms, tools and techniques for project monitoring and evaluation. A further challenge is ensuring that CRS has the necessary competence to analyze and make use of the information that emerges from its monitoring and evaluation systems.

Some M&E staffs of CRS argued that there is a shortage of data that has affected their ability to critically meet the objective of a project as the collection analysis and dissemination of data is an important part in each phase of project management. According to CRS (2020), beneficiaries are not engaging in discussion and instead are providing one-word answers, few participants are dominating the discussion, elder or village leader is dominating the discussion. Program managers realized that a practical, user friendly guide would enable all field-based commodity managers and staff carry out their day-to-day responsibilities much more efficiently and effectively. As consequence, CRS unable to understand the community's level of awareness and common misconceptions are established profoundly. Again, utilize the qualitative data to draft both correct and incorrect options for these questions.

Devoid of effective monitoring and evaluation, it is absolutely challenging to distinguish the progress of the project or program implemented in organizations. Below par designed monitoring and evaluations has led to the poor management performance hence affecting the project successfulness (World Bank, 2020). In general, CRS has been observed lack of proper commodity management training for field practitioners and mismanagement and handling of commodities were repeatedly noted in program audits (CRS, 2022). On other hand, in food aid projects, the majority of its activities showed as it has faith in monitoring and evaluation comparatively. Therefore, this study aims to assess the practices and challenges in the existing projects of the organization. This study filled the gap in CRS leading nongovernmental organizations in food emergency aid.

1.5 Research Questions

- How monitoring and evaluation is being practiced in terms of design and planning, capacity building and information dissemination, budgeting, organizing, monitor, control activities and stakeholders' involvement in Catholic Relief Services (CRS)?

- What are the possible challenges of monitoring and Evaluation in Catholic Relief Services (CRS)?

1.6 Objectives of the Study

This study had the following general and specific objectives:

1.6.1 General Objective

- The general objective of the study was to assess the monitoring and evaluation practices and challenges in catholic relief services (CRS) projects

1.6.2 Specific Objectives

Specific objectives of the study included:

- To assess the practices of in terms design and planning, capacity building and information dissemination, budgeting, organizing, monitor, control activities and stakeholders' involvement in Catholic Relief Services (CRS)
- To identify the possible challenges of monitoring and Evaluation in Catholic Relief Services (CRS)

1.7 Significance of the Study

This study will be a project guideline to all stakeholders in M&E profession in Ethiopia to establish best M&E practices so that food emergency aid and any projects will be successive in Ethiopia. Also, the study results assist in the raising awareness of M&E process and its necessity within the projects. The findings help in the designing of intervention to help in the improvement of M&E where it is in practice.

Also the practitioners in the non-governmental organizations will sensitize food aid and other NGO leaders and executives and other stakeholders in various sectors to understand those effects of M&E practices that shape NGOs businesses and ensure successful project implementation hence improve the performance of the organization. The study will also enable NGOs' top executive and management staff have access to appropriate tools for making enduring decisions and consequently enhance competitive postures and abilities of their NGOs

The study findings are expected to be significant to the scholars for it will contribute to the existing body of knowledge; they will learn more about monitoring and evaluation practices and project implementation. Further, the conclusions of the study will also serve as a stepping stone for future researchers on the same or similar topics by suggesting areas that need further studies to be conducted. The study will also provide empirical literature to project management students as a step for further research that will add to the body of knowledge of M&E. Similarly, this study can find its importance among researchers in M&E as it will offer an opportunity to compare M&E in NGOs such as catholic relief services. Last but not least, successful completion of the study will enable the researcher to partially fulfill the requirements for the award of a Master of project Management offered by St Marry University in Addis Ababa, Ethiopia.

1.8 Scope and Limitation of the Study

1.8.1 Scope of the Study

This study was limited interims of geography, target groups, issues and time. This study was conducted to assess the practices and challenges of monitoring and evaluation in selected projects of catholic relief services in Addis Ababa. It mainly involved in designing and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities. It also engaged in stakeholders' involvement in monitoring and evaluation and possible challenges in terms of human resource requests, capacity building, training and other requirements.

This study was delimited to catholic relief services as it was selected because it is consistently practicing monitoring and evaluation in implementation of its projects and restructuring itself according to the revised new Civil Society Organization proclamation number 1113/2019 and starting new different projects. The study was delaminated to assess the theoretical knowledge status of catholic relief services employees regarding monitoring and evaluation, the tools & techniques implemented in it, the monitoring and evaluation practices and challenges of catholic relief services and to assess how the organization handles those challenges related to monitoring an evaluation.

It focused on the population of the 470 with 216 determined sampled employees who were stationed at the surveyed humanitarian organization. The researcher collected data from both management staff and staff under the union umbrella. The researcher made an effort of gathering information from employees from all major sections which include project, finance, supply chain and logistics, distribution and similar related experts and supervisors. The study took place over a period of three months. Moreover, this study employed descriptive survey design and in the course of researching both primary and secondary data were employed. To achieve the research objectives, a well-designed five point liker scale questionnaire and interview checklist, and close ended questionnaires were used to gather data from sample respondents.

1.8.2 Limitation of the Study

The possible limitation of the study may stream from inaccuracies that come from methodological and data collection errors during the research process. The study was conducted on catholic relief services and sample respondents were selected with sampling technique that may limit the representative of the research work. Hence, to minimize the errors the can encounter, the researcher endeavored to be unbiased and genuine enough. In addition, shortage of time, skill on research and few employees refusal to fill the questioner is other potential limitation of the study. In addition, the study did not include secondary data from the surveyed company due to donor requirements and financial security. However, this limitation was overcome by clearly stating the academic purpose of the study and also reassuring the respondent that their participation in the study was held confidential. To reduce this limitation however, literature works was done widely to make references to issues being discussed which were of relevance to the other areas of the country where the NGO is operating. It also attempted to collect data from the perception of the employees and interview methods

1.9 Organization of the Study

The study is organized into five chapters. Chapter one ,which is introductory in nature, deals with one background of the study, statement of the problem, objectives of the study research question, significant of study, the scope of the study, and organization of the study. The second chapter is all about a critical review of related literature, both theoretical and empirical past

research in the field. The third chapter discusses research design and methodology, discussion about the study area, and organizational profile. Chapter four presents data, analyze it and interpret to obtain findings of the study. Lastly, chapter five deals with conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

Monitoring and evaluation are essential to any project or program. Through this process, organizations collect and analyze data, and determine if a project/program has fulfilled its goals. Monitoring begins right away and extends through the duration of the project. Evaluation comes after and assesses how well the program performed. Every organization should have an M&E system in place (Chandurkar and Dutt, 2017). Thus, this chapter offers a description, summary, and critical evaluation of these works in relation to the research problem being under the study. The literature review is considered to provide structure of this chapter in line with objectives, knowledge gaps and demonstrate evidence of the current research on Monitoring and evaluation practices and associated challenges through relevant and logical discussion. It reviews the literature related to Monitoring and evaluation practices, both theoretical and empirical by describing the challenges as well. In general, this chapter focuses on a literature review from surveys books, scholarly articles, and any other sources relevant to a Monitoring and evaluation practices and issues and theories and empirical studies.

2.2 Theoretical Literature Review

2.2.1 Definitions and Concepts of Monitoring and Evaluations

2.2.1.1 Project Monitoring

Monitoring is a routine, ongoing, internal activity that is used to collect information on a program's activities, outputs, and outcomes to track its performance. As a process, the monitoring system collects data against specified indicators at each stage of the project cycle. Hence there is evidence-based reporting on project progress at every stage, relative to respective targets and outcomes). And it can be distilled from the foregoing that monitoring is a detective tool, continuously generating information that enables project managers to adjust during the implementation phase of a project. Consequently, it follows then, that for the tool to provide

accurate, valid, and consistent information usable to project managers, it must be well-designed and functioning smoothly) (Salum, 2017).

Poorly designed or weak monitoring systems will automatically be poor detectors of project performance status. Problem areas will go unnoticed, and subsequently, appropriate adjustments will not be made where they should. In a way, such a system will not be of any good use to any organization, because ideally, a good monitoring system should produce continuous streams of current, valid and timeous data to project management, aiding their day-to-day decision processes on the project (Ruth, 2020). As per Kultar et al., (2017), Monitoring is defined the concurrent process of tracking the implementation of activities of the project and attaining its planned outputs. It helps to provide real-time information on the progress of the project in terms of completing its activities and achieving its immediate outputs, both in terms of quality and target. Monitoring is applicable to all program levels (from input, process output, and outcome).

When considering the project management process, project monitoring (also referred to as “project monitoring and control”) comes as step four — following initiation, planning, and the beginning of execution. Once the project execution begins, project monitoring also commences. But what exactly is project monitoring? Project monitoring involves tracking a project’s metrics, progress, and associated tasks to ensure everything is completed on time, on budget, and according to project requirements and standards. Project monitoring also includes recognizing and identifying roadblocks or issues that might arise during the project’s execution and taking action to rectify these problems (Mbithi, 2020).

2.2.1.2 Project Evaluation

Evaluation is well-defined as systematic research to understand if a program can attain its imitated outcomes and impacts. Evaluation is done initially whether the envisioned objectives and goals have been accomplished or not and furthermore, to see whether the achievement is because of the project intervention (Kultar *et al.*, 2017). An evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, program, or policy, its design, implementation, and Results. The goal is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons

learned into the decision-making process of both recipients and donors. On other hand, judgment-oriented evaluation, Utilization-Focused Evaluation also promotes improvement-oriented and knowledge creation-oriented evaluation, which is gaining more interest in the development sector as it encompasses a focus on learning – practical learning for improvement and theoretical learning to add knowledge (Umhlaba Development Services, 2017).

Evaluation relates to longer-term objectives and aims to establish a summary of activities that have taken place, whether these activities have achieved their desired objectives, and the extent to which they have had an impact on the lives of the intended beneficiaries. Some people argue that evaluations should be undertaken by external actors to ensure objectivity and credibility of results, while others promote the idea of engaging the intended beneficiaries in participatory evaluation or the project implementers in self-evaluation (Ruth, 2020). Evaluation relates to longer-term objectives and aims to establish a summary of activities that have taken place, whether these activities have achieved their desired objectives, and the extent to which they have had an impact on the lives of the intended beneficiaries. Some people argue that evaluations should be undertaken by external actors to ensure objectivity and credibility of results, while others promote the idea of engaging the intended beneficiaries in participatory evaluation or the project implementers in self-evaluation (Kamau and Mohamed, 2015).

2.2.1.3 Definition of Monitoring and Evaluation

Monitoring and evaluation is the process of collecting and analyzing information about the project that tells you whether you are on track to reach your objectives and whether the project achieved or contributed to the desired impact. To know whether you are on track to achieving your project's objectives, you must monitor the project during implementation as well as evaluate its impact end of the project. Monitoring the progress of the project allows you to adapt the project as needed to ensure that you attain your objectives. It is necessary to plan for monitoring and evaluation when you design your project; this will help you both to design an effective project and ensure that you plan (and budget) for appropriate monitoring and evaluation activities (Muchelule, Iravo, Odhiambo and Shalle, 2017). Monitoring, whilst seen as an ongoing management function, and evaluation as the post-event function, which feeds information back

to management for the next event, is too simplistic a distinction. In monitoring, one is evaluating, as one is making a judgment about progress and intervening based on this judgment (UNDP, 2019).

Evaluation involves the application of rigorous methods to assess the extent to which a sustainable investment project has achieved its defined impact objectives. Evaluation is being regarded as a set of activities aimed to determine as systematically and objectively as possible, the relevance, effectiveness, efficiency, and impact (both intentional and unintentional) of a project in the context of its stated objectives. Just as monitoring, the evaluation process can be divided into three types of evaluation: ex-ante evaluation; mid-term evaluation, and ex-post evaluation. Each of these types shows that evaluation is a continuous process, as well as monitoring. According to the classical approach, monitoring and evaluation are clearly defined as distinct activities while the modern approach deals with the two activities as inseparable components of the same system (Umhlaba Development Services, 2017).

2.2.1.4 Difference between Monitoring and Evaluation

Project evaluation is an appraisal of a plan or projects performance which is undertaken either at periodic intervals (often at the end of stages) during the implementation stage when it may be called ongoing evaluation, at formative stage to inform the ongoing implementation and decision making or after implementation when the plan or project has been implemented. This makes it difficult for us to distinguish between project monitoring and project evaluation since in carrying out monitoring and evaluating the project (Muchelule, 2018). The difference between monitoring and evaluation are highlighted below.

Table 2.1 The difference between monitoring and Evaluation

Differences between M&E	Monitoring	Evaluation
Timing	<ul style="list-style-type: none"> Monitoring is a continuing function that takes place 	<ul style="list-style-type: none"> Evaluation is assessing the entire project cycle.

	throughout the implementation of a project/programme	
Depth and Purpose	<ul style="list-style-type: none"> Monitoring is a regular part of a project or programme management. It focuses on the implementation of the project comparing what is delivered with what is planned 	<ul style="list-style-type: none"> Evaluation reviews the achievements of the project/programme and considers whether the plan was the best one to achieve. Evaluation measures achievement, as well as positive /negative and intended/unintended effects Evaluation looks for lessons to be learned from both success and lack of success, and also looks for best practices which can be applied elsewhere.
Who conducts	<ul style="list-style-type: none"> Monitoring is usually done by people directly involved in implementing the project/ programme 	<ul style="list-style-type: none"> Evaluation is best conducted by an independent outsider who can be impartial in consulting with project/programme staff.

Source: UNDP, 2019

2.2.2 Related Theories

2.2.2.1 The Theory of Change

Salum (2017) described the theory of change as enunciation of the underlying beliefs and assumptions that guide a service delivery strategy and are believed to be critical for producing change and improvement. Theories of change represent beliefs about what is needed by the target population and what strategies enabled them to meet those needs. They establish a context

for considering the connection between a system's mission, strategies and actual outcomes, while creating links between who is being served, the strategies or activities that are being implemented. Theory of change is a theory about how change happens, and how we, through our organization or program, intend to work to influence these changes. It takes the form of an ongoing process of reflection to allow iterative learning over time. The process involves bringing together stakeholders and encouraging them to think more critically about the change they want to see and the realities of the context in which the program works. Four essential ingredients included Vision, Strategy, Context and Key questions. This theory signifies this study as it provides feedback on whether a project, programme is on track so as to accomplish the desired change in the community and if the project is evolving as anticipated in the project design. Understanding an organization's scope of operation is essential and can be achieved by defining realistic sphere of direct influence, indirect influence and area of interest.

2.2.2.2 Dynamic Capabilities Theory

According to Ruth (2020), the Theory of Dynamic capability was established by Teece, Pisano and Shuen, (1997) which shapes that the organization's ability to integrate, build upon and reconfigure internal and external organizational resources and functional competencies to deal with the environment which is constantly evolving. The theory additionally designates that an organization's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantages

This dynamic capability theory helps this study as it helps to understand the organization's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource. In M&E practices building dynamic capabilities relay particularly on the environmental and technological sensing apparatus that the organization has recognized the choice of organizational form and the ability to strategize. Dynamic Capability Theory is pertinent to this study because NGOs with strong strategic positions have more options and a higher probability of success in times of misunderstanding for example, in times of budget allocation. This is because the returns of the management are not only higher than the followers, they are also more stable.

2.2.2.3 Evaluation Theory

Salamu (2017) stated that the Evaluation gives effective strategies for dealing with the problems of concern regarding the evaluation process. Lessons are learned about what does not work which may save program designers and evaluator's time and resources. Evaluation theory assesses project effectiveness in achieving its goals and in determining the relevance and sustainability of an ongoing project. It compares the project impact with what was set to be achieved in the project plan. Evaluations are mainly of two types depending on when they take place. These are formative and summative evaluations. Formative Evaluation is concerned more with efficient use of resources to produce outputs and focuses on strengths, weakness, and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning. Formative evaluations are sometimes called interim or midterm evaluations. A summative evaluation are carried out at the end of the project and aims at determining how the project progressed, what went right and wrong and capture any lessons learned. However, one of the limitations of evaluation theory is that for any evaluation process for projects to be successfully done must be done within a supportive institutional framework while being cognizant of political influence and which is not the case to South Sudan were there lack of institutions that would be supportive to the evaluation process of projects.

2.2.3 Needs, Plan and Responsibilities of Monitoring and Evaluation

There are many reasons why we should undertake M&E. The main ones are to know whether our project meets its objectives and whether it is leading to the desired effects among its beneficiaries. Through data gathering, we generate detailed information about the project's progress and the results it has obtained. By doing M&E, we build greater transparency and accountability regarding the management of financial resources provided by donor agencies. Also, the information we generate through M&E provides project managers with a clearer basis for decision-making. Through M&E, we can find out if the project is running as initially planned and inform us about the strengths and weaknesses of project implementation. M&E allows us to detect unexpected and unintended results and effects of projects to identify the internal and external factors that influence the performance of the project. M&E document and explain the

reasons why project activities do succeed or fail and inform how project planning and implementation can be improved in the future (Muchelule, et al., 2017).

Expectations to conduct additional levels of M&E vary by the nature, size, and maturity of the program or project. First, programs need to use their resources wisely, so, the extent and costs of M&E activities should be commensurate to the size, reach, and cost of programs. In short, M&E should never compromise or overtake program implementation. Second, not all M&E activities are appropriate for programs or the stages of development at which programs happen to be at a given time. Evaluation logic suggests a staged approach. That is, most programs that conduct outcome evaluations should have implemented some level of process evaluation prior to this more rigorous assessment. Also, input and output monitoring data are essential for informing process evaluation, and outcome monitoring data are pre-requisite to outcome evaluation (Beza, 2021).

M&E planning should begin during or immediately after the project design stage. Early planning will inform the project design and allow for sufficient time to arrange for resources and personnel prior to project implementation. M&E planning should also involve those using the M&E system. Involvement of project staff and key stakeholders ensures feasibility, understanding, and ownership of the M&E system. The plan should also discuss the purpose of data collection and analysis in terms of specific monitoring and evaluation functions. Some key functions of monitoring include compliance, process, results, context, beneficiary, and organizational monitoring. Typically, a project will use a combination of these monitoring functions and design data collection and analysis accordingly. For project assessments, the discussion should identify not only the methods used, but the timing of the assessment event (i.e., baseline studies, annual reviews, midterm, and final evaluations), and the rationale for selecting evaluators with specific skill sets and independence (i.e., internal versus external evaluators) (Qudratullah, 2019).

M&E Plan is used for the determinations of management and good practice. It is a critical tool for planning, managing, and documenting data collection. The M&E Plan retains track of the progress we are making, monitors the indicators being used as well as their results. In this way, it contributes to the effectiveness of the monitoring and evaluation system by assuring that data

will be collected and on schedule. Additionally, it works to build ownership of the M&E system by the project team, creating additional responsibility and accountability for the success of the M&E activities (Mkutano and Sang, 2018).

2.2.4 Monitoring and Evaluation Practices

Monitoring and evaluation practices involves various of design and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time. M&E practices are influential tools that could enhance the ability of an organization to achieve better performance (Salum, 2017).

2.2.4.1 Design and planning

Planning is a process of decision making resulting in advance of execution, meant to craft a future that is desired with ways of implementation where in planning answers questions what, how, by whom, with what and when. The planning practice phase may identify potential problems proactively before they can greatly affect project cost and schedule during the implementation phase (Muriithi, 2015). Project planning helps to create a benchmark for execution. A main feature of planning for monitoring and evaluation is to approximate the costs, staffing, and other resources that are required for monitoring and evaluation work. It is essential for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design phase so that funds are distributed to the implementation of key monitoring and evaluation tasks. The subject of planning and pre-construction planning is central to project control process. The purpose of planning is to assist the organization management to fulfil their primary functions of direction and control in the implementation of project components, coordinate and communicate with the many parties involved (Qudratullah, 2019).

2.2.4.2 Capacity Building and Information Dissemination

Capacity building is very crucial for any project implementation to efficaciously take place. Capacity building is significant for the reason that it comprises improving the variable skills of all stakeholders. The implementation process is informal whereby it is done through on the job

experience or formal whereby an organized training process is carried out. Capacity building on the personnel of M&E is reflected as one of the practice leading to success project implementation and is measured in terms of the duration taken to train the participants and what aspects the participants are trained on. Capacity building is all about training the participants through the provision of skills leading to successful project implementation in NGOs (UNDP, 2019).

2.2.4.3 M&E Budgeting

M&E budgeting is deemed to be necessary to successful project implementation as it involves in funding which is essential in M&E exercise. The project or program budget should provide a clear and adequate condition for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project or program budget to give the monitoring and evaluation function the due recognition it plays in project management. A number of authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget. Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function. M&E budget is a significant contributor to project implementation success (World Bank, 2020).

2.2.5 Stakeholders Involvement

The actual implementation of development initiatives as a project manager must identify all stakeholders at a very early stage of the project, and document their requirements, interests, involvement, expectations, type of influence, power, possible impact, and communication requirements in the stakeholder register. It should be noted that some of these stakeholders will have minimum interest, or influence on the project; however, the project manager has to take care of them as well because no one knows when they will become the dominant stakeholders (George, 2017). Best practice example demonstrates that a central factor facilitating update of evaluations is stakeholder involvement. This involvement must be brought in at the early stages of the Evaluation process, include the support of high-profile champions and attract political agents interested in learning or using instruments to demonstrate effective M&E. However,

Stakeholders engagement needs to be managed with care. Too much stakeholder's involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominate the process. The choice regarding the purpose and scope of impact evaluations are political and has important implications for the selection of appropriate methodologies, the kinds of knowledge and conclusions generated, and follow-up and use of these. It is crucial therefore, that adequate time is factored in for the meaningful participation of all stakeholders in defining the purpose and scope of impact evaluations (Beza, 2021)

2.2.6 Monitoring and Evaluation Challenges

Salum (2017) stated that there are several constraints facing project M&E as it is instructive to state at this juncture that project failure is a common phenomenon in the Tanzania local government system. Any project that is not properly monitored and evaluated will definitely result into project failure. Lack of definition is a failure to make clear agency objective(s), legislative statement of project goals are often vague and even contradictory. This is particularly true in social legislation where the aims are diffuse and frequently represent aspirations cast in rhetoric. Different group interest often leads to compromise in the legislation to be passed.

Bezawit (2019) identified some factors that can cause project failure in the public sector to include budget indiscipline, meaning implementation of projects not included in the plan or the budget while neglecting, under funding or abandoning those in the plan/budget. There is also the challenge of unstable political environment at the local government level as witnessed by the constant interference of state governors coupled with global economic melt-down. Absence of community involvement in projects initiation and monitoring may result into shoddy deals and poor project execution. This could pose security risk for the, project itself as its safety cannot be guaranteed. Community participation will give the people sense of belonging in the execution of a project and help to guarantee that standards are maintained. The use of modern management techniques has not been well embraced in most local government. Not a few of them still operate manually. Utilization of modern management techniques such as Management by Objectives (MBO), Zero budgeting system, plan performance and budgeting system and so on are necessary for efficient and effective project control. A system of management by objective, aims at improving the performance of an organization by motivating, assessing and training employees through integrating their personal goals with organizational objectives. This very important

component of organization's operations is yet to be fully integrated and embraced in project management at the local government level (George, 2017).

Inadequate finance is always a perennial challenge facing project management in local governments. Most local governments are created for cheap political goals rather viability, thus, only exist to compensate political party loyalist who could not get appointments at the federal or state levels. Many projects are abandoned in most local governments due to inadequate funds. The flow of funds cannot be fully guarantee especially where there is fluctuation in World oil prices, mismanagement and corruption as well as failure to explore internal sources of revenue. The alternative of internally generated revenue is hindered by corruption and mismanagement of funds at the local government level (Beza, 2021).

Paucity of qualified personnel is yet another major handicap faced by local government. Local government is the least attractive of the three tiers of government in Nigeria. Human capital available to local government is inadequate when compared with those of state and federal governments. This affect local government's project and program initiation, execution, monitoring and evaluation as capable hands are in short supply. The phenomenon of brain drain has not helped the dearth of personnel at this level of government. Another perennial problem facing local government is political and governmental instability, which has given rise to policy inconsistency and atrophy. Frequent changes of government officials, commissioners and so on, leads to the death of many project because every local government official newly appointed comes in the fold with different policy thrust that may stall on-going projects (Njoroge, Gakuu, and Luketero, 2018).

2.3 Empirical Literature

2.3.1 Studies across the Globe

Wang'aya and Kagiri (2018) assessed the role of Monitoring and Evaluation on performance of Humanitarian and Development Aid organizations. The case study focused at Finn Church Aid as a Humanitarian and Development Aid organization. Insufficient capacity in Monitoring and Evaluation continues to cause a non-sustainable outcome for many projects. The study examined the research objectives in the context of the general objective and specific objectives. The study

in pursuit of effective Monitoring and Evaluation sought to give insights on how Monitoring and Evaluation influence performance of Humanitarian and Development Aid organization. The research design used for the study was descriptive survey. It was concluded that survey and surveillance exercises were majorly done the organization, Finn Church Aid. Lesser exercises were outsourced to organization with the expertise in survey and surveillance. There is unmet need to do more survey and surveillance exercise frequently so that the organization can collect more data in the organization so that the monitoring and evaluation exercises can be carried out with more ease. The information gathered during the survey and surveillance exercises is used in making decision that relate to monitoring and evaluation. It was concluded that of all factors affecting the donor policy, donor setting indicative budget ceilings for donor recipients affected and played a major role in monitoring and evaluation. It was confirmed that donors do offer training on effective project implementation and management, adopted common M and E system that was easy to use as well as provided well established procedures and policies for decision making process.

Vandana, Emily, Christine, Sonia and Jocelyn (2022) used a multi-methods study was conducted in 2019 to identify promising practices for the monitoring and evaluation (M&E) in risk mitigation interventions in NGOs and to develop a set of illustrative case examples. The study included a comprehensive desk review of 145 articles, documents and resources from the published and grey literature, as well as 11 in-depth interviews and five focus group discussions with humanitarian practitioners. Using De dose software and a codebook developed a priori, qualitative data were transcribed and coded and a content analysis was conducted. Excerpts focusing on promising practices from the qualitative data and the desk review were analyzed together and grouped by thematic area. Similar promising practices were combined and consolidated to create a final list, and case examples were identified. Current promising practices for M&E of GBV risk mitigation activities in the following categories are described: (1) Coordination and collaboration, (2) Designing M&E approaches and tools for GBV risk mitigation activities, (3) Contextualization, (4) Developing and selecting indicators, (5) Data collection, (6) Data analysis and use of findings, (7) Potential safety concerns for affected populations and staff, and (8) Staff capacity and engagement.

2.3.2 African Studies Evidences

Salmu (2017) assessed the challenges in Practicing Monitoring and Evaluation in Tanzania. Specifically the study identify the challenges faced by water projects in Monitoring and Evaluation practice at Mkuranga District, it also examine the nexus between M&E and performance for water supply project at Mkuranga. It identified the best approaches in improving M&E practices applied in water project at Mkuranga. A total of 32 respondents were drawn from different levels, which included the officials in District water department and other department staff, Both Quantitative data obtained through prepared questionnaires and Qualitative data from Interviews done district officials. Findings of this study showed that, the current M&E practices applied in water projects in Mkuranga District are, field visit, Project Reports, and no any other extra M&E practices identified, out of four M&E tools identified was poor, this was due to the challenges facing the M&E practice, The challenges in practicing M&E including Political influence, weak management team in M&E practice, and lack of technical staffs; staffs are Unqualified and untrained.

George (2017) evaluated monitoring and evaluation practices and their effects in district councils. Specific research questions were the extent to which M&E have been practiced in district councils; the level to which M&E influence accountability in district councils; the scale to which M&E affect decision making in district councils. A study case design was used to obtain both qualitative and quantitative data. Monitoring has been conducted through planning departments in their respective councils; the planning departments are responsible for coordinating, budgeting and monitoring. The study found that evaluations are rarely conducted in district councils. Furthermore, it was revealed what was practiced was not evaluation, it was rather monitoring because it looked on output and not outcome or impacts of projects or program. Moreover, the councils lacked M&E units, M&E plans, and M&E specialists and they do not allocate adequately fund required for monitoring and evaluation activities. As a consequence of this there were no real systematic M&E practices councils as is conducted randomly. Furthermore, study showed that monitoring and evaluation had positive effects on accountability, management decision, transparency, and organizational learning as high effect where by M&E has helped in generating answers on impact and sustainability of the project or programme by reporting the results of various interventions and citizens are provided with

information on the various activities implemented. M&E had improved the capacity and knowledge of staff in conducting monitoring and evaluation in various projects hence lead to organizational performance and achieving organizational goal in time. It was concluded that that M&E enhances accountability, decision making, transparency, and organizational learning.

Ruth (2020) examined the effects of monitoring and evaluation practices on project implementation in ACTED Kenya organization. A descriptive research design was used in the study. Stratified random sampling determined the population sample that was involved in the study. This study was expected to be of significance to the NGO managers and other stakeholders in various sectors to understand those roles of M&E practices that shape NGOs businesses and ensure successful project implementation hence improve the performance of the organization. The study findings implied that M&E practices (Design and planning, capacity building and budgeting) affects project implementation in ACTED Kenya. 77% of the respondents agreed that ACTED Kenya organization always implements planning strategies on time and 44% of the respondents rated the effect as high. 74% of the respondents agreed that the organization's employees are conversant with their core duties and 32% of the respondents rated capacity building on project implementation as effective. 82% of the respondents indicated that ACTED Kenya had a good budget for M&E activities and 57% of the respondents agreed that it affects to a large extent.

2.3.3 Studies in Ethiopia

Gindaba (2017) undertook a study to the assessment of current project monitoring and evaluation practices of development projects in Addis Ababa bureau of finance and economic development and he has found out that participation of the beneficiaries and other stakeholders of the bureau in monitoring and evaluation process was non-participatory whilst it was practiced in an unplanned manner and irregularly in some cases. Similarly, Banteyirga (2018) conducted a study to the assessment of practice and challenges of monitoring and evaluation: the case of local NGOs executing health projects and concluded that NGOs have competent staff (other than the M&E department) that can properly handle given monitoring and evaluation task while they do not have computerized M&E system.

Bezawit (2019) assesses M&E practices and used a census method of sampling; project managers, onsite office engineers and project coordinators located at the head office, who are the direct participants of the M&E system of the firm, were involved in this study Physical progress monitoring, technical monitoring, financial monitoring and quality monitoring are applied on projects, but assumption monitoring is not applied on projects. Only a formative evaluation type and performance indicators are used as the M&E tools and techniques applied. The information generated through the M&E system is unswervingly provided to the managing director, the consultant and to stakeholders/client of the project. In addition to that, the data gained is also used in making decisions for projects. Training regarding M&E has never been given to the staff. Data tampering during the gathering and reporting period of the system is also a major problem.

Beza (2021) assessed the Practices and Challenges of Project Monitoring and Evaluation in the case of Mission for Community Development Program (MCDP) projects. The study applied descriptive research design and used both questionnaires and semi structured interview to gather the data. To analyze the data, both qualitative and quantitative approach were used. The findings from the key informants interview and M&E process document review of MCDP projects tell that the project M&E system were not effective and it faces lots of challenges during conducting the M&E activity. Some of the challenges the result shows are Lack of adequate employee training, low management support, lack of stakeholder's involvement, insufficient technological systems, poor resource allocation, inadequate budget allocation, loose project Monitoring and Evaluation planning, infrequent Monitoring and Evaluation were identified as highly challenging factors. In order to improve effectiveness provide appropriate trainings to all levels of the M&E staff, appropriate technological advancement, and sufficient allocation of funds, adequate top level management support and active stakeholder's involvement some of the vital recommendations made in this research.

2.4 Research Gap

Recent studies have been conducted focusing on the roles and implication of M&E as a basic tool applied in most of development projects including gender, health, industrial and water projects, for the sake of bringing about the expected outputs, outcomes and impacts so as to solve challenges in the community. For example, Vandana, et al., (2022) involved in promising

practices for the monitoring and evaluation of gender-based violence risk mitigation interventions in humanitarian response: a multi-methods study while George, Mhina. (2017) focused on practices and their effects in local districts. In Ethiopia, Beza (2021) involved in practices & challenges of project monitoring and evaluation in community development program projects, but Bezawit (2019) focused on assessment of project monitoring and evaluation practice at engineering projects. This shows that these studies ignored practices & challenges of project monitoring and evaluation in food emergency humanitarian aid projects. The majority of these studies assessed the roles of M&E in bringing performance to Projects but unfortunately, they didn't clarify clearly its practices and the challenges in M&E practices. Most of them mixed the practices and system of monitoring and evaluation. This, this study focused on monitoring and evaluation practices involves various of design and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities and stakeholders' involvement that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time.

This study focused on Dynamic Capability Theory that is importance to this study in anchoring how the organization is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation. Further, this theory helps conceptualize how the organization deals with external issues such as regulatory and compliance in enhancing its M&E practices and ensure successful project implementation. Salum (2017) stated that the Evaluation Theory is an all-embracing theory to guide this study. The Evaluation Theory plays several important roles in evaluation practice. Such theory and prior research can be very informative for initial needs assessment and program design. Further, this study used Theory of change as it assumed about changes and context are made explicit in the process of developing projects and it clearly identified assumptions support learning during program implementation by raising questions around interventions, how they will work and the kind of change they will influence. These questions form the basis for program evaluation and adaptive management. Evaluations framed around projects provide powerful tools for program reflection and communication to influence policy as well as further debate about the practice.

2.5 Conceptual Framework

M&E practices are influential tools that could enhance the ability of an organization to achieve better performance. Based on the review of literature as explained in the immediate previous sections, the conceptual framework is a combination of the various findings in the literature that have been grouped and arranged to a framework that guided this study.

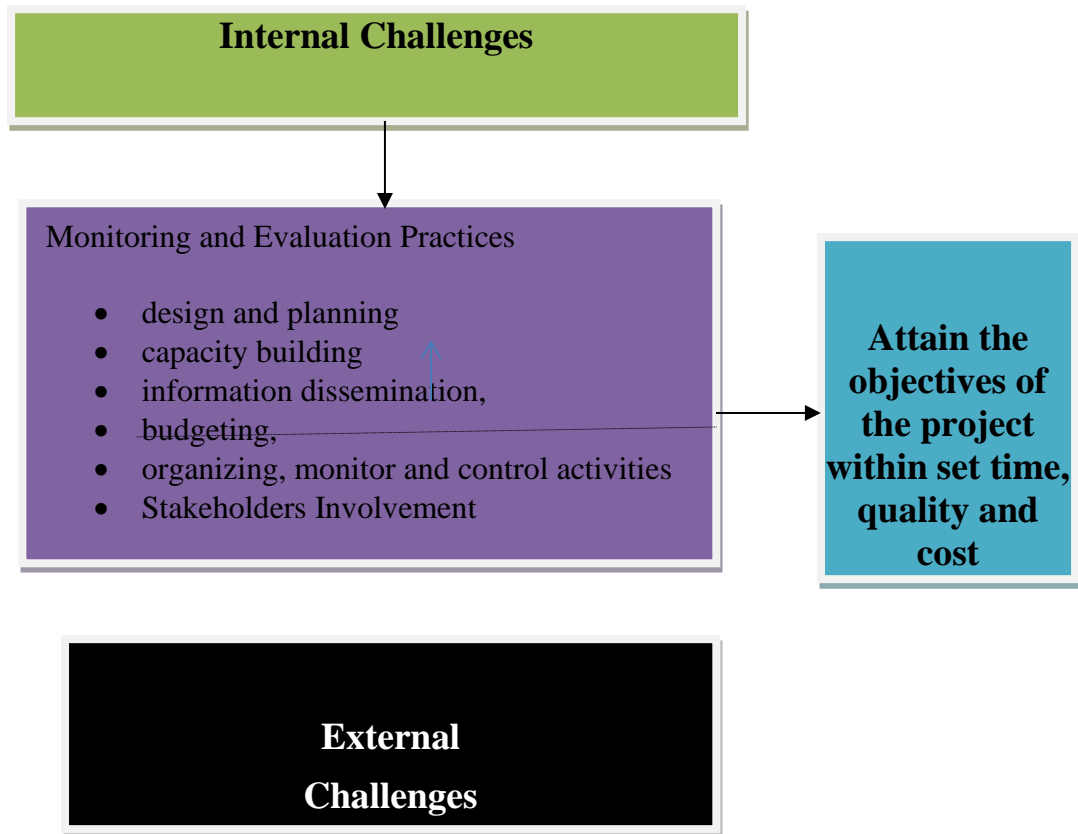


Figure 2.1 Conceptual Framework

Adapted from Salum (2017)

The study was guided by the framework see the below figures, conceptual framework is a diagram that illustrates the relationships among relevant factors that may influence the successful achievement of goals and objectives. It helps determine which their touch and how each of these factors might relate to and touch M & E practices in Projects of Catholic Relief Services.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research approach, research design, the population of the study, sampling techniques, sampling procedures, sample size, data collection methods, data collection procedures data analysis and reliability and validity.

3.2 Area of the Study

The study was conducted in Addis Ababa. As per the information obtained from CRS head office, currently there are 5 Non-Governmental organizations (NGOs) which are engaged in the provision of Emergency food assistance programs. These all five humanitarian organizations registered in food aid to implement humanitarian relief assistance programs in various areas around the study area. Therefore, Humanitarian organizations functioning in food aid consortium during this research period are considered of the present study. The study focuses on one food emergency distribution and ignored other emergency program including water and sanitation and project.

3.3 Research Approach

Qualitative method focuses on distinction or attributes than amount. In qualitative method, data is presented in the form of quotations, or descriptions of the phenomenon. One of the most common techniques of data gathering applied in qualitative method is unstructured interview. On the other hand, quantitative method focuses on information that is numerical, and it is

confirmatory in nature. Qualitative method isolates variables to explain causal relation between them and determines the magnitude and frequency of the relationships. Common techniques applied in quantitative method are surveying with questionnaires or Structured Interview. On other hand, this study applied mixed methods that involved the collection and analysis of qualitative and quantitative information in a single study. Thus, this study enables to understand a problem more comprehensively to monitoring and evaluation practices and associated challenges in food emergency aid. The study applied both quantitative and qualitative method give opportunity to build knowledge on pragmatic grounds and bases the research on the techniques that can best address the problems and questionnaires at hand.

3.4 Research Design

This research is designed as a descriptive to provide factual, accurate and systematic data description and characterized about the population or phenomenon. The research population is examined and after careful analysis, the employee who is work on various positions in food aid humanitarian public organization in Addis Ababa used as a sample size. As well, this study described and interprets monitoring and evaluation practices and associated challenges in food emergency aid. Primary data was collected from the surveyed organization through a well-designed questionnaire and it looked at its respondents to describe, compare, contrast, classify, analyze and interpret their opinion about monitoring and evaluation practices and associated challenge's in food emergency aid. Overall, it aims to describe the state of affairs as it exists. It is based on monitoring and evaluation practices involves various of design and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities and stakeholders' involvement that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time. The researcher used data from respondents from questionnaire to analyze and make a critical evaluation of the data or information. In short, this study employed descriptive research design.

3.5 Data Type and Sources

The researcher used both primary and secondary data. The primary data was collected through questionnaire from employees CRS and its affiliated selected humanitarian organizations. In

addition questionnaire, primary data was collected from interview checklist, articles and journals. It is believed that primary data is the information that the researcher finds out by his regarding a specific topic. The main advantage with this type of data was supposed to collect data with the research's purpose in mind. It implies that the information resulting from it was more consistent with the research questions and objectives.

3.6 Target Population and Sampling

3.6.1 Target Population

The researcher identified the target population to generalize the results of the study. Therefore, the total target population of the study included 470 employees of staff member of CRS and affiliated humanitarian organization working in Emergency food assistance programs. They are working as program officer, monitoring and evaluation officer, logistics, and supply chain staffs and managers and directors.

3.6.2 Sample Unit

The sample unit of the study was individual employees of the surveyed organization and employees of food aid consortium member's organizations.

3.6.3 Sample size and Sampling Techniques

In this study, the sample size was calculated based on the known sampling formula called Yamane's formula for calculating sample size.

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

$$n = \frac{470}{1+470 (0.05)^2}$$

$$= 216$$

Where n = number of sample size and

N = Total number of study population

e= level of confidence to have in the data or degree of freedom which is 95% apply for this study with 5% error.

Table 3.1 Target Population Strata Target Population

Type (Strata)	Target Population	Proportion	Sample
Meki Catholic Secretariats	70	0.45957	32
Hararghe Catholic Secretariats	85	0.45957	39
Catholic Relief Services (CRS) Ethiopia	200	0.45957	92
CARE Ethiopia	60	0.45957	28
World Vision	55	0.45957	25
Total	470		216

Source: CRS, 2022

Hence, these NGOs were selected to conduct a survey for the present study. The organizations were purposely selected by the researcher considering as a member of food aid consortium and their experience in the sector, current capacity, volume of emergency operation, and area of coverage they are working in. The population of study comprised five (5) non-governmental Humanitarian organizations implementing emergency food aid programs in Ethiopia and working as a consortium for at last five years. In addition, the sample size of interviewees is taken as fifteen interviewees using Bertaux (1981) who stated the minimum sample size for interview is fifteen.

This shows that this study used both probability and non-probability sampling methods. Among probability sampling techniques, stratified random sampling technique was served as the basis for selecting samples from the target population. This sampling technique is important to select from senior, middle level and other staffs equally based on their proportion as compared to others. The base of the strata was their partnership in implementation humanitarian relief assistance programs in various areas around the study area. This is due to the fact that their level of implement humanitarian relief assistance programs in various areas around the study area and their work place or location as required by the need of humanitarian assistance. All targeted employees have got the chance to include in the survey. In addition, it used simple random sampling technique to recruit employee for contribution in the study. For qualitative data and selection of humanitarian organization, non-probability sampling technique particularly purposive sampling method was used. The reason to select purposive sampling was incorporated those who had a better in knowledge, experience on the issue, and rich in information in the study area.

3.7 Data Collection Tools and Method

The data was collected by questionnaire and organized and tabulated to describe the state of happenings. By means of this, an interview checklist was prepared and collected qualitative data.

3.7.1 Questionnaire (Survey)

Questionnaire is used for data collection since it was easy to get a wide range of data in a short period of time from each respondent. It is adapted from Salum (2017) for practices of monitoring and evaluation and Beza (2021) for monitoring and evaluation challenges as relevant to this study. The designed questionnaires included both close and open ended questions. But more of five point Likert scale measurement questions was envisioned because five point Likert scale measurement is commonly recommended to be more appropriate and easier to understand by the respondents and it is the common rating scale that allows respondents to rate quality from high to low or best to worst.

Questionnaire was used to collect data from on the practices and challenges of M&E in catholic relief services. The questionnaire was administered to the program managers, project managers,

and M&E experts in the organization. The questionnaires were designed simply for the respondents to be able to understand the questions. The questionnaires were distributed in person. It shows it used self-administrator questionnaire.

3.7.2 Interview

Interview sessions were prepared to gather pertinent information about the performance of the selected humanitarian organization. The study applied phone interview due to Covid 19. It tried to cover up to fifteen employees and managers who were working in program, monitoring and evaluation and supply chain and logistics department of the selected humanitarian organization. In addition key informant interview questions was prepared qualitative data was collected through interview. Sample representatives from catholic relief services was selected

3.8 Data Analysis and Presentation

The data collected through the questionnaire was recorded, edited, organized, analyzed, interpreted and presented based on research questions through descriptive statistical. After data is collected through questionnaire, analysis and interpretation was made using the Statistical Package for Social Science (SPSS) version 23. The descriptive statistics was done to the identification of technical information. The findings of the data were presented in tables. Similarly qualitative data was analyzed qualitatively.

Descriptive statistics included the mean and standard deviation used to capture the characteristics of the variables under study. It was displayed in a meaningful and understandable manner to assist in describing and interpreting the results of the research. Descriptive statistics was computed to describe the socio-demographic characteristics of participants and to summarize the respondents' perception on humanitarian challenges and associated performance. The data was also collected qualitatively have been first transcribed into text, next organized based on the objective of the study and then analyzed by coding, giving meaning, categorization, editing and through thematic organization and descriptive narration.

3.8.1 Sample Respondents or Participants' information

In this part, the required information about the respondents and the response rate were determined. The participants were asked to answer about general information about their gender, age, education level, work experience, staff and profession.

3.8.2 Severity Index - Ranking of factors

The identified factors were ranked in an ascending order according to their impact level on performance in projects as assessed by the respondents. The following equation used to measure the impact level:

$$\text{Severity Index (\%)} = \sum a(n/N) \times 100/5 \quad (3)$$

Where a: the constant expressing response weight; n: the frequency of the responses; N: the total number of responses.

3.8.3 Relative Important Index

The most effective and existing practices of monitoring and evaluation were obtained using Relative Importance Index (RII). Using Likert scale by assigning 5 to strongly agree or extremely high, 4 to agree or very high, 3 to neutral, 2 to moderately high and 1 to no influence, the main item score for each parameter is calculated to obtain the relative importance index using the following formula: -

$$\text{Relative Importance Index} = \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1}{5N} \quad (1)$$

Where n_5 = number of respondents for strongly agree or extremely high; n_4 = number of respondents for agree or very high; n_3 = number of respondents for neutral; n_2 = number of respondents for low and n_1 = number of respondents for strongly disagree or no influence.

$$\text{RII} = \frac{\sum_{i=1}^n W_i}{A \times N} \quad (2)$$

In which W_i the weights of every one of the factors given by respondents and it was in the range of (1 - 5), (A=5) the largest value of weight and finally N refers to the respondents number. The

“relative importance index RII” and rank of the existing practices of monitoring and evaluation the performances of contractors on construction projects is determined.

3.9 Validity and Reliability

3.9.1 Validity

In this study to reducing the possibility of getting the wrong answer means that attention has to be paid to two particular emphases on research design: reliability and validity. Face and content validity is endorsed in order to confirm the appearance, relevance and representativeness of the survey in this study. It is carried out among different individuals included the program, monitoring and evaluation and logistics and supply chain operations and experts in this area.

3.9.2 Pre-test

At the same time, the survey was also pretested with ten active and willing employees who are working in the area. Using selected relevant literatures and researches, questionnaire and interview checklist was adapted. Furthermore, the survey was designed based on relevant theories and checked by experts, the instrument used was achieved the requirement to measure the intended issues.

3.10 Ethical Considerations

The study took into account the well-established and thorough research ethics reminds us that it is unethical to a researcher to present a biased report or not to report the truth as it is. Ethics are norms or standards of behavior that guide the moral choices about our behavior and our relationship with others. Research ethics were put into consideration when developing and administering data collection tools and techniques, to avoid any form of harm, suffering, or violence. This was done through obtaining consent before the research and ensuring the confidentiality of data. The researcher also prepared consent form and keep the information collected from participants as secret. Moreover, informed written consent was obtained from every study participant. Respondents were guaranteed that the research was used for research purposes only and their views were taken as they respond and a standard question was used. This

research was undertaken with proper authorization from the relevant authorities and the university. An introductory letter from the university was increased the acceptance levels.

The study employed an adopted questionnaire as a method of data collection. The questionnaires provided good qualitative data that was employed to gather more opinions on the statements. Respondents of the research were informed about the purpose of the research and they were informed about their rights to interrupt the interview at any time. Confidentiality was exactly maintained at all levels of the study. Concerning the research ethical conducts, as it is indicated above, all scientific evidence and supporting documents were consulted and properly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the research on the challenges and practices of monitoring and evaluation practices in projects in food humanitarian assistant in Ethiopia. The chapter begins by giving the response rate of the respondents, followed by their profiles and then the findings on the M&E practices and project implementation. The data was analyzed through descriptive statistics. Descriptive statistics are then presented according to the objectives of the study followed by the summary of the findings. The results are presented below using table. .

4.2 Response Rate

Questionnaire return or completion rate is the proportion of the sample that participated as intended in all the research procedures (Ruth, 2018). This study collected data from five consortium members of joint emergency food program. The result summarized below.

Table 4.1 Response by Organization Project Involvement

Type (Strata)	Sample	Return	Response Rate
Meki Catholic Secretariats	32	25	78%
Hararghe Catholic Secretariats	39	31	74%
Catholic Relief Services (CRS) Ethiopia	92	82	87%
CARE Ethiopia	28	24	75%
World Vision	25	22	72%
Total	216	184	85%

Survey result, 2022

This study targeted 216 respondents, out of whom 184 respondents filled and returned their questionnaire giving a response rate of 85%. The statistical authors have recommended a response rate of at least 50% to be adequate. It implies that the response rate was more than satisfactory and it was therefore deemed adequate for the study. Thus, it can be said that the study attracted good and worthy reactions with Ethiopian respondents religious fasting, holidays as well as due to Covid 19 hit and its consequence.

As the above table shows that most of the study participants were from the leader of humanitarian food emergency consortium organization or CRS that accounts 44 % of the total participants. It is also noted that the majority of the respondents were from more affiliated consortium members; for instance, 30 % of them sampled respondents were working at local church partners, Meki and Hararghe Catholic Secretariats. As per CRS (2022), the Joint Emergency Operation (JEOP) is led by Catholic Relief Services and implemented through a consortium of partners including CARE, World Vision, the Organization for Rehabilitation and Development in Amhara, Food for the Hungry, and local church partners, Meki and Hararghe Catholic Secretariats. Over the last decade, the JEOP has provided emergency food assistance in response to acute food needs in Ethiopia. This can be considered as a best data gathering experience to obtain more information about the monitoring and practices of CRS. As per the majority of the interview responses, in extreme emergency contexts, communities often rely on affiliated humanitarians' organization to meet their basic needs, both during and in the aftermath of a crisis. With an unequal power dynamic between the served and those serving, humanitarians must ensure that assistance does not create harm or exacerbate existing animosities among affected communities.

4.3 Respondents Characteristics

This part presents the respondents' profile about their education, gender, age, marital status, involvement in food emergency humanitarian assistant and other related issues that related to this study. This section deals with the demographic information of the respondents which include; gender, age, level of education, number of years worked in the organization and the current job positions of the respondents. It is presented in terms of percentages.

Table 4.2 Characteristics of Respondents (N= 184)

Variable (Category)		N	%
Respondent age	Young adults (ages 18-35 years)	49	26.6%
	Middle-aged adults (ages 36-55 years)	104	56.5%
	Older adults (aged older than 55 years)	31	16.8%
Gender of Respondents	Male	121	65.8%
	Female	63	34.2%
Education Level	Diploma	18	9.8%
	First Degree	119	64.7%
	Masters Degree & above	47	25.5%
Work experience in Humanitarian service	Below 5 years	33	18.1%
	6 to 10 years	109	59.9%
	11 to 15 years	26	14.3%
	Above 16 years	14	7.7%
Experience and	Below 5 years	55	29.9%

understanding in Monitoring and Evaluation system of CRS	6 to 10 years	63	34.2%
	11 to 15 years	31	16.8%
	Above 16 years	35	19.0%
Which management level do	Low	35	19.0%
	Medium	78	42.4%
	Top	71	38.6%

Survey result, 2022

The above table shows that the sex characteristic of study participants was also considered. The distribution of the respondents by gender is shown in Table 4.2. The findings show that majority 65.8 % of respondents were male while 34.2 % were female on sampled joint food emergency assistants' consortium. This implies that the two genders were not sufficiently represented in the study since male dominated female counterparts more than the two-thirds as but like the study of George (2017) that scored 80 % of the study were male. As the statistics show that the male gender could be dominating in food humanitarian in the study, the percentages specify an increase in the number of men engaging in food humanitarian project activities. This could be attributed to further availed extensive support to women through various funds hence empowering more women to engage in more food assistance project activities. The interview respondents confirmed that more males recorded for participated in monitoring activities due to the fact that women who are considered women usually work in households and male work in income generating activities.

The lowest age of the respondents was 18 years and the highest being 55 years. Out of 173 respondents of this study of humanitarian food project that was surveyed, 26.6 percent constituting 49 respondents were within the age of 18-35. It implies that young aged individuals have been included in monitoring activities and it helped to know their commitment and experiences in monitoring activities. It is also noted that 56.5 percent (104 respondents) for the age group of 36-55 and 16.8 percent (31) for 46-55 aged older than 55 years whereas no respondents were included in the study that fell more than that of aged 56. The findings show an increase in the number of adult and young people engaging in monitoring humanitarian food

project activities once they attain the age of 18 years. This implies that even though most of the respondents were above 25 years old, the responses emanated from a varied age group thereby providing diverse information for the study.

The above table portrays 9.8 % of them graduated diploma, 64.7 % of them completed first degree and 25.5 % of them completed master's degree & above. The high number of university graduates (more than 90%) engaging in project monitoring activities. The majority of the respondents attained education this therefore created a favourable environment for the respondents to be able to provide the required information without problem and indeed they provided the researcher with all the required information. Vandana et al., (2022) indicated that education helps to provide adequate monitoring during implementation with various review missions, and project completion review mission. Coordination and progress meetings were held during. the length of service of respondents, majority of the respondents were 6 above years of service and they accounted for more than 80; 59.9 % were between six to ten years of work service experience, and 14.3 % were between eleven to fifteen years of work service experience. This implies that the targeted sampled respondents were reached since majority of the respondents had worked for more than six years. This study also found that in excess of 70 % of the respondents had more six year experience and understating in Monitoring and Evaluation system of CRS. It also revealed that the majority of the employees were positioned as middle level as officers, experts and senior professional staffs. This study can also conclude that project monitoring operates need adequate education and work experience to understand more rigorous technical audit procedures for checking project activities is fully operational before commissioning.

4.4 Monitoring and Evaluation Practices

This part presents the practice of M&E in the surveyed food aid humanitarian organization. The presentation is divided into design and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time. According to Salum (2017), monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an on-going development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

To ensure that staff understands, embody and act in accordance with humanitarian principles, CRS technical leads designed a series of practical trainings for staff who work directly with communities. Sessions cover do-no-harm principles and protection, sexual exploitation, and abuse policies. Case studies, pictorial demonstrations, video illustrations, group discussions, reflection sessions and pre-and-post evaluations are some of the techniques used to ensure engagement and participation among partners (CRS, 2022). CRS conducts a post distribution after every planned/phase of distribution. One of the influential monitoring experts at CRS indicated that:

“Targeting is being conducted by government (task forces), joint verification happens at the presence of stockholders, partners and CRS focal persons, training on the targeting guideline is delivered by partner to government respective officials, government focal persons attend distribution, quarterly review meeting with partner and government counterparts”

With an unequal power dynamic between the served and those serving, humanitarians must ensure that assistance does not create harm or exacerbate existing animosities among affected communities.

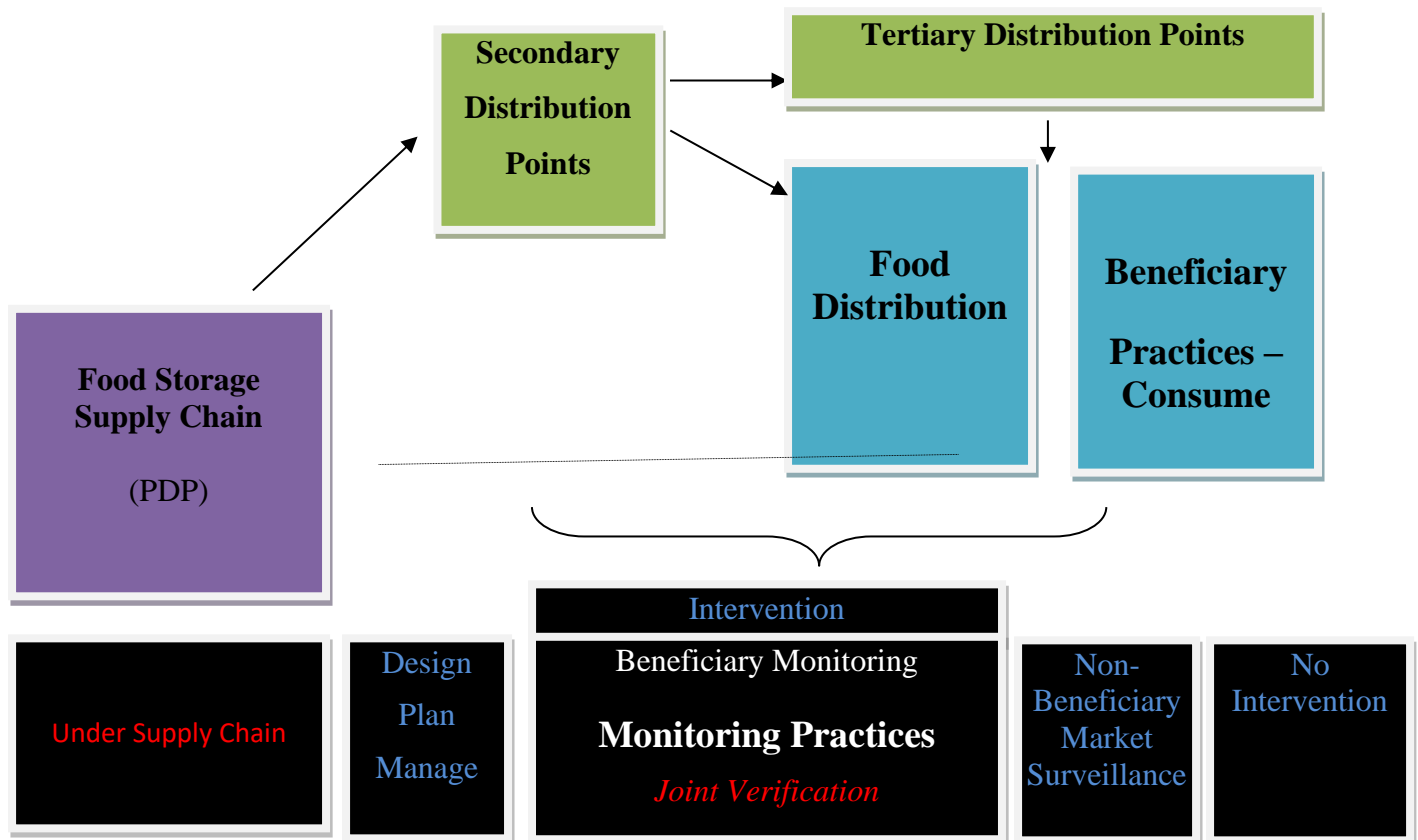


Figure 4.1 Food Monitoring Practices at CRS

Aid workers are basically watchful of risks associated with protection, discrimination, sexual exploitation, and gender inequality. Inconsistent aid provision could hamper effective humanitarian response and put lives at risk. While professional experiences and technical qualifications are highly valued among humanitarians, a practical skillset and humanitarian competency-base is also crucial to ensure that assistance is allocated in proportion to need.

Food supply and store at Primary Distribution Point (PDP- Primary Distribution Points 4 Adama, Dire Dawa, Kmbolcha and Mekele) and implemented through a consortium of partners including CARE, World Vision, the Relief Society of Tigray (REST), the Organization for Rehabilitation and Development in Amhara, Food for the Hungry, and local church partners, Meki and Hararghe Catholic Secretariats as secondary distribution point. Thus, the crucial practices are listed below:

- **Monitoring is done by many people.** Monitoring food-related matters is critical in Ethiopia and is undertaken by a range of different organizations: Government, officials, partner organizations, CRS team and others. While there may be some overlap between the activities of each organization, they all have particular roles to play. All of them are looking at specific aspects of the programme. The Government of Ethiopia is looking at food security across the whole country, which among other things helps them know how much food to bring in for resale through JEOP. JEOP partner organizations are monitoring the implementation and impact of the distribution programme to determine if other community interventions should be strengthen or initiated.
- **Monitoring happen all the time.** However it is common to select particular sites and specific types of activity to monitor these are usually:
 - ✓ **On Site Monitoring:** the purpose of monitoring at the distribution center is to check on the distribution process, and what beneficiaries are actually receiving.

By monitoring the programme activities the implementation of the programme can be checked and ways in which the programme might be improved suggested. Particular attention is paid to management of food commodities; quantity, quality, amount distributed, losses etc, actual beneficiaries; number, gender and age breakdown etc,

- ✓ **Off Site Monitoring:** The purpose is to learn about the actual use and effects of the food aid, and any changes in the food security situation. This usually takes place in the beneficiary communities and is done either in group meetings or individual household interviews. In the JEOP programme off-site monitoring covers Pre-distribution monitoring, Post-distribution monitoring and Non beneficiary monitoring. Typical elements include: - Verifying the targeting and vulnerability of the beneficiary family, understanding the beneficiary selection mechanism within the community, gaining a clearer understanding of beneficiary household profiles and their linkage with vulnerability and assessing the vulnerability of the household both through their dependents
- **The Practice of Monitoring & Reporting** - in practice the activities of monitoring and reporting fall into distinct phases: Preparation, In the Field, Back in the Office, Analysis, Feedback and Reporting.

According to Kothari (2014) a positive median should be over medium 3 on the Likert scale. From the responses, mean and standard deviation were used for ease of interpretation and generalization of findings. In this study a median of 3 and above was treated as a positive result while a lower score was treated as a negative result.

4.4.1 Design and Planning Practices

As monitoring provides records of activities and results and alert problems to be helpful along the way, usually it is descriptive and may not be able to describe why a particular problem has risen or failed to occur. According to Gorge (2017) in monitoring data collection time is continuously or can be quarterly, semi-annually or annually. Its design and planning practices has been reviewed in the surveyed organization accordingly. In this study, the practice in this division included M& E plans that linked to the objectives of the program/project in CRS;

designed M&E activities, effectively allocate resources for planned M&E activities, clearly defined roles and responsibilities of staff in M&E, preparation of M&E plan timely and having well organized M&E policies and procedures. The result summarizes in the following table.

Table 4.3 Respondents’ Responses on Design Practices (N=184)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation	RII	Rank
	N	%	N	%	N	%	N	%	N	%				
M&E plans linked to the objectives of the project in CRS.	54	29.30%	44	23.90%	47	25.50%	32	17.40%	7	3.80%	2.42	1.19	48%	6
well-designed M&E activities	7	3.80%	21	11.40%	15	8.20%	54	29.30%	87	47.30%	4.05	1.165	81%	3
Allocate resources for planned M&E activities.	7	3.80%	26	14.10%	12	6.50%	57	31.00%	82	44.60%	3.98	1.194	80%	5
Clearly defined roles of staff in M&E and documented.	7	3.80%	22	12.00%	13	7.10%	57	31.00%	85	46.20%	4.04	1.166	81%	4
Prepared its M&E plan timely.	7	3.80%	21	11.40%	13	7.10%	55	29.90%	88	47.80%	4.07	1.162	81%	2
Well organized policies and procedures.	3	1.60%	8	4.30%	24	13.00%	63	34.20%	86	46.70%	4.20	0.94	84%	1
Grand Mean											3.79			

Survey result, 2022

As shown in Table 4.3 above six statements were developed to measure M&E design and planning practices and challenges of project implementation at CRS Ethiopia, the statements had a grand mean of 3.79 and below two standard deviation which shows that the respondents very agreed to the statements. The mean values varied from 2.42 to 4.20 which show that the respondents agreed that M&E is well designed and planned at CRS Ethiopia. Likewise, the standard deviation values were less than two which is a small standard deviation and therefore suggests that respondents had similar opinions. Table 4.3 shows that 47.8 % of the respondents strongly agreed that CRS as food humanitarian organization its M & E actives are well designed. It also shows that 44.6 % of them strongly agreed that CRS effectively allocate resources for

planned M&E activities. It implies it has a necessary data to guide strategic planning and to allocate and re allocate resources in better ways in organizations.

Consequently, the respondents were asked the extent to which the project work plan likes with its objective and the response was as above Table 4.3. In particular, design and planning in this organization has not made the organization meet its objectives out of 173 respondents only 7 (3.8 %) agreed to a very large extent and 32 (17.4 %) agreed to a large extent but 44 (23.9 %) disagreed and 44 (23.9 %) strongly disagreed or did not agree at all. This statement generated a mean of 2.42 the lowest mean and standard deviation 1.13. From the analysis the study concludes that M&E design and planning is well articulated for project implementation in CRS Ethiopia. Top best practices included timely preparation of its M&E plan and having well organized policies and procedures are found within relative important index. George (2017) found that design and planning in this organization has made the organization meet its objectives out of 88 respondents 6(7%) agreed to a very large extent 11(13%) agreed to a large extent, 9(10%) fairly agreed, 38(43%) slightly agreed and 24 (27%) did not agree at all. This statement produced a mean of 3.71 and standard deviation 1.193. The study argue that monitoring and evaluation planning in Kenya has made the organization meet its objectives, establish the policies well has made project planning to be flexible enough to handle unique activities where it speaks accurately to the M&E plan and operations.

4.4.2 Capacity Building Practices

According to Ruth (2020), capacity can be enforced with development projects through capacity building in order to have a more robust structure and to be adaptive to changes. Capacity building is therefore understood not only as human resource development but also as organizational and institutional development. The result summarizes in the following table.

Table 4.4 Respondents’ Responses on Capacity Practices

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation	RII	Rank
	N	%	N	%	N	%	N	%	N	%				
	CRS provides effective M&E training for program and M&E staff	3	2%	11	6%	17	9%	62	34%	91				

Information is well recorded at spot when and where an activity is implemented in CRS.	3	2%	3	2%	15	8%	61	33%	102	55%	4.39	.836	88%	1
There is a system that assists staff in capturing, managing and analysing program data in CRS.	5	3%	3	2%	10	5%	66	36%	100	54%	4.38	.878	87%	2
There is a properly documented data in CRS.	7	4%	2	1%	15	8%	53	29%	107	58%	4.36	.960	87%	2
Grand Mean												4.34		

Survey result, 2022

According to Table 4.4 shows that the grand mean (4.34) was rated as very good. As well, the standard deviation values were less than one which is a small standard deviation and therefore suggests that respondents had similar opinions. It implies that decision-making in food humanitarian monitoring management requires the delivery of accurate scientific information as food is one of the most basic human needs and is indispensable to almost all economic activities, including agriculture, energy production, industry, and mining.

This table exhibited that majority 49 % of the respondents strongly rated capacity building on training for program and M&E staff as effective, 34% rated it as very effective and 2 % of them said very infective each, 11% rated it as infective and other do not know. The study implies that capacity building is effective in the project implementation at CRS Ethiopia via M&E training for program and M&E staff.

Again the respondents were asked to indicate the extent to which capacity building achieved via information provision at similar organization. The finding with the highest mean (4.39) with greatest relation important index (88%) indicted that information is well recorded at spot when and where an activity is implemented in CRS.

The findings show that 100 (54 %) of respondents were strongly agree and 66 (36%) of them agree that CRS has a well-organized system that assists staff in capturing, managing and analysing program data in CRS. Within 4.38 mean score and highest (87%) index, it can be said that CRS's M&E information provided to program managers/officers to assist in decision-making and planning. Further, the third highest mean score (4.36, watchfully similar mean score with the highest mean) shows that there is a properly documented data in CRS. This implied that

M&E provides information to the program managers/officers to assist in decision-making and planning.

As per the majority of the interview respondents' responses, the Project was appropriate for achieving its purpose, and proved a pioneering success. Difficult in coordination of all actors, insurgency threats to corrupt practices, and the need for supplementary financing impaired the effectiveness of the monitoring practices, but did not prevent the overall achievement of food monitoring practices. Based on the positive outcomes, the food monitoring practices is rated successful, bordering on highly successful. This upgrading of the CRS food monitoring practices capacity of partly successful is attributable to the strengthened food aid distribution performance of CRS.

4.4.3 Information Dissemination Practices

According to Qudratullah (2019), 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. Thus, respondents of this study were asked to rate their opinion about CRS provided M&E information to program managers/officers to assist in decision-making and planning, to what extent lessons learned on project execution, M&E is implemented produces useful management report in CRS and does CRS regularly analyse reports in order to assess achievements and challenges. The result summarizes in the following table.

Table 4.5 Respondents' Responses on Information Dissemination

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation	RII	Rank
	N	%	N	%	N	%	N	%	N	%				
	CRS provided M&E information to program managers/officers to assist in decision-making and planning.	34	18%	19	10%	11	6%	40	22%	80				
CRS has documented lessons learned on project execution	11	6%	10	5%	30	16%	61	33%	72	39%	3.94	1.146	79%	3
M&E is implemented produces useful management report in CRS.	30	16%	2	1%	6	3%	43	23%	103	56%	4.02	1.454	80%	2

CRS regularly analyse reports in order to assess achievements and challenges.	15	8%	5	3%	22	12%	48	26%	94	51%	4.09	1.213	82%	1
Grand Mean												3.92		

Survey result, 2022

Survey outcomes in the above table show that all the mean values were greater than 3.61 and less than 4.09; this is an indication that the respondents agreed with the various statements on information dissemination. The grand mean score 3.92 was rated as very good. As well, the standard deviation values were less than two which is a small standard deviation and therefore suggests that respondents had similar opinions.

The findings show that 94 (51 % of respondents strongly agree that CRS regularly analyse reports in order to assess achievements and challenges, only 8 % of respondents strongly disagree. Within highest (4.09) mean score or 82 % of important index, this implied that there is a regular reporting and analysis of quantity of food distributed and number of beneficiaries. It ensures that CRS work in the framework of established humanitarian coordination mechanism and with donors, governments and others implementer partners.

The second highest mean (4.02) statement measure was information dissemination practicality in this food aid NGO that has brought international development the response was as follows; 30 (16 %) indicated strongly disagree, 2 (1 %) indicated disagree, 6 (3 %) indicated neutral, 43 (23 %) indicated agree and 103 (56 %) indicated strongly agree. This statement generated 80 % important index and standard deviation 1.545. It implied that M&E is implemented produces useful management report in CRS.

The third highest mean scored statement developed was about information documentation in this organization has led to have information recording skills where 72 (39 %) of the respondents strongly agreed, 61 (33 %) agreed, 30 (16 %) neutrally agreed, 10 (5 %) disagreed and 11 (6 %) strongly disagreed with the statement. The statement had a mean of 3.94 and standard deviation 1.146 which reveals that CRS has documented lessons learned on project execution.

Lastly, the lowest mean was 3.61 which was supported by 80 (43 %) of the respondents strongly agreed, 40 (22 %) agreed, 11 (6 %) neutrally agreed, 19 (10 %) disagreed and 34 (18 %) strongly disagreed with the statement. CRS somewhat provided M&E information to program managers/officers to assist in decision-making and planning.

4.4.4 Budgeting, Organizing, Monitor and Control Activities Practices

In today's fast-paced working environment, the requirement of incorporating project management practices into an organization's operations has become increasingly apparent. Project Management's best practices and methodologies permit workers to stay on time, on budget, while wading through the sheer mass of data (Salum, 2017). Sampled respondents were requested about to what extent CRS allocated sufficient budget for M&E, well organized M&E system, timely controls its M&E activities, always regulates its M&E activities and observes it M&E activities effectively. The result summarizes in the following table.

Table 4.6 Respondents' Responses on Budgeting

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD	RII	Rank	
	N	%	N	%	N	%	N	%	N	%					
CRS allocated sufficient budget for M&E.	2	1%	11	6%	7	4%	51	28%	113	61%	4.42	.902	88%	1	
CRS has well organized M&E system.	5	3%	5	3%	14	8%	78	42%	82	45%	4.23	.908	85%	3	
CRS timely controls its M&E activities.	4	2%	10	5%	15	8%	63	34%	92	50%	4.24	.969	85%	3	
CRS always regulates its M&E activities.	6	3%	8	4%	5	3%	74	40%	91	49%	4.28	.956	86%	2	
CRS observes it M&E activities effectively.	12	7%	2	1%	24	13%	52	28%	94	51%	4.16	1.11 ₉	83%	5	
Grand Mean												4.22			

Survey result, 2022

The respondents were asked to the respondents if M&E supported by appropriate budget to produces useful management report. The grand mean (4.22) was rated as very good and its standard deviation was rated as best; standard deviation values were less than one which is an insignificant standard deviation and therefore suggests that respondents had similar opinions.

The findings show that 113 (61 %) of respondents preferred to the category of strongly agree that CRS allocated sufficient budget for M&E, followed by 51 (28 %) of respondents who were agree, only few or 2 (1 %) of respondents strongly disagree, 7 (4 %) of respondents were neutral. Within the highest mean score (4.42) and 88 % maximum index, this study found that monitoring and evaluation is supported by sufficient budget to implement and produces useful

management report. The second largest mean was 4.28 that show CRS always regulates its M&E activities. On that, 91 (49 %) of respondents preferred to the category of strongly agree, followed by 74 (40 %) of respondents who were agree, only few or 2 (1 %) of respondents disagree, 5 (3 %) of respondents were neutral. This implies that there is CRS regulates both supply chain and costs. As per the majority of the respondents' responses, CRS regulates supply chain or distribution standards (food quality, storage, and disposable items and procedures, recognized beneficiaries, costs of services provided by various organizations. The food distribution procedure applies only to food storage, distributing approval or communication, and distribution for beneficiaries, means of transport and does not cover the generation of internal auditing for CRS reporting. The third largest mean was 4.24 that showing CRS timely controls its M&E activities. On that, 92 (50 %) of respondents preferred to the category of strongly agree, followed by 63 (34 %) of respondents who were agree, only few or 4 (2 %) of respondents strongly disagree, 15 (8 %) of respondents were neutral. It implies each food aid project phase normally includes a set of defined deliverables designed to establish the desired level of management control.

The fourth largest mean was 4.23 that show CRS has well organized M&E system. On that, 82 (45 %) of respondents preferred to the category of strongly agree, followed by 78 (42 %) of respondents who were agree, only few or 5 (3 %) of respondents strongly disagree and disagree respectively, 14 (8 %) of respondents were neutral. Finally, the lowest mean was 4.16 was rated as very well, the majority of the sampled respondents CRS observes it M&E activities effectively. This shows that CRS has a more exhaustive step-by-step plan to observe for the lay out of the distribution site including adequate storage should be ensured for commodities, which may need to be prepositioned. As per the majority of the interview responses, CRS also checks beneficiaries who already received their commodities leave without passing in front of those who have not yet received theirs. It also checks a specific emergency exit for staff; store the commodities out of sight of the beneficiaries. At the point of distribution, it controls a barrier between the beneficiary and the distribution assistant.

4.4.5 Stakeholder's Involvement

This study includes the following important issues including understanding monitoring and evaluation activities of CRS and to what extent it seen as a valuable resource by the stakeholders.

It asked if the monitoring and evaluation activities meet stakeholder's expectation and need. There is high stockholders participation in monitoring and evaluation activities. There is sufficient monitoring and evaluation information flow with stakeholders. The result summarizes in the following table.

Table 4.7 Respondents' Responses on Stakeholders Involvement

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation	RII	Rank
	N	%	N	%	N	%	N	%	N	%				
Understand monitoring activities	24	13%	12	7%	14	8%	48	26%	86	47%	3.87	1.404	77%	5
Monitoring as a valuable resource	15	8%	11	6%	13	7%	34	18%	111	60%	4.17	1.276	83%	3
Stakeholder's expectation	18	10%	2	1%	10	5%	32	17%	122	66%	4.29	1.250	86%	1
High stockholders participation	15	8%	7	4%	17	9%	32	17%	113	61%	4.20	1.249	84%	2
Monitoring and evaluation information flow	16	9%	9	5%	15	8%	40	22%	104	57%	4.13	1.272	82%	4
Grand Mean												4.13		

Survey result, 2022

The respondents were asked to the respondents if there is a stakeholder participation in CRS's monitoring practices. The grand mean (4.13) was rated as very good and its standard deviation was rated as best; standard deviation values were less than two which is an insignificant standard deviation and therefore suggests that respondents had similar opinions. It implies that involvement of project staff and key stakeholders helps CRS to ensure feasibility, understanding, and ownership of the M&E system. The plan somewhat discuss the purpose of data collection and analysis in terms of specific monitoring and evaluation functions.

The findings show that the highest mean (4.29) composed of 122 (66 %) of respondents preferred to the category of strongly agree that the monitoring and evaluation activities meet stakeholder's expectation and need, followed by 32 (17 %) of them preferred to the category of

agree while only 2 (1 %) selected the category of disagree. On the contrary, the lowest mean (3.87) was composed of 86 (47 %) of respondents preferred to the category of strongly agree that all Stakeholders understood monitoring and evaluation activities of CRS, followed by 48 (26 %) of them preferred to the category of agree while only 12 (7 %) selected the category of disagree. The relative index method ranked the perception of monitoring and evaluation as third with 4.17 mean score. This shows that the monitoring and evaluation activities are understood as a valuable resource by the stakeholders. But it was ranked in third position with slight difference with the highest score. This index put stakeholders participation in second place (84 %) and 4.20 mean score. The majority of the interview respondents also have similar manifestation as Mutual accountability has been an essential part of food aid to Ethiopian in all international conferences. This implies most of these initiatives, committees, and programs provide commitments to the objectives of accountability and transparency and government support. However, this study's index rank shows that information flow in monitoring and evaluation activities are not extraordinary but satisfactory. CRS should have been a holder of higher information flow practices than the rank revealed. This study comes to agree with another monitoring expert at CRS designated that:

“CRS implement MEAL in collaboration with stakeholders. Specifically, implementing local partners participate in projects M&E activities actively. They involve at all stages of M&E starting from planning up to implementation phase.”

4.5 M & E Challenges

While local governments are constitutionally mandated to carry out projects aim at improving the welfare and wellbeing of the people within its jurisdiction, there are several constraints facing project M&E at the local government level (Salmu, 2017). Ethiopia's challenges are not unique. Thus, the study examined the challenges of M&E Practice faced by the CRS Ethiopia executing food aid monitoring, and its results are as shown in Table 4.8.

Table 4.8 Ranking Respondents' Responses on M & E Challenges

Variables	Median	Rank
Lack of Technical Expertise influence assessment on M&E	114	11

Political issues influence assessment on M&E	101	15
M&E Approach, Selection of Tools and Techniques is influenced by M&E assessment	129	4
The organization has inadequate skilled human resource that can bear M&E.	142	2
Personnel who conduct project M&E get irrelevant training on a regular basis.	169	1
There is a demotivation system for personnel participating on the M&E activity.	102	14
M&E best practice inexperience sharing undertaken within the organization or with other organizations to enhance staff capacity.	116	10
There is lack of competent staff/skilled staff to carry out M&E practices	117	9
There is an inadequate understanding of M&E at organizational level.	123	5
Unavailability of data gathering and analysing tools.	134	3
Inappropriate M&E implementation strategies are applied.	118	8
Lack of time and resources to conduct M&E.	122	6
M&E practices are not give priority by the management of the firm.	122	6
Difficulty in communicating the results of M&E.	111	13
Data Tampering during M&E Result Reporting period.	112	12

Survey result, 2022

Program and monitoring experts and employees related challenges in practicing M&E rated in the first place human issues like personnel who conduct project M&E get irrelevant training on a regular basis. Training is not a major issue in CRS particularly the monitoring staff. But the issue here is that personnel who conduct project M&E get irrelevant training on a regular basis. A further question was asked to the interview respondents if the district provides M&E training for program and M&E staff. As per their responses, CRS has a soft skill and wide training opportunities. Thus, this study comes to conclude that further investigation needs to dig the quality and the type of training that are being conducted in CRS. Qudratullah (2019) cited Goldman and his co-authors (2012) list the explanation of roles, issues around coordination, the integration of M&E into planning systems, the capacity to use M&E data for evidence-based

policy-making and decision-making, the quality of data, and sustainability as challenges to M&E systems in South Africa. These challenges are similar to those seen in various literatures across countries but this study attempted to rank the severity of the problems based on severity index. Its detailed respondents' responses were found at the appendix part next to interview checklist.

The second major challenge that was rated causes of monitoring practices is related to inadequate skilled human resource that can bear M&E. For Salum (2017), scarcity of qualified personnel is yet another major handicap confronted by local organization and government. Human capital available to local organization is insufficient when compared with those of state and federal governments. This affect local government's project and program initiation, execution, monitoring and evaluation as capable hands are in short supply. The phenomenon of brain drain has not helped the dearth of personnel at this level of government.

The third top ranked monitoring and evaluation was involved around unavailability of data gathering and analysing tools. One of the monitoring experts in CRS indicated that

‘‘Most challenging obstacles in Monitoring and Evaluation included discovery dishonesty data, unable to get reliable data, missing theory of change driven data collection, data islands and rudimentary data aggregation, lack of lean data measurement & analytics.’’

This shows that there is lack of investigating the constituent parts, and their interrelationships, of the underlying causes and effects of selected issues to gain deeper insights. World Bank (2020) strongly considers that analysis helps transform data and other forms of evidence into usable information that supports interpretation. Analysis has both a qualitative and a quantitative dimension. This implies that CRS' data are not then organized into a standardized system that can track and compare the services. Of course, CRS is providing—not only from project to project but also from country program to country program. It is expected that its data may be standardize across its international operations but this study found that its local based system do not allow CRS to document who its projects are reaching, what services they are receiving, and how well the programs are reaching the people CRS intends to assist. It does not meant that CRS does not use standardize data collection forms; actually it uses appropriate forms that to be filled out by project participants or staff to collect data. Salum (2017) also requested its targeted respondents about the system that assists staff in capturing, managing and analysing program

data. The findings show that the majority of the respondents strongly agreeing. that this implies that system that assists staff in capturing, managing and analysing program data.

M&E Approach, Selection of Tools and Techniques is influenced by M&E assessment was ranked as fourth main monitoring challenges by sampled respondents. The open questions and interview responses admitted this problem and several approaches were suggested aiming at improving the condition of Monitoring and Evaluation so as to bring impact on the progress of food aid projects, not the way it is practiced now days, where it is done few times, absence of Technical M&E personals, poor indicators for M&E in food projects, bad approach, selection of Tools, and Technique in M&E, and poor management within the District. Another proposed approach is, to ensure M&E information sharing on project execution as the majority of interview respondents indicated. This involves provision of education so as to raise awareness to beneficiaries on how to manage, protect their projects in a sustainable way and the particular education should be given during and after the implementation of the projects. An interview conducted with the PDP assigned monitoring coordinator who confirmed about the need for information sharing to people who are the project beneficiaries through education provision during the implementation and after the completion of the project so as realize their sustainability. Similar expert from the well influential PDP recommend in order overcoming those difficulties in practicing M&E:

“ ... Designing simple sampling tools ... ”.

Another expert indicates monitoring and evaluation issues in food emergency aid projects in case of CRS as

“Communities and other stakeholders provide data and receive feedback on the results of the project and the participation is starting on project designing up to final project evaluation to ensured stakeholder participation in project used monitoring tools and ensured sense of ownership.”

This argument indicates that CRS has designed and developed a suite of tools including a detailed documentation of the steps of fieldwork including precisely who is expected to do what, and when. Each quarter as the monitoring team believes that ample fieldwork has been undertaken, all tools should be revised and formalised with donor approval. The third main challenge included data collection challenges included inadequate staffing, high staff turnover,

infrequent training for data collection skills, and replica of efforts, delays in data collection and submission, and limited data verification.

4.6 Discussions

4.6.1 Monitoring and Evaluation Practices

In this study, therefore, the respondents were then asked to indicate the extent to which the following M&E design and planning practices and challenges of project implementation at CRS Ethiopia. A scale of 1-5 was provided. The secondary data showed that the scope and scale of JEOP has expanded over the years. There are now about five thousand programs, operational and support staff contributing to project success, spread across six regions and 125 districts. The modules and content are revised periodically to ensure relevance and contextual depth (CRS, 2022). While the primary data showed that there are good monitoring practise in CRS that was found using the last rank. It found that M&E plans are there indicators that are not clearly linked to the objectives of the program/project in CRS. Thus, this study implies that monitoring and evaluation planning in CRS Ethiopia has established the policies well has made project planning to be flexible enough to handle unique activities where it speaks accurately to the M&E plan and operations but it did not make the organization meet its objectives. However, George (2017) found that design and planning in this organization has made the organization meet its objectives as per the majority of the responses.

In this study, the practice in this division included providing training for program and M&E staff, record information at spot when and where an activity is implemented in CRS, about the system that assists staff in capturing, managing and analysing program data in CRS and data documentation in CRS. This study generally found that monitoring through capacity building support was adequate. As per the majority of the interview respondents' responses, the monitoring capacity of CRS is assessed fully satisfactory. The monitors adequately managed project implementation, including distribution of food aid through proper delivery, quality of food, and storage condition and transport improvement performance for the advantage of beneficiaries and surveyed organization.

This study found that CRS information dissemination mechanisms and strategies were rated as very good. This implies that this organization has led to acquire specific information recording abilities in leading several NGOs. This shows that M&E information is highly centralize and this may lead to think that the reliability of the report may be highly questioned. This also displays that project governance are weak on describing the proper flow of information regarding the project to all stakeholders. According to Qudratullah (2019) stated that this tool used to identify inconsistency between the plan and reality in order to take corrective measures, it ensures that all project activities are implemented as planned together with collecting information's on the on-going project interventions in order to identify whether projects meets objectives or not. While the study found that its budgeting and controlling was rated as good. This implies that there is a system of accurate upward status- and progress-reporting including time records; a central document repository for the project; a centrally-held glossary of project terms. George (2017) also stated that food emergency needs to checks all food aid practices including shaded or roofed space/areas that will be needed for the “waiting area” to avoid sun or rain and also for areas where any group redistribution of food may be necessary.

This study also found that there is high stockholders participation in monitoring and evaluation activities. In this regard, Qudratullah (2019) stated that stakeholder's participation is realized under Mutual Accountability. Under this principle, donor and partners should enhance practices to involve broader perspectives and stakeholder groups; including national parliaments, in the agenda-setting and implementation stages and donors should provide timely information on aid to enable better government planning and reporting. Community and Stakeholder participation is an ingredient to build the necessary level of understanding on the progress of project so as to achieve the Result Based Management (RBM) and ensuring sustainability of particular projects (Wang'aya and Kagiri, 2018).

4.6.2 M & E Challenges

Similarly, the study also exposed that the three-monthly reports covers overview of the implementation of the activities, objectives, expenditures, challenges, constraints and remedial actions while annual reports cover the overall performance and include progress towards achieving the objectives or outcome based on the indicators, services delivery improvements,

outcomes of review and evaluations, discussions on priority interventions that were critical in achievements of the objectives. It has also a formal ‘methodology’ handbook that includes clarity on all important process such as scoring and definitions. Another monitoring expert at CRS designated that:

‘at this time of the period, access limitation to some of our working location does not allow getting relevant information to be collected’

All respondents were able to explain how they realise monitoring and evaluation and went further on explaining the importance of applying or adopting monitoring and evaluation in their projects or programmes. One respondent stated that

“Monitoring and evaluation are tools that support the organization to track or access what it has achieved and to examine the performance of the programme or projects, the development of the programme and the challenges and the strengths and provide feedback to the stakeholders”.

This study has found contrary results of other African countries; for Salum (2017) the main challenges included lack of technical experience influence assessment on M&E, Political issues influence assessment on M&E, Inappropriate M&E approach, selection of tools and techniques influence M&E assessment, Less strength of monitoring team and Weak management in M&E. Even if Qudratullah (2019) cited Anderson et al. (2015) who listed governments face challenges with institutionalizing and coordinating M&E systems, including defining and clarifying roles and leadership, aligning and coordinating across sectors and building internal staff capacity, data related challenges are the same as those listed above in this study.

This study found that there is lack of data collection challenges included inadequate staffing, high staff turnover, infrequent training for data collection skills, and replica of efforts, delays in data collection and submission, and limited data verification. This does not mean that the contributions of M&E systems in CRS Ethiopia are low. It has been noticed that there are not challenges facing M&E system which include absence of a common understanding within CRS Ethiopia on what should constitutes M&E System but it may be mentioned as inadequate understanding on the institutional framework for the M&E across the Government; and lack of a framework for guiding supporting organizations and local rural district council on how to intention and build M&E Systems. In general, there is inadequate required skills and capacity of

designing and implementing M&E activities in Ethiopia. Wang'aya and Kagiri (2018) also found that greater understanding of the challenges faced when attempting to collect and access the right data that improves the work outputs, at the same time as demonstrating accountability to both donors and beneficiaries. Human capacity on both the supply and demand sides of M&E is reported as generally low, leading to poor data quality and use.

Overall, the top four possible challenges of monitoring and in Ethiopia, specifically in Catholic Relief Services (CRS) included personnel who conduct project M&E get irrelevant training on a regular basis, inadequate skilled human resource that can bear M&E, Unavailability of data gathering and analysis tools and M&E Approach, selection of tools and techniques is not influenced by M&E assessment from one to four respectively.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

This study comes to conclude that CRS ensure that assistance does not create harm or exacerbate existing animosities among affected communities because of monitoring and evaluation system. CRS enforces humanitarian principles and building a culture of trust among communities. With an unequal power dynamic between the served and those serving. It is understood that Monitoring and Evaluation for food aid distribution are significant results-based management functions that help the emergency aid practices to enhance the effectiveness of its food distribution achievement. It is acknowledged that monitoring of results remains a challenge for food distribution in Ethiopia: where CRS provided irrelevant M&E training, inadequate skilled human resource that can bear M&E, Unavailability of data gathering and analysis tools and M&E Approach, Selection of Tools and Techniques is not influenced by M&E assessment from one to four respectively. This helps to concluded that M&E management practices of CRS is not able to regularly assess the linkages and effects between activities, outputs, and outcomes and assess the level of achievements with reference to indicator targets.

5.2 Recommendations

- M & E needs continues improvement even if there is a best M & E practices and high level stakeholder involvement; it is the quest for M & E superiority is a never-ending process in which people are continuously working to improve the performance, speed and number of features of the humanitarian services. Continuous improvement means that small, incremental improvement that occurs on a regular basis will eventually add up to

vast improvement in quality. Thus, this study suggests that CRS must improve the quality of food aid distribution service continually and reduce the cost to make beneficiaries satisfactory. In supply chain circumstance, the pressure of continual improvement is more and more pressing because the market competition is more and more hard. Therefore, the continual, stable and harmonious ability of quality assurance should be established at CRS.

- This study also recommends that CRS improves communities, institutional and government experts and one's M & E skills, attitudes, and knowledge via specially designed training program and it also helps build awareness on socio-economic aspects through identifying the training needs of the employees by explaining “what”, when, “where”, and “how” the training programs will be conducted for the employees on the diversity of interests, skills, and aspirations of workers to accommodate such diversity by developing curricula that include a mix of teaching methods, learning content, and programs particularly M & E.
- CRS needs ‘skills management,’—i.e., everything that has to do with recruiting, maintaining and developing the necessary mix and levels of skill required to achieve organizational and business objectives. CRS should change its foundation for skill development training. It includes adding behaviorism that has provided much of the foundation for skill or competency oriented training and development. Behavioral objectives are another contribution from behaviorists. The focus on behavior is significant because performance change does not occur without changing behavior. Although behavior change alone without internal cognitive changes is usually not desirable, neither is cognitive change alone. Thus, behaviorism has led to popular practices such as behavioral objectives and competency-based education.
- This study also advocates that CRS's M&E team should be accountable; they must emphasize more on individual and collective responsibilities with regards to M&E results. In this situation everyone has to play a great role in the implementation of various programs in the organizations. In order for them to be held accountable the actions must be measured. Monitoring and evaluation shows how programs or projects were implemented and how they were beneficial to the intended beneficiaries. Monitoring and evaluation gives the relationship between what was invested against the actual

achievement obtained. Monitoring and evaluation led to proper management of fund, personnel and materials. In monitoring and evaluation judgments are made relatively to the performance achieved in the organizations and all stakeholders are recognized their contribution towards that achievement.

- The study recommends that humanitarian food distribution management boards, funding partners/donors and other emergency food bodies should make policies that support the integration of monitoring and evaluation in projects. The humanitarian food distribution management boards will benefit by additional knowledge of the M&E as control tool for successful implementations.
- The study further commends that training institutions may integrate some of the best M&E principles in prospectuses to advance course content delivery and transfer to the workplace through apprentices and consultancy. The combined effect will be fruitful project implementation among humanitarian food distributors translating to tangible benefits to the citizens, especially the most needy, marginalized and underprivileged in the community. This would in turn contribute to improved productivity by these groups of population and hence, a more prosperous country and world.

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Annex

Appendix II –Questionnaire



ST. MARY'S UNIVERSITY
DEPARTMENT OF PROJECT MANAGEMENT

(Employees Survey)

Greetings, Dear

I am Rahel Amanuel, a post graduate student of Master of Project management, Postgraduate Studies. St Mary University in Addis Ababa. I am carrying out a study on “*Assessing Challenges and Practices of Monitoring and Evaluation in Projects: Case Study: Catholic Relief Services*”.

It will be of great value if you can share your wealth of knowledge by completing the attached questionnaire. Your answers will be handled with highest anonymity and confidentiality; this will be achieved by no indication of names.

Please kindly return the completed questionnaire to me. Your participation will be highly appreciated.

Yours Sincerely

Rahel Amanuel,
email- ritaaman28@gmail.com

Part A: Personal Profile

Instruction – please tick appropriate answer you choose.

Age (in years)	Young adults (ages 18-35 years)	[]
	Middle-aged adults (ages 36-55 years)	[]
	Older adults (aged older than 55 years)	[]
Sex:	Male	[]
	Female	[]
Education level:	Diploma and below	[]
	First Degree	[]
	Master and above	[]
Your work experience in humanitarian service	Below 5 years	[]
	6 to 10 years	[]
	11 to 15 years	[]
	Above 16 years	[]
Experience and understating in Monitoring and Evaluation system of CRS	Below 5 years	[]
	6 to 10 years	[]
	11 to 15 years	[]
	Above 16 years	[]
Which management level do	Low	[]
	Medium	[]
	Top	[]

Section B: Practices of Monitoring and Evaluation of CRS

1. Please indicate the extent to which you agree or disagree with each statement and tick (√) in a box to the correspondent number.

Note

- 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree
- Note - CRS= Catholic Relief Services M&E – Monitoring and Evaluation

Variables	Dimensions	1	2	3	4	5
Design And Planning	M&E plans are there indicators that are clearly linked to the objectives of the program/project in CRS.					
	M&E activities of CRS are well designed.					
	CRS effectively allocate resources for planned M&E activities.					
	The roles and responsibilities of staff in M&E clearly defined and documented.					
	CRS has prepared its M&E plan timely.					
	CRS has well organized M&E policies and procedures.					
Capacity Building	CRs provides M&E training for program and M&E staff					
	Information is well recorded at spot when and where an activity is implemented in CRS.					
	There is a system that assists staff in capturing, managing and analysing program data in CRS.					
	There is a properly documented data in CRS.					
Information Dissemination	CRS provided M&E information to program managers/officers to assist in decision-making and planning.					
	CRS has documented lessons learned on project execution					

	M&E is implemented produces useful management report in CRS.					
	CRS regularly analyse reports in order to assess achievements and challenges.					
Budgeting, organizing, monitor and control activities	CRS allocated sufficient budget for M&E.					
	CRS has well organized M&E system.					
	CRS timely controls its M&E activities.					
	CRS always regulates its M&E activities.					
	CRS observes it M&E activities effectively.					

2. Please indicate the extent to which you agree or disagree with each statement and tick (√) in a box to the correspondent number.

Note

- 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree
- Note - CRS= Catholic Relief Services M&E – Monitoring and Evaluation

Variables	Dimensions	1	2	3	4	5
Stakeholders Involvement	All Stakeholders understood monitoring and evaluation activities of CRS.					
	The monitoring and evaluation activities are seen as a valuable resource by the stakeholders.					
	The monitoring and evaluation activities meet stakeholder's expectation and need.					
	There is high stockholders participation in monitoring and evaluation activities.					
	There is sufficient monitoring and evaluation information flow with stakeholders.					

Section C: Challenges of Monitoring and Evaluation Practices

3. Please indicate the extent to which you agree or disagree with each statement and tick (√) in a box to the correspondent number.

Note

- 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree
- Note - CRS= Catholic Relief Services M&E – Monitoring and Evaluation

Variables	Dimensions	1	2	3	4	5
Challenges	Lack of Technical Expertise influence assessment on M&E					
	Political issues influence assessment on M&E					
	M&E Approach, Selection of Tools and Techniques is influenced by M&E assessment?					
	The organization has inadequate skilled human resource that can bear M&E.					
	Personnel who conduct project M&E get irrelevant training on a regular basis.					
	There is a demotivation system for personnel participating on the M&E activity.					
	M&E best practice inexperience sharing undertaken within the organization or with other organizations to enhance staff capacity.					
	There is lack of competent staff/skilled staff to carry out M&E practices					
	There is an inadequate understanding of M&E at organizational level.					
	Lack of time and resources to conduct M&E.					
	Inappropriate M&E implementation strategies are applied.					
	Unavailability of data gathering and analysing tools.					
	M&E practices are not give priority by the management of the firm.					
	Difficulty in communicating the results of M&E.					

	Data Tampering during M&E Result Reporting period.					
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4. Please indicate the practice of monitoring and evaluation in food emergency aid projects in case of CRS.

5. Please indicate the level of stakeholders' involvement in monitoring and evaluation in food emergency aid projects in case of CRS.

6. Please define the challenges of practicing monitoring and evaluation in food emergency aid projects.

7. What would you recommend in order to overcome those difficulties in practicing M&E?

Thank You!!

Appendix II- Interview Questions

I am Rahel Amanuel, a post graduate student of Master of Project management, Postgraduate Studies. St Mary University in Addis Ababa. I am carrying out a study on “Assessing Challenges and Practices of Monitoring and Evaluation in Projects: Case Study: Catholic Relief Services”.

Can I proceed? Thank You !

1. Are project monitoring and evaluation performed in CRS or CRS consortium members?

2. Who is responsible for project monitoring and evaluation?

3. Are the monitoring and evaluation practices of the firm effective? Why or why not

4. What are the main challenges of M&E in food aid projects and?

5. Do you think the M&E practices of the company are significant in the project management practices of the firm?

Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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ix III- Respondents Reponses on M & E Challenges

Respondents' Responses on M & E Challenges

	Count	Count	Count	Count	Count
Lack of Technical Expertise influence assessment on M&E	28	20	22	33	81
Political issues influence assessment on M&E	12	71	22	36	43
M&E Approach, Selection of Tools and Techniques is influenced by M&E assessment?	7	27	21	52	77
The organization has inadequate skilled human resource that can bear M&E.	42	91	31	7	13
Personnel who conduct project M&E get irrelevant training on a regular basis.	15	119	50	0	0
There is a demotivation system for personnel participating on the M&E activity.	19	63	50	39	13
M&E best practice inexperience sharing undertaken within the organization or with other organizations to enhance staff capacity.	12	39	17	61	55
There is lack of competent staff/skilled staff to carry out M&E practices	13	38	16	66	51
There is an inadequate understanding of M&E at organizational level.	12	32	17	58	65
Lack of time and resources to conduct M&E.	13	24	25	56	66
Inappropriate M&E implementation strategies are applied.	11	29	26	56	62
Unavailability of data gathering and analysing tools.	8	24	18	66	68
M&E practices are not give priority by the management of the firm.	13	25	24	57	65
Difficulty in communicating the results of M&E.	24	20	29	42	69
Data Tampering during M&E Result Reporting period.	26	24	22	43	69