ST. MARY'S UNIVERSITY SCHOOL OF

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ASSESSMENT ON MONITORING AND EVALUATION PRACTICES AT JOHN SNOW INCORPORATED IN ETHIOPIA

BY

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ASSESSMENT ON MONITORING AND EVALUATION PRACTICES AT JOHN SNOW INCORPORATED IN ETHIOPIA

APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, hereby, declare that this thesis entitled "Assessment on Monitoring and Evaluation practices at John Snow Incorporated" is my original work, prepared under the guidance of Maru Shete (PhD) and have not been presented for a degree in any other university. All source of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

Name   Signature

ENDORSEMENT

This is to certify that Eden Teferi has completed her thesis entitled Assessment on Monitoring and Evaluation practices at John Snow Incorporated in Ethiopia, as I have evaluated, her thesis, it is appropriate to be submitted as a partial fulfillment required for the award of Master of Art Project Management.

Maru Shete (PhD)   _____

Advisor   Signature

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Table of Contents

ABBREVIATIONS AND ACRONYMS

PMBOK: Project Management Body of Knowledge

M&E: Monitoring and Evaluation

UNDP: United Nations Development Programme

JSI :John Snow Incorporated

USAID :United States Agency for International Development

SPSS :Statistical Package for Social Science

GoE: Government of Ethiopia

FMoH: Federal Ministry of Health

PMI: Project Management Institute

UNCRD: United Nations Center For Regional Development

ABSTRACT

Monitoring and Evaluation is an important aspect of projects. The purpose of this research is to access the monitoring and evaluation practice, the strength and weakness, effectiveness and challenges at john snow incorporated in Ethiopia. The research design was descriptive and quantitative approach was used in the study. It also used primary and secondary data sources. Primary data was collected through a structured questionnaire that is collected from 35 employees who were involved in the monitoring and evaluation practice in the organization. SPSS was used to analyze the data. The findings of the study showed that, majority of the respondents agree that there is comprehensive, contributing to accountability and transparency, and well resourced in terms of budget, staff, and technology. There is also positive feedback concerning its commitment to ethical standards, stakeholder involvement, and top management support. There is overall agreement that there is effectiveness of M&E practices in identifying strengths and weaknesses, addressing potential risks and challenges, and contributing to organizational learning and knowledge sharing. While the strengths are evident, challenges and areas of improvement have also been identified. There are mixed perceptions regarding the timeliness and accuracy of information provided by M&E activities, and varying views on the effectiveness of measuring the long-term impact of programs. To conclude, there is a need to strengthen communication, to implement targeted efforts for long-term impact measurement and continuous stakeholder engagement.

Key words: Project, Project Management, Project Monitoring and Evaluation, Effectiveness of Monitoring and Evaluation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A project is defined as a temporary endeavor undertaken to create a unique product, service, or result (PMI, 2017). A defined scope, specific objectives, allocated resources, and a predetermined timeline characterize projects. They are distinct from ongoing operational activities and are designed to achieve specific goals within a limited timeframe (Kerzner, 2017).

A project is any series of activities and tasks that have a specific objective to be completed within certain specifications (Kerzner, 2011). And according to (PMI, 2008), it is temporary in the aspect that it has a definite beginning and definite end. Many organizations use projects to respond to requests that cannot be handled within the normal organizational limits. The size and length of a project can vary from one person to thousands and from a few weeks to more than five years.

Project performance is a critical aspect of project management, which reflects the success, and effectiveness of a project in achieving its objectives. The various factors, including the completion of deliverables within specified timeframes, budgetary constraints, meeting quality standards, and fulfilling stakeholder expectations. Mullins (1993) discusses the importance of project performance, emphasizing the need for effective planning, resource allocation, and risk management to enhance overall project outcomes. By evaluating project performance, organizations can assess the effectiveness of their project management practices, identify areas for improvement, and make decisions to ensure successful project Implementation.

Monitoring is an important component of project management that gives control over the main framework such as: scope, quality, resources, time and resource (Kerzner, 2017).

"Evaluation is a learning and management tool; assessing what has taken place in order to improve future work." (Garbutt, 2013)

Monitoring and evaluation is a systematic process used to track and assess the progress, performance, and outcomes of projects, programs, or policies. It includes collecting and analyzing relevant data to determine whether activities are being implemented as planned and to what extent they are achieving their intended goals. Monitoring focuses on the ongoing tracking of activities and outputs, while evaluation provides a broad analysis of the results and impacts. M&E plays a crucial role in increasing accountability, learning, and decision-making. By providing evidence-based perception, it enables stakeholders to understand the effectiveness and efficiency of interventions, identify areas for improvement, and make informed decisions regarding resource allocation, program adjustments, and strategic planning.

Established in 1978, JSI work in partnership with governmental bodies, private enterprises, and non-profit organizations to identify and execute remedies for public health issues. Through these collaborations, it enhances the quality, accessibility, and fairness of health systems, ultimately resulting in improved health outcomes.

JSI operates across various global locations. In Ethiopia, the JSI Research and Training Institute, has collaborated with the Government of Ethiopia (GoE) at the federal, regional, and woreda (district) levels since 1994, aiming to enhance health outcomes.

JSI has pioneered numerous advancements in digital health and data utilization, revolutionizing health information systems to enhance the rapid tracking, analysis, and generation of actionable data. These innovations play a crucial role in averting health crises and optimizing the effectiveness of healthcare delivery. In collaboration with the FMOH in Ethiopia, it is actively engaged in supporting the nation's Information Revolution, contributing to the comprehensive digital transformation of its healthcare system.

Monitoring and evaluation (M&E) are crucial components of the JSI's programs in Ethiopia, as they enable the organization to assess the effectiveness and impact of its interventions and make evidence-based decisions to improve them.

1.2 Statement of the Problem

Several challenges can hinder its effectiveness of M&E in Ethiopia despite the recognition of the importance. For example, the complexity of humanitarian crises, the instability of conflict and disaster-affected areas, and the lack of resources and capacity can make M&E difficult to implement. Moreover, the contexts and needs of beneficiaries in Ethiopia requires flexible and adaptable M&E approaches that can capture the distinctions of local situations.

Therefore, the problem that this study addresses is: What are the strengths and weaknesses of the monitoring and evaluation practices of the local branch of the JSI and how can they be improved to better measure and communicate the impact of its programs.

This problem is important to address because effective M&E practices are important for ensuring accountability, transparency, and learning in humanitarian organizations, and for improving the outcomes of their interventions.

1.3 Objective of the Study

1.2.1 General objective:

- To assess the effectiveness of monitoring and evaluation practices in the local branch of the John Snow Incorporated (JSI) in Ethiopia, and to make recommendations for improvement.

1.3.2 Specific objectives:

1. To explore the strengths and weaknesses of the current monitoring and evaluation practices of the local branch of the John Snow Incorporated (JSI), from the perspectives of staff, beneficiaries, and other stakeholders.
2. To evaluate the effectiveness of the current monitoring and evaluation practices of the local branch of the John Snow Incorporated (JSI).
3. To analyze the challenges and barriers to implementing effective monitoring and evaluation practices in the local context, and to propose strategies to address these challenges.

1.4 Research Questions

1. What are the current monitoring and evaluation practices of JSI in Ethiopia?
2. What are the challenges of monitoring and evaluation practices at the local branch of the JSI?

1.5 Scope of the Study

The organization, which the study was carried out, is John Snow Incorporated (JSI) in Addis Ababa, Ethiopia. It broadly examined the monitoring and evaluation practices within JSI Ethiopia, with a focus on understanding the current implementation, effectiveness, stakeholder involvement, capacity building, and the sustainability of these practices. The study provides a thorough analysis of the organization's monitoring and evaluation framework that can contribute to enhancing project outcomes and organizational learning.

1.6 Limitation of the study

There were several limitations in this research. The study was constrained by the restraints to access information about the organization. Lack of prior researches on the organization's local branch is the other limitation. These constraints may have hindered the comprehensiveness of the study.

Despite these limitations, the study tried to ensure the validity and reliability of the data, and to provide an accurate assessment of the monitoring and evaluation practices of JSI.

1.6 Significance of the Study

The proposed study on the assessment of monitoring and evaluation practices of the JSI in Ethiopia has several important implications for other humanitarian organizations and stakeholders.

The study provides a comprehensive assessment of the monitoring and evaluation practices of the JSI in Ethiopia, which helps to identify areas for improvement and inform future program design and implementation. It also contributes to the existing body of literature on monitoring and evaluation practices in the humanitarian sector, particularly in the context of Ethiopia.

By identifying gaps and providing recommendations for improvement, this study can contribute to improving the capacity of the JSI's local branch in Ethiopia to measure and communicate the impact of its programs, and ultimately to improve the quality, accessibility, and equity of health systems and lead to better health outcomes in Ethiopia. Additionally, this study provides insight into the challenges and opportunities of implementing M&E in complex humanitarian contexts like Ethiopia and contribute to the wider discussions on how M&E can be improved to meet the evolving needs and expectations of stakeholders.

Overall, the study has significant implications for improving the effectiveness, accountability, and learning of humanitarian organizations, and for strengthening the capacity of the humanitarian sector to respond to the needs of vulnerable populations in Ethiopia.

1.7 Organization of the Study

The study is organized into five chapters. Chapter 1 provides an introduction to the research topic, including the background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, and organization of the study. Chapter 2 is a comprehensive review of both theoretical frameworks and empirical studies related to monitoring and evaluation practices in the humanitarian sector. Chapter 3 outlines the methodology of the study, including the research design and approach, sampling and data collection procedures, data analysis and interpretation. Chapter 4 presents the results and analysis of the study. Chapter 5 concludes the study and provides recommendations for improving monitoring and evaluation practices in the humanitarian sector in Ethiopia.

CHAPTER TWO

LITERATURE REVIEW

The purpose of this chapter is to give detailed information by reviewing relevant literature and prior studies that support the objective of the study on project management, theoretical, and empirical studies conducted so far.

2.1 Theoretical review

2.1.1 Definition of Project and Project Management

Many definitions had been given to project by different scholars, due to the fact that project is a multidisciplinary word that has different meaning from different perspective and orientations. Engineers, Economists, Managers and so on, have their definitions reflected from their experiences as far as their professions are concerned. Even though there are different definitions given by different scholars with focusing on various fields, it is better to refer different definitions in order have comprehensive understanding of a project.

Kerzner (2013) also defined a project as any series of activities and tasks that have specific objectives, defined start and end dates with funding limits, consume human and non-human resources and they are multifunctional.

Project has also been defined as a unique set of coordinated activities, with definite starting and finishing points, undertaken by an individual or organization to meet specific performance objectives within defined schedule, cost and performance parameters' (Hindi, 2013).

A project has a defined scope, is constrained by limited resource (time, budget), involves many people with different skill and, usually progressively elaborated throughout its life cycle. (Cleland & Ireland, 2002).

Project Management Institute (PMBOK) defines project as an activity with a beginning and an end oriented towards achieving a certain goal. A project is an activity to meet the creation of a unique product or service and thus activities that are undertaken to accomplish routine activities cannot be considered projects.

Although there are broad definitions for Project, it can be said that most definitions state that project is temporary in that it has a beginning and an end; a project utilizes various resources as time, people and cost. A project can be regarded as a task that involves certain degrees of planning and executing towards obtaining a predetermined goal. It is temporary in the aspect that it has a definite beginning and a definite end. The uniqueness with a project means that the provided service or product is different from all other services and products. Many organizations use projects to respond to requests that cannot be handled within the normal organizational limits. The size and length of a project can vary from one person to thousands and from a few weeks to more than five years (PMI, 2008).

Likewise, the organization of Governance Commerce defines a project as "a unique set of coordinated activities with definite starting and finishing points undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters as specified in the business case". Also a project is "a unique endeavor to produce a set of deliverables within a clearly specified time, cost, and quality constraints"(UNCRD, 2000).

Having the understanding of what the core concepts of a project are, a project management can then be viewed as the set of tools and techniques to carry out the project to its determined goal. Radujkovic and Sjekaica (2017) noted that Project management involves the strategic planning, efficient organization, diligent monitoring, and effective control of all project elements. It entails motivating all stakeholders involved to work collaboratively towards the achievement of project objectives in a secure manner, while adhering to predetermined schedules, budgets, and performance criteria. It further went to say that it is focused on project performance, regarding short-term dimensions of project success – adherence to criteria of time, cost and quality.

Kerzner (2009) defined Project management from the perspective of the management functions related to the company resource in order to accomplish the short term objective of the company that has been established to accomplish the of specific objectives of the project.

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters.

Project management is used to respond to requests that organizations cannot deal with on a normal basis (PMI, 2008).

Successful project management can be defined as achieving a continuous stream of project objectives within time, within cost, at the desired performance/technology level while utilizing the assigned resources effectively and efficiently. (Kerzner, 2017)

When considerations about project management success are made, it is possible to find and use many different approaches. One of the most traditional ones is the iron triangle approach. It affirms that three main aspects that must be managed together characterize projects: scope, cost and time.

A key factor that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management, which is an ongoing process. Because of this a project professional needs a wide range of skills; often-technical skills, and certainly people management skills and good business awareness.

According to Crawford (2002), the overall aim of quality management is to satisfy the customer, conform to requirements, ensure fitness for purpose, and to ensure the product for use. Project model looks at quality management as set of activities or tasks that are required to ensure the project satisfies all the needs for which it was undertaken based on documented in the state of work and includes a focus on quality management from the perspective of product, processes, and the people needed to make quality an effective and efficient aspect of successful project completion.

Moreover, Wysocki in his effective project management book states that: A sound quality management programs with processes in place that monitor the work in a project is a good investment. It is not only contributes to customer satisfaction but also it helps organizations use their resources more effectively and efficiently by reducing waste and rework. He further described, "Quality management is one area that should not be compromised. The payoff is a higher probability of successfully completing the project and satisfying the customer" (Wysocki, 2011).

PMBOK Guide explains that "Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives and responsibilities so that the project will satisfy the needs for which it was undertaken. It implements the quality management system through policy and procedures with continuous process improvement activities conducted throughout, as appropriate" (PMBOK, 2000).

The benefits of project management are identifications of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover, minimize the need for continuous reporting, identifications of time limits for scheduling, identification of a methodology for tradeoff analysis, measurement of accomplishment against plans, early identification of problems so 10 that corrective action may follow, improved estimating capability for future planning, knowing when objectives cannot be met or will be exceeded (Kerzner, 2009).

According to (PMBOK Guide, 2000), project management is the application of different tools, techniques, knowledge and skills to the project to meet project management requirements. It also described the method of accomplishing project management by applying and integrating the project process of initiating, planning, executing, monitoring, controlling and closing. In the project, there are core concept areas and knowledge areas. Moreover, managing the iron triangle is important in project management success.

Project management optimizes resources necessary to successfully complete the project. These resources include the skills, talents, and cooperatives efforts of a team of people; facilities, tools, and equipment; information, systems, and techniques; and money (Marion E. Haynes, 2002).

2.1.2 The concept of monitoring and evaluation

UNDP (2009) define monitoring as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. Monitoring focuses on tracking projects and the use of the agency's resources. But on broader approach, monitoring also involves tracking strategies and actions being taken by partners and non-partners, and figuring out what new strategies and actions need to be taken to ensure progress towards the most important results (UNDP, 2009).

Monitoring entails the regular and systematic gathering and analysis of information to monitor the progress of program implementation, ensuring it aligns with predetermined targets and objectives. On the other hand, evaluation involves an objective assessment of an ongoing or recently completed project, program, or policy, examining its design, implementation, and outcomes (DFID and GTZ, 2008). Furthermore, the handbook on monitoring and evaluation provides a foundational understanding of the terms and frameworks. It defines monitoring as the consistent tracking and reporting of essential information regarding a project or program, including its inputs, activities, outputs, outcomes, and impacts. In contrast, evaluation refers to the methodical collection of information about the activities, characteristics, and outcomes of a specific program to determine its value or significance. (Peersman & Rugg, 2010)

Monitoring and evaluation (M & E) plays a important role in all programs, serving as a vital tool to assess the effectiveness of a program and its impact on various stakeholders. Through M & E, it is possible to identify program components that are aligned with objectives, as well as areas requiring adjustments or replacements. The insights gained from M & E activities enable informed decision-making concerning program investments. Moreover, M & E offers strong evidence to program implementers and funders, elaborating the tangible returns on their investments. (Peersman & Rugg, 2010).)

Evaluation involves an unbiased evaluation of completed or ongoing projects, aiming to determine the extent to which they accomplish predetermined objectives and contribute to decision-making processes. Evaluations can encompass various entities, such as activities, projects, programs, strategies, policies, topics, themes, sectors, or organizations. Unlike monitoring, evaluations are conducted independently to offer managers and staff an unbiased assessment of their progress. They requires more careful procedures, design, and methodology, often involving extensive analysis. Nevertheless, both monitoring and evaluation share similar objectives: providing information to inform decision-making, enhances performance, and achieve intended outcomes (UNDP, 2009).

2.1.3 The importance of monitoring and evaluation in achieving organizational goals

The concepts of monitoring and evaluation have been around for a long period, as individuals incorporate these practices to their personal and professional lives. However,

the flow in the systematic attention and scholarly exploration of the field of Monitoring and Evaluation (M & E).

This development is fascinating, as the application of M & E can significantly contribute to effective management in various ways. These include promoting evidence-based policy-making, informed decision-making related to budget allocation, efficient management practices, and enhanced accountability mechanisms. Many governments worldwide have recognized the massive potential offered by M & E, with the adoption of such practices being particularly prevalent in first-world nations. Furthermore, an increasing number of developing countries are also beginning to embrace M & E principles, acknowledging their value in governance effectiveness.

Monitoring and evaluation reports present many purposes and offer valuable information for different uses. Firstly, they play an important role in demonstrating accountability by fulfilling political commitments made to citizens and other stakeholders. These reports also focus to convince by presenting evidence-based findings that support the effectiveness of programs. Additionally, they contribute to organizational learning by sharing the discovered insights, thereby educating the institution. Furthermore, monitoring and evaluation reports are instrumental in exploring and investigating what strategies are successful, what approaches are not, and the underlying reasons. They also serve as a means to document information, creating an institutional memory for future reference. Moreover, these reports actively engage stakeholders through participatory processes, involving them in the evaluation and decision-making processes. Furthermore, the reports help gain support from stakeholders by showcasing tangible results and accomplishments. Lastly, they promote understanding by effectively communicating the outcomes and impacts of projects, programs, and policies, enhancing comprehension among all involved parties. (Kusek and Rist, 2004)

2.1.4 Efficiency in Monitoring and Evaluation
Efficiency in monitoring and evaluation can be achieved through several key elements. It is important to establish clear objectives and indicators that align with the goals of the program. This ensures that the monitoring and evaluation efforts are focused on measuring relevant outcomes and impacts. Efficient practices also involve the use of

appropriate data collection methods and tools. This includes selecting the most suitable data collection instruments, such as surveys, interviews, or observations, and ensuring that data is collected in a timely and accurate manner.

Data management and analysis play a crucial role in efficiency. Organizing and storing data effectively, using standardized formats and procedures, allows for easy access and retrieval. Utilizing appropriate analytical techniques and tools helps in drawing meaningful insights from the data and identifying trends or patterns.

Another element of monitoring and evaluation practices require effective communication and reporting mechanisms. Timely and clear reporting of findings to relevant stakeholders ensures that the information is utilized for decision-making and program improvement. This also includes providing feedback to program implementers and staff to enhance their understanding of progress and areas for improvement.

Additionally continuous learning and adaptation are integral to efficient monitoring and evaluation practices. Regularly reviewing and reflecting on the monitoring and evaluation findings, and incorporating lessons learned into future program planning and implementation, contribute to ongoing improvement and effectiveness.

Overall, efficient monitoring and evaluation practices enable organizations to optimize resources, enhance accountability, and make evidence-based decisions for improved program   outcomes.
A well-functioning monitoring and evaluation (M&E) system should provide reliable and comprehensive information that can significantly contribute to the success of a project. It should enable stakeholders to identify the potential advantages of the project, improve the process of monitoring and tracking, and provide an overview of accomplishments, challenges, and opportunities for future project endeavors. The effectiveness of the M&E system lies in its ability to assess expected and attained achievements, evaluate processes and the sequence of results, consider contextual factors, and analyze causality to gain insights into project accomplishments or shortcomings. (Kusek, J. Z., & Rist, C. R., 2004).

2.2 Empirical review

Monitoring and evaluation play a vital role in providing comprehensive and relevant data to support decision-making processes. The evaluation of a project serves multiple purposes. It informs decision-making by providing pertinent information that helps set priorities, guide resource allocation, facilitate modifications and refinements to project structures and activities, and identify the need for additional personnel. In addition, evaluation promotes a process of learning. By reflecting on past experiences, project stakeholders can identify areas for improvement to enhance future endeavors.

Evaluation also enables project managers to develop new skills, embrace constructive self-criticism, foster objectivity, and enhance future planning. They establish benchmarks for future evaluations and contribute to the organization's knowledge bank, aligning with the contemporary trend of knowledge management in project management. Lastly, evaluations assess project performance in terms of meeting budgetary limits and operational efficiency.

Essential elements of monitoring and evaluation encompass establishing the system, executing it, engaging all stakeholders, and effectively communicating the outcomes of the monitoring and evaluation process. It is crucial for a monitoring and evaluation system to align closely with the organization's objectives to ensure its credibility and impartiality (Gaarder, 2010).

A well-functioning monitoring and evaluation (M&E) system should provide conclusive information that can effectively contribute to the success of a project. This system enables stakeholders to identify the potential benefits of the project, enhance screening and tracking processes, and outline successes, challenges, and future opportunities for similar undertakings. The effectiveness of the M&E system relies on assessing expected and achieved accomplishments, examining processes, analyzing the results chain, considering contextual factors, and understanding causality to comprehend achievements or the lack thereof. The objectives of a development project should align with the needs of beneficiaries and the organization's strategies, while also being responsive to the organization's overall plan and human development priorities, such as empowerment and

gender equality. Furthermore, the development initiatives, their intended outputs, and outcomes should be in harmony with national and local policies and priorities.

The implementation of monitoring and evaluation (M&E) by the NGOs is hindered by various factors. These include insufficient financial resources allocated to M&E, a lack of skilled and knowledgeable M&E professionals, limited utilization of information and communication technology (ICT), unclear roles and responsibilities of M&E experts, inadequate recognition and involvement of management, absence of capacity building training opportunities, unfamiliarity with M&E tools and techniques, strict adherence to donor guidelines and procedures, limited engagement of stakeholders, particularly beneficiaries, in the M&E process, inadequate documentation of lessons learned, and selective dissemination of M&E findings. (Mazegia, 2021)

A well-functioning M&E system should provide conclusive information that can be effectively utilized to enhance the success of a project. It should enable stakeholders to identify the potential benefits of the project, improve project screening and tracking, and provide a comprehensive overview of successes, challenges, and opportunities for future projects. The effectiveness of the M&E system lies in its ability to assess expected and achieved outcomes, processes, the results chain, contextual factors, and causality, in order to comprehend the accomplishments or shortcomings. The objectives of a development project should align with the needs of beneficiaries and the organization's strategies, while also being responsive to the organization's overall plan and priorities, such as empowerment and gender equality. Furthermore, development initiatives and their intended outputs and outcomes should align with national and local policies and priorities. (Kusek and Rist, 2004)

Governments, NGOs, and international development agencies, including those operating in the health sector, often do not allocate sufficient resources to monitoring and evaluation efforts. It is crucial for all organizations involved in health interventions to acknowledge the importance of monitoring and evaluation as effective tools for driving policy and practice changes that promote good health for both women and men. In summary, the establishment of a successful gender-sensitive monitoring and evaluation system requires adequate human and financial resources for its proper functioning, as

well as a commitment to enhancing the capacity of health professionals and other staff in terms of gender-sensitive planning, implementation, and monitoring and evaluation practices. (Smith, 2001)

A robust monitoring and evaluation system is crucial for ensuring the successful performance of a project. It serves as a means of being responsible and demonstrating transparency to stakeholders by promoting accountability and transparency. Additionally, it facilitates organizational learning by documenting valuable lessons learned throughout project execution and applying them to future project planning and implementation. Furthermore, these experiences can be shared with other project implementers to foster collective learning and knowledge exchange.

Organizational leadership significantly influences the effectiveness of a monitoring and evaluation system. It is crucial for organizational policies to support the implementation of such systems, and leaders play a vital role in effectively communicating the results of monitoring and evaluation to the staff.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design and Approach

Choosing a mixed methods approach for the study on the assessment of monitoring and evaluation practices in the local branch of the John Snow Incorporated (JSI) offers several advantages.

Quantitative method is useful to gain a more comprehensive understanding of the complex and multifaceted nature of monitoring and evaluation practices in the JSI. Quantitative data provides information on the frequency and distribution of certain practices or outcomes.

Descriptive research design is most appropriate for the study on the assessment of monitoring and evaluation practices in the local branch of the John Snow Incorporated (JSI).

Descriptive research is used to describe the characteristics of a population or phenomenon, such as the frequency, distribution, and relationships between variables. In this case, the study describes the current monitoring and evaluation practices in the JSI and identify any gaps or areas for improvement. Since descriptive studies are concerned with specific predictions, narrations of facts and characteristics concerning individuals, groups or situations this study adheres descriptive study.

3.2 Variables

Some of the variables the study is concerned are Monitoring and Evaluation Practices, Organizational Culture and Capacity and effectiveness of the M&E practice.

3.3 Data Source

Data for the study was collected from both primary and secondary sources. Primary data for the study are gathered by using questionnaires, which will target specific respondents. Secondary sources are collected from JSI's Program reports and monitoring and evaluation Data. Academic literature and reports, books and articles from other relief

organizations is also be used as secondary sources of information to provide context and comparative data.

3.4 Data Collection Method

The study has collected and analyzed a quantitative data. Questionnaires allow researchers to collect data from a large number of respondents efficiently. By distributing questionnaires to a targeted sample or population, researchers can gather a substantial amount of information in a relatively short period.

It also offers a standardized approach to data collection. The use of structured questions ensures that all respondents receive the same set of items, promoting consistency and reducing potential bias in data collection. Additionally, questionnaires provide a level of anonymity and privacy to respondents, particularly when conducted in a self-administered format. This can encourage respondents to provide honest and unbiased answers.

A structured questionnaire was designed to collect quantitative data from the participants. The questionnaire was administered in person.

3.5 Population and Sampling

The population for this study was staff members of the John Snow Incorporated (JSI) located in Ethiopia, who are involved in monitoring and evaluation activities.

The study used purposive sampling technique to select participants. Purposive sampling involves selecting individuals who have specific characteristics or qualities that are relevant to the research question, in this case, individuals who have direct experience with monitoring and evaluation practices in the local branch of the JSI. This type of sampling is often used in qualitative research studies, where the focus is on gaining a deep understanding of a specific phenomenon. The participants will be selected based on their job title, job description and involvement in monitoring and evaluation activities within the organization.

By using a purposive sampling technique and quantitative data collection methods, the study was able to collect rich and diverse data on the monitoring and evaluation practices of the JSI in Ethiopia.

The sample size of the study is 35, which was determined by the number of employees at JSI that participates on M&E practice of the organization.

3.6 Data Analysis

Based on the research questions and the nature of the data to be collected, the appropriate methods of data analysis for this study is quantitative and. Quantitative data is analyzed using descriptive statistics, which includes measures of Frequency and percentage of the data.

3.7 Ethical Consideration

The researcher sought permission from JSI Ethiopia and treated the information provided by the participants anonymously and confidentially while respecting the integrity and validity of the study. It is used only for the purpose of this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This section discusses the results of practices of monitoring and evaluation in John Snow Incorporated in Ethiopia. 35 questionnaires were distributed for JSI employees that work on monitoring and evaluation and all of them were filled and returned. That makes the response rate 100%.

The data was analyzed using statistical package for social science (SPSS) version 28 and it was based on the research objectives.

4.2 Respondent's Demography

4.2.1 Age

The age distribution of the respondents provides valuable demographic insights into the pool of individuals who participated in the survey. The data is categorized into five age groups, and each group's frequency and percentage are outlined below:

Table 4.1 Respondent's age

Age		Frequency	Percent
Valid	22-29	6	17.1
	30-37	10	28.6
	38-45	8	22.9
	46-53	9	25.7
	54 and above	2	5.7

	Total	35	100.0

Source: own survey, 2024

According to the data collected, 17.1% of the participants are 22-29, 28.6% are 30-37, which is the majority age group from the participants, 22.9% are 38-45. The second most respondents are which makes 25.7% are 46-53. And 5.7% are 54 and above.

The data shows that we've got people of all ages in the mix, ranging from early adulthood to 54 and beyond. Having this mix is great because it gives us a fuller picture of how things work around here. Different age groups tend to look at things from different angles and bring their own experiences to the table, making our understanding of the organization more well-rounded.

4.2.2 Gender

Table 4.2 Respondent's Gender

Gender			
		Frequency	Percent
Valid	Male	16	45.7
	Female	19	54.3
	Total	35	100.0

Source: own survey, 2024

From the above table, it can be gathered that most respondents are females, which makes 54.3% of the participants. And the rest 45.7% are males. The female respondents slightly outnumber their male counterparts. Recognizing the gender composition of the respondents is essential when interpreting survey results. Different genders may bring distinct perspectives and considerations to the monitoring and evaluation practices, and

acknowledging these nuances can enhance the relevance and inclusivity of recommendations.

4.2.3 Educational Qualification

Table 4.3 Respondent's Educational Qualification

Education			
		Frequency	Percent
Valid	Bachelors degree	11	31.4
	Masters	22	62.9
	PHD	2	5.7
	Total	35	100.0

Source: own survey, 2024

Based on Their educational qualification, 67.9% of the respondents had masters degree, 31.4% had Bachelor's degree and the rest 5.7% had PhD. This suggests an educated sample, potentially bringing in-depth insights and expertise to the evaluation of monitoring and evaluation practices.

Understanding the educational composition of respondents is crucial for interpreting survey findings. Different educational backgrounds may influence how individuals perceive and prioritize aspects of monitoring and evaluation.

4.2.4   Work Experience

Table 4.4 Respondent's Work Experience

Work experience			
		Frequency	Percent
Valid	1 year or less	3	8.6
	2-5	15	42.9
	6-9	10	28.6
	10 years and above	7	20.0
	Total	35	100.0

Source: own survey, 2024

The majority of the respondents had been in the organization between 2-5 years, which makes 42.9%. 28% had worked 6-9 years, 20% of them had worked for 10 years and above. The rest 8.6% had worked only for one year or less.

The largest portion of respondents falls within the 2-5 years of work experience category, constituting 42.9% of the total. Individuals within this range often have a balance of foundational knowledge and practical experience, contributing a valuable mid-level perspective.

The mix of experience levels also presents an opportunity for mentorship and knowledge transfer within the organization. Creating platforms for the exchange of insights and best practices between individuals with varying levels of experience can foster a culture of continuous learning.

4.3 Monitoring and Evaluation Implementation

4.5 Table participant's response for assessing the overall of M&E practice

No	Variable	Type	Frequency	Percentage
1	The monitoring and evaluation practices in the organization are comprehensive and well defined.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	0	0
		Agree	7	20.0
		Strongly Agree	28	80.0
		Total	35	100
2	The monitoring and evaluation practices contribute to accountability and transparency in program implementation.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	6	17.1
		Agree	13	37.1
		Strongly Agree	16	45.7
		Total	35	100
3	The monitoring and evaluation practices are adequately resourced in terms of budget, staff, and technology.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	1	2.9
		Agree	10	28.6
		Strongly Agree	24	68.6

		Total	35	100
4	There are adequate resources allocated to support monitoring and evaluation activities.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	4	11.4
		Agree	6	17.1
		Strongly Agree	25	71.4
		Total	35	100
5	The monitoring and evaluation activities are well integrated into the overall project management cycle.	Strongly Disagree	0	0
		Disagree	2	5.7
		Neutral	7	20.0
		Agree	15	42.9
		Strongly Agree	11	31.4
		Total	35	100
6	The monitoring and evaluation activities are conducted at regular intervals throughout the program lifecycle.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	0	0
		Agree	7	20.0
		Strongly Agree	28	80.0
		Total	35	100
7	The monitoring and evaluation processes encourage continuous learning and improvement.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	5	14.3

		Agree	13	37.1
		Strongly Agree	17	48.6
		Total	35	100

Source: own survey, 2024

The above table shows the participant's response for questions that presents how the monitoring and evaluation practice is implemented in the organization in relation with technology, accountability and transparency, budget, manpower and management.

Regarding comprehensiveness and Definition of Practices, 80% of the participants strongly agreeing and 20% agreeing, it is evident that the majority of respondents find the monitoring and evaluation practices to be comprehensive and well defined. This indicates a strong foundation for the organization's approach to monitoring and evaluation.

Accountability and Transparency is viewed positively according to the participants, with 45.7% strongly agreeing. The 17.1% neutral responses suggests that while the majority are positive, there may be some aspects of the practices that could be clearer. This is an important aspect because as the study discusses in the literature review part, monitoring and evaluation is a big part of accountability and transparency in the project management process. And as the results suggest, JSI has a strong reputation on the subject.

A significant majority (68.6% strongly agree, 28.6% agree) believes that monitoring and evaluation practices are well resourced. Similarly, 71.4% respondents strongly agree that there are adequate resources allocated for monitoring and evaluation activities. The presence of 11.4% neutral responses points to a need for more communication. Monitoring and evaluation system requires sufficient resource for proper functioning.

42.9% viewed M&E integration into project management cycle positively. However, the 5.7% disagreement and 20% neutrality suggest that there are things that need improvement.

Based on the study, 80% of the respondents strongly agree that regularity of monitoring and evaluation activities is highly regarded. It is a good indication as regular monitoring and evaluation activity in an organization is an important part of project management.

Nearly half of the respondents (48.6%) strongly agree that the processes encourage continuous learning and improvement. The 14.3% neutral response rate indicates that, there may be things to improve.

Table 4.6 participant's response for assessing strength of M&E practice

No	Variable	Type	Frequency	Percentage
8	The monitoring and evaluation findings are used to inform resource allocation decisions.	Strongly Disagree	0	0
		Disagree	1	2.9
		Neutral	7	20.0
		Agree	20	57.7
		Strongly Agree	7	20.0
		Total	35	100
9	The monitoring and evaluation indicators are clear, measurable, and relevant to the project's outcomes.	Strongly Disagree	0	0
		Disagree	1	2.9
		Neutral	2	5.7
		Agree	8	22.9
		Strongly Agree	24	68.6
		Total	35	100
10	The data collection methods used in monitoring and evaluation activities are appropriate and effective.	Strongly Disagree	0	0
		Disagree	1	2.9
		Neutral	1	2.9
		Agree	17	48.6
		Strongly Agree	16	45.7

		Total	35	100
11	The project monitoring and evaluation activities are aligned with the project's goals and objectives.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	1	2.9
		Agree	13	37.1
		Strongly Agree	21	60.0
		Total	35	100
12	The monitoring and evaluation indicators are clear, measurable, and relevant to the project's outcomes.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	6	17.1
		Agree	11	31.4
		Strongly Agree	18	51.4
		Total	35	100
13	The monitoring and evaluation results are used to inform project planning and strategy development.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	3	8.6
		Agree	16	45.7
		Strongly Agree	16	45.7
		Total	35	100
14	The monitoring and evaluation findings are effectively communicated to relevant	Strongly Disagree	0	0
		Disagree	1	2.9
		Neutral	5	14.3

stakeholders.	Agree	9	25.7
	Strongly Agree	20	57.1
	Total	35	100

Source: own survey, 2024

57.7% agreed and 20% strongly agreed that the organization effectively utilizes monitoring and evaluation findings for resource allocation decisions.

Based on the analysis, there is a strong consensus (68.6% strongly agreement) on the clarity, measurability, and relevance of monitoring and evaluation indicators.

According to the responses, 48.6% agreed and 45.7% strongly agreed that the data collection methods in monitoring and evaluation activities are appropriate and effective, which describes agreement in the methods that are used to gather information.

From the participants, 60% strongly agreed that there is a strong alignment between monitoring and evaluation activities and the goals and objectives of the project.

According to the study, 31.4% agreement on measurement and relevance indicates that respondents believe the monitoring and evaluation indicators are clear, measurable and relevant to the project's outcomes.

Based on the findings, 45.7% strong agreement suggests that monitoring and evaluation results play a significant role in shaping project planning and strategy development.

The majority agreement (57.1%) indicates that the respondents believe monitoring and evaluation findings are effectively communicated to stakeholders. This effective communication is Important for ensuring that the impact from evaluation activities is distributed across the organization. M&E should provide information that can be used for the success of the project.

Table 4.7 participant's response for strength of M&E practice

No	Variable	Type	Frequency	Percentage
15	The project monitoring and evaluation activities contribute to organizational learning and knowledge sharing.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	7	20.0
		Agree	14	40.0
		Strongly Agree	14	40.0
		Total	35	100
16	The monitoring and evaluation processes adhere to ethical standards and ensure data privacy and confidentiality.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	4	11.4
		Agree	10	28.6
		Strongly Agree	21	60.0
		Total	35	100
17	There is sufficient staff capacity and expertise to conduct effective monitoring and evaluation activities.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	0	0
		Agree	11	31.4
		Strongly Agree	24	68.6
		Total	35	100
18	The current monitoring and	Strongly Disagree	0	0

	evaluation practices adequately involve and consider the perspectives of beneficiaries and other stakeholders.	Disagree	4	11.4
		Neutral	0	0
		Agree	17	48.6
		Strongly Agree	14	40.0
		Total	35	100
19	Top management adequately supports the monitoring and evaluation practices.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	1	2.9
		Agree	10	28.6
		Strongly Agree	24	68.6
		Total	35	100
20	The monitoring and evaluation processes are well documented and standardized.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	0	0
		Agree	17	48.6
		Strongly Agree	18	51.4
		Total	35	100

Source: own survey, 2024

With 40% agreeing and 40% strongly agreeing, there is a strong consensus that project monitoring and evaluation activities significantly contribute to organizational learning and knowledge sharing. The presence of 20% neutral responses suggests that some participants may be uncertain about the extent of this contribution.

Based on the finding, 60% strongly agree that monitoring and evaluation processes within the organization is attached to ethical standards and ensure data privacy and confidentiality. .

According to the result, 68.6% strongly agreed and no disagreement or neutral responses, there is a strong agreement that the organization holds sufficient staff capacity and expertise to conduct effective monitoring and evaluation activities.

With 40% strongly agreeing and 48.6% agreeing, there is a strong consensus that current monitoring and evaluation practices involve the perspectives of stakeholders. This positive view indicates a commitment to inclusiveness in the evaluation process.

Based on the data collected, 68.6% strongly agree that top management sufficiently supports monitoring and evaluation practices. This indicates a high level commitment from the organization's leadership. Organizational leadership significantly contributes to the effectiveness of the monitoring and evaluation system

Based on the findings, 51.4% strongly agree that monitoring and evaluation processes are well documented and standardized. This suggests a structured and systematic approach to these activities within the organization.

4.4 Effectiveness of Monitoring and Evaluation

Table 4.8 Participant's response for effectiveness of M&E practice

No	Variable	Type	Frequency	Percentage
21	The monitoring and evaluation processes effectively identify strengths and weaknesses in program implementation.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	1	2.9
		Agree	17	48.6
		Strongly Agree	17	48.6
		Total	35	100

22	The project monitoring and evaluation activities provide timely and accurate information for decision-making.	Strongly Disagree	0	0
		Disagree	3	8.6
		Neutral	12	34.3
		Agree	10	28.6
		Strongly Agree	10	28.6
		Total	35	100
23	The project monitoring and evaluation activities effectively identify project strengths and weaknesses.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	6	17.1
		Agree	12	34.3
		Strongly Agree	17	48.6
		Total	35	100
24	The monitoring and evaluation practices effectively measure the long-term impact of programs.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	14	40.0
		Agree	14	40.0
		Strongly Agree	7	20.0
		Total	35	100

Source: own survey, 2024

Based on the responses collected, 48.6% agree that the monitoring and evaluation processes effectively identify strengths and weaknesses in program implementation.

From 28.6% agreeing, 28.6% strongly agreeing, and 34.3% neutral responses, we can summarize that there is a mixed perception about project monitoring and evaluation activities provide timely and accurate information for decision-making.

It can be said that project monitoring and evaluation activities effectively identify project strengths and weaknesses, with participants 34.3% agreeing and 48.6% strongly agreeing. The presence of 17.1% neutral responses suggests that there is ambivalence among some respondents.

The statement that monitoring and evaluation practices effectively measures the long-term impact of programs is agreed 40% and 40% strongly agreed, and 20% disagreeing, there is a mixed perception regarding whether monitoring and evaluation practices effectively measure the long-term impact of programs. The presence of disagreement responses suggests a significant portion of respondents has reservations on this aspect.

4.5 Challenges on Monitoring and Evaluation

Table 4.9 Participant's response for challenges of M&E practice

No	Variable	Type	Frequency	Percentage
25	The monitoring and evaluation practices help in identifying and addressing potential risks and challenges in program implementation.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	10	28.6
		Agree	8	22.9
		Strongly Agree	17	48.6
		Total	35	100

Source: own survey, 2024

By 48.6% strong agreement, the monitoring and evaluation practices help in identifying potential risks and challenges in program implementation. The presence of 28.6% neutral responses suggests uncertainty among some respondents. Challenges are normal in M&E

process. The only thing that should be done is to identify specifically what the challenges are and to improve the condition.

4.6 Data Analysis

The result suggests the monitoring and evaluation practices are comprehensive and well defined. The agreement suggests a shared understanding among respondents regarding the clarity and effectiveness of the organization's practices.

In terms of accountability and transparency participants have generally positive perception. However, the presence of neutral responses suggests there may be specific aspects of accountability and transparency practices that participants feel could benefit from greater clarity.

The regularity of monitoring and evaluation activities is highly regarded. This emphasizes the importance placed on consistent monitoring and evaluation within the organization, aligning with best practices in project management.

In terms of continuous learning and improvement, the processes encourage these aspects. But there may be room for enhancement in fostering a culture of continuous learning within the organization. Identifying areas for improvement could contribute to a more dynamic and adaptive learning environment at JSI. The participant responded that the organization effectively utilizes monitoring and evaluation findings for resource allocation decisions. This high level of agreement indicates a consensus among participants regarding the organization's adept use of monitoring and evaluation outcomes in making informed decisions about resource allocation, underscoring the practical utility of these processes.

In terms of the clarity, measurability, and relevance of monitoring and evaluation indicators, participants overwhelmingly perceive the indicators as clear, measurable, and relevant to the organization's goals, demonstrating a shared understanding and agreement on the effectiveness of these key metrics. While there is a significant monitoring and evaluation results play a substantial role in shaping project planning and strategy development, the result on measurement and relevance suggests that respondents believe the indicators are clear, measurable, and relevant to the project's outcomes.

Monitoring and evaluation findings are effectively communicated to stakeholders. Effective communication is essential for ensuring that the impact derived from evaluation activities is disseminated throughout the organization. This aligns with the fundamental purpose of monitoring and evaluation, which is to provide information that can be utilized for the success and improvement of the project. The organization possesses sufficient staff capacity and expertise to conduct effective monitoring and evaluation activities.

Regarding stakeholder involvement, current monitoring and evaluation practices incorporate the perspectives of stakeholders. This positive view underscores a commitment to inclusivity in the evaluation process, recognizing the importance of diverse perspectives in providing a comprehensive understanding of project impact.

The participant responses shed light on the perceived effectiveness of monitoring and evaluation processes in identifying strengths and weaknesses in program implementation.

The perception regarding whether project monitoring and evaluation activities provide timely and accurate information for decision-making is mixed. While some acknowledge the effectiveness of monitoring and evaluation in providing timely and accurate information, others may harbor reservations or uncertainties, leading to a neutral stance.

On the matter of measuring the long-term impact of programs, the mixed perception suggests a division in opinions regarding the effectiveness of monitoring and evaluation practices in capturing the long-term impact of programs. The disagreement responses, in particular, underscore a significant portion of participants expressing reservations about the ability of these practices to adequately measure the enduring effects of programs.

The data indicates a strong agreement that monitoring and evaluation practices effectively contribute to the identification of potential risks and challenges in program implementation. This acknowledgment underscores the perceived significance of these practices in proactively addressing issues during program execution.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The analysis of monitoring and evaluation practices at John Snow Incorporated in Ethiopia reveals a generally positive perception among employees. The organization exhibits strengths in comprehensiveness, accountability, and resource allocation for monitoring and evaluation activities. Participants, representing diverse demographics and educational backgrounds, express overall agreement on the ethical conduct of these processes and the organization's capacity for effective evaluation.

While there is overall consensus on the utilization of monitoring and evaluation findings, some areas for improvement include communication to stakeholders and ensuring a consistent understanding of the integration of these practices into the project management cycle. The study highlights the importance of continuous learning, stakeholder engagement, and leadership support.

The effectiveness of monitoring and evaluation processes in identifying program strengths and weaknesses is acknowledged, although there are varied opinions on the timeliness and accuracy of information for decision-making. Additionally, opinions differ on the long-term impact measurement.

Challenges that include the need for improved communication, integration, and clarity in certain aspects of monitoring and evaluation practices. Overall, the organization possesses a solid foundation but can benefit from targeted enhancements to further increase its monitoring and evaluation processes.

5.2 Conclusion

The analysis of the 35 questionnaires concerning to the monitoring and evaluation (M&E) practices at John Snow Incorporated has submitted valuable insights into the strengths, challenges, and effectiveness of the organization's M&E framework..

The finding shows that several aspects of the M&E practices at John Snow Incorporated. Respondents perceived the practices as comprehensive, contributing to accountability and transparency, and well resourced in terms of budget, staff, and technology. The organization also receives positive feedback concerning its commitment to ethical standards, stakeholder involvement, and top management support.

While the strengths are evident, challenges and areas of improvement have also been identified. Some respondents express uncertainties or suggest room for enhancement in certain aspects. There are mixed perceptions regarding the timeliness and accuracy of information provided by M&E activities, and varying views on the effectiveness of measuring the long-term impact of programs.

The majority of respondents acknowledge the effectiveness of M&E practices in identifying strengths and weaknesses, addressing potential risks and challenges, and contributing to organizational learning and knowledge sharing. However, there are different opinions on specific aspects, indicating potential areas to enhance the overall effectiveness of the M&E framework.

5.3 Recommendation

. The following recommendations are proposed based on the analysis of the questionnaire responses:

- Strengthening Communication on Timeliness and Accuracy

Given the mixed perceptions on the timeliness and accuracy of information provided by M&E activities, there is an opportunity to strengthen communication channels

- Targeted Efforts for Long-Term Impact Measurement

Addressing the varying perceptions on the effectiveness of measuring the long-term impact of programs is essential. Implementing targeted efforts, such as capacity-building initiatives, impact assessment process and continuous stakeholder engagement.

- Monitoring and Addressing Neutral Responses

The presence of neutral responses across various questions indicates areas where respondents may be uncertain or feel improvements could be made. Conducting follow-

up interviews or surveys to search deeper into these neutral responses can provide valuable insights.

5.3.1 Recommendation for Further Research

The researcher recommends further studies on the following topics

- To determine the role of comprehensive planning to the monitoring and evaluation practice.
- To identify the challenges and risks faced during implementation of monitoring and evaluation practice.

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APPENDIX

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

1. Questionnaire on "Assessment on monitoring and evaluation practice in John Snow Incorporated in Ethiopia."

Dear Participants,

Thank you for taking the time to complete this questionnaire. I am a Master's of Project Management student at St. Mary's University, and the purpose of this questionnaire is to gather data for my research on assessing the Monitoring and Evaluation practices in John Snow Incorporated (JSI) in Ethiopia. Your participation and honest responses are highly valued.

Please be assured that all information provided in this questionnaire will be kept strictly confidential and will only be used for research purposes. Your anonymity and privacy will be respected throughout the study.

Thank you for your cooperation, and your contribution to this research is greatly appreciated.

Sincerely,

Eden Teferi

Section 1: General Information

A. Age: 22-29 [   ]   30-37 [   ]   38-45 [   ]

       46- 53 [   ]   54 and above [   ]

B. Sex: Male [   ]   Female [   ]

C. Educational level: Diploma [   ]   Bachelor's degree [   ]

               Masters [   ]   PHD [   ]

D. Work experience in the organization: 1 year or less [   ]   2-5 years [   ]   6-9 years [   ]   10 years and above [   ]

Section 2: Monitoring and evaluation practice at JSI effectiveness and challenges

Please indicate your level of agreement with the following statements regarding project monitoring and evaluation practices within JSI Ethiopia. Use a scale from 1 to 5, where 1 indicates "strongly disagree" and 5 indicates, "Strongly agree."

NO	Statement	Scale				
		1	2	3	4	5
1	The monitoring and evaluation practices in the organization are comprehensive and well defined.					
2	The monitoring and evaluation practices contribute to accountability and transparency in program implementation.					
3	The monitoring and evaluation practices are adequately resourced in terms of budget, staff, and technology.					
4	There are adequate resources allocated to support monitoring and evaluation activities.					
5	The monitoring and evaluation activities are well integrated into the overall project management cycle.					
6	The monitoring and evaluation activities are conducted at regular intervals throughout the program lifecycle.					
7	The monitoring and evaluation processes encourage continuous learning and					

	improvement.					
8	The monitoring and evaluation findings are used to inform resource allocation decisions.					
9	The monitoring and evaluation indicators are clear, measurable, and relevant to the project's outcomes.					
10	The data collection methods used in monitoring and evaluation activities are appropriate and effective.					
11	The project monitoring and evaluation activities are aligned with the project's goals and objectives.					
12	The monitoring and evaluation indicators are clear, measurable, and relevant to the project's outcomes.					
13	The monitoring and evaluation results are used to inform project planning and strategy development.					
14	The monitoring and evaluation findings are effectively communicated to relevant stakeholders.					
15	The project monitoring and evaluation activities contribute to organizational learning and knowledge sharing.					
16	The monitoring and evaluation processes adhere to ethical standards and ensure data privacy and confidentiality.					

17	There is sufficient staff capacity and expertise to conduct effective monitoring and evaluation activities.					
18	The current monitoring and evaluation practices adequately involve and consider the perspectives of beneficiaries and other stakeholders.					
19	Top management adequately supports the monitoring and evaluation practices.					
20	The monitoring and evaluation processes are well documented and standardized.					
21	The monitoring and evaluation processes effectively identify strengths and weaknesses in program implementation.					
22	The project monitoring and evaluation activities provide timely and accurate information for decision-making.					
23	The project monitoring and evaluation activities effectively identify project strengths and weaknesses.					
24	The monitoring and evaluation practices effectively measure the long-term impact of programs.					
25	The monitoring and evaluation practices help in identifying and addressing potential risks and challenges in program implementation.					