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Assessment on performance, progress and gap of Project Design, Monitoring and Evaluation system; the Case of World Vision Ethiopia Grant Projects from 2014-2015

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Acronyms

ADPs Area Development Program

CBO Community Based Organization

CSO Civil Society Organization

DME Design, Monitoring and Evaluation

FBO Faith Based Organization

FY Fiscal Year

GO Government Organization

ITT Indicator Tracking Table

LEAP Learning through Evaluation with Accountability and Planning

LQAS Lot Quality Assurance Sampling

NGO Non-Government Organization

NO National Offices

M & E Monitoring and Evaluation

MIS Management Information System

SMART Specific, Measurable, Achievable, Realistic and Time bounded

SNNPR Southern Nations & Nationalities and People Regional State

SO Support Offices

TOR Terms of Reference

UNDP United Nations Development Program

UK United Kingdom

USA United Stated of America

WVE World Vision Ethiopia

WV World Vision

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Abstract

Project design, monitoring and evaluation (DME) are the mile and corner stones of the project cycle where it plays its critical and unreplaceable role in project management. As part of the project cycle, project design, monitoring and evaluation have been a practice of many government and non-government organization. Despite that fact that all projects, implemented by GO or NGO, have their own life span, grant projects which this study focused on, do have very limited time frame, defined objectives with a very defined allocated budget. Usually grant projects do lack strong project management in many organizations as regular development project benefited because of their limited time frame, diversified in nature, relatively small in size and have various donors. This includes, most grant projects are believed to lack strong and well stablished DME systems.

Similarly, in WVE, program design, monitoring, and evaluation have not come out strong over the past few years and this has negatively impacted program results and the organization image. Understanding the performance, progress and gap of WVE DME system is, therefore, expected to contribute on what WVE is good at, continue on the progress and address the gaps that ultimately improve DME effectiveness in WVE that will have multiple positive effects.

This research was conducted to assess if effective DME process, system and tools were being used in World Vision Ethiopia Grant Projects and to identify gaps in DME that affect the effectiveness and efficiency of Grant projects. The researched focused on grant projects that were implemented in FY'2104 and FY2015 under Grants Operation Department. The study interviewed 258 people (86 Kebele, elders and religious leaders and 172 men, women and youth)in four different Woredas selected from Oromia, SNNPR, Amhara and Benshagul Gumuz Regional States. 16 Grant Project Managers, coordinators and grant officers and 7 non-grant project staff from Finance, quality assurance, technical team (program development) and quality assurance participated in the study. Besides, 32 grant projects documents were reviewed and analyzed on the availability and practice of DME systems, tools and process.

Descriptive analyses were employed as the main research approach to collect, review and analyze the data. As a result, assessment was made on performance, progress and gap of DME system of grant projects using the data collected from survey and secondary data. Qualitative and quantitative data were collected using semi structured and structured questionnaires for community members, WVE grant and non-grant staff. Self-assessment questionnaire was also used to measure the DME competency of grant projects staff as indicated in their own perception. Detail Key DME checklist was prepared to review and examine the 32 grant project documents that were implemented in FY2014 and FY'2015.

The study concluded that there is good performance of grant projects in including local community need, planning appropriate activities, having achievable project goal and creating awareness in the community about the project goal. Utilizing project evaluation plan as part of project management, defining role and responsibilities of project managers and partners, using monitoring tools and systems to review project performance and setting clear indicators linked with logical hierarchywere found to be excellent performance of grant projects. The study came to conclusion that mechanism to select external consultant, process steps employed to decide project activities and evaluation TOR preparation, review and approval process have shown progressive improvement.

The study also concluded that there are gaps on availability & utilization of tools and systems for grant project design, establishing completed theory of change, allocating realistic cost for project activities, developing clear monitoring plan, monitoring project evaluation process, organizing continuous capacity building training for grant staff and community members, documenting and sharing evaluation recommendation and utilizing MIS as DME tool. Besides, community participation in the design process, project quality and engagement of women in grant project were found to be a concern.

The researchalso concluded that Grant project staff competency in project design and monitoring were found to be in a very good status but there is huge gap regarding competency of grant project staff in understanding and effectively applying project evaluation process, systems and tools.

CHAPTER ONE

1. INTRODUCTION

1. 1 Back Ground

The Development interventions, irrespective of their sectorial focus, level of interventions, or sources of funding, affect the lives of people in a multitude of ways. Systematic information gathering, conceptual analysis, and involvement of stakeholders in this process are imperative for achieving desired results (Ben Mountfield, February 2015). This has brought critical importance of Program Design, Monitoring and Evaluation of projects in development process.

The concept of Project Design, and Monitoring and Evaluation (DME) has been a famous terminology in various development practitioner and development project management. Having common understanding on DME seems simple but might have various meaning in different context and organization. One can find quite significant amount of literature on the concept, approach, importance, tool and rational of DME.

There is no question that planning, monitoring and evaluation are fieldslittered with terminology that is often unclear and which is used with different meanings by different groups. This problem can't be solved what is possible is to help explain the different approaches to Planning (Designing) Monitoring & Evaluation and how terms are used by different organizations. Unfortunately confusion around terminology often makes Planning (Designing) Monitoring & Evaluation seem much more complex and difficult than is actually the case.

DME which stands for project design, monitoring and evaluation is the mile and corner stone of the project cycle where it plays its criticaland unreplaceable role in project management. "The project cycle is a detailed model of the entire lifespan of a development intervention, starting with its identification, going through implementation, monitoring and evaluation phases, and ending with the lessons learned. Although variations to the standard model are common, the project cycle is a backbone used by the

various donors in development cooperation. (Asian Development Bank, 2007)

DME is also found useful for effective accountability in the area of project management in NGO context. Until recently NGOs have been able to claim their good intentions and sounds values provided a sufficient basis for accountability however, increasingly such claims are being questioned. This is in part a response to NGOs growing visibility as key actors in the governance of social and economic affairs. It is also in part a response to challenges they have mounted against the accountability and legitimacy of government actions and the corporate sector. As Anthony Adair (1999) argues "NGOs that seek to make a virtue out of highlighting the failures of governments, business and other institutions should be subjected to the same degree of scrutiny that everyone else faces. They too need to be accountable for their actions. NGOs are also strengthening their accountability through their DME approach so as to increase their legitimacy among policy makers and thus the effectiveness of their work. (Robert Lloyd, July 2005)

For some, DME is another burden of administrative task and a bureaucratic procedure while for other it is a critical tool in development project management for effective and efficient project implementation. In the context of development project management, it is considerably important to define key elements of DME (project design, monitoring and evaluation) as DME is an important component of project management

Project Design- is determining what is to be done, by whom and by when in advance in order to fulfill once responsibility. (Harold R.Kerzner, 2009)

Monitoring- The word 'monitor' is derived from Latin, where it means 'watches over and reminds'. We all do monitoring on a day-to-day basis in various ways and with differing degrees of intensity. In development work, we use monitoring to look after and document the process and outputs produced as a result of project implementation. We may also monitor changes in the living conditions of people as per the project design. As a definition, monitoring is an ongoing and systematic tool to follow up the progress of a project implementation for timely measure and remedy as required. (Harold R.Kerzner, 2009).

Evaluation is a method to collect, analyses, interpret and communicate information about effectiveness of projects which are initiated to improve human conditions. However, it should be noted that the contexts of social programs do not lend themselves to rigorous social science methods and standards. It is important to remember that evaluation requires flexibility in approach and thought, which implies that its purpose and audience will influence the scope. It is imperative that stakeholders' needs/questions be paramount when designing the evaluation. In other words, program evaluation should focus on issues that are of importance to the stakeholders. Evaluation is determining cause of and possible ways to act on significant deviations from planned performance. (Harold R.Kerzner, 2009).

Design, Monitoring and Evaluation as a part of project management cycle are interrelated and interdependent. They are fundamentally linked together. Using one by itself does not guarantee sound, relevant and impactful program DM&E – nor, for that matter, does using them in conjunction with one another. The quality in which the principles are applied and interlinked in the design, matters. Indeed, the use of multiple tools in conjunction with one another to verify, reinforce and adapt DME to the dynamic environment is common. (UNDP, 2009).

WVE as part of World Vision International registered as an official NGO in 1975. Over the last forty years, the organization's intervention for the poor and vulnerable of Ethiopia has grown from a few scatter projects into significant and valued network of Area Development Programs benefiting an estimated of 20million children and their families. In 1975, WVE had five staff and operated a single project for street children in Addis Abeba. Today, WVE manages one of the biggest humanitarian and development portfolio in Ethiopia, with close to 300 long term development programs, 63 Area Development Programs (ADPs) and a staffing base of 1300. WVE manages an annual budget of USD 84 million.

WVE has been working with government, non-government organizations, private sector and various communities to reduce the vulnerability of children in Ethiopia in various

ways. WVE obtains fund for its development programs as well as emergency response program from World Vision Support Officesthrough child sponsorship and grants from government, multi-lateral agencies, and other corporate and private non-sponsorship donations. Sponsorship is the major funding source having 237,758 sponsored children, though grant funding is growing funding source. (World Vision Ethiopia, 2016)

I have decided to conduct this research because of the various concrete reasons that motivates me. One of the reasons is that I would like to conduct a study on assessment of performance, progress and gap of projects DME system in WVE with special focus on Grant Projects. This is because is that WVE is one of the well-known international organization working towards alleviating poverty and improve the well-being of the coming generation, children for the last four decades. I believe that my study will contribute for the effectiveness of its DME system that could help the projects are impact-oriented and produce desired result that improves the lives of many families and children in rural community where the projects are operational in Ethiopia.

Understanding the performance, progress and gap of WVE DME system help to build on what WVE is good at, continue on the progress and address the gaps that ultimately improve DME effectiveness in WVE. So projects that do have impact as a result of strong and effective DME could be replicated to other areas and organizations for wider influence and change. Donors and partners who do have witness of these projects will likely continue their support to extend the projects outreach as well that increase WVE service for the most needy community. I believe that this study will contribute to WVE DME system envisaging the above mentioned outcome. On the other side of the story, cause of the gap with corresponding recommendation could be obtained for projects that do not have commendable result that has been a source of compliant from donors and partners as result of poor DME system.

Besides, I do have quitegood knowledge about DME system and particular I am currently involved in overseeing quite a number of grant projects. Engagement in this kind of study will have two fold benefits the fact that I can enrich studies that were conducted in this

discipline and I will also be empowered through in-depth reading and research process to bring up my contribution to higher level.

In the nut shell, the main objective of this study is to review performance, progress and gap of DME process, systems and tools in World Vision Ethiopia Grant Projectsand provide inputs on areas of grant project management that hinders the impacts of the projects for the wellbeing of the targeted community. As a result, additional knowledge is built on critical steps and process of DME for grant project managers and action-oriented DME task are recommended to further enhance Grant Projects efficiency and effectiveness

1. 2. Statement of the Problem

NGOs are typically interested in contributing to social change – such as increased justice or economic and social security – while recognizing that these represent long-term outcomes that go beyond the achievement of short-term results. (**Burt Perrin, April 2012**).

As part of the project cycle, design, monitoring and evaluation have been a practice that has been showing a remarkable progress. Yet, there have been considerable gaps or growth areas that are reflected in various NGOs.

CARE an international NGO that work in over 60 countries carried out a design, monitoring and evaluation assessment. The study worked on a situation that straddle the continuum from relief to development projects and data was entered for 186 projects from 23 CARE Country Offices located in four CARE regions. The discord is in the process from Design to Monitoring to Evaluation. The study reveals that 'D' to the 'M&E' of projects is occasioned by, on the one hand, having rich technical inputs at the proposal development stage through the Sector Coordinators and Project Managers. On the other hand, monitoring and evaluation plans exist for only 45% of projects. There is little continuity from the Design phase (25% of projects had the involvement of main proposal authors) and M&E plans are developed in many cases (over 60%) by Implementing Staff. In addition, many of the projects are striving to achieve household-level impact and contributing to higher program goals with stated SMART goals and satisfactory indicators

at various levels. Measuring and achieving this is difficult with so few projects having quantitative baselines. In spite of 80% of projects having a baseline of some form or the other, only 47% of the baselines used a quantitative survey. (NalinJohri, January, 2002).

A survey conducted on humanitarian organizations on their design process has indicated a serious challenge. The surveys clearly foundthat humanitarian organizations had failed to consult with recipients in their setting or touse their input in programming. Aid recipients also expressed the opinion that the aid theyreceived did not address their 'most important needs at the time'. The surveys of internationalaid practitioners, local NGOs and host government representatives likewise pinpointed localconsultation as an area much in need of improvement. (ALNAP, 2012)

There is always a balance that needs to be kept the fact that there is challenge in focusing too much on monitoring and not to do enough on monitoring. While failing to monitor is a major mistake, so is trying to monitor too many indicators. (OAK Foundation, 2012)

In fact, there is an increase attention and tendency to improve DME capacity to improve the contribution projects to bring change in the vulnerable community. Yet, despite the increase in attention to and practice of community-based adaptation, there remains a lack ofparticipatory, practical, replicable and relevant methodologies for measuring, monitoring and evaluating changes.

In Ethiopia context, Non-governmental organizations (NGOs) have been assisting the people of Ethiopia with charitable, relief and development activities, especially since the major famine of 1983/85. International and local NGOs have been actively involved in the development process of the country. The contribution of these NGOs is believed to be paramount for the growth and transformation of the country. It is obvious that their impact is highly dependent on the effectiveness and quality of their development programs.

The relationships between plan activities and expected impact on income poverty of various kinds in different locations, with different causality, have not been researched in advance, so that initially resource allocations and component activities will have to proceed on a trial and error basis. Provision for adequate monitoring and evaluation

arrangements, therefore, should be an important aspect. The useful ongoing role of NGOs in these tasks, inside or outside the plan administration framework, needs to be identified and resourced. Monitoring and evaluation procedures are often inadequate, inappropriate, or too resource intensive, with a relative lack of attention on monitoring 'upstream' or input indicators. (DerykeBelshaw and Erin Coyle, 2001)

Even though, all project whether they are implemented by GO or NGO have their own life span, grant projects do have very limited time frame, defined objective with an allocated budget. As grant projects do have various donors and diversified in nature, they are not given emphasis as regular development project in most organization. This includes, most grant project are believed to lack strong and well stablished DME system as a regular development projects.

World Vision Ethiopia is one of the largest Christian relief, development and advocacy international organizations in the Ethiopia, with a focus on working with children, families and communities to overcome poverty and injustice. For over four decades, World Vision has been working to improve the lives of children in Ethiopia. By improving health, nutrition, education and access to clean water in the communities where it works, WVE is trying to tackle the root causes of poverty. It also helps to empower partners and communities to lead and undertake their own development.

In WVE, program monitoring and supervision activities havenot come out strong over the past few years andthis has negatively impacted program results andthe organization image. This is reflected on the fact that budget burn rate hasnot been to the expected level over the past years andthis needs thoughtful actions to reverse the situation. Program impacts have been under reported whichneeds improvement. Lessons and reflection fromevaluations need to be distilled and shared internally and externally to inform programming, implementation and monitoring processes and to build positive images with key stakeholders. (World Vision Ethiopia, August 2012)

The recent DME competency assessment conducted on the field level for 18 DME Officers and 32 Operations & Quality Assurance officers indicating that there is serious concern on

the DME capacity of WVE field staff. Based on the findings, managing monitoring processes is the top priority area where there is a need to build the capacity of field program staff as managing the monitoring process is a critical function of these officers. It is mentioned in the report that there is a hard to truth DME competency of Operations and Quality Assurance Officers scored below expected DME competence level in the DME capacity assessment. (World Vision Ethiopia, September 2015)

The mentioned DME capacity gap is not expected to be different in grant projects as well as SO, donors and partners expressed their concern through meeting and email communication that requires further in-depth analysis to understand the practice of DME in grant projects. In fact, WVE has a separate grant projects operation department which is responsible for managing grants projects execution. The departments comprising different managers are responsible to ensure program results are delivered as per project planned and organizational standard. Yet, there are still issues raised from donors, field level implementers and partners that some of the grants projects design, monitoring and evaluation do not fulfill the required standards.

This study, therefore, will help to understand the current practice of DME on grant projects. Based on this, the study will focus on the current performance, progress and gaps on design, monitoring and evaluation of grant projects that hampers project execution and affect projects impact. The study will try to identify the root causes related to DME and recommend for gaps for further action by concerned department or staff.

This study will also draw on lessons and best practices as well as practical tips for development practitioners in in DME process.

1. 3. Objectives of the study

The main objectives of this study

- To assess ifeffective DME process, system and toolsare being used in World Vision
 Ethiopia Grant Projects
- To identify gaps in DME that affect the effectiveness and efficiency of Grant projects
- To make a record on critical steps and process of DME and challenges faced on grant project
- To add action-oriented DME knowledge for WVE grant projects staff to enhance
 Grant Projects efficiency and effectiveness in particular and for other organizations
 grant project operation people in general.

1. 4. Research questions

The study encompasses three key pillars of DME, Designing, Monitoring and Evaluation of Grant projects. As these three pillars are wide in their concept, the research has attempted to answer the following questions under each major component of DME in relation to WVE Grant Projects.

Design

- Does the project use required tools and systems to carry out grant projects design?
- Does the project have tools and process to decide community need?
- Does the project have a defined theory of change?
- Do you think that the project goal is realistic?
- Does the project have a process steps to decide activities?
- Does the project haverealistic cost for each planned activities?

Monitoring

 Does the project have clear monitoring plan that track progress, inform decision, escalate red flags and update project plan? (Timely accomplishment, program quality and cost control)

- Does the project have clear indicators that are linked with logical hierarchy?
- Does the project have monitoring tools and systems used for grant projects?
- Are the role and responsibilities of project managers and partners well defined and documented?
- Are there continuous capacity buildings systems that enhance project managers and partners capacity for project monitoring?

Evaluation

- Does the project have well defined project evaluation plan?
- Does the project have evaluation TOR that is well prepared, reviewed and approved?
- Are the roles and responsibilities of project managers, quality Assurance team and partner well defined for the evaluation?
- Is there a mechanism of which external consultant are selected for evaluation?
- Is there a well-defined process/procedure to monitorevaluation process?
- Is there a mechanism that document project evaluation recommendation and a system to implement them accordingly?

Besides, the study has tried to answer the status of Grant projects in relation to DME by reviewing WVE grant projects document using the following questions.

- Do projects undertake have any diagnostic assessments?
- Does the project have base line data?
- Does the project have need assessment report?
- Does the project have review process for project proposals?
- Does the project have clear objectives?
- Does the project have LFA?
- Does the project have ITT?
- Does the project have reporting system, structure and format?
- Does the project have monitoring and Evaluation plan?
- Does the project participate the local community in DME process?
- Does the project have agreement document with regional government?

- Does the project have annual action plan?
- Does the project have staff recruitment plan?
- Does the project have financial review process?
- Does project produce all required monitoring report?
- Does the project have project management tool?
- Does the project have budget for evaluation?
- Does the project have methods to use, count and classify beneficiaries (by sex & age)
- Does the project use Management Information Systems (MIS)?
- Are there evidences that documentation made & shared on lesson learned, evaluation recommendation and best practice?

Grant Project staff knowledge was assessed using perception self-assessment using the following question.

- Whether the Project staff understands and effectively applies project design process,
 systems & tools?
- Whether the Project staff understands and effectively applies project monitoring process, systems and tools
- Whether Project staff understands and effectively applies project evaluation process,
 systems and tools?

The following three questions were also used to analyze the key success, challenge in relation to DME and consider recommendation from the respondent point of view.

- What the key success in grant projects in relation to design, monitoring and evaluation affect the effectiveness and efficiency of Grant projects
- What are the key challenges in relation to DME?
- What is the recommendation in the respondent point of view?

1. 5. Significance of the study

Design, Monitoring and Evaluation is the mile and corner stone of the project cycle where it plays its critical and unreplaceable role in project management. They are means to an

end not ends by themselves. They contribute to present and future effectiveness and impact of projects.

Assessing the performance, progress and gaps of Grant Projects DME in WVE will help the organization to identify the growth and strong area where the organization could build up on the good performance and address the gaps with the possible recommendation of this study.

WVE is also working strategically and expanding its visibility partnership to increase its grants revenue by strengthening the grants project implementation and positioning with its good reputation. EffectiveDME is the foundation for effective project implementation and experience tells that donors are interested to support projects and organizations. Revenue growth has an implication on WVE capacity to address as many vulnerable communities and marginalized areas as possible.

The finding and result are expected to build the knowledge pool of WVE in grants DME system that helps the staff to be competent and deliver what they are expected of them.

1. 6. Scope and limitation of the study

The study is limited in Grant project of two years. Grants Operation Department was opened in FY2013 before that various department used to execute grant project that were secured in their respective division. As of FY2013, all grants operation is being led by grants operation irrespective the grants nature. Other Technical department such as Education, Livelihood, Health and Nutrition focus on capacity building, high level networking and proposal development. Since Grants Operation Department is new, there is a limitation of data and information before FY'2013 that makes the progress assessment to limited years. Because of time and cost constraint, the study was undertaken in four regional states while WVE grants operation is being undertaken eight regional states. Moreover, EnemornaEner Woreda that was planned for community discussion was missed because of security reason the fact that roads were closed at the

time of the survey. Yet, since SNNPR was represented by Sodo Woreda, it was believed that missing EnemorenaEner Woreda does not bring change on the outcome the study.

In this study context, grant projects refer to 32 grant projects that were implemented in FY2014 and FY2015 under Grant Operation Department. WASH grant projects, emergency & refugee area grant projects and four grant projects that were managed by Chief of Party were not under Grant Operations Department and not part of this study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Concept and Definition of DME System

The project cycle is a detailed model of the entire lifespan of a development intervention, starting with its identification/design, going through the implementation, monitoring and evaluation phases, and ending with the lessons learned. Although variations to the standard model are common, the project cycle is a backbone used by the various donors in development cooperation. (Finland Development Cooperatives, 2002)

So project cycle indicates lifetime of a development project that is basically a sequence of phases, each containing planning/designing, implementation, monitoring and evaluation. This helps the project staff to keep in touch with the project context, continuously learn lessons from the implementation of each cycle, and adapt the project (CARE International, 2012)

DMEis not only a management tool, butan instrument for learning about the context in which one is involved. A stronginvolvement by stakeholders during the entire DME process can play a central role in theirempowerment. DME is a contribution to local capacity building because it helps stakeholdersto present their perceptions, to analyze, negotiate and make joint decisions. (CARE International, 2012)

2.2 Definition and Nature of Grant Projects in WVE context

A project is a set of well-defined resources dedicated to achieving specific results in a defined period of time. A project has a clear time frame (start and end), and a clear strategy of how to use resources to produce results. Projects are designed and implemented to address developmental needs or problems. (IUCN Gland, Switzerland; 2004)

IN WV context, development projects are funded by either sponsorship or Grant funds. The sponsorship funding comes from the sponsors on periodic basis to support a development program where the sponsorship child lives. The sponsorship fund "is a stable source of long-term funding and its contribution to development program outcomes and goals is crucial." (World Vision International, LEAP Team; 2007)

A significant increasing share of funding is coming from individual donors, foundations, government, bilateral governments and corporate grants The Grant funding could be categorized in to government grants or private non-sponsorship (PNS) funding. Government grants projects are funded by government or bilateral organization like UN agencies where as PNS funded projects are donated by foundation, corporate or individual donors.

Grant proposals should be able to align with the key principles of World Vision's DM&E system, Learning through Evaluation and implemented provided that donors requirement are met. (World Vision International, 2016)

2.3 Relevance of DME System in Project Management

NGOs are expected to be more effective in producing sustainable impact in terms of reducing poverty and increasing social justice. (W.Edward Stead and Jean Garner Stead; 2004). This is only possible by making the project and program effective and enabling them to achieve what is intended to be addressed. By this, it means good design, monitoring and evaluation support effective, responsive interventions, generate clarity about achievements, encourage improvements in quality and facilitate ongoing learning.

The DME approach has a heavy emphasis on projects that is reflected on many positive ways. It starts with the organization commitment in that particular sector to fully understand the problem to be addressed, the logic behind the intervention, the system with which the project is measured. As a result of the challenging environment in which NGOs work and the complexity of the problem which is expected to be addressed, NGOs tend to invest in tools, processes, systems and skills for program, system and skills for DME. These investments aim to increase their capacity to assess situations, analyze data, identify theories of change, formulate objective and explain the underlying logic. (PMD Pro1, 2010)

Projects don't, in reality, automatically achieve their desired result and bring change on the targeted community. It requires an indispensable system and tools to track, measure and control the project performance and identify and manage project risks so that the intended benefit is achieved which otherwise helps to take appropriate and timely corrective actions. (PMD Pro1, 2010)

These all make DME as necessary and critical elements of the project cycle. Particularly, the project success is evolved on the basis of balanced and integrated DME approach. (PMD Pro1, 2010)

2.4 DME as Project Management in NGOs context in Ethiopia

Like in other countries, non-governmental and civil society actors are visible on the overall institutional landscape of Ethiopian society. Because of the specific contexts, compared to many other African countries, the Ethiopian NGO/CSO community is not that much developed in terms of diversity, size and capacity. During the last two decades the community has had, in relative terms, some opportune moment for growth in size, diversification in make-up and self-organization for active participation in the national socio-economic process. At the same time, the community was also engaged with the government for the enactment of a legal framework that would further facilitate and legitimize the sectors' position in society. (The Ad Hoc CSO/NGO Task Force; 2008)

Non-governmental organizations (NGOs) have been assisting the people of Ethiopia with charitable, relief and development activities, especially since the major famine of 1983/85. International and local NGOs have been actively involved in the development process of the country. The contribution of these NGOs is believed to be paramount for the growth and transformation of the country. It is obvious that their impact is highly dependent on the effectiveness and quality of their development programs.

The nature of project management was highly dependent on the nature project and organizational culture and capacity. Even though, all projects whether they are implemented by GO or NGO have their own life span, grant projects do have very limited time frame, defined objective with an allocated budget. As grant projects do have various donors and diversified in nature, they are not given emphasis as regular development project in most organization. This includes, most grant project are believed to lack strong and well stablished DME system as a regular development projects.

It seems likely that greater receptivity by some NGOs to participatory ongoingevaluation and sharing of experience will enable more accurate identification of best practice in the various poverty reduction activities. This would also assist field departments of regional governments to scale-up their programs along 'best practice' lines. More vigorous delivery of commercial services by the private sector in the rural areas would also follow from better information dissemination by those NGOs which are taking the lead role in area development programs. There is a need, however, to create in NGOs additional capacity inongoing participatory evaluation procedures, building on systematic monitoring bymanagement. CRDA should address this issue on behalf of its members. Other important aspects of the project identification, design and appraisal process could not be studied systematically. These include the degree of beneficiary participation in decision-making, beneficiary empowerment and transfer of the project to beneficiary ownership(Robert Lioyd, 2005)

2.5 WV DME History and Current Practice

World Vision DME practice started years back with the birth of the organization and since then it passed through rigorous process and improvement.

In recent year, World Vision introduced LEAP as a common approach to design, monitoring and evaluation(DME) in 2005. This has led to some real improvements in the effectiveness of Programmeplanning and implementation. So as to improve the effectiveness of our work with vulnerable communities, great progress has been made in recent years with the refining of global strategy and also in improving program quality. Two of the most significant developments in WV global strategy have been the adoption of the Integrated Focus and the Principle Level Choices by the World Vision International (WVI) Board in 2005. Through these, children have been put firmly at the centre of global strategy The WV Ministry Framework was developed as a bridge between strategy and programming. This framework confirms that the primary goal of WV programs is the sustained well-being of children within families and communities, especially the most vulnerable.

To ensure this commitment becomes standard practice, WV developed a set of Child Well-being Outcomes (CWBO) based on extensive research and wide consultation within WV and with other organizations. The CWBO provide a practical, operational explanation of the results WV seek, expressed in plain language for staff, children, parents, donors and partners. The CWBO are holistic and address children within the context of their families and communities.

In 2007, a Partnership-wide project was launched to facilitate co-creation of a model for the next generation of WV's local-level programming. This began with a review of approaches being used in WV area development programs (ADPs) and other programs, as well as research into other organization's best practices. The research highlighted promising practices and successes of some of our most innovative, child-focused and empowering programs. Through a collaborative, action-learning process, a programming

model emerged. This model can be summarized in a single sentence: The Integrated Programming Model (IPM)

IPM was endorsed by the WVI Board in April 2009 as WV's way of contributing to thewell-being of children at local levels LEAP is the WV approach to DME, and good DME will always be critical to successful programming.

LEAP is an integral part of IPM, and LEAP will continue to provide theframework and resources for all DME within IPM. Firstly, WV needs to make sure that all DME activities plan for and measure WV'scontribution to child well-being, with a special focus on the well-being of the mostvulnerable children in communities. The CWBO provide a comprehensive framework forcollecting and analyzing program information, and enable the DME processes described in LEAP to focus on positive change for children, their families and their communities.

Secondly, WVneeds to make sure that the organization DME processes encourage the active andmeaningful participation of children at all stages.

Design, monitoring and evaluation are not new programming functions for WV before this new approach. What is new is the consistency and accountability LEAP attempts to bring to these key functions, building on historical knowledge and recognizing World Vision staff's wealth of experience and practice. So for WV, LEAP replaces all design, monitoring and evaluation frameworks and standards previously developed and used by various WV Regional and National Offices, including funding or SupportOffices: (World Vision International, LEAP Team, 2007)

2.6 DME & Grant Projects Management in WVE

It is here worth important to mention that DME has been key project management pillar in World Vision Ethiopia project management context. Decades have elapsed during which monitoring and evaluation remained part and parcel of the implementation processes of projects. It was nominally attached to planning and programming departments of organization without actually performing its responsibilities efficiently

and effectively. This was because management bodies did not give attention to monitoring and evaluation to effectively discharge its responsibilities. Be that it may, the role of monitoring and evaluation, as a management tool is indispensable for effective program/project management. (World Vision Ethiopia- Monitoring and Evaluation Department, January 2000).

Participation of children, whom WVE consider the its ministry focus, in programs is rather nominal, limited to needs identification and children's role in program implementation, monitoring and evaluation and hence their influence on programs is rather patchyCommunity program ownership and empowerment have not been realized in many cases due to reliance on World Vision efforts. This has led to poor sustainability of program gains jeopardizing meaningful transitioning. The problem has its origin in weak analysis of the cause of poverty and designing and implementing empowering programs. Greater emphasis was given to designing and implementing need based TD & HEA programs with minimum emphasis on advocacy(WVE Strategy; 2009)

Program monitoring and supervision activities have not come out strong over the past few years and this has negatively impacted program results and organizational image. In fact, the budget burn rate has not been to the expected level over the past years and this needs thoughtful actions to reverse the situation. Program impacts have been under reported which needs improvement. Lessons and reflection from evaluations need to be distilled and shared internally and externally to inform programming, implementation and monitoring processes and to build positive images with key stakeholders. (WVE National strategy- FY13-15)

WVE has a separate grant projects operation department which is responsible for managing grants execution. The departments comprising different managers are responsible to ensure program results are delivered as per the planned and standard. There are issues raised from donors, field level implementers and partners that some of the grants projects design, monitoring and evaluation do not fulfill the required standards.

Since 2013, WVE has developed a new structure and opened a department responsible for Grants project implementation. Grants Operation used to manage in every department without focus and clear role and responsibilities of various divisions. FY'2013 was a kick off year for the new structure when project were collected from different divisions in this one department and project managers were assigned that are responsible for project execution.

CHAPTER THREE

3. General Description of the Study Scope and Research Methodology 3.1 Description of the Study Area

WVE Grant Projects that were implemented in FY'2014 and FY'2015 have been the universe of the study. 32 projects that had been implemented in the Grants Operation Department were covered in this study. All the projects were purposely categorized into five major sectors and five projects & their implementation Woredas were randomly identified from each sector. Shashemene Woreda in Oromia Regional State, LiboKemkemWoreda in Amhara Regional State, Enemorand Adele Kobo BoreborWoredas in SNNPR and Asossa Woreda in BenshangulGumuz Regional State wereplanned forthis study. Jeju Woreda was replacedon behalf Shashemene Woreda because of security reason that fact that the same identified project was implemented in the two Woreda and they are also found in the same Regional State. The survey in EnemornaEner was not carried & cancelled due to the fact that the road to the Woreda was blocked due to security reason.

Totally, twenty community groupsand 258 people that have been involved in Environment & Climate Change, Economic Development, Health, Food Security and Education projects were interviewed on the already prepared questionnaires in relation to DME practice. 16 grant project managers, coordinator and grant staff, seven non-grant project staff (total of 23 staff) were interviewed. Totally, 281 people were engaged in the study

process. Projects documents of 32 grant project that were implemented in FY2014 and FY2015 were reviewed and analyzed in relation to DME (List of the 32 project attached as annex)

Table 1- Selected Woreda and Projects for Community Groups Discussion

S/N	Regional States	Woreda	Project
1	BenshangulGumuz	Assossa	Polio Eradication Project
	Regional State	Woreda	
2	Oromia Region	Jeju Woreda	Energy Efficient Cook Stove Project
3	South Nations Nationalities	EnemorenaEner	Integrated Education Project
	& People's Regional State	Woreda	
4	South Nations Nationalities	Sodo Woreda	Save Groups & Local Value Chain
	& People's Regional State		Project
5	Amhara Regional state	LiboKemkem	Flood Mitigation and Community
		Woreda	Resilience Project

3.2 Research Design

Scientific method was used to conduct the study. Descriptive analyses were employed as the main research approach to collect, review and analyze the data. It was attempted to describe the performance, progress and gap of Design, Monitoring and Evaluation related issue in WVE grant projects based on the data collected from survey and secondary data.

Qualitative and quantitative data were collected using semi structured and structured questionnaires for community members and WVE grant and non-grant staff. Self-assessment questionnaire was also used to measure the DME competency of grant projects staff as indicated in their own perception.

Detail Key DME checklist was prepared to review and examine the 32 grant project documents that were implemented in FY2014 and FY'2015 under Grants Operation Department against the prepared checklist.

3.3 Sampling

Both purposive and random samplings were used determined by time and resource factors. Two stages of samplingwere employed to identify projects from the categorized sector specific projects and to decide the specific Woreda where community members were interviewed. In the first stage, the 32 projects were purposivelycategorized in to the following five sectors to make sure that the key five sectors got equal probability for the study

- Climate Change & Environment projects
- Health projects
- Economic Development Projects
- Food Security Projects
- Education Projects

Then, five Projects were randomly selected from the five sector-based/thematically categorized projects so that the five Woredas were identified where community group's interviews were conducted. In each five Woredas, five key and focus groups were decided to be part of the study. These were

- Kebele leaders/ administration
- Elders & religious leaders
- Adult men HH
- Women HH and
- Youths (M & F)

86 Kebeles and elders & religious leaderswere taken as key informant of the study while 172 adult men, adult women and youths were randomly selected from the selected projects implementing Woredas and participated in the interview.

Table 2 List of Woreda & Kebeles FGD conducted, Date of FGD, FG number and participants number

S/N	Name of Woreda	Interview Date	Number of FGD engaged	No of Participants
1	Assossa Woreda	February 3/2016	5	38
2	Jeju	February 11/2016	5	74
3	Sodo	February 20/2016	5	75
4	LiboKemkem District	February 27/2016	5	71
	Total		20	258

The study reviewed all grant projects documents that were implemented in FY2014 and FY'2015. All 16 project managers, coordinators and officersbased in HO and at field level that were working on these projects were interviewed. In addition, seven staff from Finance, Supply Chain, Quality Assurance, Program Development Division (health, education, livelihood and Cross cutting) and Grant Acquisition team that had direct working relationship with grant projects were also interviewed.

3.4 Data collection; Tools and Procedure

Key DME checklist, questionnaires and interviews questions were the three key data collection tools employed in the study. Semi structured questionnaires were used to collect the data from the community members. Seven enumerators were trained on the questionnaire and theyweregiven adequate back-up support.

Questionnaire was sent electronically to 16 project managers, coordinators project staff and seven non-project staff with required explanation on the purpose of the study due to the fact that their working experience and educational back ground of WVE staff is believed to be adequate to understand the questionnaires. Explanations were given for some of the staff that requested on the specific questions.

Key DME checklist was also prepared to review the availability and the practice of the tools, systems and procedure in relation to DME components. All project managers that

have been managing the 32 projects were requested to review the status of the projects against the checklist questionnaires prepared.

Project manager's self-assessment was also carried out using the semi-structured questionnaire to measure project managers DME competency in their own perception. The questionnaire was sent electronically to project managers to answer and respond on the prepared questions.

Comparison analysis was also carried out to analyze DME system and tools in terms of project component/thematic, geographic area of implementation, nature of donor and project budget size.

Moreover, CPSS (Statistical Package for social Studies) was used as tool to analyze the collected information to the require indicators and standards.

3.5 Data processing and Analysis

Data collected from different sources were reviewed, edited and verified. The data were checked and triangulated to ensure its consistency and reliability.

Qualitative analysis was carried on data that were collected from key informants and focus group discussion. It was organized and categorized on major DME components. The data collected from project managers and grant staff using semi structured questionnaires were organized, encoded and analyzed using SPSS (Statistical Package for Social Studies). The data collected from community groups were categorized and analyzed in four major components for the sake of analysis and summary simplicity.

The qualitative data from key informant interview and focus group discussion with Grant project staff, non-project and community members were also described as needed for triangulation and enrich the data obtained from thesurvey.

The data collected from different sources were compared analyzed using comparison analysis to analyze DME system in terms of project component/thematic, geographic area of implementation, nature of donor and project budget size.

CHAPTER FOUR

4. Result and Discussion

4.1. Respondent Structure and Profile

The survey involved 258 community members of them 186 males and 72 females. From all respondent, 28% are females and 72% are male.

Table 3 Community members Interviewed

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	186	72	72	72
Valid	Female	72	28	28	100.0
	Total	258	100.0	100.0	

16 WVE Program Staff, particularly project Managers, Coordinators and Grant Officers have also participated in the survey (14 are males and 2 females).

Table 4 Grant Project Managers, Coordinators & Officers Interviewed

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	14	87.5	87.5	87.5
Valid	Female	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

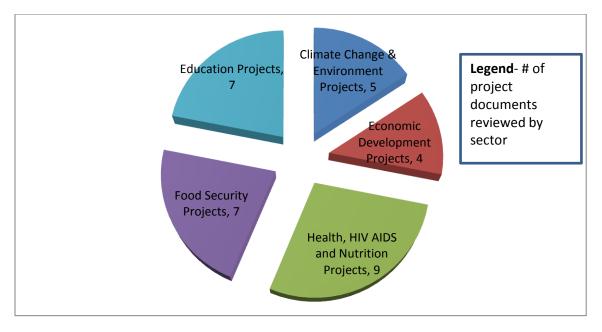
Seven non-grant project staffs (2 females) from Quality Assurance, Finance, Procurement, and program development teams were also part of the interview process.

Table 5 Non-Project Staff Interviewed

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	5	71.5	71.5	71.5
Valid	Female	2	28.5	28.5	100.0
	Total	7	100.0	100.0	

Reviewing projects document were part of the critical data collection process where the survey covered document review of 32 grant projects that were implemented in FY2014 and FY2015

Figure 1 - Summary of Grant Projects' Documents Reviewed



4.2. WVE Program and Non-Program Staff Survey Result and Discussion

4.2.1 WVE Program Staff Survey Result and Discussion

Grant projects Managers, Coordinators and officer were interviewed on the key components designing, monitoring and evaluation of grant projects they have been managing. The response on the 32 projects gave profound information about the status of

these projects in terms of Designing, Monitoring and Evaluation requirements. These staff have also reflected and made self-assessment on their own key DME competency in their own perception.

4.2.1.1 Designing of Grant Projects

Project design is a starting point for project development process that requires well developed and understood tools and systems to enable project staff to identify the right project that address the community need. Based on the response, only 43.8% project staff responded that the required design tools and systems are fully available and exercised in the grant projects. Half of the project staff (50%) responded that the required project design tools and systems are partially available and exercised in their projects.

Table 6Tools and System to Carry Out Grant Project Design

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	7	43.8	43.8	43.8
Valid	Partially Available & exercised	8	50.0	50.0	93.8
	Partially Available & not exercised	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Identification of community need that is assessed, analyzed and ultimately developed in a project plan required rigorous tools and process. Majority (62.5%) of project staff responded that their projects used all tools and processes required to decide community needs in their projects.

Table 7 Tools & Process to Decide Community Need

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	10	62.5	62.5	62.5
Valid	Partially Available & exercised	6	37.5	37.5	100.0
	Total	16	100.0	100.0	

Theory of change is critically important to establish the logic of the project and to show clearly what all partners anticipate at the end of the project period. Majority of the staff (43.8%) responded, though below average, grant projects did have and exercised theory of change in their project. In fact, the summary of other respondents reflected that theory of change either partially available or not available in grant projects.

Table 8 Defined Theory of Change

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	7	43.8	43.8	43.8
	Partially Available & exercised	6	37.5	37.5	81.3
Valid	Partially Available & not exercised	1	6.3	6.3	87.5
	Not Available	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

Having achievable project goal is a basic for the project success the fact that the project goal should be defined with the context of available resources, internal and external factors, existing organization capacity. The study showed that almost all of grant staff (93.8%) believed that their grant projects have realistic goal that can be achieved as anticipated.

Table 9 Realistic Project Goal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, it is realistic and achievable	15	93.8	93.8	93.8
	No, it is not realistic and achievable	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

One of the biggest challenges in the project management is planning and defining the right activities that fit with the intended result. So activity decision process needs to pass through linked decision steps that takes in to account financial, human, technical and

material & time resources that contribute to produce the intended deliverables. Based on the survey result, 68.8 % of project staff reflected that they used all the required steps to decide the planned activities in their project.

Table 10 Process Steps to Decide Activities

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	11	68.8	68.8	68.8
Valid	Partially Available & exercised	4	25.0	25.0	93.8
Valid	Not Available	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Cost allocation is one of the important elements in the project management where common error is made on over or low cost allocation for planned activities that makes project execution difficult to meet their objectives. Decision in cost allocation depends on different factor such as time, project budget, regulation and other external factors such as weather, material, logistic and human resource constrains. The survey result showed that 56.3% staff reflected that their project activities had realistic cost only to majority of the activities. Only few projects staff (6.3%) believed that their project had realistic cost for all planned activities.

Table 11 Realistic Cost for planned Activities

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully realistic in all activities	1	6.3	6.3	6.3
Valid	Realistic cost to majority of the activities	9	56.3	56.3	62.5
Valid	Partially realistic	6	37.5	37.5	100.0
	Total	16	100.0	100.0	

4.2.1. 2 Grant Projects Monitoring

Regardless of exceptional project design and optimal resources allocation, projects are required to have continuous project monitoring throughout the project cycle to ensure

that the project is tracked, measured, progress & red flags informed and appropriate decision are taken as required. This helps the project does not deviate from the intended course. 43.8% of project staff responded that monitoring plans are available and exercised and 50% of them responded that the monitoring plans are partially available but exercised. Only 6.3% of them said that monitoring plans are available but not exercised.

Table 12 Availability of Clear Monitoring Plan

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	7	43.8	43.8	43.8
Valid	Partially Available & exercised	8	50.0	50.0	93.8
valiu	Partially Available & not exercised	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Whether the project is accomplishing its planned inputs and delivering its outputs, outcomes and goals or not, this is clearly depicted by measuring and comparing its defined indicators that are linked in the logical framework. These indicators help to communicate the changes being observed in specific and measurable terms. According to the survey, 62.5% of project staff replied that their project have clear indicators that was clearly defined in the project document. 37.5% of projects staff indicated that even though the indicators in the project were not complete, they have been using the available indicators for the intended purpose.

Table 13 Availability of indicators linked with logical hierarchy

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	10	62.5	62.5	62.5
Valid	Partially Available & exercised	6	37.5	37.5	100.0
	Total	16	100.0	100.0	

Monitoring tools and system are expected to continually review the project performance against the project plan to analyze if any variance is observed so as to identify potential

corrective action and implement changes to realign the project plan to the existing project context. Only 6.3% of project staff responded that their projects were not exercising monitoring tools and system even though the tools and the systems are available in the projects partially. The remaining 93% staff believed that the monitoring tools and system were exercised in their project yet 50% of staff indicated that tools and systems are partially available in the Grant Projects.

Table 14Monitoring tools and system

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	7	43.8	43.8	43.8
Valid	Partially Available & exercised	8	50.0	50.0	93.8
valid	Partially Available & not exercised	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

In most situations, the role of partners, be it CBO, FBO, community members, other NGOs or government organization, are likely to have influence on the success or failure of the project. Defining the roles and responsibilities of partners and project owners shares tasks, address expectation and avoid confusion and replication. All project staff responded that roles and responsibilities were exercised. Yet, half of the project staff claimed that the documents that defined roles and responsibilities of managers and partners were not fully exhaustive.

Table 15Defined Roles and Responsibilities of Project managers and partners

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	8	50.0	50.0	50.0
Valid	Partially Available & exercised	8	50.0	50.0	100.0
	Total	16	100.0	100.0	

Continuous Capacity Building for project implementers is critically important should we require quality and timely delivery from the project implementation. This is due to the

fact that project managers and partners are in dynamic and complex programmatic challenges, risks and opportunity that can be addressed through improved project management practices. It is observed from the survey result that 18.8% of project staff reflected that there was no capacity building system available that helps managers and partners to improve their competency. This figure grows to 25.1% when those that responded the system was in place but not exercised are considered. Meanwhile, 75% of project staff responded that capacity building system was exercised.

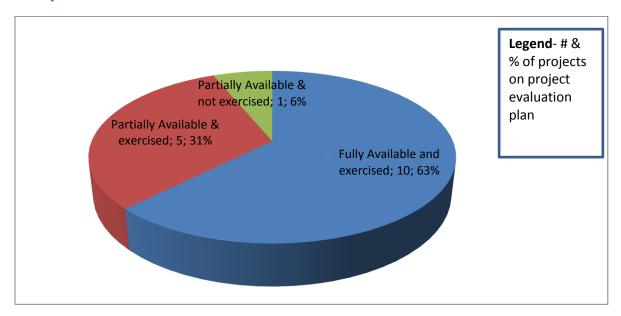
Table 16Continuous Capacity Building System

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	6	37.5	37.5	37.5
	Partially Available & exercised	6	37.5	37.5	75.0
Valid	Partially Available & not exercised	1	6.3	6.3	81.3
	Not Available	3	18.8	18.8	100.0
	Total	16	100.0	100.0	

4.2.1.3 Grant Projects Evaluation

Project evaluation is not something that should be carried at the end of the project period without proper planning. For the evaluation to be conducted on the proposed period, the project managers should define and plan project evaluation long before starting project implementation. According to the survey result, 62.5% and 31.5% of project staff responded that projects evaluation plans were fully available & exercised and projects evaluation plans were partially available and exercised respectively. Meanwhile, 6.3% project staff reflected that their project didn't prepared evaluation plan.

Figure 2- Project Evaluation Plan



A well prepared, endorsed and agreed Project evaluation TOR is important framework to define the parameters, tools, methodologies and partners roles and responsibilities for effective evaluation to be carried out. It could be conclude from the survey result that only 2% of project staff indicated that Evaluation TOR is not available in the projects they managed. Despite that fact that the review and approval process is still a gap, 87% of respondent said that Evaluation TOR is available for their projects.

Table 17- Project Evaluation TOR Prepared, Reviewed and Approved

		Frequency	Percent	Valid Percent	Cumulative Percent
	TOR is well prepared, reviewed and approved	10	62.5	62.5	62.5
Valid	TOR Available, reviewed bur not approved	4	25.0	25.0	87.5
valiu	TOR Not Available	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

Evaluation is the process that requires active engagement of different actors, interdepartmentally in the organization internal structure and with different stakeholders that have an influence on the evaluation process. In the context of WVE, project managers, Quality Assurance Department and local governments are the key players in the evaluation process. The survey result indicated that 50% of project staff responded that their project have defined and exercised roles and responsibilities of all actors while 25% of project staff indicated that even though the role and responsibilities are partially defined, it is still being practiced in their project. 25% of staff reflected roles and responsibilities of project managers, Quality Assurance Department and partners are not practiced in their project.

Table 18 Roles and Responsibilities Defined for Evaluation

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully defined and exercised	8	50.0	50.0	50.0
	Partially defined & exercised	4	25.0	25.0	75.0
Valid	Partially defined & not exercised	2	12.5	12.5	87.5
	Not defined	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

Under normal circumstances, it is the external consultants that conduct evaluation to have independent view of the project impact. Unless there is a well-developed mechanism to identify competent and highly skilled consultant, the process of selecting external consultant selection is likely to end up having poor quality consultancy service. According to the survey, 81.3% of grant project staff said that the mechanism in which consultants are selected were well-exercised in their projects. Around 18% of grant staff have also reflected that the projects they managed did not exercise a mechanism to select external consultant for evaluation even though some of them have the mechanism partially.

Table 19 External consultant Selection Mechanism

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	12	75.0	75.0	75.0
	Partially Available & exercised	1	6.3	6.3	81.3
Valid	Partially Available & not exercised	2	12.5	12.5	93.8
	Not Available	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Project evaluation should also be monitored to make sure that all the processes and methodologies are employed as per the evaluation TOR there by the evaluation meets its intended purpose. It was reflected in the survey that 81.3% project staff responded they exercised a well-defined procedure to monitoring evaluation process. 18% of project staff witnessed that project evaluation monitoring process was not exercised in the projects they managed.

Table 20 Project evaluation Monitoring Process

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	8	50.0	50.0	50.0
Valid	Partially Available & exercised	5	31.3	31.3	81.3
valiu	Partially Available & not exercised	3	18.8	18.8	100.0
	Total	16	100.0	100.0	

It is meaningless to allocate cost & conduct evaluation unless the lesson learned and recommendations drawn are documented, shared and implemented in the future grant projects. About a quarter of the respondent (25.1%) said that the system to document and implement project evaluation recommendation is not exercised in the projects they managed. 75% of the respondent said that they did use a mechanism (even though 31% of did have exhaustive mechanism) to document and share evaluation recommendation and best practices.

Table 21 Documentation and implementation of Project Evaluation Recommendation

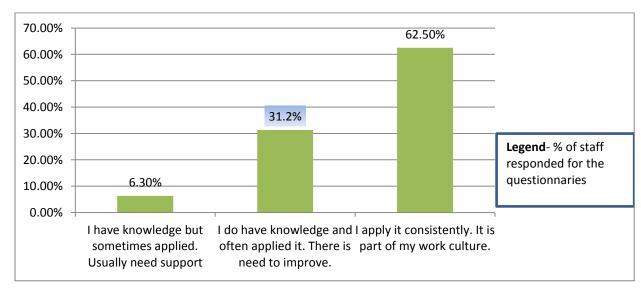
		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully Available and exercised	7	43.8	43.8	43.8
	Partially Available & exercised	5	31.3	31.3	75.0
Valid	Partially Available & not exercised	3	18.8	18.8	93.8
	Not Available	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

4.2.1.4 Grant program Staff self-assessment

Competency of Grant project managers in the area of Designing, Monitoring and Evaluation is indispensable even though the skill required from each project staff might vary in accordance to the size, complexity and risk of projects they manage. As one expects the competency level is also expected to be different with regard to educational back ground, work experience in NGO environment and exposure to manage variety of grant projects.

Based on the survey, only 6.3% of project staff need support in understanding and effectively applying projects design process, system and tools. 93.7% of the project staff have knowledge and often applied project design process, system and tools.

Figure 3Understanding and application of project monitoring process, systems and tools



The survey result shows that project staff competency in relation to monitoring is similar that of project design in the sense that only 6.3% projects staff needs support in understanding and applying project monitoring process, system and tools. 50% of project staff responded that they need to improve their competency in understanding and effectively applying project monitoring process, systems and tools even though they do have knowledge and often applied it in their work.

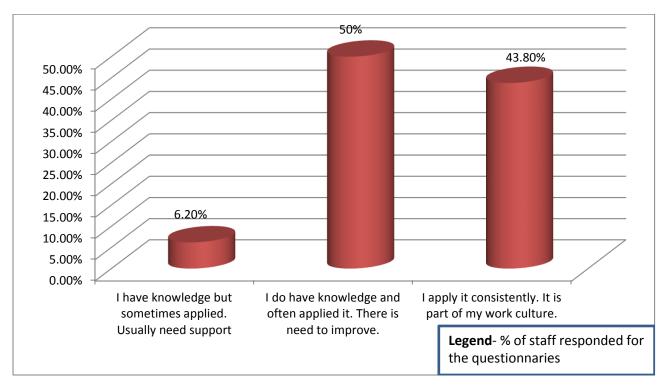


Figure 4- Understanding and application of project monitoring process, systems and tools

The self-assessment survey indicated that 31.3% project staff do have knowledge on understanding project evaluation process, systems and tools but they applied it occasionally and usually need support to conduct evaluation to the required standard. 37.5% project staff responded that they do have knowledge and practice on understanding project evaluation process, systems and tools but they do have area of improvement.

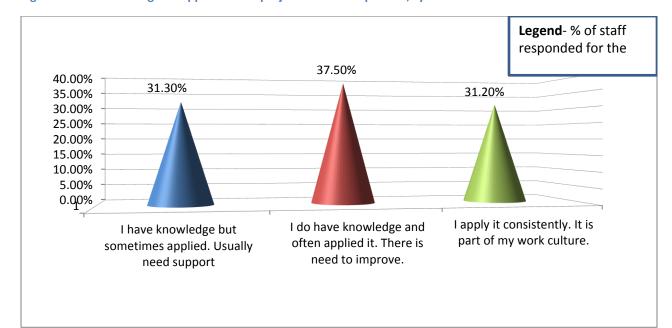


Figure 5- Understanding and application of project evaluation process, systems and tools

4.2.2 WVE Non-Program Staff Survey Result and Discussion

WVE non-program staffs have a complimentary role in enhancing Grant projects' DME system and project implementation. Seven non-grant staff were interviewed about key success and challenges in relation to design/planning, monitoring and evaluation that affect the effectiveness and efficiency of Grant projects. They were also given a chance to provide their recommendation to improve the DME system of WVE Grant Projects.

Majority of non-grant staff pointed out the following points as key success of Grant projects in relation to design, monitoring and evaluation practice in WVE Grant Projects

Non project staff reflected that participation different sectorial groups in the project designing process as a commendable practice. Particularly, they responded that the participation of finance, quality assurance and technical team at design stage has contributed for winning project proposal development.

Respondent from the technical team pointed out that there has been good progress in project designing stage in conducting needs assessment, enhancing stakeholder's engagement (beneficiaries and experts from the areas), understanding the grant call guideline and designing the proposal in the country context. They also appreciated the

current practice of forming diversified team composition for grant writing (sector expert as team lead) and implementing partner selection (as required) criteria and procedure.

According to the discussion, the practice of project concept review and decision on Go/No-Go of the project proposal was considered as a progressing practice in WVE since there had never been this experience.

The technical team said that proper handing over after the award of the project and staff capacity building from the technical team to make the project staff well versed about the project concept, implementation strategies and monitoring and evaluation system are the current developing practice that has been progressively observed in DME process of Grant projects.

Quality assurance team pointed out that annual progress monitoring assessment using LQAS to inform the program for further improvement or any change that needs project amendment is the practice just started recently.

Non-Project staff has also stressed that the availability and practice of good internal control system as a factor that contributes for the success of good DME practice.

It was also noted that the joint supervision practice is becoming a common good practice between Grant managers and non-grant staff that has helped different departments to contribute their expertise and skills in project monitoring process.

Non-project staff has also reflected on problems they observed in Grant Projects operation in relation to DME. According to the discussion made with non-grant staff, they pointed out that in most cases the approach for project design is a top down approach where implementers at grass root level do not have firsthand information in the project nature and deliverables. In addition, projects design process pass through a short period of planning stage just for the sake of meeting deadlines. As a result of tight deadline, quality of projects design has been compromised.

Non-project staff said that there have been cases where the project designing process lead by those who don't have required kills and expertise. They also raised the concern

regarding procurement plan the fact that absence of key procurement list with their corresponding cost led to unrealistic procurement planning. As a result, frequent budget revision and deviation from the project plan have been frequently observed.

Non-grant staff reflected that they observed limited team work and engagement of technical team in too much tasks that gave resource mobilization less attention and resource.

Technical team discussed the issue of limited resource providing examples where the budget secured from the donor were too ambitious and not be feasible to bring the desired objectives the project intended to achieve.

According to the discussion, too many requests and requirements from donor side were a challenge to ensure compliance with donor terms and conditions. There is also a gap in soliciting matching fund from other sources.

The technical team stressed lack of regular feedback mechanism and forum between grant operation and program development team. It was also noted in the discussion that grants project lack standard compliance monitoring system that engages both grant operation and program development unit.

Finance, administration and quality assurance personnel have raised their concern on phase out strategy of ending projects. According to their reflection, grant project have not had proper project-end or phase out strategy that caused undesired effect on the partnership with community and regional government as a result of lack of clear direction and guideline.

4.3. Community Interview Result and Discussion

The community members that participated in the survey were 258 people of which 29% was women (75 women). From the total community participated, 16% (37 M and 3 F) and 18% (46 M) of the participants were KA leaders and Elders & religious leaders respectively. The remaining 172 participants were from adult men, women and children.

So both key informants interview and focus group discussion were carried out on community participation in project design, monitoring and evaluation, community need and suggestion inclusion in the project, community knowledge on project goal, activities and their perception on timely project completion and quality delivery.

4.3.1 Community Participation in Project Design, Monitoring and Evaluation

Community participation is vital in project design, monitoring and evaluation process. The survey indicated that community leader's participation was 91%, 78%, 81% and 31% in project Design, Monitoring, capacity building and Evaluation respectively. Other community members participation (men, women and youths compared) were 37%, 27%, 20% and 23%

Table 22 Community Participation in Project DME and Capacity building

		Co	Community Members Re			esponded (in Number)			Communit	ty Memb	ers Resp	onded (%)	
S/N	Questions to community	Yes			No			Yes			No		
	Members	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
1	Participated in Project Design Process												
	KA Leaders, Elders & Religious Leaders	73	3	78	8	-	8	85%	3%	91%	9%		9%
	Men & Women HH & Youths	46	18	64	54	54	108	27%	10%	37%	31%	31%	63%
2	Participated in Project Monitoring												
	KA Leaders, Elders & Religious Leaders	64	3	67	19	-	19	74%	3%	78%	22%		22%
	Men & Women HH & Youths	23	24	47	77	48	125	13%	14%	27%	45%		73%
3	Participation in Capacity Building Training in Monitoring												
	KA Leaders, Elders & Religious Leaders	67	3	70	16	-	16	78%	3%	81%	19%		19%
	Men & Women HH & Youths	32	3	35	68	69	137	19%	2%	20%	40%	40%	80%
4	Participated in Project Evaluation												
	KA Leaders, Elders & Religious Leaders	24	3	27	59	1	59	28%	3%	31%	69%		69%
	Men & Women HH & Youths	30	10	40	70	62	132	17%	6%	23%	41%		77%

4.3.2 Inclusion of Community need and suggestion

Unless community needed is addressed and their suggestions to the project are well considered, there is no reason to implement projects on the name of the community. The response of community leaders on inclusion of community need and their suggestion showed that 83% of community leaders believed they felt the project addressed

community need in spite of huge need in the area while 77% of other community member said that the community need was addressed by the projects.

Similarly, all (100%) community leaders responded that project staff seriously considered their idea and suggestion while 83% of other community members indicated that project staff seriously took into account their idea and suggestions.

Even though the proportion is small (9%), it was only women that responded that the project staff did not consider their idea and suggestion.

Besides, 15 youths (8 Male & 7 Females) responded that they don't know whether the community idea was taken by project staff or not.

Table 23Community need and suggestion

		Coi	mmunity M	unity Members Responded (in Number)					Community Members Responded (%)						
S/N	Questions to community		Yes			No			Yes			No			
	Members	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
1	Project addressed community need despite huge need														
	KA Leaders, Elders & Religious Leaders	68	3	71	15	-	15	79%	3%	83%	17%		17%		
	Men & Women HH & Youths	75	57	132	25	15	40	44%	33%	77%	15%	9%	23%		
2	Community idea & suggestion considered by project staff														
	KA Leaders, Elders & Religious Leaders	83	3	86	-	-	-	97%	3%	100%					
	Men & Women HH & Youths	92	50	142	-	15	15	59%	29%	83%		9%	9%		

4.3.3 Community knowledge on project goal, activities and budget

Community awareness on the project goal, activities and budget does not come miraculously unless they are engaged and informed in the process on what the project planned to achieve doing certain activities with the allocate budget.

83 % of community leaders said than they knew about the project goal while 63% of community members responded they knew about the project goal. The survey also indicated all community leaders (100%) perceived that the project activities were appropriate while 83% of other community members responded that the project activities

were appropriate. Regarding awareness on allocated project budget, the response from both community leaders and other community members were 52% and 45%.

Table 24- Community knowledge on the project goal, activities and budget

		Commu	ınity Memb	ers Respo	nded (in	Number)		Community Members Responded (%)						
S/N	Questions to community		Yes			No			Yes			No		
	Members	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
1	Knew the project goal &													
	activities													
	KA Leaders, Elders &	68	3	71	15	-	15	79%	3%	83%	17%		17%	
	Religious Leaders							7370	3/0	03/0	1770		17/0	
	Men & Women HH &	67	41	108	33	31	64	39%	24%	63%	19%	18%	37%	
	Youths							39%	24%	05%	19%	10%	37%	
2	Project Activities are													
	appropriate													
	KA Leaders, Elders &	83	3	86	-	-	-		3%	100%				
	Religious Leaders								370	100%				
	Men & Women HH &	92	50	142	8	22	30	53%	29%	83%	5%	13%	17%	
	Youths							33%	29%	03/0	3%	15%	1/70	
3	Knew the project budget													
	KA Leaders, Elders &	42	3	45	41	-	41	400/	20/	F30/	400/		400/	
	Religious Leaders							49%	3%	52%	48%		48%	
	Men & Women HH &	51	26	77	49	46	95	30%	15%	45%	28%	27%	55%	
	Youths							30%	15%	45%	28%	27%	55%	

4.3.4 Community perception on Project quality and timely implementation delivery

Project quality is the key factor to appropriately address the community need and achieve the intended result. All resources invested will be in vain otherwise. Piercing need of the community and effective & efficient resources utilization would be possible when project are implemented on time.

According to the survey, only 59% of community leaders and 40% other community members responded that the project had quality.

Regarding timely project implementation, 91% of community members said that projects were implemented timely while 83% of community leaders responded the same.

Table 25- Project quality and timely implementation

		Community Members Responded (in Number)					Community Members Responded (%)						
S/N	Questions to community	Yes			No			Yes			No		
	Members	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
1	Project had quality delivery												
	KA Leaders, Elders & Religious Leaders	49	2	51	34	1	35	57%	2%	59%	40%	1%	41%
	Men & Women HH & Youths	44	24	68	56	48	104	26%	14%	40%	33%	28%	60%
2	Project Implemented on time												
	KA Leaders, Elders	68	3	71	15	-	15	79%	3%	83%	17%		17%

	Community Members Responded (in Number)								Community Members Responded (%)						
S/N	S/N Questions to community		Yes		No			Yes			No				
	Members	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
	&Religious Leaders														
	Men & Women HH & Youths	84	72	156	16		16	49%	42%	91%	9%	0%	9%		

4.4. Grants Documents Review Result and Discussion

Grants Projects documents that were implemented in FY2014 and FY2015 were reviewed and analyzed to measure the availability and utilization of key DME systems, tools and procedures in these projects. The 32 projects were categorized into five thematic sectors for the sake of analysis and discussion simplicity. Result and discussion were presented for Climate Change & Environment, Health, Economic Development, Food Security and Education projects. (List of the 32 projects under these five categories are attached as annex)

4.4.1Document Review of Climate Change & Environment Projects

Five multi-years Climate Change & Environment projects were implemented in FY2014 and FY2015. These projects were reviewed whether they did have and used required DME tools and systems. Four of the projects were Private non-sponsorship funding while one of the project was funded by Corporate (Sweden Standard Bank) through World Vision Australia.

The document review disclosed that 60% of these projects did conduct diagnostic assessment survey and 80% of them had used need assessment report. It was observed that 60% of the projects had base line report while all (100%) projects produced all required monitoring report and had clearly defined reporting system &structure. Besides, all (100%) Climate Change & Environment projects had documented lesson learned and had a system to share evaluation recommendations and best practices.

It was also revealed from the review that all (100%) five climate change and environment projects had fulfilled all critical DME components that fact that all projects had clear objectives, well defined LFA and Indicator Tracking Table. Besides, Monitoring and evaluation plan and community participation in DME processes were utilized in all five climate change and environment projects.

It was noted from the document that Management Information System was partially available and exercised in all five projects while all projects (100%) had proposal and financial review and gender calculation systems and fully exercised in their projects. Besides, all projects had and used management tools partially.

It was also observed from the documents that all (100%) climate change and environment Project had and utilized annual action plan, staff recruitment plan and allocating budget for evaluation and entered regional government agreement while 80% of projects allocated budget for evaluation.

Remark- All Grant projects document review summary is attached as annex.

4.4.2 Document Review of Health Projects

Nine grant projects were reviewed and analyzed under health project thematic category. Except one project all the other health projects are multi-year projects. Besides, two projects are government grants that are supported by USAID while all other health projects are funded by private non-sponsorship funding.

Only 29% of projects did undertake diagnostic assessment while all (100%) projects did not produce need assessment report. 89% of projects had and utilized base line report for their projects. All (100%) of Health projects were using well defined reporting system, structure and format and able to involve the local community in the process. It was also observed that all (100%) the nine projects did have good documentation that helps them to share their good experience and evaluation recommendation.

All nine (100%) health projects had designed clear objectives and LFA with well-developed monitoring and evaluation plan while 78% of projects did use Indicator Tracking Table.

Regarding process, methods and systems, according to project document review, all (100%) nine projects did have proposal and financial performance review process at different level and at different time of the year. All projects used a system to count, and classify beneficiaries by gender while only 33% of Health Projects used management Information System.

All 9 (100%) projects did have and used annual action plans and entered agreement will Regional government while 78% projects planned staff recruitment for their project. 89% of Health projects did allocate budget for evaluation.

Remark- All Grant projects document review summary is attached as annex.

4.4.3Document Review of Economic Development Projects

There were four multi-year Economic Development grant projects that were reviewed and analyzed in this document review process. All of them were Private non-sponsorship funding who were funded by three different SO.

The document review showed that all (100%) of these four projects did not undertake diagnostic assessment survey and yet all (100%) of them had used need assessment report partially. It was observed that all (100%) of the four projects had base line report, produced all required monitoring report, had defined reporting system, structure and format and documented lesson learned and evaluation recommendations.

It was noted from the documents that, all (100%) four Economic Development Projects had clear objectives, LFA with well-developed monitoring and evaluation plan and ITT participating the community at different DME process.

All projects (100%) didn't use project Management Information System. 100% of projects used financial review system fully while all projects (100%) used proposal review system partially available. Even though the tool and the system are available, all Economic Development projects (100%) did not exercised project management tool and gender aggregation system

Based on the result of document review, all (100%) Economic Development Projects put in place annual action plan and allocating budget for evaluation. But only 50% of the projects (two projects only) that had staff recruitment plan.

3 projects (75%) have entered agreement with Regional Government so as to help the project to operate under legal framework.

Remark- All Grant projects document review summary is attached as annex.

4.4.4 Document Review of Food Security Projects

The researcher assessed, reviewed and analyzed seven multi-year Food Security related Grant Projects of which three projects were government grants funded by KOICA (Korea International Cooperation Agency), EC (European Commission) and DFATD (Department of Finance and Trade Department)

Based on the document review, 57% of Food Security Grants Projects had diagnostic assessment and need assessment report while 43% of Food Security Projects didn't undertake diagnostic assessment and didn't have need assessment report. It was observed that five projects (71% of Food Security Project) including all government grants had base line report, produced all required monitoring report, had defined reporting system, structure and format and documented lesson learned and evaluation recommendations.

71% of Food Security projects had clear objectives, LFA with well-developed monitoring and evaluation plan, ITT and exercised community participation at different DME process. Even though the remaining 29% of Food Security Grant Projects(Quality Protein Maize and Marathon Gift for improved livelihood projects) had clear objectives, they did not have utilized LFA, ITT, and Monitoring & Evaluation plan and did not engage the community in DME process.

It also found out that only 14% of Food Security Grant Projects use Management Information System. 71% of Projects used proposal review process, financial review process, project management tool and gender classification methods. Meanwhile, 71% of Grant Projects had annual action plan, staff recruitment plan, allocated required budget for evaluation and entered regional government agreement.

Remark- All Grant projects document review summary is attached as annex.

4.4.5Document Review of Education Projects

Seven Education Grant projects documents were reviewed and analyzed of which only one project was government grant supported by KOICA (Korea International Cooperation Agency)

According to the document review result, only one Grant project (14%) had full diagnostic assessment and need assessment report while 86% of Education projects had partial diagnostic assessment and need assessment reports.

It was noted that only 29% of Education projects had base line report, produced all required monitoring report, documented lesson learned and evaluation recommendations while, all (100%) seven Education Projects had defined reporting system, structure and format.

Regarding major DME components, 71% of Education projects had clear objectives, LFA and ITT with well-developed monitoring and evaluation plan. Only 28% of grant projects were able to engage community members in DME process.

It was also observed that 100% Education projects exercised financial review process while 71% of projects conducted proposal review process. Only 14% of used management tool fully while 57% Projects used methods employed to use, count and classify project beneficiaries by sex. Management Information System is the missing tool for all Education projects.

100% of projects produced the required annual action plan while 29% projects had recruitment plan and allocated required budget for evaluation. 86% of Education entered regional government agreement as per standard.

Remark- All Grant projects document review summary is attached as annex.

CHAPTER FIVE

5. Conclusion and Recommendation

5.1 Conclusion

The study explored DME process, systems and tools used in WVE Grant Projects that were implemented in FY2014 and FY2015 and focused on key pillars of DME as stated in the objective of the study and key research questions.

The result of the study came to conclude on Design, Monitoring and Evaluation systems of WVE Grant projects as summarized below.

Grant Projects Design

Availability and utilization of tools and systems for grant project design was found to be insufficient. As it was reflected on the response of the survey, 43.8% project staff responded that they used all required tools and systems to carry out grant project design. The remaining high percentage of staff (56.2%) responded that either the tools were not available fully or the tools were not used. It was also observed that during the project design process, it was the community leader's participation that was active while that of community member's participation in the design process (only 37%) was below average.

It was encouraging to see the effort of grant projects to make the community need the basis of grant projects design. This was also supported in the survey that majority of the project staff (62.5%) responded that they used all tools and processes needed to determine community need in grant projects. According to the study &as responded by majority of community members, grant projects do have good performance in including the local community need. On the contrary, as reflected by most community members, the participation of the community to reflect their need was not enough. The perception of per dime payment for community forum and meeting led for the exclusion of the poorest of the poor particularly women. Participation of children is also at lower level as some of them reflected that that they were not considered important by project staff to

be engaged because of their age. They said that parents or youth that completed 10th grade were selected to represent them in these processes. Regardless of this gap, grant projects are considered good to include community need and consider community idea and suggestion in their projects as supported by community response. (79% responded community need and 88% for idea and suggestion inclusion). Participation of women is still a concern in grant projects as well and possible to have a plausible link that grant projects had issues of gender sensitivity. This was support from the survey that it was only women (though the percentage is 9%) that responded in the survey that their ideas and suggestion were not considered by project staff.

It is an enduring reality to know most of grant projects implemented in FY2014 and FY2015 did not have a completed theory of change. This critical gap is substantiated by the survey that only 43.8% of project staff responded the grant projects they managed had a properly established and developed theory of change. This was particularly the case of PNS projects where funds received early pushing implementation to be started before the project full document was arranged and developed. It was observed that Government Grants are very good in having completed theory of change as this was taken as requirement to secure fund for the government donor.

Grant projects had commendable performance in having achievable project goal. The study underscores that 93.8% of project staff believed that their projects had a realistic goal that is attainable. It was observed that community leaders and other community members did have good knowledge of project goal. There is an issue the way awareness was given to community members on the project goal and purpose. The community members also reflected that project orientation mostly was given at Woreda level that was where most community members missed awareness on what the project intended to achieve. Most of the respondents echoed a lot of awareness is needed considering the community understanding and perception level.

The process step employed to decide project activities is encouraging. The study concluded that Grant projects do have good performance in designing activities that are

acceptable by local community. This was demonstrated by the survey result that 68.8% of grant project staff responded there is a good process step to decide project activities. 83% of community leaders and 77% of other community members believed that grant project included community need irrespective of huge need. It was also found out that grant project activities were appropriate as reflected by the community as 100% of community leaders and 83% of other community members confirmed activities appropriateness to local context. Yet, there is concern on the project quality. Somme community members cited some project activities that were damaged just after a year of completion.

The survey result identified that realistic cost was not allocated for grant projects during grant project design period. It was reflected during implementation period Grant Project Operation team has been working on frequent revision and explanation for cost variation. This has also been pointed by the survey result that only 6.3% project staff believed that their project had realistic cost for all planned activities. It was also noted there is no formal and agreed procedure where Grant Operation Team provides inputs on project activities and related cost before it is submitted to donor.

Grant Projects Monitoring

It possible to conclude that clear monitoring plan was not fully exercised and there is gap in availing and exercising complete monitoring plan. This was supported by survey result that only 43.8% grant project staff believed there is clear and full monitoring plan in place and exercised in grant projects.

There is good performance in having and exercising clear indicators linked with logical hierarchy as supported the case by 62.5% grant project staff.

Using monitoring tools and systems to review project performance was excellent performance of grant projects. 93.8% grant project staff claimed that they used monitoring tools and systems to continually review project performance even though 50% of them admitted that the tools were not fully available. This was reflected by the

community response that as a result strong monitoring project were being implemented on time.

There is remarkable performance of WVE grant project managers in exercising defined role and responsibilities of project managers and partners. As it was responded by all (100%) grant project staff that they used a defined role and responsibility approach with project partners. In fact, 50% of them indicated that the document of Roles and responsibilities is not exhaustive.

There is a sense of thought that capacity building were not given due attention for grant project staff. Only 37.5% of grant project staff reflected that a continuous capacity building system was available and exercised in grant projects. There is also a sense of exclusion from community members that they said it was Kebele leaders and those who are educated easily access capacity building trainings as opposed to other community members.

Grant Projects Evaluation

It observed that utilizing project evaluation plan as parts of project management has become the good practice of Grant projects. This was reflected by 93.8% grant project staff response in exercising project evaluation in grant projects they managed yet 31.8% of the project staff admitted that project evaluation plan was not exhaustive.

It was noted from the survey result that valuation TOR preparation, review and approval process has shown improvement by the project staff and concerned quality assurance team. 62.5% of project staff believed that TOR was well prepared, reviewed and approved properly in grant projects.

Defining roles and responsibilities for evaluation has still a grey area, confusion and duplication among grant project managers, quality assurance team and government partners. Only 50% grant projects staff responded that the role and responsibilities were well defined and exercised for evaluation.

The way external consultants were selected for evaluation in WVE for grant project is found to be satisfactory. 75% of project reflected that the mechanism is fully available and exercise to assign competent consultant for evaluation.

There is a gap in monitoring the grant project evaluation process once the external assigned for the task. Only 50% grant project staff responded that the monitoring process is available and well practice. In some cases it seems that there is no practice to monitor the evaluation process as 18.8% project staff admitted that project monitoring process was not exercised in their grant projects. The participation of local community in monitoring & actively participating the evaluation process is found to be insignificant where there were involved mostly for interview and providing required information for the evaluation team. This was supported by the survey result that only 31% of community leaders and 23% of community leaders said that they were participated in evaluation process.

It seems that documenting project evaluation recommendations and putting a system for future implementation is a long standing gap of grant projects. Only 43.8% of garn project confirmed that they used documentation and had a system to share evaluation recommendations. Knowledge management gap is well observed.

Grant Projects Staff DME Competency

Generally speaking, grant project staff competency in relation DME is encouraging. It is observed that Grant project staff competency in project design and monitoring are in a very good status. 93.8% of grant project confirmed they have very good understanding and application skill in project design and monitoring process, systems.

But there is huge gap regarding competency of grant project staff in understanding and effectively applying project evaluation process, systems and tools. This was observed from the survey result that 31.3% project staff claimed that they usually need support despite the fact that they do have basic knowledge and occasionally apply project evaluation process, systems and tools.

5.2 Recommendation

- Remarkable experience, practice, process and procedures of Design, Monitoring and Evaluation system should be documented, intentionally shared and accessible to all staff. New joining staff should be oriented or trained on tools, systems, procedures of World Vision Design, Monitoring and Evaluation system.
- Regardless of tight donor schedule, grant project design process should be given
 adequate time and resource to properly design the project that address the
 community need with realistic cost.
- A system should be designed to collect and shelf basic socio-economic data in World Vision Ethiopia program implementation area (ADPs) that encompass sectors that World Vision focus. Whenever, the designing team faces urgent donors request or tight dead line, the already available & documented data could help the team to consider the local context.
- Irrespective of grant project funding source, all grant projects should not start implementation before a completed theory of change developed. Any grant project should clearly identify the desired long-term goals the project anticipates linking with the outcomes and need to show how the project plans to achieve the intended goal. Particularly, Quality Assurance and Grants Operation teams should make sure that all PNS project develop and document full grant document including theory of change.
- Project quality should be priority of Grants Operations and Quality assurance team. Whatever the type of activities will be, all grant program staff at different level should make sure that the deliveries are to highest standard. Accountability system should be in place for the failure to make it so. Quality Assurance Department, apart from leading designing, monitoring and evaluation process and setting guideline for the DME, the department should to have a mechanism to ensure grant project deliver quality result. Besides, standard quality indictors should be set (or shared for the already available) for key sector results.

- Resource Mobilization team should have a system for cost allocation that considers current price, market change and regional context. In this case, price index for major activities should be prepared and commented by technical, grant, procurement and finance team. This should be shared and needed to be updated on annual basis. Moreover, there has to be a window-opportunity where Grant Operation Team comments on designed projects, its activities and related cost before the Resource Mobilization team submit the final proposal to the donor.
- Monitoring and evaluation plan should be prepared and shared by Grant
 Acquisition team as part of project approval process. Participatory monitoring that
 includes community & local partners should be enhanced and put in place in all
 Grant Projects.
- All grant project managers should ensure that women and children participate and voice their need, suggestion and concern. All grant project managers have to make sure that the marginalized community group, usually women, children and people with disabilities enjoy the fruit of grant implementation.
- At least annual capacity building should be organized on key DME components for Grant project and support staff as part of improving project management capacity of WVE staff apart from sector-specific or department specific capacity building session. Community capacity building training should be well designed, planned and tested. Care should also be taken to avoid inclusion and exclusion error.
- Evaluation should be led by proper and organized planning and the role and responsibilities of different department such as Grant Operation (at HO and field team), Quality Assurance, Supply Chain and Program Development team should explicitly defined, documented and shared.
- External evaluation consultant selection criteria, process and procedure should be
 developed and approved. This process should not be handled as any service
 procurement procedure. Moreover, there has to be a clear role and responsibility
 of different actors, such as Grants Operation, Quality Assurance, Supply Chain,
 program Development /technical team and Finance in monitoring evaluation
 process once the consultant that works on the evaluation is identified.

- Quality Assurance, Grants Operation and ICT department should design how ICT4Dvt could be explored in Grant Operation as technology that enhances Grant DME system. Setting Automated tracking tools enhance efficiency and effectiveness of project monitoring system. This needs to be considered by Ops, ICT and QA team.
- Knowledge management of Grant projects should be strengthen there by best practice, knowledge gained, lesson learned and impact registered are documented and circulated internally and externally extensively to use for future project implementation, attract additional funding and advocacy purpose.

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7. APPENDICES/ANNEXURE

Appendixes I

DME Check list

I. Profile of the grant project						
Name of the project						
Donor of the project						
Implementation Period	Project Budget:					
Thematic of the project						
Which Program Development Department led the project proposal?						
Implementation Area; Region	СРО	ADP				

2. DME Checklist

		Documentation Status									
	Fully	Fully	Partially	Partially	Not						
DME Checklist	Available and	Available but	Available &	Available &	Available						
	exercised	not exercised	exercised	not exercised							
 Do projects undertake any diagnostic assessments? 											
Does the project have base line data											
Does the project have need assessment report											
 Does the project have review process for project proposals? 											
 Does the project have clear objectives 											
Does the project have LFA											
Does the project has ITT											
 Does the project have reporting system, structure and format? 											

		Docun	nentation St	atus	
	Fully	Fully	Partially	Partially	Not
DME Checklist	Available and	Available but	Available &	Available &	Available
DIVIL CHECKIST	exercised	not exercised	exercised	not exercised	
Does the project has					
monitoring and Evaluation plan					
Does the projects participate					
the local community in DME					
process?					
Does the project have					
agreement document with					
regional government					
Does the project have annual					
action plan					
Does the project has staff					
recruitment plan					
Does the project has Financial					
review process?					
Does project produce all					
required monitoring report?					
Does the project have project					
management tool					
Does the project have budget					
for evaluation?					
Does the project have methods					
to use, count and classify					
beneficiaries (by sex & age)					
Does the project use					
Management Information					
Systems (MIS)					
Are there evidences that					
documentation made & shared					
on lesson learned, evaluation					
recommendation and best					
practice?					

Appendixes II

пррещ	inco ii
Question	naire for WVE staff
Sex	Age Education Status;
Job Respo	nsibility
Work Expe	erience; In WVE Outside WVE
2.1 Questi	on for project managers
De	e <mark>sign</mark>
Does t	he project use required tools and systems to carry out grant projects design?
a.	Fully Available and exercised
b.	Partially Available & exercised
C.	Partially Available & not exercised
d.	Not Available
	In your opinion what is the gap and your recommendation in using tools and
	systems in project design?
Does t	he project have tools and process to decide community need?
a.	Fully Available and exercised
b.	Partially Available & exercised
C.	Partially Available & not exercised
d.	Not Available
	In your opinion what is the gap in deciding community need? What is you
	recommendation for that your suggestion on this?
Does t	he project have a defined theory of change?
a.	Fully Available and exercised
b.	Partially Available & exercised
C.	Partially Available & not exercised

What is the gap in defining theory of change? What is your recommendation?

d. Not Available

Do you	think that the project goal is realistic?
a.	Yes, it is realistic and achievable
b.	No, it is not realistic and achievable
c.	I do have doubt that the project goal is achievable
d.	I am not sure
e.	I cannot comment because I don't clearly understand the project goal.
	In your opinion, what is the gap in having realistic goal and what to do you
	recommend?
Does t	he project have a process steps to decide activities?
a.	Fully Available and exercised
b.	Partially Available & exercised
C.	Partially Available & not exercised
d.	Not Available
	What gap is there in the process steps of deciding project activities? What is you recommendation for that?
Does t	he project have realistic cost for each planned activities?
a.	Fully realistic in all activities
b.	Realistic cost to majority of the activities
c.	Partially realistic
d.	Not realistic cost in majority of the activities (over or under allocated)
	What is gap for having realistic cost for project activities? What is you
	recommendation to address that?

Monitoring

- Does the project have clear monitoring plan that track progress, inform decision, escalate red flags and update project plan? (Timely accomplishment, program quality and cost control)
 - a. Fully Available and exercised

	b.	Partially Available & exercised
	c.	Partially Available & not exercised
	d.	Not Available
		In your opinion, what is the gap and what is your recommendation?
•	Does tl	ne project have clear indicators that are linked with logical hierarchy?
	a.	Fully Available and exercised
	b.	Partially Available & exercised
	c.	Partially Available & not exercised
	d.	Not Available
		In your opinion, what is the gap and what your recommendation?
•	Does tl	ne project have monitoring tools and systems used for grant projects?
	a.	Fully Available and exercised
	b.	Partially Available & exercised
	c.	Partially Available & not exercised
	d.	Not Available
		In your opinion, what is the gap and your recommendation suggestion on this?
•		e role and responsibilities of project managers and partners well defined and
		ented?
	a.	Fully defined and well documents
	b.	Partially defined & documents
	C.	Partially defined& not documented
	d.	Not defined at all
		What is the gap in defining role and responsi9bilities and what do you suggest?

•	Are the	ere continuous capacity buildings systems that enhance project managers and	partners
	capacit	ry for project monitoring?	
	a.	Fully Available and exercised	
	b.	Partially Available & exercised	
	c.	Partially Available & not exercised	
	d.	Not Available	
		What is the gap in having continuous capacity building system? What	is your
		recommendation to address that?	
	Eva	a <mark>luation</mark>	
•	Does th	ne project have well defined project evaluation plan?	
	a.	Fully Available and exercised	
	b.	Partially Available & exercised	
	C.	Partially Available & not exercised	
	d.	Not Available	
		What is the gap in having evaluation plan? What do you recommend?	
•	Does th	ne project have evaluation TOR that is well prepared, reviewed and approved?	
	a.	TOR is well prepared, reviewed and approved	
	b.	TOR Available, reviewed bur not approved	
	C.	TOR Available but not reviewed	
	d.	TOR Not Available	
		What is the gap in TOR preparation, review and approval? What	is your
		recommendation?	
•	Are the	e roles and responsibilities of project managers, quality Assurance team and	partner
	well de	fined for the evaluation?	
	a.	Fully defined and exercised	

b.	Partially defined& exercised
c.	Partially defined but not exercised
d.	Not defined
	In your opinion, what is the gap and your recommendation for this issue?
Is there	a mechanism of which external consultant are selected for evaluation?
a.	Fully Available and exercised
b.	Partially Available & exercised
c.	Partially Available & not exercised
d.	Not Available
	What is gap in external consultant selection for evaluation? What is you
	recommendation?
Is there	a well-defined process/procedure to monitor evaluation process
a.	Fully Available and exercised
b.	Partially Available & exercised
c.	Partially Available & not exercised
d.	Not Available
	What is the gap in monitoring evaluation process? What is your recommendation?
Is there	a mechanism that document project evaluation recommendation and a system to
implem	ent them accordingly?
a.	Fully Available and exercised
b.	Partially Available & exercised
c.	Partially Available & not exercised
d.	Not Available

wnat	IS	tne	gap	ın	documentation	and	implementation	ΟT	evaluation
recom	men	datio	n? Wh	at is	your recommend	lation	?		

2.2 Question for project managers self-assessment

Project staff understands and effectively applies project design process, systems & tools

- I do not have knowledge and never applied at all in my projects
- I have knowledge but sometimes applied. Usually need support
- I do have knowledge and often applied it. There is need to improve.
- I apply it consistently. It is part of my work culture.
- I do have extensive knowledge and skill. I train and support others.

Project staff understands and effectively applies project monitoring process, systems and tools?

- I do not have knowledge and never applied at all in my projects
- I have knowledge but sometimes applied. Usually need support
- I do have knowledge and often applied it. There is need to improve.
- I apply it consistently. It is part of my work culture.
- I do have extensive knowledge and skill. I train and support others

Project staff understands and effectively applies project evaluation process, systems and tools?

- I do not have knowledge and never applied at all in my projects
- I have knowledge but sometimes applied. Usually need support
- I do have knowledge and often applied it. There is need to improve.
- I apply it consistently. It is part of my work culture.
- I do have extensive knowledge and skill. I train and support others

Sex_	Age	Education Status;
Job	Responsibility	
Wor	k Experience; In WVE	Outside WVE
• '	What the key success in grant pro	jects in relation to design, monitoring and evaluation affect
1	the effectiveness and efficiency of	Grant projects
• '	What are the key challenges in rela	ation to DME?
• '	What do you recommend?	
Ap]	pendixes III	
Que	stionnaire for community membe	ers
Prof	ile of FGD participants	
Date	2	
Regi	ion	Zone/Sub-City
Wor	reda/Town	Kebele
Nan	ne of interviewer	Date of interview
Tim	e interview started	Time interview ended
Турє	e of FGD	
Num	nber of participants	
Nam	nes & sex of participants	
Age	of participant	
Role	& responsibility in the family	
Role	in the KA (for KIG)	

1. Questions for focus group discussion

The questionnaires to be used in this study for community groups are listed below.

- Have you participated in the project design process? If not why?
- Do you think that the project address your need in relation to the project nature? Do you want to comment on that? What?
- Do you know what the project wants to achieve? Do you know the project goal? If yes, do
 you think that, it is achievable?
- Do you think that the project activities are appropriate? Have enough budgets? if not why?
- Do you participate in project monitoring with project staff? If so, how frequent? If not, why not?
- Do you think the project is being implemented on time? Does the project deliver good quality program?
- What is your role in the project monitoring? If no, what role do you suggest?
- Have you got any training to build your capacity in motoring? What do you recommend?
- Do you feel that your idea and suggestion is taken by project staff?
- Have you ever participated in project evaluation?

Appendixes IV

Data collection, analysis and report writing schedule

S/N	Description of task	Place	Participants/F	Responsible/	Date
			GD	led by	
1	Grant projects Document review as per the check list	Addis Abeba		Researcher	December/2016
2	Questionnaires to WVE staff		26 staff	Researcher	February 1- 10/2016
	Project managers	Addis Ababa	Eight staff	Researcher	February 1-5/2016
	ADP Managers	LiboKemkem, Jeju, Sodo, Asossa,	Five staff		
	Project officers	LiboKemkem,	Five staff	Researcher	February 1-

S/N	Description of task	Place	Participants/F	Responsible/	Date
			GD	led by	
		Jeju, Sodo,			10/2016
		Asossa,, Enemor,			
	Finance Department	Addis Ababa	2 staff	Researcher	February 1-5/2016
	Livelihood Department	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Education Department	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Health Department	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Grant Acquisition Specialist	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Quality Assurance Manager	Addis Ababa	1 staff	Researcher	February 1-5/2016
	Supply Chain Manager	Addis Ababa	1 staff	Researcher	February 1-5/2016
3	Focus Group Discussion				February 1-5/2016
	Project 1- Energy Efficient	Jeju Woreda	5 groups (one	Enumerators	February 15-
	Stove Project		group 10-15		25/2016
			people)		
	Project 2- Core Group Polio	Asossa Woreda	5 groups (one	Enumerators	February 15-
	Project		group		25/2016
	Project 3- Improving income of	Sodo Woreda	5 groups (one	Enumerators	February 15-
	poor Households Through		group		25/2016
	Saving Groups And Local VCD				
	Project 4 - Flood Mitigation	Libokemkem	5 groups (one	Enumerators	February 15-
	And Community Resilience	Woreda	group		25/2016
	Project 5- Integrated Education	Enemor Woreda	5 groups (one	Enumerators	February 15-
	Project		group		25/2016
4	Data processing Analysis	Addis Ababa		Researcher	February 20-
					30/2016
5	Report Writing	Addis Ababa		Researcher	March 1-30/2016
6	Final Report Writing	Addis Ababa		Researcher	April/2016

Appendixes V

Operational Definition of terms used in the project

Area Development Program- is a multi-sectorial program designed for one Woreda which has a five year period consists of interrelated four to six projects. The Area Development Program represents a certain Woreda in terms of intervention and would have a program design document that is prepared every five year for three terms. The funding source of ADP is mainly sponsorship but it could have grant projects depending of the availability of grant projects in that particular ADP.

Design, Monitoring and Evaluation (DME) refers to project design project design, monitoring and evaluation. Design is the process of planning appropriate project and project strategies using assessment results, to show how issues identified can be addressed. Community needs, rights, and priorities are all taken into account in deciding whether to implement a program or project. Monitoring represents an on-going activity to track project progress against planned tasks. It aims at providing regular oversight of activity implementation in terms of input delivery, work schedules, targeted outputs, etc through routine data gathering, analysis and reporting. Evaluation is a time-bound exercise that attempts to systematically and objectively assess relevance, performance and success, or lack thereof, of ongoing and completed projects. Partners collect and analyze relevant data, then make recommendations and decisions about changes to the program or project as a result of evaluation findings.

Grant projects are short term projects that have a life span from one to five years which are funded either by individual donors, government or intergovernmental agencies. These projects have a defined objective; budget and time span which are implemented in ADP area or outside ADP area.

A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget.5 A project should also have: Clearly identified stakeholders, including the primary target group and the final beneficiaries; • Clearly defined coordination, management and financing arrangements; • A monitoring and evaluation system (to support performance management); and • An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs. (European Commission, 2004, Aid Delivery Method)

NGOs are any non-profit, voluntary citizens' group which is organized on a local, national or international level. They are task-oriented and driven by people with a common interest. NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health and operate independent from Government.

Sponsorship funded programs- these are programs that have a long term plan and prepared every five year for three terms that is exclusively planned for one ADP. The term sponsorship also implies their exclusive funding source is sponsorship the fact that one sponsor support one child in that particular area and the cumulative collected sponsorship fund is allocated for area development program of the ADP that includes benefiting sponsored children and their families.

Support Offices are World Vision Offices that support national offices (Offices that receives fund) development program. They act as a donor and raise funds from their country and transfer it for national offices that they get from individual donors, corporate and their respective government national programs. WVE has 12 Support Offices in which the biggest share is covered by WV USA, WV Korea, WV Australia, WV Canada, WV Germany and WV UK.

Appendixes VI



32 Projects Document Review Summary - Green >80%,

Red < 50% Yellow 50-80%

		Fully Available and exercised	Fully Available but not exercised	Partially Available & exercised	Partially Available & not exercised	Not Available
	Does the project undertake any diagnostic					
1	assessment?	19%	9%	22%	0%	50%
2	Does the project have base line data	66%	3%	6%	0%	25%
	Does the project have need assessment					
3	report	19%	6%	28%	3%	44%
	Does the project have review process for					
4	project proposals?	72%	3%	16%	3%	6%
5	Does the project have clear objectives	91%	6%	0%	3%	0%
6	Does the project have LFA	91%	0%	0%	0%	9%
7	Does the project have ITT	81%	0%	3%	0%	16%
8	Does the project have reporting system, structure and format?	88%	0%	0%	0%	13%

		Fully Available and exercised	Fully Available but not exercised	Partially Available & exercised	Partially Available & not exercised	Not Available
	Does the project has monitoring and	000/	001	50 /	001	CO/
9	Evaluation plan	88%	0%	6%	0%	6%
10	Does the project participate the local community in DME process?	59%	0%	13%	9%	19%
10	Does the project have agreement	59%	<u>U%</u>	13%	9%	19%
11	document with regional government	84%	0%	0%	0%	16%
11	document with regional government	0470	070	070	070	1070
12	Does the project have annual action plan	94%	0%	0%	0%	6%
	Does the project have staff recruitment					
13	plan	53%	0%	0%	0%	47%
	Does the project have Financial review					
14	process?	94%	0%	0%	6%	0%
	Does project produce all required					
15	monitoring report?	69%	0%	19%	3%	9%
	Does the project have project					
16	management tool	38%	0%	22%	13%	28%
17	Does the project have budget for evaluation?	56%	13%	3%	0%	28%
17	Does the project have methods to use,	50%	13%	3%	0%	28%
	count and classify beneficiaries (by sex &					
18	age)	72%	13%	9%	0%	6%
19	Does the project use MIS)	13%	6%	16%	0%	66%
	Are there evidences that documentation					
	made & shared on lesson learned,					
	evaluation recommendation and best					
20	practice?	47%	0%	31%	6%	16%

Appendixes VII

List of the 32 project attached as annex

	Projects	Donor	SO
	Climate Change & Environment Projects		
1	Humbo Community Managed Forestry Project	PNS	WV Australia
2	Sodo Community Managed Forestry-Agroforestry Project	PNS	WV Australia
3	Energy Efficient Stove Projects Assessment	Corporate (Standard Bank)	WV Australia
4	Abote ADP Afforestation/Reforestation) Carbon Sequestration Project	PNS	WV Canada

	Projects	Donor	SO
5	Building Resilience Capacity Through FMNR in Chilga	PNS	WV Canada
3	Economic Development Projects		
	Chencha ADP Market Linkage To Apple Production Project	PNS	WV Australia
7	Improve Income Of Poor Households Through Saving Groups And Value Chain Strengthening	PNS	WV USA
8	Linking Honey Production With FMNR	PNS	WV Australia
9	Improving income of poor Households Through Saving Groups And Local	PNS	WV Hong Kong
	Health Projects		
10	WVE Child Health Now Campaign Project	PNS	WV USA
10	The Core Group Polio Project	PNS	WV USA
12	Core Group Polio Project Fy13 Phase	PNS	WV USA
13	Ethiopia Integrated Nutrition Project (Melka Belo &Habro)	PNS	WV Korea
14	Children Safe Space Project (CSSP)	PNS	WV Australia
15	Safe Motherhood Ambassador	PNS	WV USA
16	Enhancing Community PMTCT Service for Elimination of New HIV	PNS	WV Hong Kong
17	Prevention And Management Of Obstetric Fistula Through Integrated Maternal And Newborn Health And Nutrition Project (PIH name)	PNS	WV USA
18	Community Reintegration of institutionalized Girl project Retrak	PNS	WV Korea
	Food Security Projects		
19	Marathon Gift for improved livelihood security	PNS	WV Korea
20	Community participation training on the production of QPM	CIMMYT	WV Ethiopia
21	Benishangul-Gumuz Food Security And Economic Growth (Bsg-Fseg)	CIDA	WV Canada
22	Flood Mitigation And Community Resilience (FMCR) For Communities Living In Amhara Region LiboKemkem And Chilga Woredas	PNS (Helmsley Charitable Trust)	WV USA
23	Ambasel-Promoting Proven Agro-Nutritional Initiatives	PNA (Granni)	WV Germany
24	Livelihoods Enhancement For Ovc Southern Ethiopia - EC Project	Bilateral Government	WV Germany
25	Increased Household Income By Establishing Seed System To Potato Production	KOICA/Governm ent	WV Korea

	Projects	_	
		Donor	SO
	Education Projects		
26	Vocational Training Center For Needy Children	PNS	WV Korea
27	Maksegnit & Selam School Improvement	PNS	WVJ
28	Entoto Amba School ICT Building Refurbishing Project	PNS	WV Korea
29	Primary School Improvement Project	PNS	WV Korea
30	Youth Capacity And Local Economy Development Project – Ethiopia Addis Ababa- Lideta Sub City (KIA_ KOICA Auto mechanics project)	KIA motors and KOICA	WV Korea
31	E203352-Habro ADP Gelemso #2 Primary School Improvement Project Proposal	PNS	WV Korea
32	Supporting The Establishment Of Resource Rich Schools To Reach Children With Improved Educational Quality	PNS	WV Korea

Declaration and Certificate

Declaration

I hereby declare that the Dissertation entitled "Assessment on performance, progress and gap of Project Design, Monitoring and Evaluation system; the Case of World Vision Ethiopia Grant Projects from 2014-2015" submitted by me for the partial fulfillment of the M.A. in Rural Development to Indira Gandhi National Open University, (IGNOU) New Delhi is my own original work and has not been submitted earlier either to IGNOU or to any other institution for the fulfillment of the requirement for any course of study. I also declare that no chapter of this manuscript in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

Place: Addis Ababa, Ethiopia Signature:

Date: 25th of April 2016; Enrolment No. :ID1218902

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Certificate

This is to certify that Mr Samuel Tilahun, Student of M.A. (RD) from Indira Gandhi National Open University, New Delhi was working under my supervision and guidance for his/her Project Work for the Course MRDP-001.

His Project Work entitled "Assessment on performance, progress and gap of Project Design, Monitoring and Evaluation system; the Case of World Vision Ethiopia Grant Projects from 2014-2015" Which he is submitting is his genuine and original work.

Place: Addis Ababa, Ethiopia Signature:

Date; 25th April 2016; Name: MulugetaTaye (PhD); Associate Professor

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