

**AFRICA CENTER FOR PROJECT MANAGEMENT**

**IMPORTANCE OF MONITORING AND EVALUATION TO PROJECTS**

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**RESEARCH PAPER SUBMITTED IN FULFILLMENT OF AWARD OF CERTIFICATE IN MONITORING AND EVALUATION.**

**ABSTRACT**

Both International and National NGOs funded projects by donor agency in south Sudan contributes immensely in initiating and implementing numerous developmental projects in all parts of South Sudan before and after the south Sudan gained her independent in 2011, however, its influence has been very minimal, and thus it is essential to track processes and impact of such projects. Monitoring and Evaluation helps project managers in keeping track the implementation of the projects and its prudence in the utilization of the resources. It provides decision makers with a strategy to plan for sustainability of the projects and guidance for future endeavors. Sustainability is key to stakeholders who in real sense need to be involved throughout the project and program cycles. This study evaluates the role of monitoring and evaluation on the sustainability and relevance of projects implemented by both national and international NGOs in South Sudan. Literature review was used to collect information about the significance of monitoring and evaluation in project management. Findings show a great significance of monitoring and evaluation for proper utility, relevance, effectiveness and sustainability of the projects implemented by both national and international organization across south Sudan. It is therefore, prudent to embed Monitoring and Evaluation in all the Projects funded by any donors

**INTRODUCTION:**

**Background**

Monitoring is an ongoing process of data collection and analysis for primarily project control with an internally driven emphasis on efficiency of project (Crawford and Brye, 2003).

Evaluation is systematic and independent. They are an assessment of an ongoing or completed project including its implementation and results (Uitto, 2004).

Project on the other hand is an activity undertaken using specific inputs to improve situation of the beneficiaries. Projects are based on a design meant to counter a challenge for a short and long-term basis; therefore it includes a defined process. Project inputs, outputs, effects, and impact need to be checked and shared by all stakeholders to ensure sustainability and long-term benefits. Project monitoring is a process of gathering information to compare the actual use of project inputs and completed outputs with the planned use of inputs and completed outputs, while Project evaluation is the gathering information to assess the effects and impact of a project (Attenborough, 2007; Armitage, 2008; Broerse 1998).

Therefore, Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens and Kusek, 2009). It is a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions (Hunter, 2009).

Monitoring and evaluation is the continuous assessment of a programme or project in relation to the established schedule. It is a management tool that provides continuous feedback on the project implementation as it identifies potential successes and constraints that may guide in timely decisions. Monitoring assesses Physical and financial progress of project or programme activities against established schedules and indicators of success; It assess Process which account for progress of activities or success of output production. It also assess the Impact By Measuring the initial responses and reactions to project activities and their immediate short-term effects.

Monitoring and evaluation systems is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project (SAMDI, 2007). An M&E systems is made up of four interlinked sections, which are: setting up of the M&E systems, implementation of the M&E systems, involvement of the project stakeholders, and communication of the M&E results (Guijt et al., 2002). Theoretically, „an ideal M&E systems should be independent enough to be externally credible and socially legitimate, but not so independent to lose its relevance‟ (Briceno, 2010). It should therefore be able to influence policy making from recommendations of lessons learned as well as be sustainable overtime for it to be responsive to the needs of the stakeholders.

Globally, Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government. Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010).

The Monterrey Consensus in 2002, the 2005 Paris Declaration of Aid Effectiveness, and the subsequent Accra Agenda for Action in 2008 all point to the high priority of development performance (Charline, 2010). Although M&E is a nascent field in Africa, the international agreements promoting aid effectiveness and accountability together with the increased importance for NGOs operating in Africa to demonstrate results and the requirement of host governments in regulating NGOs has led to the appreciation and recognition of the role of M&E in the development agenda

Australian government was a pacesetter in embracing M & E, way back in 1987. The government created government evaluation system, managed by the department of finance. All departments were required to prepare portfolio evaluation plans to evaluate programs (Mackay, 2005).The venture was a success since Australia enjoyed several advantages such as strong human institutional and management capacity in public sector, public service known for integrity, honesty and professionalism, well developed financial, budgetary and accounting systems, a tradition of accountability and transparency, legitimate political leaders (Mona, 2009).

In Asia, participation in development is generally accepted as a process that is fundamental to addressing issues of ownership and sustainability. Everyone acknowledges the value of participation. Yet when it comes to developing monitoring and evaluation (M&E) systems many Civil Society Organizations (CSOs) continue to employ experts to develop their objectives, indicators and data collection methodologies with very little participation from the very people they engage with (INTRAC, 2008).

The president of United States of America in 2003, announced the President‟s Emergency Plan for Aid relief (PEPFAR) in which he committed up to the USD15 Billion for 5 years (Myra, 2005). The 15 focus countries for PEPFAR initiative includes Kenya among other 12 sub-Saharan Countries and other hard hit countries (Myra, 2005). A lot of funds have been spent and more are being committed in various projects e.g. behavioral change communication, HIV/AIDS, Tuberculosis and Malaria projects. It is evident that a significant amount of resources have been provided to the NGOs in Kenya so there is need to demonstrate that the funds actually did achieve what they were disbursed for. So there is need for adoption of Monitoring and evaluation systems because stakeholders require accountability in terms of resource use and impact of the project, transparency good project performance.

In Ghana, the government recognizes that M&E is an essential ingredients in the planning and management of development and good governance towards improving on M&E management functions in public and project management functions in public and project agencies in Ghana were not carried out within a comprehensive framework hence did not benefit from the desired synergies. The civil service law, which aims at establishing a policy focused on civil service, prescribes policy planning, monitoring and evaluation structures across all sectors of the economy. At present, monitoring is limited in scope and coverage (Koranteng.

According to Nyonje (2012), project M&E is important to different people for various reasons. M&E is important to project managers and their stakeholders (including donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. M&E upholds greater transparency and accountability in the use of project resources, which is particularly, required by funders or development partners (Nyonje, 2012). Third, information developed through the M&E process is vital for improving decision–making. M&E strengthens project implementation, improve quality of project interventions and enhance learning.

In Kenya, the Public Benefit Organization Act, 2013 first schedule, part II section 13 on monitoring, evaluation and reporting, calls for the organizations to work together through resultbased management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for monitoring and evaluation for development and impact of their work. They are also required to evaluate progress and success they have achieved annually.

Most evaluators agree that projects should contribute to public change of some kind by creating a favorable environment (King Jean, 2008). Evaluators can choose from, and skill themselves in, a wide range of available methods and techniques. Complex challenges in the society especially south Sudan are in need of multifaceted interventional strategies that include monitoring and evaluation, which is key for meaningful and sustainable development (Van Der, (1998).

In South Sudan, United Nations Development Programme (UNDP) report of 2012 reviewed the key challenges to M&E systems in South Sudan as part of a broader review of UNDP activities supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria (UNDP, 2012). Based on additional interview-based reviews and analyses of M&E activities, a list of adaptations to standardized M&E procedures in response to post-conflict environmental challenges was developed. The findings of the report were that development and implementation of M&E systems in post-conflict environments is very paramount and required extensive adaptations to conventional procedures. Flexible and adaptable as well as 'diplomatically sensitized' M&E systems are considered to be essential to the successful completion of project -related activities, and may also contribute to broader international relations, 'nation-building', and peace-keeping goals.

The Department For International Development (DFID) South Sudan works with partner institutions to ensure that all new projects have a monitoring strategy, including metadata for programme monitoring, plans for data collection, reporting, programme evaluation and risk management. These will include partnerships with third parties with specialist expertise in specific sectors (DFID, 2014). Accordingly, the implementing partners are responsible for day to day programme monitoring. For each new Programme, DFID has the responsibility of deciding whether an independent evaluation is required depending on its size, strategic importance, and degree of novelty and the strength of pre-existing evidence. The outcomes of the evaluations are shared with partners and stakeholders. DFID South Sudan also identifies a staff member to be trained and accredited to the evaluation cadre to provide advice and support to the office (DFID, 2014).

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**LITERATURE REVIEW**

This chapter covered a review of literature related to the importance/significance of Monitoring and evaluation systems of projects. It specifically reviewed literature focusing on relevance, effectiveness, efficiency, sustainability, impact, accountability and transparency and decision making as far as the importance of Monitoring and evaluation is concerned.

**Achievement of objectives and decision making**

Evaluation is a process which determines systematically and objectively the relevance, effectiveness, efficiency, sustainability and impact of activities in the light of a project / programme performance, focusing on the analysis of the progress made towards the achievement of the stated objectives (Burke, 1989; Cabrera, Colosi & Lobdell, 2008) Evaluation assists in determining the degree of achievement of the objectives; determining and identifying the problems associated with programme planning and implementation; generating data that allows for cumulative learning which, in turn, contributes to better designed programmes, improved management and a better assessment of their impact; assists in the reformulation of objectives, policies, and strategies in projects / programmes. Evaluation therefore is a process that determines the viability of programmes / projects and facilitates decisions on further resource commitment. Evaluation may be midterm (interim evaluation), may be terminal or Ex-post (Haag 2007; Guba 1989)

In his article on Good Governance in NGOs that was published in the NGOs Coordination Board Newsletter, issue No. 6 “The Co-coordinator”Otieno (2010) defines governance as the process of making decisions. He states that there are eight major characteristics to good governance, which are: participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows rule of law. He also adds that for an NGO to guarantee good and effective governance it should control its resources in a way that is: open, transparent, accountable, effective and efficient, as well as equitable and responsive to the stakeholders‟ needs. Hence Monitoring and evaluation systems adds the fourth pillar to governance, which provides the feedback component that, gives decision makers (project management) an additional public sector management tool (Kusek and Rist, 2004).

Projects are monitored to ensure; stakeholders understands the project; to minimize the risk of project failure; to promote systematic and professional management; and to assess progress in implementation (Zweekhorst, 2004; Cartland et al., 2008)

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**Provision of continous feedback**

M&E systems are part of management tool which provide feedback on performance fundamental for governance and decision making of projects and NGOs (Gorgens et al., 2010). The M&E systems therefore provide information both to the internal (management) and external (donors) users. The project management uses the M&E information to make decisions, in planning, in impact assessment and for accountability (CARE 2012). Management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings. A strong results-management process aims to engage other stakeholders in thinking as openly and creatively as possible about what they want to achieve and encourage them to organize themselves to achieve what they have agreed on, including putting in place a process to monitor and evaluate progress and use the information to improve performance (UNDP, Handbook on planning, monitoring and evaluating for development results., 2009).

According to the experience drawn from USAID Turkey M&E plan, best practices not only include linking M&E to strategic plans and work plans, but also focusing on efficiency and cost effectiveness, employing a participatory approach to monitoring progress, utilizing both international and local expertise, disseminating results widely, using data from multiple sources, and facilitating the use of data for program improvement (Mathis et al. 2001).This is because the M&E systems that are set based on „acceptable best practices‟ aid in making data-based‟ decisions as well as provide donors with „evidence-based‟ project results. Hence M&E is a project asset

The United Nations Peace building Fund credo explains that for a M&E to function as a managing tool, the project management and M&E staff need to identify and act on project improvements. Further, for M&E to be more effective, it should be coordinated by a unit within the project management in order to facilitate management‟s quick use of the M&E information (Guijt, 2002). It is also the project management that decides when project evaluation should be done (Welsh, 2005). If the project management fails to pay attention to the operations of the M&E, it diminishes its importance to the rest of the project staff. The M&E process hence provides useful information for decision-making to all levels of project management (Gaitano, 2011).

According to International Federation of Red Cross and Red Crescent Societies report of 2011 on management of projects, the management is responsible for making decisions and strategic planning of the project (IFRC, 2011). It also manages the M&E systems by tracking indicators, producing quarterly project reports and annual strategic reports (IFRC, 2011). The project manager ensures that the project staffs carry out their jobs effectively (Guijt, 2002). The project staff does the implementation role where they collect monitoring data and present it in weekly and quarterly reports (IFRC, 2011)

According to (Zweekhorst, 2004; Cartland et al., 2008); Monitoring and evaluation is a management tool that provides continuous feedback on the project implementation as it identifies potential successes and constraints that may guide in timely decisions. Monitoring assesses Physical and financial progress of project or programme activities against established schedules and indicators of success; It assess Process which account for progress of activities or success of output production. It also assess the Impact By Measuring the initial responses and reactions to project activities and their immediate short-term effects. Projects are monitored to ensure; stakeholders understands the project; to minimize the risk of project failure; to promote systematic and professional management; and to assess progress in implementation

Most evaluators agree that projects should contribute to public change of some kind by creating a favorable environment (King Jean, 2008). Evaluators can choose from, and skill themselves in, a wide range of available methods and techniques. Complex challenges in the society today are in need of multifaceted interventional strategies that include monitoring and evaluation, which is key for meaningful and sustainable development (Van Der, (1998).

Since the early 1970s, there has been growing consensus that there are limits to the capacity of the world to adjust to the increasing use of natural resources (Meadows, Meadows, & Randers, 2004; Meadows, Meadows, Randers, & Behrens III, 1972). The concept of sustainable development was introduced by the publication of the Brundland report having a basis of meeting the needs of the current situation while considering the upcoming generations in meeting their needs too (World Commission on Environment and Development, 1987). While the concept is true, achievement of the sustainable development has no clear and definite route (Becker, Jahn, Stiess, & Wehling, 1997; Walker & Kubisch, 2008).

In Kenya, the Public Benefit Organization Act, 2013 first schedule, part II section 13 on monitoring, evaluation and reporting, calls for the organizations to work together through resultbased management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for monitoring and evaluation for development and impact of their work. They are also required to evaluate progress and success they have achieved annually.

**Sustainability**

Challenges in the society entail those in the production and those in the consumption (Beck, 1986). It is therefore prudent to use a variety of evaluation that includes systems evaluation and developmental evaluation (Imam, LaGoy & Williams 2007; Patton, 2008). Challenges linked to sustainable development needs knowledge development and a clear link between science and society (Funtowicz & Ravetz, 1993; Gibbons et al., 1994; Jasanoff, 2004; Nowotny, Scott, & Gibbons, 2001). Management of project sustainability requires continuous improvement of ways and update of tools of governance (Voss, Bauknecht, & Kemp, 2006; Hajer, 2003; Loorbach, 2007; Rotmans, Kemp, & Asselt, 2001).

Projects are best placed when they make the most sense to purposed primary uses and when it provides probable solution to the community challenge (Patton, 2008; Gibbons et al. 1994; Nowotny et al. 2001; Regeer & Bunders, 2009). Communities face complex and varied problems, characterized by inherent uncertainty that spans for long time therefore calling for effectively planned strategies that are based on situational, iterative and best suited experimentation (Voss et al., 2006). There should be a link between reflection and action (Giddens, 1984), participation of stakeholders create a complex structure and behavioral change of actors hence need clear role demarcation as well as constant update of progress in the undertaking (Eoyang, 2007; Parsons, 2007). Monitoring and evaluation in its course must consider existing structures while suggesting probable changes in the lifetime of the project (Churchman, 1970; PMI 1996). While many evaluation were set up to assess projects of national or global magnitude of issues pertaining sustainable development, it has scaled up to looking at the goals viz a viz results of IRA-International Journal of Management & Social Sciences 47 interventions intended to contribution of sustainable development (Abma, 2001; Guba & Lincoln, 1989).

Evaluating sustainability of projects needs innovation of processes that captures indicators as per the nature and placing of the project (Kemp, Parto, & Gibson, 2005; Becker et al., 1997; Bell & Morse, 2004). These indicators should give room for linkages of the complex relationships between social, economic, ecological and political systems (Hildén & Rosenström, 2008; Kemp et al., 2005). Performance management has contributed to growth of measurement of performance together with evidence of impact and effectiveness (De Lancer Julnes, 2006; Lehtonen, 2005; Patton, 2008). It has also increased sharing of Knowledge got from the implementing process and getting the best way forward due to results of discussion (Marra, 2004; Dart & Davies, 2003; Friedman, 2001).

Best Evaluation is based on the laid down goals despite its constant changes (McCoy & Hargie, 2001; Hisschemöller & Hoppe, 1996; Friedman, Rothman & Withers, 2006). An intervention is put in place in consideration of its inputs, its expected outcomes, agreed relationships between them, and mechanisms relating to expected programme outlook at the end and how it will influence the next stage, however this does not make evaluator to control the factors (Chen, 1990; Rosas, 2005; Yampolskaya, Nesman, Hernandez, & Koch, 2004; Patton, 2008; Christie & Alkin, 2003; Parsons, 2007). It is not an easy task to determine link between policy interventions and their outcomes since academic theories are not at all times translated into practice without the community and other stakeholders‟ full participation (Perrin, 2002; Dyehouse, Bennet, Harbor, Childress, & Dark, 2009; Forrest, 2007; Patton, 2008; Imam et al., 2007; Friedman, 2001; Argyris and Schön, 1974, 1978)

**CASE STUDY:**

**Monitoring and Evaluation In NGOs Operating In South Sudan**

In South Sudan, just like any other developing countries, evaluation has yet to reach acceptable levels of operation, since South Sudan had just gained her independent of recent; little had been done on the area of monitoring and evaluation though not yet formalized due to its state of political status. “Major Evaluations are driven by activities and donor demands” (Red Cross, 2013). There is lack of professionalism on the part of qualified practitioners and there are few academically trained evaluators‟. Those who carry out evaluations are influenced by social science research approaches and because of their research background, carry out evaluations that in some cases do not have any characteristics of expert evaluation. For a long time in the government there has been no central monitoring and evaluation (M&E) of programs and projects, expect for financial auditing and monitoring that are done to audit. The support that Monitoring and evaluation systems can offer when adopted in institutional development is often not fully understood (UNDP, 2011).

Thus in South Sudan, there is a rapid growth of NGOs. According to (South Sudan ngo forum, 2012), there are about a thousand operating NGOs. This has spawned demand for greater transparency among government, funders, and the public. Also the increased amounts of funds NGOs attract are estimated to be worth one trillion dollars globally (Crawford, 2004). Given the hundreds, if not thousands of millions of pounds that have been spent by NGOs over the last decades, however, the big question remain why has it been so difficult to come to persuasive conclusion about the result of their work? Several different reasons have been examined including assessment of Monitoring and evaluation systems.

Many NGOs projects in south Sudan are left in poor state during or after the completion of the implementation if the community involvement is not taken care. This is evidenced by little impacts of thousands of NGOs operating across the country. Such a scenario makes sustainability of projects poor or even none. Sustainability is Development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987).This has not been realized in south Sudan due to lack of or inadequate sound monitoring and evaluation system among many NGOs. When Monitoring and evaluation is given priority and stakeholder if involved buys the objective of the project and protects it by ensuring that in every step, the standards are met with prudent implementation. In this case Technical, Social/Environmental, Financial, and Institutional criteria of standards are upheld to the fullest for long-term objective achievement. The monitoring framework task consists of indicators and scoring system. The framework is the basis of sustainability. The framework constitutes sets of sustainability monitoring indicators (Karamouz et al., 2002; Raju et al., 2000; Kamalesh & Shashi, 2008). The purpose of this research is to give empirical evidence of how monitoring and evaluation is very crucial in every projects management.

**Summary**

As the literature indicated, there were many studies conducted by different researchers. The study assessed the importance of Monitoring and evaluation systems of projects in different parts of the world. Related studies in South Sudan and others countries globally and have been analyzed and reveal that Monitoring and evaluation is very crucial in every project management. However, many National and international organization in south Sudan which has not taken monitoring and evaluation as apriority, has not been able to realize the sustainability or relevance of their projects all time long. In conclusion, from the literature review done and a review of empirical studies that have been done, the empirical studies are indicative that there is need for Monitoring and Evaluation as a management tool for decision making accountability/ transparency, sustainability, determining the project relevancy and among others. However, little has been done by many organizations (both local and international) on the importance of strengthening Monitoring and evaluation systems of their projects in south Sudan, as far as tools and methods used. Management influence on M&E is minimal, personnel training on monitoring and evaluation and stakeholder’s involvement on M&E systems has not fully taken course on projects. This accounts for no or little project impacts and sustainability in many areas across south Sudan where many organizations have been operation for many years and millions of dollars and pounds are squandered with minimal impact.

**Conclusion**

Monitoring and evaluation is very paramount globally and in particular in south Sudan where thousands of NGOs are operating in order to realize the relevance, immediate impact and sustainability of every intervention. When carried out correctly and at the right time and place are two of the most important aspects of ensuring the success of many projects. Unfortunately, these two although known to many project developers tend to be given little priority and as a result they are done simply for the sake of fulfilling the requirements of most funding agencies without the intention of using them as a mechanism of ensuring the success of the projects. Findings and recommendations from the assessment are often used to decide whether or not to stop the project or when a new phase is under consideration. Sometimes external consultants are used to carry out evaluation however the internal mechanisms should be established to enable continuity of evaluations even when the external ones are not available especially for the Government which should take the lead in promoting this aspect. It should also be noted that each project may have unique requirements for this and that in such circumstances, project managers and developers should attempt to develop suitable monitoring and evaluation mechanisms.

**Recommendations**

Based on the literature review and the case study findings, the following are the recommendations by the researcher

* It is recommended that further training be given to many local/ international NGOs project managers and staffs in aspects of monitoring and evaluation so as to encourage them to use these tools often and correctly to ensure sustainability of the intention of the projects implemented.
* The organization should allocate adequate funds to M & E activities and, in the spirit of stewardship and accountability, ensure there is autonomy and independence in utilization of funds.
* Stakeholders should be involved adequately in M & E activities. Stakeholder participation should range from initial planning to expert opinion and decision making - in all levels. This will ensure ownership of M & E results and also ensure that projects are having relevance to the beneficiaries‟ needs.
* The management should be proactive in designing of M & E systems and offer timely support and guidance to ensure that M & E activities are well executed and results communicated to form part in decision making and future planning.

**APPENDICES: Appendix 1: Questionnaire about importance of monitoring and evaluation**

**Introduction**: This questionnaire is meant to collect information on “significance of Monitoring and Evaluation system among the NGOs in South Sudan.

**SECTIONA: General Information (TICK IN THE BOX)**

1. Gender: 1. **Male** ( ) 2.**Female**( )
2. Age: 1. **below 20 years** ( ) 2. **20 – 30 years** ( ) 3. **30 – 40 years** ( ) 4. **40 – 50 years** ( ) 5. **Above 50 years** ( )
3. Give your Level of Education 1. **Secondary** ( ) 2.**Certificate** ( ) 3.**Diploma** ( ) 4.**Degree** ( ) 5. **Masters and above** ( )
4. d) What is your current position in the organization?
5. **M & E Officer** ( ) 2. **Program manager** ( ) 3.**Project Officer**( ) 4.**projectAssistant**( )

Other Specify…………………………………

**SECTION B Importance of M&E systems**

The following are statements on importance of M&E indicate your feeling in each by

**SA**: **strongly agree**, **A**: **agree**, **SD: strongly disagree** **D: Disagree**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/N** | **Statement** | **SA** | **A** | **SD** | **D** |
| **1** | Monitoring and evaluation is very crucial in every project |  |  |  |  |
| **2** | Monitoring and evaluation enhances transparency and support accountability revealing the extent to which organization has attained its objective |  |  |  |  |
| **3** | Setting priorities or evidenced based policy making can be attained by monitoring and evaluation |  |  |  |  |
| **4** | Monitoring and evaluation helps in identifying factors which contributes to outcomes |  |  |  |  |
| **5** | Project sustainability is only possible when there is effective monitoring and evaluation |  |  |  |  |
| **6** | Monitoring and evaluation provides feedback which can enable timely modification and avoid scope screep |  |  |  |  |

d) What recommendations would you give to help improve the M&E systems in south Sudan? ……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………..

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