



ASSESSMENT OF MONITORING & EVALUATION PRACTICES ON PROJECT PERFORMANCE OF NGOS

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ABSTRACT

*The aim of the study was an assessment of monitoring & evaluation practices on project performance of NGO in Rwanda. The study was guided by three theories: Theory of change, community action planning (CAP) theory & dynamic capabilities theory. The specific objectives underpinned were: - to find out the relationship between monitoring & evaluation practices on project performance of NGOs projects in Rwanda. The study employed descriptive and correlative approaches. Target population was 116 people while sample size was 90 respondents. Data were collected using the questionnaire and documentary instruments. Techniques used to analyze data were descriptive statistics, Pearson correction coefficient & Regression Analysis Model. **Findings** indicated that the correlation matrix indicated that the sum of Pearson Correlation(588**); with p-value of which is 0.01 that less than 0.00, meaning it was significant positive and significant strong correlation between monitoring and evaluation practices M&E plan, develop M&E tools (.190), Meaning a unit increase provide (19%) on NGOs projects Performance whose effect was(.117),while Gathering M&E data (.146), a unit increase provide(15%) on NGOs projects Performance, it had effect of(.098), Analysis of M&E data (.049) a unit increase provided(4.9%)being the lowest contributor, while M&E reporting .251 a unit increase provide(25%) on NGOs projects Performance and lastly Use of M&E data .929, Meaning a unit increase provided (.93%) on NGOs projects Performance being the highest contributor, with a strong effect(.432). **Conclusion:** Finding indicated that the Use of M&E data Meaning a unit increase was the highest contributor on overall as a constructor it's also posted the highest effect. A strong mean with an evidence that there was a heterogeneity of responses that confirmed TAMTF used different M&E practices to stimulated NGOs Projects performance at Kicukiro District. The achievement of a positive and significant strong correlation between monitoring and evaluation practices indicated an uprated mitigation of NGOs projects Performance. **Recommendation:** The NGOs should consider making use of forecasting to determine the type of projects to pursue and assess the potential of the ongoing projects. Use of Log frames will help to propel a link of project goals, hence or otherwise the future objectives will mandate the inputs / outputs required for effective project implementation.*

Key Words: Evaluation, Monitoring, Performance, Project, NGos.

INTRODUCTION

Monitoring and evaluation practices are done often a good way to focus on undertaking inputs, sources, sports, as an instance gathering proof, through systematic observations, regular bookkeeping or planned qualitative take a look at and outputs like schooling of staffs, fabric printed or any ongoing construction (Franks, 2012).

To involve monitoring and evaluation is a system wherein partners at distinct rank participate in staring at or evaluating an exact challenge, program or approach, proportion manipulate over the substance, the manner and the final results of the checking and evaluation movement and take part in taking or recognizing restorative activities.

Institutionalized M&E has served as a vital part of the improvement policy or programme cycle in enhancing the overall performance responsibility to offer efficient reaction which has greater making plans, budgeting and coverage making that has attained increase effectiveness (Hjellbrekke & Yttri, 2012).

A good deal in the works intention to strengthen national capacities through training, technical recommendation, change of reports, studies, and policy advice In Rwanda where capacity development is a fundamental part of the mandates of many national organizations or international projects. Nonetheless there's significant dissatisfaction within the worldwide network concerning the effect of many such

PROBLEMATIC

All projects in worldwide need monitoring and evaluation (M&E) practices that can help them to have an appropriate information improving the capacity building, increases efficiency and effectiveness, promotes transparency and accountability, encourages coordination of data collection and supervision, creates new partnerships, to leads to empowerment and promotes sustainability.

M&E strengthens ownership regarding successful outcomes of planned initiatives, increases the motivation of stakeholders to contribute ideas to corrective actions and contributes to the learning of all staffs involve (Gakure, and Kithae, 2013).

OBJECTIVES

The main of objective was to assess monitoring & evaluation practices and project performance of NGOs in Rwanda. The specific objectives are to:

interventions. The informal have generally reinforced the talents of individuals, but have not usually succeeded in improving the effectiveness of the ministries, institutions and different corporations in which those individuals are running. those shortcomings call for investigation in order to enhance potential improvement guidelines and strategies (Kimani & Ndungu, 2009).

Governments, donor agencies and international organizations involved in development are increasingly putting an emphasis on capacities as key to sustainable development in general and in reaching the experiential education for all. In education planning and management, capacity development implies a focus on the existing capacities of Governments and how these capacities can become strengthened on all levels the individual, organizational and the institutional, as well as the broader system context (Mwangi & Kimenyi, 2015).

NGOs increasingly demand that governmental priorities trade by using paying extra attention to the ones humans who've no longer yet been reached. They act therefore as innovators, critics, advocates and coverage partners. The capability development concept and the want to focus on strengthening government capacity offer NGOs with new demanding situations. The feasible contradictions among ability development as a developmental paradigm and NGOs' function as gap fillers correspond to the tensions among the brand new and the conventional roles of NGOs (Kibiriga & Ndabananiye, 2017).

Some of those NGOs have the issue of the lack of training and competence leads to inefficiencies which impede adoption of M&E in management, lacking baseline data that shall be collected on the developed indicators in order to obtain information on the current situation to enable the state owned corporation to measure the changes in performance over a specified period of time; and some of them also open doors to incompetent people who do not understand the parameters used in monitoring and evaluation. Therefore, the study assessed monitoring & evaluation practices and project performance of NGOs in Rwanda.

- (1) To assess extent to how the M&E practices and functions within the NGOs Projects
- (2) To find out the indicators of performance of NGOs Projects

- (3) To identify the relationship between M&E system and performance of NGOs Projects

RESEARCH QUESTIONS

- (1) How are the M&E system practices and functions within the NGOs Projects?
- (2) What are the indicators of performance of NGOs Projects?

RESEARCH HYPOTHESES

H₀: There is no significant and positive effect of M&E practices on performance of NGOs Projects;

H₁: There is significant and positive effect of M&E practices on performance of NGOs Projects

THEORETICAL REVIEW

The study was guided by three theories: theory of change, community action planning (CAP) theory; and dynamic capabilities theory.

Theory of Change

Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes. The identified changes are mapped as the "outcomes pathway" showing each outcome in logical relationship to all the others, as well as chronological flow and feedback loops. The links between outcomes are explained by "rationales" or statements of why one outcome is thought to be a prerequisite for another.

The innovation of Theory of Change lies (1) in making the distinction between desired and actual outcomes and (2) in requiring stakeholders to model their desired outcomes before they decide on forms of intervention to achieve those outcomes (Belcher, Brian; and Palenberg, Markus, 2018).

Theory of Change can begin at any stage of an initiative, depending on the intended use. A Theory of Change developed at the outset is best at informing the planning of an initiative. Having worked out a change model, practitioners can make more informed decisions about strategy and tactics. As monitoring and evaluation data become available, stakeholders can periodically refine the Theory of Change as the evidence indicates. A Theory of Change can be developed retrospectively by reading program documents, talking to stakeholders, and analyzing data. This is often done during evaluations reflecting what has worked or not in order to understand the past and plan for the future.

- (3) What is the relationship between M&E system and performance of NGOs Projects?

Community Action Planning Theory

Community Action Planning (CAP) was developed by Hamdi and Goethert in 1997. This theory allows communities to design, implement and manage their own development programs. CAP theory is participatory, community based, problem driven and fast. Community participation is at the core of CAP and its focus is creating coalitions and partnerships thus participation occurs when people and organizations are convinced that their interests are better served in partnerships than without them.

This theory is relevant to this study since it sets a clear principle on effective community or organization participation in development projects. The model focuses on who participates in a community or organization-based development effort and at what level. Efficient development plans should visibly show the people or employees who participated and since welcoming all the employees or people involved is hard to manage so it is always good to design a strategy that make sure that there is a fair representation of everybody (Arcila, 2013).

This theory continues to urge that communities and organizations together with their groups have to be responsible for the initiation, planning, design, implementation and maintenance of development projects in their environments. CPA explains that residences of a community must be made to participate in any development project in their environment. As community residents know their problems more than any other outside consultant or government. Therefore, getting their input and having them to help decide the design of the project brings a sense of ownership and success of the project.

Dynamic Capabilities Theory

The theory further indicates that an organization's behavioral orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantages.

According to the dynamic capability theory the organization's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource base (Barreto, 2010).

In M&E practices building dynamic capabilities relate especially to the environmental and technological sensing apparatus that the organization has established, the choice of organizational form and the ability to strategize.

CONCEPTUAL REVIEW

Monitoring and Evaluation Plan

A monitoring and Evaluation (M&E) plan are a document that allows to tune and verify the consequences of the interventions at some stage in the life of an application. it's far a residing report that ought to be stated and updated on an everyday foundation.

M&E plan based totally on identification of fundamental factors of the machine to be

Gathering Data

According to Hassan (2017), the technique of amassing statistics that are generated from diverse sports carried out by means of an agency and are relevant to a company's M&E framework. This entails acquiring facts from original sources and the usage of tools (paper or electronic) to collate,

Analysis of Data

Participatory evaluation is a part of participatory research. It involves stakeholders in a community project in setting evaluation criteria for it, collecting and analyzing data, and using the information gained to adjust and improve the

Reporting information

Reporting and disseminating are the evaluation results of a program which is of key importance. You might use different channels and media to present the evaluation findings to reach different audiences; and transparency adds credibility. Information dissemination is to distribute or broadcast information (Ling, 2014).

Dynamic capability theory was relevant to this study because NGOs with strong strategic positions have more options and a higher probability of success in times of misunderstanding for example, in times of budget allocation. This is because the returns of the management are not only higher than the followers, they are also more stable.

This theory is of importance to this study in anchoring how the organization is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation. Further, this theory helps conceptualize how the organization deals with external issues such as regulatory and compliance in enhancing its M&E practices and ensure successful project implementation that led to its performance.

integrated in the venture control system: key actors, institutional preparations, and resource necessities. The precedence moves all through system implementation diagnosed continuous assessment and amendment, where necessary, to make certain effectiveness in assessing challenge results and achievement of development goals, recruitment of the M&E manager/professional, and contracting of ta as required (Gyorkos, 2016).

analyze, and document the records. The performance tracking data are used to reveal whether or not undertaking and activity implementation is on course and whether or not predicted effects are being performed (Hassan, 2017).

project. They identify key stakeholders including the project beneficiaries; and identify the necessary incentives for effective M&E (Houston, 2018).

According to (Hwang, & Lim, 2016) the reporting requirements (type and frequency of reports) and make proposals for their distribution. To ensure M&E reports are publicly accessible through ICT; keep the reporting arrangements simple but flexible enough to be tailored to the specific needs of the different users (all project stakeholders; the beneficiaries, implementation agencies, project management, borrower and lender).

PROJECT PERFORMANCE

The evaluation of a task is a non-stop technique of making sure that: a mission and its monitoring structures in use in the country are properly applied to satisfy the intended goals; boundaries closer to attaining meant goals are identified and mitigated; and feedback is provided to all those worried inside the gadget for further development (Mlinga, 2011).

All strategic contracts can be monitored to make certain that every one of the necessities of the corporation are met; which include individual customers desires set out in the specifications. Key performance indicators can be a crucial detail of the tracking arrangements (Derbyshire Constabulary, 2010).

With the growing terrible service transport in public region corporations, procurement monitoring should be emphasized with a purpose to flow line the complete procurement gadget and enhance the arena efficiency. monitoring key components of procurement and supply management (PSM) and taking corrective action when required as a means to continuously enhance the effectiveness of a programme or a system. This monitoring ought to cover special additives of the PSM device. It must be cited that

EMPIRICAL REVIEW

Wambura (2016) carried out the study on the impact of participatory monitoring and evaluation practices on performance of village saving & mortgage associations (VSLAs) tasks in Kwale County, Kenya. The examiner unearths out that participatory M&E has an influence within the implementation of VSLAs projects in Kwale County. this is because wherein participatory M&E brings a direct impact at the tasks and techniques; there are financial mobilization practices and the involvement of stakeholders that had directly been connected to the implementation of the VSLAs in the Kwale County and past.

The challenge although stated low body of workers consciousness on M&E planning method, lack of manipulate mechanisms to keep tune of venture development, loss of utilization of M&E to support selection making at some stage in task implementation, lack of evolved complete strategic operational plans for everyday monitoring and assessment. The venture further mentioned low-degree utility of stakeholder evaluation or comments and communicate approach that displays community wishes or people's hobby in the implementation or enable stakeholders to influence project reputation based

just tracking does no longer enhance the task performance.

M&E suggests the strengths and the weaknesses of the project. If the measurements are beneath the goal this ought to cause the responsible man or woman to research and accurate the hassle. that is how tracking can help in ongoing excellent guarantee of the undertaking. skilled human resources in enough range, monetary and other sources for the effective implementation of the M&E gadget ought to be to be had. five-10% of the programme expenses are advocated to be allotted to M&E sports.

The assessment is the episodic evaluation of the adjustments in targeted consequences related to the programme. it is extra hard and more money and time consuming than monitoring due its methodological rigor required in fending off wrong conclusions. tracking and evaluation take location at normal durations: the c program language period is shorter for tracking and longer for evaluation. till currently, monitoring has been receiving severe interest because it is adduced to mirror the programmers' effects and affects.

on their desires. there was loss of visible assist and dedication via control closer to assignment implementation as well as effective communicate that meets assignment goals and powerful use of instructions learnt from special tasks for future selection-making and stepped forward venture delivery.

Nimo Jamaal (2018) participatory tracking and assessment is a strategic method to control which equips managers, personnel and stakeholders at numerous tiers with a set of equipment and strategies. Participatory monitoring and evaluation activities have no longer been absolutely followed via managers in Kenya Marine and Fisheries research Institute (KMFRI). As a result, this has hindered effective Implementation of projects and cognizance of excellence in task overall performance. the principal objective of the have a look at become to evaluate the effects of participatory monitoring and evaluation on venture performance at Kenya Marine and Fisheries studies Institute. The look at hired a descriptive studies layout achieved as a case have a look at. The population of the take a look at was one hundred forty-four personnel of Kenya Marine and Fisheries research Institute and

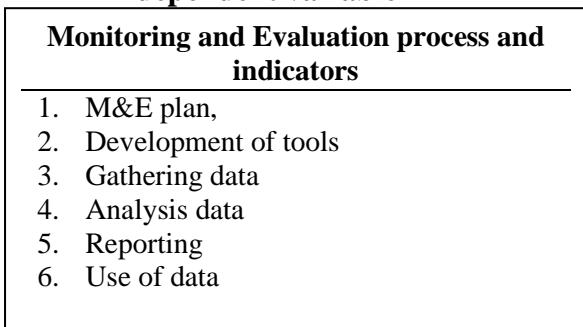
a census turned into carried out. primary records become accumulated using structured questionnaire. Descriptive data had been computed wherein frequencies and chances were actually provided inside the form of tables and figures. The look at discovered out that participatory tracking and evaluation system engages stakeholders in joint planning and assessing development, leads to a hit crowning

glory of projects, economic capital is often connected to the viability of initiatives, participatory M&E brings monetary mobilization practices by using the communities main to achievement of the projects and overall fine management projects calls for rigorous pre-planning which leads to fulfillment in assignment performances and affect alternate in its every day exercise.

CONCEPTUAL FRAMEWORK

In order to resolve the problem of this research, the study established the relationship between

Independent variable



independent variable in terms of M&E; and the dependent variable in terms of project performance as it is shown in figure 1

Dependent Variable

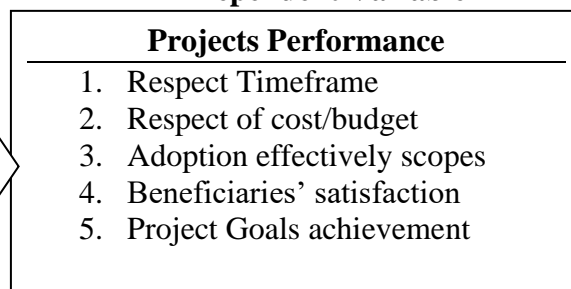


Figure 1: Conceptual Framework
Source: Researcher Conceptualization, (2022)

RESEARCH METHODOLOGY

The present study uses the descriptive and correlative approaches. It is descriptive where it describes monitoring and evaluation functions and practices; assessing the project performance of NGOs; and adopting correlative approach to find out the relationship between monitoring and evaluation activities and project performance of NGOs Projects.

The target population was 116 people worked with NGOs of Kicukiro district, Kigali-Rwanda. However, to obtain good quality of data and ensure that there is no bias in the data collection, the researcher uses 5% of margin errors, while the confidential result of research is 95% of total reality. Therefore, the researcher applies the formula Taro Yamane elaborated in 1982. Where:

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

n = Sample Size N = Target population e = Margin of error

$$n = \frac{116}{1 + (116 * (0.05)^2)} = 89.9 \cong 90$$

This study used stratified, simple random sampling and purposive sampling techniques. This study used the questionnaire, and documentary to gathering data. Data was analyzed by using SPSS (Statistical Package for Social Sciences) IBM 23.0. Version

as a computer package. This helps to summarize the data into tables and also show the relationship between the variables.

Descriptive Statistic methods were the term given to the analysis of data that helps describe, show or summarize data in a meaningful way.

The multiple regression models were formulated to measure the effect of M&E on project performance. The models are as follows: X= independent variable representing M&E Indicators (MEI), which has the indicators of:

- X1=M&E plan, Development of tools
- X2=Gathering data
- X3=Analysis data
- X4=Reporting
- X5=Use of data

Y= dependent variable is Project Performance (PPM) which also has the indicators as follows:

- Y1=Respect Timeframe
- Y2=Respect of cost/budget
- Y3= Adoption effectively scopes
- Y4=Beneficiaries' satisfaction
- Y5=Project Goals achievement

Based on these variables, the following functions have been set: Y= f(X) therefore,

Y= f(x1, x2, x3, x4, x5) functions
 Based on these functional relationships follow the econometric models that have been formulated using multiple regression or polynomial models.

RESULTS AND DISCUSSIONS

Data were collected through questionnaires, interview and documents review. Data were analyzed quantitatively using computer software of SPSS IBM version 23.0. The questionnaires were distributed to 90 respondents. The participation rate was 100.0% of responding the questions, and this helped to continue research

with editing, coding, recording, classifying, and tabulating data towards the analysis. The results confirmed that 39 (i.e., 43.3%) of males and 51 (i.e., 56.7%) of females.

Findings on M&E planning, and development of tools for NGOs Projects performance in Kicukiro District

The results on the perceptions of the respondents on M&E planning and development of tools for

NGOs Projects progress; where the results are presented in table 1 as follows:

Table 1: M&E planning, and development of tools for NGOs Projects performance in Kicukiro District

<i>M&E planning, and development of tools</i>	Interpretation	
	Mean	Std Dev
We identify program goals and objectives;	3.88	1.134
We are defining indicators for tracking progress towards achieving those goals;	3.91	1.019
We define data collection methods and timeline;	3.98	.968
We identify M&E roles and responsibilities;	4.00	.926
We create an analysis plan and reporting templates;	4.03	.959
We plan for dissemination and donor reporting;	3.78	.928
Overall Average rate of mean and standard deviation	3.93	0.989

Source: *Primary Data (2022)*

The findings in Table 1 confirmed the perception of respondents on M&E planning, and development of tools that provided an average of (\bar{x} =3.93 and SD=0.989) in NGOs Projects performance in Kicukiro District this indicated that majority respondents have same understanding of agreeing as confirmed by high mean, and evidence of the facts, and heterogeneity of responses stated that in M&E

Practices, there is M&E planning, and development of tools which identified program goals and objectives; defining indicators for tracking progress towards achieving those goals; they define data collection methods and timeline; they identify M&E roles and responsibilities; they created an analysis plan and reporting templates; and they planned for dissemination and donor reporting of NGOs projects in Kicukiro District which is one among the practices influence the NGOs Projects performance.

Findings on Gathering M&E data practices on NGOs Projects performance;

This section shows the results on the perceptions of the respondents on gathering M&E data

practices on NGOs Projects performance; the results are presented in Table 2 as follows:

Table 2: Perceptions of Respondents on gathering M&E data on NGOs Projects performance;

<i>Gathering monitoring and evaluation data</i>	Interpretation	
	Mean	Std Dev.
We have been elaborating data collection methodologies;	4.063	.9574
We are covering primary and secondary sources of each dataset, and responsibilities for as well as the frequency of data capture	4.03	.925
We provide detailed budget items for surveys, and studies	4.0156	.95106
We monitor collection, analysis, and use of data	3.9531	.99888
We track indicators specified in the results framework	3.9219	1.04357
We convert field data into information for project management	3.896	0.875
Overall Average rate of mean and standard deviation	3.979	0.958

Source: *Primary Data (2022)*

Findings in Table 2 show perception of respondents about how project team are gathering M&E data as M&E practices, this has presented

an normal average of (\bar{x} =**3.979** and **SD=0.958**) on NGOs Projects performance ; this indicates there's a strong mean and the evidence of the facts and heterogeneity of responses stated that NGOs

Projects management team have been elaborating data collection methodologies; they are covering primary and secondary sources of each dataset, and responsibilities for as well as the frequency of data capture; they provide detailed budget items

for surveys, and studies; they monitor collection, analysis and use of data; they tracked indicators specified in the results framework; and they converted field data into information for project management.

Findings on Analysis of gathered data in M&E practices and NGOs Projects Performance

Respondents of this study confirmed that after gathering M&E data, statistical tools have been used in analysis, those are SPSS IBM and STATA

as software used by project team management to describe frequencies and percentages of data from beneficiaries of NGOs Projects. Table 3 presents perception of respondents on the analysis of gathered data as M&E practices used by TAMTF;

Table 3: Perception of respondents on analysis of gathered data from M&E practices of NGOs Projects;

<i>analysis of gathered data from M&E practices</i>	Interpretation	
	Mean	Std Dev.
We have calculated overall outcomes from all respondents	3.95	1.014
We have compared the current overall outcomes with those outcomes from previous times	3.95	.999
We compare the current overall outcomes with pre-established targets in SEC projects	3.95	.983
We compare the respondents 'results by demographic group	3.98	.984
We break out and compare outcomes by service characteristics	3.95	0.982
We have examined findings with special attention	3.96	0.925
Overall Average rate of mean and standard deviation	3.956	0.9811

Source: Primary Data (2022)

Findings in Table 3 presented the perception of respondents on the analysis of gathered data from M&E practices done by NGOs Projects, which have presented a normal average of (\bar{x} =**3.956** and **SD=0.9811**) on NGOs Projects performance ; this indicates there's a strong mean and the evidence of facts, and heterogeneity of responses stated that they have calculated overall outcomes

from all respondents; they have compared the current overall outcomes with those outcomes from previous times; they compare the current overall outcomes with pre-established targets in NGOs projects , they compared the respondents results by demographic group, they break out and compare outcomes by service characteristics, and they have examined findings with special attention in Kicukiro District.

Findings on Reporting M&E data in M&E Practices of NGOs Projects;

The results on the perceptions of respondents in relation with M&E data reporting confirmed by respondents stated that they have established the reporting requirements in terms of frequency and percentages of reports, ensure M&E reports that are publicly accessible, keep the reporting

arrangements simple and flexible to the specific needs for the users, and continuously ensure that maximum results are being achieved in terms of project objectives in M&E practices of NGOs Projects. Findings in Table 4 show the perception of respondents on reporting of M&E data of NGOs Projects in Kicukiro District

Table 4: Perception of respondents on Reporting M&E data in M&E Practices of NGOs Projects;

<i>Perception of respondents on reporting of M&E data</i>	Interpretation	
	Mean	Std Dev.
We have calculated overall outcomes from all respondents	4.063	.9574
We have compared the current overall outcomes with those outcomes from previous times	4.030	.9250
We compare the current overall outcomes with pre-established targets in SEC projects	4.015	.9510
We compare the respondents 'results by demographic group	3.953	.9988
We break out and compare outcomes by service characteristics	3.921	1.043
Overall Average rate of mean and standard deviation	3.9967	0.9751

Source: Primary Data (2022)

Findings in Table 4 presented the perception of respondents on M&E data reporting has offered a

usual average of (\bar{x} =**3.9967** and **SD=0.9751**) in M&E Practices of NGOs Projects; this indicates

there's a vigorous mean and the evidence of facts and heterogeneity of responses stated that in M&E data reporting, they have established the reporting requirements in terms of frequency and percentages of reports; in M&E data reporting, they ensure M&E reports are publicly accessible; they keep the reporting arrangements simple and

flexible to the specific needs for the users; they continuously ensure that maximum results which are being achieved in terms of the project objectives in M&E data reporting. The project management team facilitate the evaluation work and take action in M&E data reporting of NGOs projects in Kicukiro District.

Findings on the use of M&E Data in M&E Practices of NGOs Projects;

The findings show the perceptions of respondents on the use of M&E data in in M&E practices of NGOs projects. Team management seek explanations, and communicate the findings to the

users; change the conditions in the community (economic, statutory, environmental, political); and they have effective adopted the project for future implementation of NGOs projects. Table 5 illustrates perceptions of respondents on the use of M&E data in M&E practices of NGOs projects.

Table 5: Perception of respondents on the use of M&E data of NGOs projects

Perception of respondents on the use of M&E data	Interpretation	
	Mean	Std Dev.
We seek explanations and communicate the findings to the users;	3.9531	1.014
We change the conditions in the community (economic, statutory, environmental, political);	3.95	.999
We have effective adopted the project for future implementation;	3.95	.983
We reach and success the program intervention at the population level.	3.98	.984
Overall Average rate of mean and standard deviation	3.958	0.995

Source: Primary Data (2022)

Findings in Table 5 present perception of respondents on the use of M&E data has well-found an average of ($\bar{x} = 3.958$ and $SD = 0.995$) of NGOs Projects; this means there's an reasonable mean and the evidence of current fact and heterogeneity of responses said that they seek explanations, and communicate the findings to the users in the use of M&E Data; they change the

conditions in the community (economic, statutory, environmental, political) in the use of M&E Data, they have effective adopted the project for future implementation in the use of M&E data of SEC project; they reached and succussed the program intervention at the population level through using M&E data in NGOs Projects.

Findings Correlation Coefficient Matrix between Variables

A correlation matrix is simply a table which displays the correlation. It is best used in variables to demonstrate a linear relationship between different variables (i.e.: M&E plan and development of tools, gathering M&E data,

analysis of M&E data, M&E reporting, use of M&E data within NGOs projects performance). The matrix depicts the correlation between all the possible pairs of values in a table as detailed below.

Table 6: Correlation Coefficient Matrix between the variables

		M&E plan, develop M&E tools	Gathering M&E data	Analysis of M&E data	M&E reporting	Use of M&E data	NGOs projects Performance
M&E plan, develop M&E tools	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	90					
Gathering M&E data	Pearson Correlation	.583**	1				
	Sig. (2-tailed)	.000					
	N	90	90				
Analysis of M&E data	Pearson Correlation	.499**	.703**	1			
	Sig. (2-tailed)	.000	.000				
	N	90	90	90			
M&E reporting	Pearson Correlation	.450**	.506**	.682**	1		

	Sig. (2-tailed)	.000	.000	.000		
	N	90	90	90	90	
Use of M&E data	Pearson Correlation	.412**	.435**	.454**	.600**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	90	90	90	90	90
NGOs projects Performance	Pearson Correlation	.439**	.457**	.464**	.541**	.632**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	90	90	90	90	90

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

From the correlation matrix table 6 shows that there is a significant, and positive moderate correlation between M&E plan and development M&E tools and NGOs projects performance as Pearson correlation are .439** with p-value of .000, which is less than standard significance level of 0.01. This indicates that out of other factors considered in M&E practices influencing NGOs projects performance, only M&E plan, and develop M&E tools have a significant effect of 43.9% of NGOs Projects performance in Kicukiro District.

The findings illustrated that there is a significant, and positive moderate correlation between gathering M&E data and NGOs projects performance as Pearson correlation is .457** with p-value is .000, which is less than standard significance level of 0.01, and this indicates that, out of the considered other factors of M&E practices, only gathering M&E data have a significant relationship of 45.7% with NGOs projects performance in Kicukiro District. The results indicated existence positive and moderate correlation between analysis of M&E data and NGOs projects performance as Pearson correlation is .464** with the p-value is 0.000,

which is less than standard significance level of 0.01. This indicates that, out of the considered other factors that affecting NGOs projects performance in Kicukiro District, only analysis of M&E data has a significant relationship of 46.4% to project performance.

Findings confirmed that there is a significant positive and strong correlation between M&E reporting and NGOs projects performance as Pearson correlation is .541** with the p-value is .000, which is less than standard significance level of 0.01. This indicates that, out of the considered other factors affecting NGOs projects performance in Kicukiro District, only M&E reporting has a significant relationship of 54.1%.

Findings showed that there is a significant positive and strong correlation between use of M&E data and NGOs projects performance as the Pearson correlation is .632** with the p-value is 0.000, which is less than both standard significance levels of 0.05 and 0.01. This indicates that, out of the considered other factors affecting NGOs projects performance in Kicukiro District, only use of M&E data has a significant relationship of 63.2%.

Table 7: Sum Correlation Coefficient test

		NGOs projects Performance	Monitoring and Evaluation Practices
NGOs projects Performance	Pearson Correlation	1	.588**
	Sig. (2-tailed)		.000
	N	90	90
Monitoring and Evaluation Practices	Pearson Correlation	.588**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

The Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total

positive correlation. During this study, findings indicated sum Pearson Correlation of .588** with p-value of which is 0.01 that less than 0.00. This is an indicator that there is a positive and significant strong correlation between monitoring and evaluation practices and NGOs projects Performance in Kicukiro District.

Findings on Multiple Linear Regression Analysis

The tables below show findings related to linear regression analysis comprising model summary, ANOVA, regression coefficients where the models were as follows: X= independent variable is M&E practices which has five factors including x1= M&E plan, develop M&E tools; x2= Gathering M&E data; x3= Analysis of M&E data;

x4= M&E reporting; x5= use of M&E data; while Y= dependent variable is NGOs projects Performance. Based on these variables, the following functions have been set where $Y = f(X)$, therefore, Y equals $\beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \epsilon$.

Table 8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.685 ^a	.470	.456	4.08558	1.465

a. Predictors: (Constant), use of M&E data, M&E plan, develop M&E tools, analysis of M&E data, gathering M&E data, M&E reporting

b. Dependent Variable: NGOs projects Performance

The researcher used coefficient of determination which was obtained from the model summary in the table 8 used to explain whether the model is a good predictor. From the results of the analysis, the findings showed that the independent variables (the use of M&E data, M&E plan, develop M&E tools, analysis of M&E data, gathering M&E data, M&E reporting) contributed

to 47.0% of the variation in NGOs projects performance as explained by r^2 of .470 which indicates that the model is positive and moderate, as the independent variable moderately explained the dependent variable (NGOs projects performance) and show that the model is a good prediction.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2914.847	1	582.969	34.925	.000^b
	Residual	3288.310	12	16.692		
	Total	6203.157	77			

a. Dependent Variable: NGOs projects Performance

b. Predictors: (Constant), Use of M&E data, M&E plan, develop M&E tools, Analysis of M&E data, Gathering M&E data, M&E reporting

Findings revealed that the level of significance was .000^(b) this implies that the regression model is significant in predicting the relationship between M&E practices and NGOs projects Performance. Findings also show that the level of fit model is 34.925 which remains positive and significant with p-value of .000^b less than standard significance level of 0.01. This means that the null

hypothesis (H_0) stated that there is no significant and positive relationship between M&E practices and NGOs projects Performance was rejected, and the study has retained alternative (H_1) stated Monitoring and Evaluation Practices have great influence on NGOs projects performance in Kicukiro District.

Table 10: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.480	1.051		5.216	.000
	M&E plan, develop M&E tools	.190	.107	.117	1.771	.008
	Gathering M&E data	.146	.119	.098	1.233	.000
	Analysis of M&E data	.049	.126	.033	.385	.001
	M&E reporting	.251	.127	.157	1.971	.050
	Use of M&E data	.929	.143	.432	6.488	.000

a. Dependent Variable: NGOs projects Performance

From the above Table 10, the study sought to establish extent to which M&E practices as independent variable (x1= M&E plan, develop M&E tools; x2= Gathering M&E data; x3= Analysis of M&E data; x4= M&E reporting; x5=

use of M&E data) influence NGOs projects performance in Kicukiro District as Y (dependent variable). Based on these variables, the following regression equation results was obtained: $Y = f(X)$; $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \epsilon$;

where

$Y=5.480+.190x_1+.146x_2+.049x_3+.251x_4+.929x_5+1.051$ The multiple linear regression equation results showed that NGOs projects performance in Kicukiro District will always depend on a constant factor of 5.480 regardless of the presence of other factors. The other variables explain that;

CONCLUSION

Monitoring techniques have a positive and significant influence on the project performance of projects. Forecasting of project activities, project mapping, participatory approach were key monitoring techniques used by the NGOs to attain their project objectives and goals. Precisely, the monitoring techniques are in ensuring that the project plans are well handled and the concerned stakeholders are engaged in reflecting and tracking the progress of the said project. In the light of this, the monitoring techniques contribute to project success. Additionally, monitoring techniques are instrumental in enhancing project success.

Findings revealed that the level of significance was .000^(b) this implies that the regression model is significant in predicting the relationship between M&E practices and NGOs projects Performance. Findings also show that the level of fit model is 34.925 which remains positive and significant with p-value of .000^b less than standard significance level of 0.01. This means that the null hypothesis (H₀) stated that there is no significant and positive relationship between M&E practices and NGOs projects Performance was rejected, and

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1-unit change in x1 is M&E plan, develop M&E tools; x2 is gathering M&E data; x3 is analysis of M&E data; x4 is M&E reporting; x5 is the use of M&E data will significantly lead to change **0.190; 0.146; 0.049; 0.251** and **0.929**-NGOs projects performance in Kicukiro District respectively with standard error of 1.051 in the model.

the study has retained alternative (H1) stated Monitoring and Evaluation Practices have great influence on NGOs projects performance in Kicukiro District.

RECOMMENDATIONS

There is therefore a need for NGOs to make use of change that requested to develop reference points on what needs to be accomplished and what needs to be done to accomplish the said plans. The NGOs can also make use of forecasting to determine the type of projects to pursue and assess the potential of the ongoing projects. Log frames can also be used to link the project goals and objectives to the inputs and outputs required to implement the effectively a project.

For this reason, further empirical investigations in different regions and countries are needed. The methodology that has been chosen to achieve the research objectives was limited to questionnaires. As such, future research could build on this study by examining monitoring practices in different sectors and industries in both a qualitative and quantitative way.

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