



## MONITORING AND EVALUATION FRAMEWORK AND PERFORMANCE OF SINAPISI-RWANDA/HIGA UBEHO PROJECT IN KICUKIRO AND GASABO DISTRICTS, RWANDA

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Jean Paul Uwiyaremye<sup>1</sup>, Dr. Eugenia Nkechi Irechukwu<sup>2</sup>

<sup>1</sup>MBA candidate, Mount Kenya University, Rwanda,  
[jpuwiyaremye@gmail.com](mailto:jpuwiyaremye@gmail.com)

<sup>2</sup>Senior Lecturer, Mount Kenya University, Rwanda,  
[nirechukwu@mku.ac.ke](mailto:nirechukwu@mku.ac.ke)

### ABSTRACT

*The general objective of this study was to investigate the effect of monitoring and evaluation framework on the performance of Sinapisi-Rwanda/Higa Ubeho project in Kicukiro and Gasabo Districts, Rwanda. More specifically, this study sought to establish the influence of logical framework on performance of Sinapisi-Rwanda/Higa Ubeho project in Kicukiro and Gasabo Districts, Rwanda, to assess the influence of conceptual framework on performance of Sinapisi-Rwanda/Higa Ubeho project in Kicukiro and Gasabo Districts in Rwanda and examine the influence of results framework on performance of Sinapisi-Rwanda/Higa Ubeho project in Kicukiro and Gasabo Districts. The study used descriptive and correlational design. The target population of the study was 112 respondents made up of 107 group leaders of the Internal Saving and Lending Groups (ISLGs) and 5 staff members. Since the target population was relatively small, all the 112 respondents were used as the sample size. Hence, census sampling technique was used. Primary data was gathered using structured questionnaire and interview guide. Quantitative data was analyzed using descriptive and inferential statistical tests, as well as presented through tables. Pearson correlation analysis reported positive and significant relationships for logical framework ( $r=0.453$ ,  $p=0.000$ ), conceptual framework ( $r=0.373$ ,  $p=0.000$ ) and results framework ( $r=0.512$ ,  $p=0.000$ ). The regression model analysis reported that logical framework ( $\beta_1=0.243$ ,  $t=5.089$ ,  $p=0.000$ ), ( $\beta_2=0.252$ ,  $t=5.568$ ,  $p=0.000$ ) and results framework ( $\beta_2=0.253$ ,  $t=7.521$ ,  $p=0.000$ ) have positive and significant effects on project performance. This is because all the regression coefficients were positive and the p-values were less than 5%. Hence, all the three null hypotheses stating “no effect” were reject and the alternative hypotheses supporting a significant effect were upheld. This meant that M&E framework plays a significant effect on project performance in Rwanda. This study has shown that monitoring and evaluation framework improves project performance significantly. Hence, the researcher recommends that project managers must include different frameworks in their M&E to ensure effective project performance.*

### 1.0 INTRODUCTION

#### 1.1 Background of the Study

Globally, monitoring and evaluation frameworks are recognized and taken on by numerous governments, government agencies, non-governmental organizations (NGOs) and global organizations, as tools which can advance and guarantee service delivery efficiency, successful usage of assets, execution results and responsibility (Armstrong & Baron, 2013). Specifically,

nongovernmental associations (NGOs) are a dynamic and various gathering of associations working at the nearby, public, and worldwide levels (Jones, 2011). Their exercises incorporate help and philanthropic guide for outcasts and dislodged people, monetary and provincial advancement programs, regular assets and preservation projects, general wellbeing intercessions, and numerous different regions. How NGOs screen the financial effects of their undertakings.

In USA and in a workshop organized to review the performance of NGOs, it was observed that many projects initiated by various donor agencies would only operate efficiently within monitoring and evaluation frameworks (Pfeiffer, 2011). Further, the improvement of local community failed to really see what is significant to the performance of a project in achieving its objectives including scope, budget and time performance. What isn't working, and the variables that empower or urge accomplishment in NGO-upheld projects (Spaulding, 2014). Customary actually looking at pointers, which are utilized in numerous improvement drives, can't gather the potential for legitimacy (World Bank, 2011). For sure, there is still no broadly acknowledged norm for portraying influence among experts, no standard technique for assessing whatever it is, and no agreement on interpretation (Pfeiffer, 2011).

In China, Wong (2012) noted that many government organizations embrace M&E framework as working tools for effectiveness control and management of their projects. Indeed, even all planned projects affect members, community, or beneficiaries that are frequently undetected until their extent becomes serious. There are many motivations behind why community projects don't succeed or more appalling, fail to achieve their intended mission within stated budgets and timeframe (Wong, 2012). One justification behind concern is the donors at times don't screen enough the financial or advancement of beneficiaries. A recent report observed that couple of the projects overviewed assessed the effects which are viewed as focal in ordinary country advancement sway considers (Emmanuel, 2015). However, Meri (2013) report that around one-half (55 percent) of effect appraisal professional's screen for social effects being developed tasks.

In Kenya, M&E frameworks have been used to provide mechanisms for monitoring and controlling the performance of projects to ensure they are within the project defined scope, cost and time schedule. For instance, Mugambi and Kanda (2013), note that as improvement help has gone under more noteworthy examination, expanded consideration has been given to the effects of monitoring the projects. The impacts of NGO projects on community networks are obscure, just like the distinctions in consequences for women, youth, jobless individuals, and other weak people in the society to support them through projects. Numerous NGOs are uncertain what their projects will infer for the less disadvantaged in country regions (Oluoch, 2012).

By considering these patterns of NGOs in various activities for M&E, this research targets investigating if the M&E framework contributes to the performance of NGOs projects in terms of efficiently meeting the formulated project scope, budget and timeframe. Indeed, this research investigates the application of monitoring and evaluation frameworks including, logical framework, conceptual framework and result framework, on the performance of projects initiated and run by non-governmental organizations. The study was therefore carried out with the objective to investigate the effect of monitoring and evaluation framework on the performance of Sinapisi-Rwanda/Higa Ubeho Project in Kicukiro and Gasabo districts, Rwanda.

## **1.2 Problem Statement**

For the most part, monitoring and evaluation framework is considered as an administration tool which is utilized by NGOs for detecting the quality and progress of a project. In any case, monitoring and evaluation significantly influence the project performance by providing adequate control mechanisms and evaluation framework about the project performance (Gilbert & Ron, 2018). Nowadays, 45% of projects supported by NGOs fail to perform effectively due to inadequate monitoring and evaluation, inadequate time, high costs of transport and resources for implementation of M&E framework. In the study by Kobusingye, Mungatu and Mulyungi (2017) conducted in Rwanda, the authors showed that 64% of the construction projects in Rwanda fail to

meet the expected timeframe, budget and scope which affect the overall project performance. This shows that there is need of investigating the effect of monitoring and evaluation framework in improving the performance of NGOs project. But now other challenges are presented like the review of activities progress, the attention also is stressed of findings from M&E framework and the ability to utilize these for the purpose of improving the performance of the project. Soon after NGOs leave, the community projects tend to fall and drag the communities back to their economic and social challenges. There is a serious concern about the sustainability of community development projects after the exit point of initiating agencies or donors. This creates the need to effectively monitor and evaluate the performance of NGO community project to determine the performance of these projects and their sustainability in helping the community members (Muhayimana & Kamuhanda, 2020). In particular, the Sinapisi-Rwada/Higa Ubeho project was initiated to help support the community in Kicukiro and Gasabo districts to come out of their poverty levels through different interventions. However, the project has not managed to penetrate and reach out to the many intended beneficiaries within the project budget and expected timeframe. This has resulted in the project managers and the NGO slowing down the community support interventions and reducing the efficiency of the project. The project is reported to have only reached to 50% of its intended beneficiaries (Project Progressive Report, 2022). This study sought to investigate whether M&E framework has made any contribution to the performance of NGO projects in Rwanda, and in particular concentrated on the SINAPISI-Rwanda/Higa Ubeho Project in Kicukiro and Gasabo Districts in Rwanda. The study paid specific attention to logical framework, conceptual framework and results framework, as the key tools within the M&E framework.

### **1.3 Objectives of the study**

The general objective of the study was to investigate the contribution of Monitoring and Evaluation framework in project performance of NGOs projects in Rwanda, taking a case of Sinapisi-Rwanda/Higa Ubeho Project in Kicukiro and Gasabo districts, Rwanda.

The study was divided up in the following specific objectives:

- i) To establish the influence of logical framework on the performance of Sinapisi-Rwanda/Higa Ubeho Project.
- ii) To assess the influence of conceptual framework on the performance of Sinapisi-Rwanda/Higa Ubeho Project.
- iii) To examine the influence of results framework on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

### **1.4 Research Hypothesis**

The study tested the following hypotheses:

H<sub>0</sub>1: Logical framework has no statistically significant effect on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

H<sub>0</sub>2: Conceptual framework has no statistically significant effect on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

H<sub>0</sub>3: Results framework has no statistically significant effect on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

## **2.0 REVIEW OF RELATED LITERATURE**

### **2.1 Theoretical literature**

As discussed by Myrick (2013), monitoring and evaluation framework is a tool that helps managers in providing up to date analysis of the progress of projects. The framework main objective is to guide the project managers in evaluating the performance of project vis-à-vis the stated objectives and mission. Further, Markiewicz and Patrick (2015), give detailed elaborations of M&E framework, stating clearly that the framework is composed of logical, conceptual and

results frameworks. These frameworks help to assess the viability of a project by comparing the different components as well as proposing the best way to improve the performance.

In particular, the M&E framework improves the process of counterchecking the performance of the projects in line with the stated objectives of the project. Since community-based project aim to empower socially and economically the beneficiaries, M&E framework would be considering a project success if it is capable of delivering benefits to the targeted community. In addition, the performance of a project can be gauged by its ability to improve the welfare of the intended beneficiaries as well as meeting the budget, scope and time. In this study, the main concern is to investigate the effect of monitoring and evaluation framework on the performance of projects initiated and run by NGOs. To achieve this, three main M&E frameworks including logical framework, conceptual framework and results framework are used.

A logical framework is a pragmatic M&E tool that provides the analysts with methods and approaches to assess the performance of a project especially where there are limited resources, limited finance and time. In particular, the logical framework provides guidelines on evaluating the linkage between different elements within a project, proposing the best way to improve the interrelationships (Myrick, 2013). To accomplish compelling project results, precise and definite data is required. A basic justification for complete partner contribution is that various partners have significant data needed to evaluate, create and keep up with the venture. In any case, gaining this data can be a difficult undertaking much of the time (Msila & Setlhako, 2013).

Collecting information on project performance during monitoring and evaluation eventually leads to accumulation of data depending on how complex the project is. If this large amount of information has to add value to project management, there is need to decide how to make sense of it or to analyze it. As stated by Kabeyi (2019), data analysis is the process of turning the detailed information into an understanding of patterns, trends and interpretations. The starting point for analysis in a project is to have an organized set of data – thus the concept of information system as an M&E activity (Technopedia, 2013). As Olive (2018) writes, it is important to ensure that whatever information is stored in the information system is credible information that will eventually find use in information project implementation. Another feature of an information system is that it is integrative- it is holistic in its approach. It covers all the functional areas of the project. It blends information from all areas of a project. Clearly, these features make an information system a backbone of M&E that holds information.

According to Kusek (2010), conceptual framework provides a form of presenting the relationships between different components within a project. The purpose is to guide the project managers in respect to the best management practices. Moreover, through project conceptualization, project managers are able to set the priorities on a timely basis and drive to achieve them effectively and efficiently. M&E exercises use the limits of many individuals like staff, recipients and volunteers who are not M&E specialists (Kelly & Magongo, 2015). It is important that limit building and advancement of different individuals associated with M&E framework is arranged and done consistently for effective execution of M&E work. As per Wanjiru (2013) building a sufficient stockpile of human asset limit is basic for the maintainability of the M&E framework.

According to Markiewicz and Patrick (2015) results framework is a tool used in both monitoring and evaluation of a project and provide the project managers with the basis of evaluating the achievements of a project. The framework helps the project managers to use standards and principles consistently in appraising the performance of a project as a whole or in its various output units. Project reports are a principal technique for keeping everyone informed about the progress of the project. PMBOK (2013) indicates that Base line plans, Cost budgets, Risk management Plan, Quality Plan, Contract record as the best commitments for monitoring. Again, PMBOK (2013) indicates that change requests will shape the essential fixing to changes to organized records. Considering this, noticing is the starting period of Project controls and

incorporates report age. Crawford and Bryce (2013) referred to that capable noticing structures will enable task individuals to get appropriate and precise information in an anticipated and advantageous manner.

Project performance is the measurement of how well a project is able to achieve its intended goals within the budgeted costs and timeframe. Many authors have included the project scope, cost and time as key indicators of a project performance (Ortengren, 2016). Meaning, project performance is adequately captured by the successful implementation of projects in a way that the project is accomplished without unnecessary delays and cost overrun. Other measures of project performance include the satisfaction of the clients, aligning the project goals with the NGO's overall mission and ability of the project to bring a socioeconomic change to the community.

According to PMI (2017), project performance is measurement of whether a project has met its objectives and requirements of scope, costs and time schedule. The performance of the project should be done periodically rather than waiting the completion of the project. This periodic measurement allows project managers and evaluation team to measure the progressive performance of the project at different stages of the project. Further, project performance measurement ensures that the project is streamlined within its scope, budget and time. Therefore, periodic measurement of project performance is akin to project monitoring and evaluation at every stage of the project. In particular, project evaluation aligns the project to its stated mission and can help in improving the overall project success. This is especially important when looking at the project from the achievements it has made or for community-based projects, by the extent to which they have influenced positive change to the community.

## **2.2 Empirical literature**

McRael (2013) studied the role of monitoring and evaluation skills in managing infrastructure projects in Europe. The study asserted that the acquisition of M&E framework will boost the performance of construction firms by an  $R^2$  of 45.3% in terms of quality and time taken to complete the projects. Training will therefore empower people to make better decisions and provide better quality goods and services. As part of inclusion in the conceptual framework, the research found that strengthening the project processes increase the performance of projects. Mukuhlani (2014) brought out a review called strengthening through private company advancement projects in Zimbabwe. The general point was to resolve the pervasive issue of joblessness and neediness in Zimbabwe's Midlands Provincial Capital City of Gweru. Twenty wandered in a block shaping task and triumphs and difficulties were noted. Through interviews, questionnaires, group gathering conversations and perceptions discovered endeavors being made by their age to earn a living wage and to have a manageable task. The findings showed that without successful projects intervention of NGOs, there is high increased level of unemployment with the 68% being the youth. With intervention through successful projects, the unemployment rate decreases to 54%. This implies that the use of the right framework within a project management for NGOs can improve the project performance. This is achieved through effective risk management and resource planning as part of the conceptual framework necessary for project sustainability and performance.

The research conducted by Rusare and Jay (2015) on the project implementation framework and performance of NGO projects in Nigeria emphasized the need for using log framework in the project success. The authors used questionnaires and interviews to collected data from project consultants. As per the observations, that authors found that logical framework when integrated in the project implementation profile has positive and significant effect (chi square=23.56,  $p < 0.05$ ) on project success. In addition, the logical framework helps the managers working in NGO projects streamline the project objectives, project performance with the organization's mission to support the society.

Zhang (2015) in a comparative study of NGOs in China and South Africa concluded that NGOs can also play an important role as partners to business/industry in promoting sustainable development. Some of the instances where this partnership has been successful are in categories

such as product development, sustainable housing, labeling, World Wildlife Fund (WWF), green purchasing, marine stewardship, and so on. The basic premise is, can NGOs influence socioeconomic change through implementing successful projects? The findings showed that through successful projects, NGOs are able to bring change to around 85% of the intended beneficiaries. In addition, the results revealed that project success in terms of timely execution influence the lives of the community. Such projects should therefore be matched with their results to gauge their performance levels.

Sulemana, *et al.*, (2018) carried their study on participatory M&E and the role of stakeholders' participation in bringing success to projects initiated and run by the district assembly in Ghana. The authors used questionnaires to gather data from 196 participants. The findings showed that participatory M&E importantly influence the performance of projects, with 92% of the respondents indicating their participated in the district project. However, the study evidenced that participatory M&E was low at other levels of projects like in council and community level which negatively impacted the performance of the projects. Overall, participatory M&E is positively related to performance of the projects at  $r=0.654$ . This shows that engaging the key stakeholders and improving their level of participation is important as a factor in the M&E framework and in turn improves the performance of projects.

In Rwanda, Niyivuga, Otara and Tuyishime (2019) conducted a study on the effect of M&E practices on the motivation of academic staff in higher learning institutions. The study assessed high quality of feedback and M&E practices affect the academic staff. Using mixed-methods approach, the authors collected data from 105 academic staff using structured questionnaires. The study found that monitoring and evaluation is an effect tool for progress. However, majority felt that the feedback provided is not appreciated and little is done to impact the future results based on the evaluation. Weak positive correlations ranging between 0.268 to 0.446 were found between the components of M&E practices and academic staff motivation. The study recommended that policy makers should formulate working M&E framework that allows for feedback flow for effective results evaluation.

Thaddee, Prudence and Valens (2020) on their part investigated the influence of management practices on the success of projects in Rwanda. Included in their review were project planning, project implementation and monitoring and evaluation as project management practices. These practices, according to the authors, are essential in enabling the performance of projects. The research collected primary data using questionnaires and interview and were analyzed using SPSS. The results showed that monitoring and evaluation effectively affect the performance of projects in Rwanda, giving a mean of 3.957 an indication that having the right concepts within M&E can influence the performance of projects.

Muhayimana and Kamuhanda (2020) in their research evaluated the effect of monitoring and evaluation on public projects in Rwanda. The authors took a case of project in the Ministry of Education and used structured questionnaires to collect primary data. They included variables like action and strategic plans, participatory approach and dissemination M&E results to stakeholders. The authors found that linking M&E framework to plan and action significantly ( $r=0.476$ ,  $p=0.000$ ) affect the performance of the projects in Rwanda. Similarly, the  $R^2$  of 97.7% showed that M&E framework greatly influence the performance and success of these projects in Rwanda. Hence, the M&E framework can greatly influence the final results of a given project.

Gitau and Sang (2022) researched on the effect of sustainable risk and stakeholders' management on the performance of projects initiated and run by pension funds in Kenya. the researchers were interested in investigating the use of right frameworks that include risk management and stakeholders' control for effective project performance. In this way, they collected data from various secondary sources to determine the significance of involving stakeholders, for including risk management and technical planning within a logical framework

for effective project success. The results revealed that 65% of the literature indicated the need for effective M&E framework that would help project managers to improve on project performance.

### **2.3 Theoretical framework**

This section set out to expound theories related to the study. in this case, two theories are identified, namely, program theory, theory of change and normalization theory.

#### **Program Theory**

In the course of the last decade, a program speculation of appraisal has been applied. It analyzes if a program is all around intended to accomplish the ideal results (Funnell & Rogers, 2011). The program theory is a heading speculation in project assessment since it exhibits the program's capacity to address explicit worries that ought to be researched inside projects. It additionally gives direction on which regions ought to be featured all through the evaluation conversation (Donaldson, 2012). The utilization of program theory enjoys the benefit of giving information that can prompt extra explanations about the issue, the plans, and the elective activities that should be finished to accomplish the ideal outcomes. It could likewise be utilized to further develop route and extend the wellsprings of answers for any undertaking difficulties (McClintock, 2015). Notwithstanding, this hypothesis is restricted by its strategy, since it requires an undeniable degree of dependence on a wide scope of information to coordinate the appraisal connection, which could be expensive for projects with strict spending plans.

#### **Theory of Change**

The theory of change when applied to social change processes addresses a reasoning activity option in contrast to other more unbending arranging approaches and rationales. A hypothesis of progress characterizes pieces and steps important to achieve a drawn out objective. It likewise depicts the kinds of intercessions that achieve results wanted to or anticipated (Shapiro, 2011). Theory of Change comprises of a series of expectations and unique projections in regards to how partners accept reality could be untold later on. This depends on a sensible investigation of current setting, self-appraisal about their capacities of interaction assistance and an essential and unequivocal survey of the review, suppositions of local area association in checking and assessment and a cycle that helps screen intentionally and basically people and furthermore aggregate perspective (Vanessa, 2016).

This theory assists with portraying how community-based projects initiated by NGOs effect changes to the community. In particular, the Sinapisi Higa/Ubeho projects were initiated with the sole purpose of changing the lives of the community by encouraging saving culture. However, these projects may not succeed as expected in bring socioeconomic change if there are no effective monitoring and evaluation frameworks in place. Moreover, this study is important to establish whether through effective M&E framework, NGOs' project will succeed in terms of scope, budget and timeline as well as in achieving the sole goal of effecting changes in society. Hence, the theory of change is directly related to this study as it expounds the necessary conditions for new projects to succeed within the community.

#### **Normalization Process Theory**

The Normalization Process Theory (NPT) was created in the United Kingdom by May and Finch as a team with a large group of public and worldwide partners and distributed in the year 2010 (Stem *et al.*, 2015). NPT plans to clarify and comprehend the cycles by which advancements or intercessions become normal in project the executives. It centers on the work that needs to occur to carry out development in everyday practice. This guarantees that data access is focused on in project execution of venture results. Normalization Process Theory is a socio-conduct hypothesis zeroed in on the social association of the work (execution), of making rehearses routine components of regular daily existence (implanting) and of supporting inserted rehearses in their social settings (incorporation) (Stem *et al.*, 2015). It investigates the cycles of intercessions inside local area activities to exhibit the variables affecting on supportable changes practically speaking.

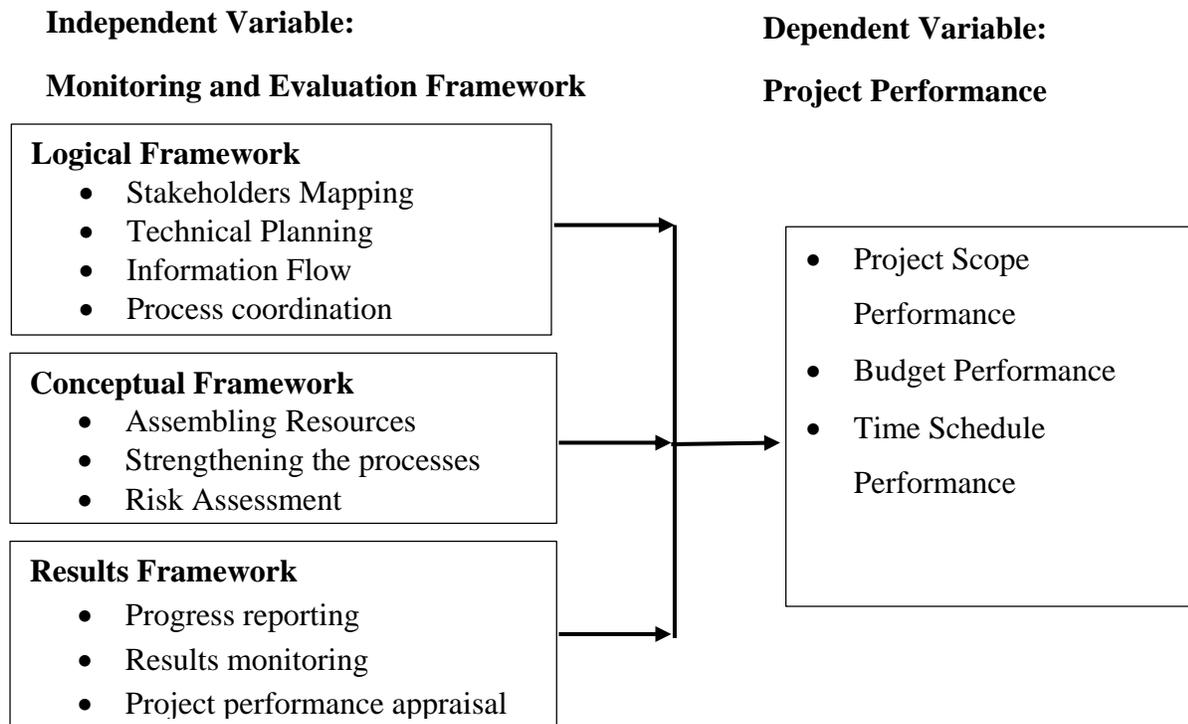
This theory explained the job of task examination in maintainability of undertaking results and advantages to the local area.

The theory comprises of four builds that portray the association of the activity or work performed, and suggests that for an overwhelming mediation to become normal ordinary practice, there is really much to think about the accompanying components - rationality (what is the work), intellectual support (who accomplishes the work), aggregate activity (how accomplishes the work finish) and reflexive checking (how is the work gotten) (Finch, *et al.*, 2015). These develops are not straight, but rather iterative and interrelated drivers of progress incorporate individual, authoritative, political and monetary elements (Grol & Wensing, 2014).

Periodic monitoring of intricate mediations can recognize relevant elements related to making the project a success. Therefore, the need of M&E framework can be emphasized here to mean that for projects to bring new ways of living among the community members, NGOs must ensure effective monitoring, evaluation and control of the project activities. This in turn would translate to better performance of projects in meeting the project scope, project goals, budget and scheduled time. Carrying out and assessing complex mediations, new advances, and business processes in youth projects is perplexing and requesting. NPT can consequently be extraordinarily used to help craft by execution and examination of complicated intercessions.

### 2.4 Conceptual Framework

Conceptual framework is consistently evolved organization of interrelationships among factors considered to be the basic piece of the elements of the circumstance being explored, Serkan, (2013).



**Figure 1: Conceptual framework**

**Source: Researcher, (2023)**

The independent variable in this study is monitoring and evaluation framework with three main components. Namely, the logical framework, the conceptual framework and the results framework. Each of these has sub-variables that will help in measuring effectively and accurately the framework orientation and performance. In the dependent variables as the result of independent variable, this study looked at the performance of NGOs projects. When there is effective Monitoring and Evaluation framework in the NGOs project, the projects are more likely to improve

in terms of performance. The project performance in this study was measured using project scope performance, budget performance and time schedule performance.

### 3.0 RESEARCH METHODOLOGY

#### 3.1 Research design

As per Mugenda and Mugenda (2013), research design alludes to the strategy used to complete exploration. The review utilized descriptive and correlational research design. This methodology involves gaining data about events, then, at that point, arranging, characterizing, depicting, and portraying the information.

#### 3.2 Target population and Sampling Design

The target population of Sinapisi-Rwanda/Higa Ubeho Project included the group leaders drawn from Internal Saving and Lending Groups (ISLGs) in Kicukiro and Gasabo Districts. Since each ISLG is made up of around 2 group leaders, the target population comprised of 107 group leaders and 5 staff working at the headquarter (Sinapisi-Rwanda 2023).

An exploration of the whole population may not be conceivable if the target population is big in size or covers a wide geographical area due to time and cost limitations. However, in this study, the target population was not significantly bigger than 100, therefore no sampling was needed. Hence, the sample size was the same as the target population, that is, 112 respondents were used as the sample size. This was made up of 107 group leaders of the Internal Savings and Lending Groups and 5 staff based at the headquarter, who were used as the sample.

**Table 1: Distribution of target population of Sinapisi-Rwanda/Higa Ubeho Project**

S/N	District	Sector	Number of ISLGs	Group Leaders
1	Gasabo	Bumbogo	56	26
2		Kacyiru	15	7
3		Kimironko	16	10
4		Ndera	38	18
5		Rutunga	51	25
6	Kicukiro	Gatenga	17	9
7		Gikondo	7	4
8		Kigarama	16	8
9	Staff			5
<b>Total</b>			<b>216</b>	<b>112</b>

**Source: Sinapisi-Rwanda (2023)**

The sampling procedure that was used is census where all the group leaders in Sinapisi-Rwanda/Higa Ubeho Project. Therefore, census sampling technique was applicable in this study. According to Kombo and Tromp (2016), census sampling technique is a method where all the elements in a population are included as study elements. This is more suitable if the target population is small, clearly defined or easily accessible.

#### 3.3 Data collection methods

Data collection methods includes the description about how data will be gathered, which tools to use and the designing of such tools. Questionnaire, interview and documentary review were used as data collection techniques and were utilized in this study. The researcher utilized structured questionnaires for essential information collection. The questionnaires are favored on the grounds that they are direct and less tedious for both the researcher and the respondents. Ideally, a research instrument is everything used to gather information (Kombo & Tromp, 2016). The study used questionnaire to collect primary data. Questionnaires are a type of tools for collecting data where the objective is to look for differences, that is, variability in responses among the subjects (Kothari & Garg, 2014).

The questionnaire was formulated with a 5-point Likert scale statements. In each of the questionnaires, section A contained questions on demographic information. Section B to section F included questions related to the study objectives. Both nominal and ordinal measurements of data

were employed. The nominal was qualitative for instance gender and age. In ordinal scale, the order of values was looked at and the 5-point Likert type was given values for computation quantitatively. Primary data was also collected using interview with key informants.

### 3.4 Data Analysis Procedure

Both qualitative and quantitative data were analyzed separately through triangulation design. The researcher’s aim was to obtain different but complementary data that were mixed after the analysis. Information at that point were coded and arranged to empower the reactions to be assembled into different classifications utilizing Statistical Package for Social Science (SPSS form 23). Quantitative data was presented using frequency tables, percentages, mean and standard deviation. Likewise, the researcher utilized Pearson and regression analyses to build up the strength of the connection between the dependent variable and independent variables. The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: Y = Performance of NGO projects; X<sub>1</sub> = logical framework; X<sub>2</sub> = conceptual framework; and X<sub>3</sub> = Results framework. β<sub>i</sub>; i=1,2,3= The coefficients for the various independent variables, ε =Error term

## 4.0 RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Presentation of Key Findings

This section reports the key findings of the research using inferential statistics. In this section therefore, Pearson correlation analysis and multiple regression analysis were used to assess whether a relationship exists between M&E framework and project performance, to determine the strength and direction of the relationship and to measure the effect of each predictor variables. In addition, the analyses helped to test the three hypotheses previously formulated.

**Table 2: Pearson’s correlation analysis between project performance and M&E framework**

	Project Performance	Logical Framework	Conceptual Framework	Results Framework	
Project Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	112			
Logical Framework	Pearson Correlation	.453**	1		
	Sig. (2-tailed)	.000			
	N	112	112		
Conceptual Framework	Pearson Correlation	.373**	.134	1	
	Sig. (2-tailed)	.000	.159		
	N	112	112	112	
Results Framework	Pearson Correlation	.512**	.134	-.079	1
	Sig. (2-tailed)	.000	.158	.405	
	N	112	112	112	112

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

### Source: Researcher (2023)

Table 2 reports the Pearson correlation analysis between monitoring and evaluation framework and project performance. as discussed earlier on in chapters one and two, three key indicators M&E framework were identified in this study. These included the logical framework, the conceptual framework and the results framework. Therefore, the correlation analysis was evaluated for the three indicators and the strength, direction and the significance of the relationship determined. As per the findings reported in Table 2, the Pearson correlation between logical framework (r=0.453, p=0.000) and project performance showed that the relationship is positive

and statistically significant. This means that any improvements in the project logical framework would significantly improve the performance of the Sinapisi-Rwanda/Higa Ubeho project. This is because the p-value reported was less than the normal threshold of 5%, indicating the relationship is statistically significant.

The Pearson correlation between conceptual framework ( $r=0.373$ ,  $p=0.000$ ) and project performance showed that the relationship is positive and statistically significant. This means that any improvements in the project conceptual framework would significantly improve the performance of the Sinapisi-Rwanda/Higa Ubeho project. The relationship was low but statistically significant since the p-value reported was less than 5%. Hence, even if the contribution could be minimum, conceptual framework is important in determining project performance in Rwanda. On the Pearson correlation analysis between results framework ( $r=0.512$ ,  $p=0.000$ ) and project performance, it was revealed that the relationship is positive and statistically significant. This means that any improvements in the project results framework would significantly improve the performance of the Sinapisi-Rwanda/Higa Ubeho project. Among the three sought key indicators, the results framework reported the highest relationship and because the p-value reported was less than the normal threshold of 5%, it was also a significant relationship.

Further, the researcher conducted the multiple regression analysis to determine the effect of each of the three key indicators of M&E framework on the project performance as well as test the three corresponding null hypotheses.

**Table 3: Summary regression model between M&E framework and project performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 <sup>a</sup>	.544	.531	.10771

a. Predictors: (Constant), Logical Framework, Conceptual Framework, Results Framework

**Source: Researcher (2023)**

Table 3 reports the regression summary model analyzing the effect of M&E framework on the project performance. as per the findings reported, the combined effect of logical framework, conceptual framework and results framework resulted to  $R^2=0.544$ . This meant that 54.4% of the variations reported in the project performance are as a result of effective M&E framework. Again, such M&E framework become effective when it includes the three main frameworks, namely, the logical framework, conceptual framework and results framework.

**Table 4: The ANOVA output between M&E framework and project performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.492	3	.497	42.878	.000 <sup>b</sup>
1	Residual	1.253	108	.012		
	Total	2.745	111			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Logical Framework, Conceptual Framework, Results Framework

**Source: Researcher (2023)**

In a multiple regression analysis, conducting an Analysis of Variance (ANOVA) is an important step as it allows the researcher to determine whether the overall regression model is statistically significant or not. A regression model may give very good results, but if the statistics show that the model is insignificant, then there is no need for further discussion of the results. In this study, the ANOVA reported output ( $F=42.878$ ,  $p=0.000$ ) showed that the results were statistically significant since the p-value was less than 5%. Hence, the results reported in the multiple regression could be relied upon. Again, the proposition that M&E framework has significant effect on the project performance was held as true.

**Table 5: Multiple regression coefficient analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.197	.320		3.737	.000
1 Logical Framework	.243	.048	.337	5.089	.000
Conceptual Framework	.252	.045	.367	5.568	.000
Results Framework	.253	.034	.496	7.521	.000

a. Dependent Variable: Project Performance

**Source: Researcher (2023)**

The findings reported in Table 5 are important in this study as they helped the researcher to determine the contributing effect of each of the three indicators of M&E framework. In addition, the hypotheses on the effect of logical framework, conceptual framework and results framework were done. The first null hypothesis was formulated as follows:

**H<sub>01</sub>:** Logical framework has no statistically significant effect on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

The regression model analysis reported that logical framework ( $\beta_1=0.243$ ,  $t=5.089$ ,  $p=0.000$ ) has a positive and significant effect on project performance. This is because the regression coefficient is positive and the p-value is less than 5%. Hence, the first null hypothesis stating “no effect” was reject and the alternative hypothesis supporting a significant effect was upheld. This meant that logical framework is an important component of M&E framework and plays a significant effect on project performance in Rwanda. This also imply that a one percentage increase in logical framework would lead to an increase in the project performance by 24.3%.

The second null hypothesis was formulated as follows:

**H<sub>02</sub>:** Conceptual framework has no statistically significant effect on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

The regression model analysis reported that conceptual framework ( $\beta_2=0.252$ ,  $t=5.568$ ,  $p=0.000$ ) has a positive and significant effect on project performance. This conclusion was made because the regression coefficient is positive and the p-value is less than 5%. Hence, the second null hypothesis stating “no effect” was reject and the alternative hypothesis supporting a significant effect was upheld. This means that conceptual framework is an important component of M&E framework and plays a significant effect on project performance in Rwanda. A percentage improvement in conceptual framework applied within a project would lead to an improvement of the project performance by 25.2%.

The third null hypothesis was formulated as follows:

**H<sub>03</sub>:** Results framework has no statistically significant effect on the performance of Sinapisi-Rwanda/Higa Ubeho Project.

The results reported in regression model analysis revealed that results framework ( $\beta_3=0.253$ ,  $t=7.521$ ,  $p=0.000$ ) has a positive and significant effect on project performance. This conclusion was made because the regression coefficient is positive and the p-value is less than 5%. Hence, the third null hypothesis stating “no effect” was reject and the alternative hypothesis supporting a significant effect was upheld. This means that results framework is an important component of M&E framework and plays a significant effect on project performance in Rwanda. A percentage

improvement in results framework as applied within a project would lead to an improvement of the project performance by 25.3%.

#### **4.2 Discussions of Key Findings**

This study has focused on analysing the effect of monitoring and evaluation framework on the performance of projects in Rwanda. As identified and discussed, three key areas were of concern in this study in regards to M&E framework. These areas of concern included logical framework, conceptual framework and results framework. The researcher therefore sought to respond to the questions related to these three areas in as much as they related to the general M&E framework. Hence, descriptive statistics were used to provide the general understanding regarding the use and application of M&E framework in influencing the performance of projects in Rwanda, particularly the performance of Sinapisi-Rwanda/Higa Ubeho Project.

The first objective sought to find out the effect of logical framework on the project performance. Hence, the first null hypothesis concentrated on testing the significant effect logical framework. The findings reported showed a positive and significant relationship exists between logical framework and project performance. In addition, the results pointed a significant and positive contribution of logical framework on project performance. Moreover, the use of logical framework is determined to have an effect on the overall project success. It should therefore be considered within the M&E framework. These findings are aligned to previous studies that reported the significance of M&E on project performance. In particular, the research by Rusare and Jay (2015) reported that logical framework when integrated within the project implementation improves the performance of a project. This was reported to have a positive and significant effect ( $\chi^2=23.56, p<0.05$ ) on project success. Suharko (2017) on the roles of NGOs in Rural Poverty Reduction showed that a positive and significant relationship of 0.673 exists between evaluation and success of the project.

The research by Riddell and Robinson (2013) pointed out that projects reach the poor people. However, the authors reported that the projects tend not to reach down to the very poorest. Hence, the need for M&E framework to inform the current project and future researches. Gitau and Sang (2022) researched on the effect of sustainable risk and stakeholders' management on the performance of projects initiated and run by pension funds. The results revealed that 65% of the literature indicated the need for effective M&E framework that would help project managers to improve on project performance.

The second specific objective was on the conceptual framework and attempted to answer the question whether conceptual framework is significant component to influence project performance. The results obtained from the study analysis showed a positive relationship between conceptual framework and project performance. the regression output also revealed that conceptual framework contributes positively and significantly to project performance. The results are in line with previous findings reported by earlier researchers. For instance, McRael (2013) who studied the role of monitoring and evaluation skills in managing infrastructure projects in Europe demonstrated that M&E framework boost the performance of construction firms by an  $R^2$  of 45.3% in terms of quality and time taken to complete the projects. Similarly, Mukuhlani (2014) emphasized the use of the right framework within a project management if NGOs wish to improve the project performance. The success of projects can be achieved through effective risk management and resource planning as part of the conceptual framework necessary for project sustainability and performance. Thaddee, Prudence and Valens (2020) in their empirical study showed that monitoring and evaluation effectively affect the performance of projects in Rwanda. Sulemana, *et al.*, (2018) included participatory M&E in their investigation and found that with participatory M&E, it is possible to positively influence performance of the projects. This shows that engaging the key stakeholders and improving their level of participation is important as a factor in the M&E framework and in turn improves the performance of projects.

The third objective sought to find out the effect of results framework on the project performance. In this study, the results framework was investigated as an important component of M&E framework needed for the performance of the projects in terms of quality, scope, budget and time. The findings showed that results framework is positively and significantly related to project performance. The findings are in congruent with earlier researches. For instance, the research by Zhang (2015) showed that through successful projects, NGOs are able to bring change to around 85% of the intended beneficiaries. In addition, the results revealed that project success in terms of timely execution influence the lives of the community. This means that community-based project are deemed to be successful if the projects are able to deliver the expected benefits to the targeted beneficiaries. In addition, Niyivuga, et al., (2019) found that M&E practices have positive but weak correlation with staff motivation. Muhayimana and Kamuhanda (2020) found that linking M&E framework to plan and action significantly affect the performance of the projects in Rwanda. Hence, the M&E framework can greatly influence the final results of a given project. This research has shown that M&E framework influences the performance of Sinapisi-Rwanda/Higa Ubeho Project.

### **4.3 Conclusions**

The current study has focused on investigating the effect of monitoring and evaluation framework on project performance. The study identified three key areas of concern including logical framework, conceptual framework and results framework. The primary data was collected using structured questionnaires and interview guide and analysed through the use of descriptive and inferential statistics. The findings have revealed that logical framework, conceptual framework and results framework are significant concepts within the M&E framework and that they individually contribute to project performance. Further, within a multiple regression framework, the three components have a significant combined effect on project performance. As a result of these analysis, the researcher concludes that M&E framework is an important factor to consider when determining project performance. In addition, it is important to consider the logical, conceptual and the results framework within the monitoring and evaluation process. Since projects undergo various phases from inception to completion, tracking the performance of the project should be a continuous endeavour and not just a one-time practice. This means that project managers must do a progressive appraisal of the performance of the project. In this way they can be able to give a comprehensive report on the project performance at each stage and as the project progresses. This can be achieved if the right monitoring and evaluation practices or strategies are in place. Moreover, M&E can help project managers in controlling the project in terms of the budget, scope and time and ensuring that the project is progressing within the plan. In so doing, M&E becomes a tool for effective project control and project performance.

### **4.4 Recommendations**

This study has shown that monitoring and evaluation framework improves project performance significantly. The study components included in this research were logical framework, conceptual framework and results framework. The findings showed that all the three have positive and significant effect on project management. Hence, the researcher recommends that project managers must include different frameworks in their M&E to ensure effective project performance. The logical framework should be included in order to define the various methods and approaches to assess the performance of the project. Further, managers should include logical framework to provide guidelines on evaluating the linkage between different elements within a project while still proposing the best way to improve the interrelationships. The project managers should also include conceptual framework to ensure that M&E frameworks are effective enough with clear conceptual framework the managers would be able to provide a form of presenting the relationships between different components within a project. In addition, it would be possible to guide the project managers in respect to the best management practices and decide on the priorities on a timely basis and drive to achieve them effectively and efficiently.

The researcher further recommends that donors should reinforce monitoring and evaluation practices within the project the finance. This would help to effectively track the performance of the project as it progresses. In addition, it would help to have timely reports as well as control the performance of the project. In this way, the donors can safeguard their interests, ensure funds are utilized in an efficient manner and be able to commit funds for future projects. In the same way, government and nongovernmental organizations should follow-up on the projects in which they have a high stake. They can do this through monitoring and evaluation framework in which way they can effectively track the project in terms of its cost, time and quality performance.

#### **4.5 Suggestions for Further Studies**

The current study focused on M&E framework and investigated on how this affect project performance. The study focussed only on three areas of concerns in M&E, namely the logical framework, conceptual framework and result framework. Future researches can be conducted in other areas that cover M&E. For example, future research should be carried out to investigate different M&E practices that can influence project performance. Further, future research should be carried to investigate the influence of project progressive evaluation on the subsequent performance of construction projects in Rwanda. Future researchers should also consider enlarging the scope of coverage to include different projects and measuring their effect on project performance.

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