EFFECT OF MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE: A CASE OF RWANDA DAIRY DEVELOPMENT (RDDP) PROJECT IN 12 DISTRICTS (2017-2021)

UWURUKUNDO Beata
Email: uwurukundobeata@gmail.com
Reg. Number: MSCPM/20/09/6425

Postgraduate Studies in Partial Fulfilment of the Requirements for the Award of Master of Science in Project Management (MSC in PM) of University of Kigali

ABSTRACT

*The study entitled" **Effect of monitoring and evaluation practices on project performance: a case of Rwanda Dairy Development (RDDP) Project in 12 Districts" Therefore this study was guided by Five specific objectives: To find out the role of monitoring and evaluation design and planning on RDDP project performance; to examine the role of monitoring and evaluation quality assurance on RDDP project performance; to analyse the role of capacity building for monitoring and evaluation on RDDP project performance; to determine the role of information sharing and utilization for monitoring and evaluation on RDDP project performance and to establish the role of monitoring and evaluation budget on RDDP project performance. The study used descriptive research design and causal research design. The study covers 138 employees of RDDP project as sample size. The study used census research design. Questionnaire, interview and documentary review was used to collect data and finally the study used descriptive statistics and inferential statistics as method of data analysis. The findings revealed that M&E design and planning ;M&E quality assurance ; M&E capacity building; M&E information sharing and M&E budget had significant positive effect on performance of RDDP project as indicated by (β_1= 0.228, p-value=0.000<0.05);(β_2= 0.226, p-value=0.000<0.05);(β_3= 0.212, p-value=0.000<0.05);(β_4= 0.793, p-value=0.000<0.05) and (β_5= 0.084, p-value= .002<0.05) respectively which implies that an increase of one unit in the following variables such as M&E design and planning ;M&E quality assurance ; M&E capacity building; M&E information sharing and M&E budget would lead to increase of 0.228; 0.226; 0.212; 0.793 and 0.084 units in performance of Rwanda Dairy Development (RDDP) Project. Based on the findings of the study, it was concluded that there was significant positive correlation between M&E practices and performance of RDDP project as indicated by adjusted R^2 showing that 0.753 (75.3%) changes in performance of RDDP project is determined and influenced by M&E Budgeting, M&E quality assurance, M&E information sharing and utilization, M&E design and planning and as well as M&E for capacity building at 95% of confidence interval. The study recommends that RDDP project should strengthen Monitoring and Evaluation quality assurance mechanisms significantly contribute to the performance of development programmes.*

Key words: Monitoring , evaluation practices and project performance

1. INTRODUCTION

Monitoring and evaluation (M&E) has become an increasingly important tool within the global efforts in achieving environmental, economic and social sustainability. At national and international scales, the sustainability criteria and indicators for M&E are very crucial in defining, monitoring and reporting on ecological, economic and social trends, tracking progress towards goals and influencing policy and practices ('Armstrong & Baron, 2013). Monitoring and evaluation (M&E) helps those involved with projects to assess if progress is being achieved in line with expectations. Monitoring is the on-going collection and analysis of data that informs project managers if progress toward established goals is being achieved. Evaluation is a comprehensive appraisal that looks at the long-term impacts of a project and exposes what worked, what did not, and what should be done differently in future projects (Gaibo & Mbugua, 2019).

According to Crawford and Bryce (2018), in Canada, monitoring and evaluation system was a valued norm in government and charitable organizations. High focus was put on financial accountability aimed at improving service delivery by the government and the charitable organizations. Performance accountability by charitable organizations in Canada has been focused on inputs, results and impacts which valued funds for community interventions. This has made funding organizations such as Canadian International Development Agency (CIDA) to put pressure on NGO's to adopt monitoring and evaluation system for better projects results attainment

In Spain, monitoring and evaluation (M&E) has become a more essential instrument in global efforts to achieve environmental, economic, and social sustainability. For the sake of clarity, the evolution of Monitoring and Evaluation in France has been divided into various separate phases. This helps to highlight how concepts have generally evolved and expectations have extended over the years (Armonia *et al*., 2016)

In African context, the South African government has placed increasing importance on Monitoring during its third term of office since democracy (Florin, 2011). Several studies were done to examine factors impacting on project performance in 6 developing countries. A study by Agaba and Mulyungi (2018) reported that shortage of skilled manpower, poor supervision and poor site management, unsuitable leadership; shortage and breakdown of equipment due to

ineffective monitoring practices contributed to project delays in South Africa. As established by Mbachu and Nkando (2007), that quality and attitude of service are key factors constraining successful monitoring practices on project delivery in South Africa.

In East African countries like Uganda, Andove and Mike (2015).) argues that M&E practices in Uganda still needs development and strengthening, the government does not systematically conduct evaluations of its programmes. Rather, to all intent and purpose, donors still drive most evaluation in government. Monitoring and evaluation information is not managed systematically; with weak system for registration and storing of performance reports, reviews and evaluations produced across government, for access and use by other government ministries, donors and civil society.

In Rwanda, development partner organizations, local and international NGOs, multilateral and bilateral organizations have an M&E practices. At present however, many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems in planning or implementation of projects (Armstrong & Baron, 2013). Word Bank (2017) reported that the absence of effective monitoring and evaluation (M&E) and financial control system that has contributed to re-channelling of resources from key activities. This affects the attainment of sector goals and delays the implementation of various education policies. The underlying causes of the above issue include; lack of accountability, transparency, and weak institutional capacity. Lack of effective M&E in government institutions in Rwanda have been the root cause of fail of some project implemented by government institutions in Rwanda. The study done within depth case study of RDDP project where the performance of it will depend on how M&E help an organization to learn from what it is doing and how it is doing it by focusing on effectiveness and impact of the project.

2 Statement of the Problem

Several projects in Rwanda have been informally cited as failed projects; meaning that they did not achieve the desired Performance. For examples, MINAGRI (2018), reported that despite the massive 124 agriculture projects instigated by governments of Rwanda, their outcome has been cataclysmic with more than 68% of the projects not meeting the completion deadlines while others not even making a step further from the investiture dates' 38% of project not delivering

when it was expected, 55% of projects not delivering it at the cost expected , 68% of projects not delivering all the functionality that was expected, 35% of projects did not continue after withdraw of projects funder at least contributes to a fair perception of 'project failure(MINAGRI, 2018).

Despite the progress made in developing the dairy sector, there are still significant challenges such as low milk productivity attributed to the still low number of improved dairy cattle and compounded by inadequate forage base, animal feeding practices and seasonal fluctuations in water availability; limited support services and an inadequate knowledge to manage dairy cattle; limited organization of farmers for effective collective action in marketing of milk and access to inputs/services; inadequate development and management of milk collection, processing and marketing infrastructure for supply of good quality milk to the domestic and regional markets; limited access to finance for dairy value chain actors(MINAGRI, 2018). Rwanda Dairy Development Project (RDDP) was introduced by government of Rwanda to address the challenges in agriculture sectors in Rwanda but the extent to which project monitoring and evaluation adopted in RDDP project contribute to its success is unknown.

Most organizations lack effective monitoring and evaluation practices due to misuse of resources, poor planning, conflict of interest and poor communication in meeting obligatory requirements (OAG, 2018). In Rwanda especially in the projects implemented by BDF, the overall picture of projects achievements has remained limited despite monitoring and evaluation practices being in place, information linking Monitoring and Evaluation and project performance is rare(OAG, 2018). Review of literature on monitoring and evaluation reveal that most research have been carried out from USA, South Africa, Malaysia, Nigeria, Iran, India, United Kingdom, among others. Not many of the studies have been carried out on the monitoring and evaluation in relation to project success in government intuitions from a Rwandan perspective. Hence, it was this reason why this study sought to address this knowledge gap. Hence, the purpose of this study is to investigate the effect of monitoring and evaluation practices on the performance of projects in Rwanda with reference of RDDP project implemented by Business Development Fund.

3. Objectives of the Study

The following objectives provided general guidance to the study:

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1) To find out the effect of monitoring and evaluation design and planning on performance of RDDP project

2) To examine the effect of monitoring and evaluation quality assurance on performance of RDDP project

3) To analyse the effect of capacity building for monitoring and evaluation on performance of RDDP project

4) To determine the effect of information sharing and utilization for monitoring and evaluation on performance of RDDP project

5) To establish the effect of monitoring and evaluation budget on performance of RDDP project

4.0. LITERATURE REVIEW

This chapter discusses literature which is associated with the study. The chapter reveals theoretical and conceptual framework

4.1. Theoretical Review

A rigorous study is based on sound theory that explains how concepts, constructs and propositions are related (Coopers & Schindler, 2014). This study is therefore based on some relevant theories including Change theory, RBV theory and Social Theory of Learning

Theory of Change

According to Stein and Valters, (2012) the theory of change emerged in the 1990s as an enhancement of evaluation theory. Theory of change when applied to social change processes represents a thinking action alternative to other more rigid planning approaches and logics. A theory of change defines pieces and steps necessary to bring about a long-term goal. It also describes the types of interventions that bring about results hoped to or expected (Perls, 2005).

From this theory therefore, there must training to stakeholders for change to take place. In this research, the researcher argues that the right atmosphere in form of capacity building must be created for the expected change to take place; the right practices for M & E must be adopted in order for projects to succeed.

Resource Based View

The Resource Based View (RBV) was more clearly explored in 1980s and 1990s after very important studies by Wernerfelt (1984), Prahalad, Hamel and Barney (1991) among others. The theory posits that organizations need to consider the internal strengths of the organization. A resource is a valuable asset that may include capital and may also be considered an internal strength. The RBV consider the resources of a firm as being essential determinants of the firm's competitive advantage and performance. This theory basically explains the role of adequate budgeting to funding as task. It essentially spells out the fact that for the performance in any task, the right amount of funding need to be allocated.

RBV theory implies that with the application of the right resources, in this case funding M &E, would most likely positively impact on project success. The Resource Based View (RBV) holds that resources, in this case, budgetary allocation, affect project performance (Jurevicius, 2013). The resources need to be adequate, relevant and timely. The RBV also hold for capacity building as factors affecting M & E of programmes since this is a resource. Training the stakeholders may be done on the job or in some workshop somewhere outside the organization.

Social Theory of Learning

Social learning theory, proposed by Albert Bandura, emphasizes the importance of observing, modelling, and imitating the behaviors, attitudes, and emotional reactions of others. Social learning theory considers how both environmental and cognitive factors interact to influence human learning and behavior. In social learning theory, Albert Bandura (1977) agrees with the behaviorist learning theories of classical conditioning and operant conditioning. However, he adds two important ideas: Mediating processes occur between stimuli & responses. Behavior is learned from the environment through the process of observational learning.

Social learning theory explains complex behavior by acknowledging cognitive factors and the role they play in deciding whether to imitate behavior. However, it does not account for how we develop a wide range of behavior based on thoughts and feelings. We have a significant amount of control over our behavior and, as such, we don't necessarily reproduce poor behavior, like violence, merely because we experience it. This Theory implies that skill building projects should strive to facilitate double-loop learning environments in the project beneficiaries rather

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than just single-loop learning. This theory was used to assess the effects of capacity building in M&E on the performance of RDDP project.

4.2. Empirical review

Ndegwa (2021), carried out the influence of monitoring and evaluation process on implementation of water, sanitation and hygiene projects in Kenya: a case of UNICEF Program, Kajiado County. The findings show a strong positive correlation between M&E leadership and implementation of projects with a correlation coefficient of 0.736. This implies that if organizations use effective leadership, the implementation efficiency level of projects will increase. The findings also show a positive correlation between funding of M&E process and implementation of projects with a correlation of 0.489. The study shows a strong positive correlation between stakeholders' participation and implementation of with correlation of 0.565.. Findings from this study revealed that monitoring and evaluation process has an influence on implementation of projects. Project implementation policy and its guidelines were well known by both the project implementers and project beneficiaries.

Musanabaganwa (2020), did the study on monitoring and evaluation on performance of community health projects in Kigali-Kicukiro district community health workers' PIGS project. The researchers observed that quite a number of the respondents (with 99% of respondents) indicated that the M&E practices are used in pig's projects in Kicukiro district and are important for project performance. Majority of respondents (over 95% of respondents) noted M&E practices play a significant role in pig's projects in Kicukiro district and significantly influence their overall performance, however they noted a number of challenges. A conclusion to the study was drawn, from both information gathered from other researchers that is secondary and primary data analyzed from the field of M&E.

M&E plan on performance of project

Mbaziira and Nduta(2021), studied on the influence of Monitoring and Evaluation Planning on the Performance of Government Programs: A Case of Uganda Women Entrepreneurship Program in Busoga Sub-Region, Uganda. The study sought to examine the influence of monitoring and evaluation planning on the performance of government programs using a case study of Uganda Women Entrepreneurship Program in Busoga, Uganda. The findings indicated a Pearson's correlation coefficient of 0.755 with a corresponding probability that was less than

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5%. The study concluded that monitoring and evaluation planning was a significant factor in the performance of government programs more so, the Uganda Women Entrepreneurship Program in Busoga.

Njiri (2015) finished an examination planned to find the effect of Monitoring and Evaluation Systems use on execution of Non-governmental Organizations Agri-Business Projects in Murang'a County. The examination found negative correlation on availability and use of indicators in Projects and performance of NGO projects, a positive relationship between Human resource in Monitoring and Evaluation and performance, a negative relationship between utilization of Monitoring and Evaluation discoveries and execution of NGO projects, lastly a positive relationship between data frameworks use in an undertaking with how well the project performed. In a close look into the study the author discussed generally the importance of human resource or manpower in M&E activities. Moreover, more can be investigated according to human resources including staff capacity, cooperation and participation and how these affects project performance.

M&E quality assurance on performance of project
Patricia and Sanjeev (2011) further urge that quality assurance guides improvements in policies, and practices. M&E supports identification of successes and failures and shapes investment decisions. (Jody and Kusek, 2004) emphasizes that quality assurance enables organizations to identify program weakness and take action to correct them, information generated can be used to diminish fear within organizations and strengthen open atmosphere in which people can learn from mistakes, make improvements and create knowledge along the way. This is relevant to NGOs development programmes which are affected by social, political and economic external factors and assessment and monitoring of risks is critical to NGOs programmes objectives, the study investigated the contribution of operation audits to identify and mitigate risks.

M&E for capacity building on performance of project
Nyaboke and Atikiya(2022), studied on the effects of M&E building capacity on the performance of low cost housing projects in Nairobi County. The study concludes that capacity building has a positive and significant effect on the performance of low cost housing projects in Nairobi County. From the results, this study recommends that project managers in low cost housing projects should ensure routine monitoring of performance, formative assessments of

project progress. In addition, project managers in low cost housing projects should ensure frequent data review and learning and use of learning in strategic decision making and use of data in review and planning of project.

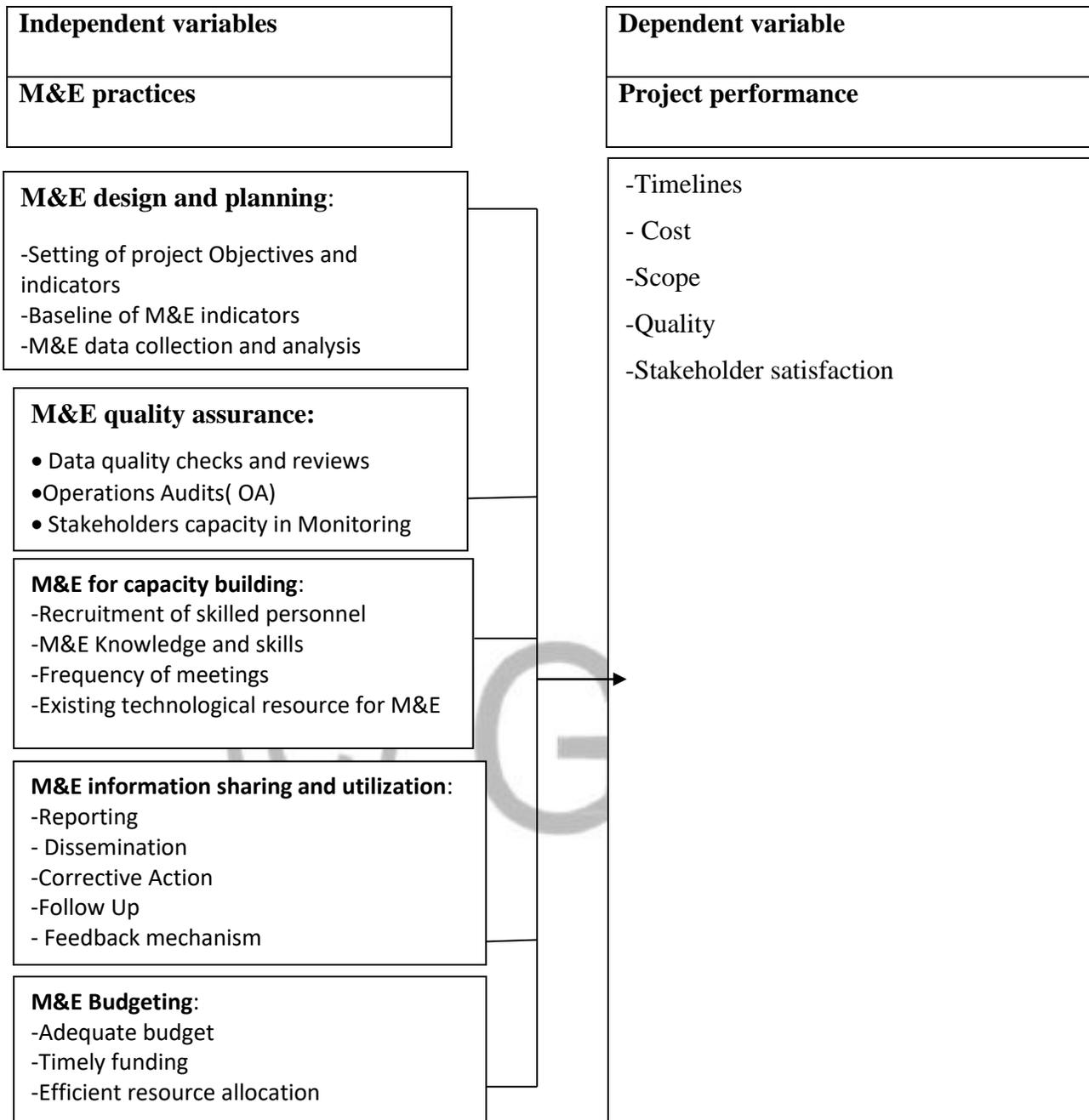**Information sharing and utilization for M&E on performance of project**

Studies that are peculiar to information needs like one by Mackay (2007) established that the utilization of M&E information was central to the performance and sustainability of an M&E system, and depended on the nature and strength of demand for M&E information. The author urged that the utility of the results from evaluations required that commissioners and evaluators undertake the evaluation to use its results. In support, Rist, Boily and Martin, (2011) found that knowing the information needed for proper implementation of a particular program was paramount in pushing for better utilization of the evaluation results, and specifically if the evaluation is undertaken at a time when the results can meaningfully inform decision-making processes and are accessible. Both studies reviewed were only arguments without empirical backing which warranted further investigations.

M&E budget on performance of project

Murei*et al*,(2017)Influence of monitoring and evaluation budget on performance of horticulture projects in Nakuru County, Kenya. Quantitative and qualitative data collection and analysis were employed. A structured questionnaire of Likert was the main tool for quantitative data. The findings showed that monitoring and evaluation budget was a major contribution to high performance of horticulture as shown by a correlation coefficient which was statistically significant. Monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in contributing to high project performance

4.3. The conceptual framework

The study was based on the following conceptual framework. A conceptual framework is defined as a hypothesized model identifying the concepts under study and their relationships. The study was guided by the conceptual framework as shown in Figure 2.1 relating the dependent and independent variables. The independent variables include: M&E design and planning, M&E quality assurance, M&E capacity building, M&E information sharing and utilization and M&E budgeting while the dependent variable is performance of project.

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| **Independent variables** |
| **M&E practices** |

| **Dependent variable** |
| **Project performance** |

M&E design and planning:

-Setting of project Objectives and indicators
-Baseline of M&E indicators
-M&E data collection and analysis

-Timelines

- Cost

-Scope

-Quality

-Stakeholder satisfaction

M&E quality assurance:

• Data quality checks and reviews
•Operations Audits(OA)
• Stakeholders capacity in Monitoring

M&E for capacity building:
-Recruitment of skilled personnel
-M&E Knowledge and skills
-Frequency of meetings
-Existing technological resource for M&E

M&E information sharing and utilization:
-Reporting
- Dissemination
-Corrective Action
-Follow Up
- Feedback mechanism

M&E Budgeting:
-Adequate budget
-Timely funding
-Efficient resource allocation

Source: Researcher, 2022

Figure 2.1: Conceptual framework

4.4. Research Gap

Concerning the unavailability of literature in monitoring and evaluation practices in regard to the discussed practices (design and planning, capacity building, and budgeting) means that there is a high likelihood of influence by these practices on the project implementation. Evidence from literature point out that in Africa more especially in NGOs M&E practices achievements on the

ground are rare (UNICEF, 2009). Most studies done in Rwanda focus on specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempted to fill the gap. The three independent variables had high propensity effects of monitoring and evaluation practices in RDDP project .

Researchers on related literature present that the practices of M&E had shown low progress in developing countries including in Rwanda where it has been applied around the world. However, the literature show that its practice has been slow and in some cases absent in both non-governmental organizations and governmental organizations. From the literature undertaken, the study showed that there were many studies conducted by different researchers.

For example, Musomba, (2012) in his study showed that project planning, implementation and controlling processes are the tools that advance its capability of planning, implementing, and controlling its project activities in the organization. Additionally, Wachamba (2013) on the factors determining the effectiveness of M&E practices of NGOs in Nairobi, Kenya, revealed that capacity building influenced the effectiveness of monitoring and evaluation process in project implementation. The empirical studies are indicative that there is need for monitoring and evaluation as a non-governmental organization tool for project implementation. However, little has been done on area of examining of M&E practices and project success in Rwanda, as far as tools and methods used. M&E design and planning influence on project implementation is minimal, capacity building on monitoring and evaluation and M&E budgeting on project implementation has not fully taken course on projects. Concern about absence of effective approaches in assessing M&E practices have been raised (World Bank, 2011). Proposals made in Projects have gone through the blows, with no lasting solution given. Factors such as capacity building and budgeting have been replaced with ready availability of funding, with assumption that the participants' views may not have any effect to the project implementation. Therefore, this study seeks to fill the gaps by studying the effects of M&E practices on performance of project in Rwanda mainly RDDP project.

5. RESEARCH METHODOLOGY

The research methodology in this study deals with the research design, the population of the study, the sampling design, data collection measurement of variables, reliability and validity of the measurement instruments, data processing and presentation, data analysis, limitations of the study and ethical considerations.

5.1.Research Design

Based on the nature of this study, the study used survey research design such as descriptive research design and correlational research design.

Survey descriptive research was used to describe the feature under the study such as monitoring and evaluation practices such as M&E design and planning ; M&E quality assurance; M&E for capacity building; M&E information sharing and utilization and M&E Budgeting as independent variables and project success as dependent variable by using quantitative and qualitative approach. Quantitative approach was used to acquire numerical information on samples for statistical analysis such descriptive statistics and making appropriate conclusions and inferences to the population while qualitative approach enriched discussions on relationships between variables by providing narrative and descriptive information by capturing views, perceptions and behaviors to supplement information from quantitative sources.

The study used correlational research design to establish the relation between monitoring and evaluation practices and success of RDDP project by using inferential statistics such as correlation and multiple regression analysis

5.2. Population of the study

According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The population of interest of this study is 138 employees of RDDP project.

Table 1: Employees of RDDP project

Employees	Population size
Project manager	1
Project coordinators	4
Grant manager /BDF	1
Fund manager/BDF	1
Project engineering	5
Finance and accounting departments	12
Investment analysts	30
MEAL department	20
Human resource department	2
Procurement officer	5
Quality control of milk process officers	12
Filed agronomist and veterinary	46
Total	**138**

Source: RDDP project**,** 2022

This study used census sampling technique; because the whole population under study was used as it was too small (less than 300) and no need to determine sample size. The researcher interacted with all concerned respondents because they possess the information about the effect of monitoring and evaluation practices on success of Rwanda Dairy Development (RDDP) Project implemented by BDF Rwanda

5.4. Data collection instruments

The researcher used questionnaires to collect primary data while documentary review was used to collect secondary data as the data collection tool. Questionnaires with 5-points Likert Scale was administered to collect data since it was easy for the respondents to use and understand. The questionnaire tool was used to collect information from 138 employees of RDDP project. The questionnaire design followed the objectives of the research, with the first part capturing the demographic characteristics of the respondents; part two interrogating on monitoring and evaluation design and planning; monitoring and evaluation quality assurance; capacity building

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for monitoring and evaluation; information sharing and utilization for monitoring and evaluation and monitoring and evaluation budget and the last part on performance of RDDP project.

Interview guide was used to collect in-depth information on contribution of M&E project on the performance of project. The face to face interviews was conducted with 2 stakeholders of RDDP project include 2 senior Administrator such as Project manager of RDDP and Grant manager of BDF because have additionally information regarding to performance of RDDP project. Key informants were selected basing on knowledge, experience and position of influence in M&E on success of RDDP project.

According to Burns & Grove (2003) stated that documents are materials, which contain the information about a phenomenon that researchers wish to study. In this study the documents (books, journals and web site sources) was used in order to get more information.

5.5. Reliability and validity of the measurement instruments

A pilot study was conducted by the researcher by administering the questionnaires to 14 employees of SAIP project. Validity is defined as the degree to which a test measures what it purports to measure (Collins & Hussey, 2003). Each item in the instruments was reviewed by the supervisor who noted how each of the specified study objectives and research questions was captured in the instrument. The following formula was used to test validity index. The following formula was used to test validity index. According to Sekaran (2006) content validity index should not be less than 0.7.

$$\text{CVI} = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items}} = \frac{57}{65} = 0.876.$$ This implies that research instruments has internal validity because CVI computed is great than 0.7.

According to Wilson, (2012), reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Reliability was increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher selected a pilot group of 14 employees of SAIP project see giving consistent results, and it was done before actual data collection to remove bias and subjectivity on the side of researcher. The answers were submitted to a reliability analysis

(with SPSS) for computation of the Cronbach's Alpha. According to Sekaran (2010) Alpha values for each variable under study should not be less than 0.7 for the statements in the Instruments to be deemed reliable.

Table 2: Reliability Statistics

Variables	N of Items	Cronbach's Alpha(α)
M&E design and planning	8	.784
M&E quality assurance	9	.865
M&E for capacity building	10	.742
M&E information sharing and utilization	9	.936
M&E Budgeting	9	.918
Performance of RDDP Project	**12**	**.799**
Overall items	**57**	**.840**

Source: Primary data, September 2022

The table shows have high reliability ;M&E design and planning (α= 0.784), M&E quality assurance (α=0.865), M&E for capacity building (α=0.742), M&E information sharing and utilization (α=0.936), M&E Budgeting (α=0.918), performance of RDDP Project(α=0.799). This illustrates that all the six variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 as contended by Field (2009). The results of the reliability test also revealed that all the six variables were reliable as the average index of 0.840 exceeded the adopted threshold of 0.7. This is an indication that donor relationship management, income diversification, management competence and financial management have relatively high internal consistency and measure the same construct.

5.5. Data analysis

This study used descriptive statistical method and inferential statistics such as correlation analysis and multiple linear regression model was used to analyze the data. The data in this study was computed and analyzed using Statistical package for Social sciences (SPSS) which is software for data analysis. Multiple regressions analysis was used in order to assess the effects of multiple predictor variables (rather than a single predictor variable) on the dependent measure. A multiple regression model was also used to test the significance of the effect of the independent variables on the dependent variable. Based on other models that was used to test the effect of M&E design and planning ; M&E quality assurance ; M&E for capacity building; M&E

information sharing and utilization and M&E Budgeting as independent variables on performance of RDDP project , the present study will adopt the following model:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + e$$

Where: Y =Performance of RDDP project , $\{\beta_i; i=1,2,3,4 \text{ and } 5\}$ = The coefficients representing the various independent variables. B_0 = the Y intercept

$\{X_i; i=1,2,3, 4 \text{ and } 5\}$ = Values of the various independent (covariates) variables.

e = the error term which is assumed to be normally distributed with mean zero and constant variance,

Y = Performance of RDDP project ,

X_1= M&E design and planning ;

X_2 =M&E quality assurance ;

X_3=M&E for capacity building;

X_4 =M&E information sharing and utilization

X_5=M&E Budgeting

The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable which are performance of RDDP project and independent variable which are M&E design and planning; M&E quality assurance ; M&E for capacity building; M&E information sharing and utilization and M&E Budgeting from the model was accepted at 5% significance level.

R^2give the percentage variation in y explained by x-variables which implies that R^2 explain the degree to which variance in performance of RDDP project is caused by changes in the predictor variables of the study (M&E design and planning; M&E quality assurance ; M&E for capacity building; M&E information sharing and utilization and M&E Budgeting from the model). R^2 range between is 0 to 1 (i.e. 0% to 100% of the variation in y).

6. FINDINGS

This section helps to respond the objectives of this study which was to investigate the effect of monitoring and evaluation practices such as M&E design and planning ;M&E quality assurance ;

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M&E capacity building; M&E information sharing and M&E budget on performance of RDDP project by using both correlation analysis and multiple regression analysis to test the influence among the variables.

Table 3: Correlation analysis

	Pearson Correlation	**X₁**	**X₂**	**X₃**	**X₄**	**X₅**	**Y**
X1= M&E design and planning	Pearson Correlation	1					
X2 =M&E quality assurance	Pearson Correlation	.421**	1				
X3=M&E for capacity building	Pearson Correlation	.334**	.551**	1			
X4 =M&E information sharing and utilization	Pearson Correlation	.530**	.430**	.380**	1		
X5=M&E Budgeting	Pearson Correlation	.175*	.134	.035	.208*	1	
Performance of RDDP project	Pearson Correlation	.637**	.610**	.475**	.800**	.350**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The finding in table 3, indicates that there is moderate positive correlation between M&E design and planning and performance of RDDP projectat r= 0.637^{**} with a corresponding p value of 0.000 <0.01 level of significant. This implies that an increase of M&E design and planning would lead to an increase in performance of RDDP project . The finding in table 3, indicates that there is moderate positive correlation between M&E quality assurance and performance of RDDP project at r= 0.610^{**} with a corresponding p value of 0.000 <0.01 level of significant. This implies that an increase of M&E quality assurance would lead to an increase in performance of RDDP project .

The finding in table 3, indicates that there is weak positive correlation between M&E for capacity building and performance of RDDP project at r= 0.475^{**} with a corresponding p value of 0.000 <0.01 level of significant. This implies that an increase of M&E for capacity building would lead to an increase in performance of RDDP project.

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The finding in table 3, indicates that there is high positive correlation between M&E information sharing and utilization and performance of RDDP project at r= 0.800[**] with a corresponding p value of 0.000 <0.01 level of significant. This implies that an increase of M&E information sharing and utilization would lead to an increase in performance of RDDP project. The finding in table 3, indicates that there is weak positive correlation between M&E Budgeting and performance of RDDP project at r= 0.350[**] with a corresponding p value of 0.000 <0.01 level of significant. This implies that an increase of M&E Budgeting would lead to an increase in performance of RDDP project

Multiple linear regression analysis

A multiple linear regression analysis was performed with performance of RDDP project as the dependent variable while M&E Budgeting , M&E for capacity building, M&E design and planning , M&E quality assurance and M&E information sharing and utilization as the independent variables.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.753	.17752

a. Predictors: (Constant), X5=M&E Budgeting , X3=M&E for capacity building, X1= M&E design and planning , X2 =M&E quality assurance , X4 =M&E information sharing and utilization

Source: Field data, 2022

Findings in table 4, indicate the overall contribution of the independent variables on the dependent variables through the value of R^2 as well as the value of adjusted R^2. However, with the value of adjusted $R^2$the study shows that 0.753 (75.3%) of performance of RDDP project is determined and influenced by M&E Budgeting, M&E quality assurance, M&E information sharing and utilization, M&E design and planning and as well as M&E for capacity building. Other institutional factors influencing performance of RDDP project that were not covered in this study accounted for 24.7% which form the basis for further studies.

Table 5:ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.288	5	2.658	84.334	.000[b]
	Residual	4.160	132	.032		
	Total	17.447	137			

a. Dependent Variable: Performance of RDDP project

b. Predictors: (Constant), X5=M&E Budgeting , X3=M&E for capacity building, X1= M&E design and planning , X2 =M&E quality assurance , X4 =M&E information sharing and utilization

From the ANOVA Fstatistics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The F-critical (5, 132) was 2.29 while the F-calculated was 84.334as shown in Table 5. This shows that F-Calculated was greater than the F-critical and hence there is significant linear relationship between Monitoring and evaluation practices and performance of RDDP project. The significance value 0.000 was less than 0.05 indicating that the model was significant.

Table 6:Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.359	.214		1.677	.096
X1= M&E design and planning	.228	.046	.251	4.934	.000
X2 =M&E quality assurance	.226	.051	.032	4.431	.000
X3=M&E for capacity building	.212	.053	.283	4.032	.000
X4 =M&E information sharing and utilization	.793	.087	.836	9.142	.000
X5=M&E Budgeting	.084	.027	.138	3.099	.002

a. Dependent Variable: Performance of RDDP project

Source: Field data, 2022

From the research findings, the following values were obtained; β_0 =0.359, β_1=0.228, β_2=0.226, β_3=0.212; β_4=0.793 and β_5=0.084. The regression model can therefore be expressed as follows:

Performance of RDDP project = $0.359 + 0.228X_1 + 0.226X_2 + 0.212X_3 + 0.793X_4 + 0.084X_5$

The regression equation above has established that taking all factors into account (M&E Budgeting, M&E quality assurance, M&E information sharing and utilization, M&E design and planning and M&E for capacity building) constant at zero. Performance of RDDP project was 0.359

The regression results revealed that M&E design and planning has significance positive influence on performance of RDDP project as indicated by $\beta_1 = 0.228$, p-value=0.000<0.05, t=4.934. This implies that taking all other independent variables at zero, a unit increase in M&E design and planning would lead to 0.228 increase in the performance of RDDP project . Therefore, the study rejected the null hypotheses that stated that there is no significant influence of M&E design and planning on performance of RDDP project . These findings are in agreement with James (2001) on programme evaluation standards that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. This then supports the cause for donors' keen interest with the budgetary allocation.

The regression results revealed that M&E quality assurance has significance positive influence on performance of RDDP project as indicated by $\beta_2 = 0.226$, p-value=0.000<0.05, t=4.431. This implies that taking all other independent variables at zero, a unit increase in M&E quality assurance would lead to 0.226increases in the performance of RDDP project. Therefore, the study rejected the null hypotheses that stated that there is no significant influence of M&E quality assurance on performance of RDDP project.

The regression results revealed that M&E for capacity building has significance positive influence on performance of RDDP project as indicated by $\beta_3 = 0.212$, p-value=0.000<0.05, t=4.032. This implies that taking all other independent variables at zero, a unit increase in M&E for capacity building would lead to 0.212 increase in the performance of RDDP project . Therefore, the study rejected the null hypotheses that stated that there is no significant influence of M&E for capacity building on performance of RDDP project. These results were consistent with Njeri and Omwenga(2019), found that human capacity for M&E had significant influence on the sustainable projects at national aids control council and also were supported by those of

Opano *et al*. (2015), who reported that it is noted that the effective sustainability of women based agricultural projects require personnel with the required knowledge and expertise skills.

The regression results revealed that partnerships in M&E information sharing and utilization have significance positive influence on performance of RDDP project as indicated by β_4= 0.793, p-value=0.000<0.05, t=9.142. This implies that taking all other independent variables at zero, a unit increase in M&E information sharing and utilization would lead to 0.793increase in the performance of RDDP project . Therefore, the study rejected the null hypotheses that stated that there is no significant influence of M&E information sharing and utilization on performance of RDDP project

The regression results revealed that M&E budgetinghas significance positive influence on performance of RDDP project as indicated by β_5= 0.084, p-value= .002<0.05, t=3.099. This implies that taking all other independent variables at zero, a unit increase in M&E Budgeting would lead to 0.084increases in the performance of RDDP project. Therefore, the study rejected the null hypotheses that stated that there is no significant influence of M&E Budgeting on performance of RDDP project. The results are also contrary with Faniran, Love and Smith (2000) who describe monitoring planning as the systematic arrangement of project resources in such a way that it leads to achievement of project objectives

7. CONCLUSION AND RECOMMENDATIONS
This section presented conclusions, and recommendations of the research. The chapter also contains suggestions of related studies that are carried out in the future.

7.1. Conclusion
Based on the findings of the study, it was concluded that there was significant positive correlation between M&E practices and performance of RDDP project as indicated by adjusted R^2 showing that 0.753 (75.3%) changes in performance of RDDP project is determined and influenced by M&E Budgeting, M&E quality assurance, M&E information sharing and utilization, M&E design and planning and as well as M&E for capacity building at 95% of confidence interval.

7.2. Recommendations

Based on the findings of this study and the conclusion made, the study makes the following recommendations for policy action by BDF given that their monitoring and evaluation systems have a bearing on the performance of projects that they implement:

The study recommends that M&E Planning should be strengthened as a strategy to improve performance of development programmes. Therefore, RDDP project should endeavor to invest and support Monitoring and Evaluation Planning and implementation activities so as to reinforce performance and effectiveness of programmes.

RDDP project should ensure that there is adequate early planning for project M&E activities including human resources and involvement of all stakeholders in development and implementation of the M&E system. The project managers and the M&E staff in charge of the M&E systems should ensure that they employ staff with the required technical expertise and offer them the necessary training to operate the M&E system effectively as well as handle the position.

RDDP project should build capacity of existing community management structures and platforms especially in M&E objective setting and analysis to strengthen their full participation in M&E planning and implementation.

RDDP project should timely produce and share M&E audit review reports to enhance adoption of quality review results. In addition, innovative dissemination approaches should be adopted to cater for category of stakeholders with low level of education and maximize their participation in providing feedback.

Human's capacity should be strengthened in data entry and analysis and undertaking of quality assurance reviews and checks to build their competencies in statistical data analysis; synthesizing and interpretation to promote timeliness in producing utilization of M&E reports.

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