Monitoring and Evaluation Practices and Performance of NGOs in Rwanda

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Abstract

Monitoring and Evaluation practices are amongst continuous routines in the tracking of key elements of the performance of NGOs in Rwanda. They include delivery on time, delivery on budget, quality assurance, and achievement of programme objectives. However, a review of the literature reveals deficiencies such as the design and implementation of programme objectives. Studies have shown that programmes that have weak or lack specific monitoring and evaluation practices on average record low rating performance as measured by scope, timeline, and resource utilization. The main objective of this study was to determine the monitoring and evaluation practices on the performance of Programme. The study adopted a descriptive research design method with a target population of 107 BLF staff. Slovin's formula was used to calculate the sample of 84. Instrument validity was ensured by input from two supervisors from Mount Kenya University. Data collected was analyzed using both qualitative and quantitative analysis. The study findings revealed that all independent variables (Monitoring and Evaluation Planning, M&E budgeting, and Level of participation of M&E experts) in the study influence the Performance of the BLF Programme (dependent variable). The Analysis of variance (ANOVA) revealed that the calculated value was greater than the critical value (51.000>8.3997) an indication that M&E planning, level of participation of M&E experts, and M&E budgeting all have a significant role in the performance of the BLF Programme. The significance value (0.000) was less than 0.05 indicating that the model was significant. The correlation analysis also confirmed the relationship between the level of participation of M&E experts and the performance of the BLF Programme was the most significant showing r = 0.709, P < 0.01, which was a strong positive relationship. The correlation between M&E budgeting and performance of BLF Programme was also significant, r = 0.439, P < 0.01, which is a moderate positive relationship. The correlation between M&E Planning and performance of BLF Programme was the least significant, r = 0.196, P < 0.01.which is the positive weak relationship. The findings reveal that M&E best practices have a positive impact on the Performance of the BLF Programme. The results of the study are meant to contribute greatly to various project M&E constraints that organizations go through.

Keywords: *Monitoring and Evaluation planning, Performance, practices, NGOs*.

1.1 Introduction

Monitoring and Evaluation (M&E) has become an increasingly important tool within global efforts toward achieving environmental, economic, and social performance. Many projects in third-world countries fail to be completed due to several reasons related to M&E. Among these is a lack of understanding of the need for monitoring and evaluation. At national and international scales, performance criteria and indicators for M&E are important tools for defining, monitoring, and reporting on ecological, economic, and social trends, tracking progress towards goals, and influencing policy and practices (Sandrine,. 2018). Monitoring and evaluation are also a good performance of the Building Learning Foundations Programme tool which should if used properly, provide continuous feedback on the project implementation as well as assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of this is barely understood and therefore negatively impacts the projects (Bosibori & Otieno, 2021).

The NGO and civil society community are rapidly growing in Rwanda after the 1994 genocide against Tutsis and most NGOs concentrated their activities on emergency relief and welfare to try to help assist the communities most vulnerable. The NGO community had a significant role during this period and also collaborated on public service delivery with the local government. NGOs in the country have subsequently expanded to assist in areas like environmental sustainability, gender awareness, health, and education. Aid is channeled through numerous local and international NGO projects. Some NGOs mainly depended on the founder members of the chief executives for sustainability and their survival rely on individuals and not institutional systems, thereby affecting their performance. For instance, some organizations employ relatives regardless of minimum qualification required in certain jobs thereby compromising professionalism in the management of NGOs while some NGO officials use projects funds for personal gains at the expense of the beneficiaries.

1.2 Problem statement

Controlled, Monitoring, and evaluation significantly improve programme performance (Kihuha, 2018). Poor programme performance attributes to limitations in the application of monitoring and evaluation as a component of the programme management cycle. Studies have shown that programmes that have weak or lack specific monitoring and evaluation practices on average record low rating performance as measured by scope, timeline, and resource utilization. Programmes that perform well can sustain themselves after the donor has pulled out (de Bruin, Mikhail, Noel, & Barron, 2019). Assessment of programmes monitoring and evaluation processes and effect on performance is critical in identifying opportunities for improved M&E programme plan. The assessment of regular programme performance enables the managers of programmes to take corrective measures and at the same time inform future strategies during the initiation and implementation of programmes. Many scholars have linked programme performance to the practice of M&E (Hussein, 2020).

Several studies agree that monitoring and evaluation practices are a factor in the performance of the Building Learning Foundations Programme (Erasmus, 2018). However, monitoring and evaluation practices of the project in Rwanda are weak due to poor practices embraced (Kambanda, 2018). Hyvari (2016) found out that over 60% of the substantive project fail to meet targeted goals due to ineffective monitoring practices. This leads to the project being

delivered over budget, behind schedule, and time frame thus affecting the quality and performance of the Building Learning Foundations Programme (Muchelule, 2018).

According to Ebuthania (2019), 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; hence failing to deliver results that do not meet stakeholders needs despite Monitoring and Evaluation practices being in place. However, none of the studies has addressed a specific link between monitoring and evaluation practices on the performance of the Building Learning Foundations Programme from Rwanda's perspective. This depicts a need to bridge the knowledge and practices gap in monitoring and evaluation practices in the Rwanda context. It is with this in mind that the study sought to determine the monitoring and evaluation practices and performance of the BLF Programme.

1.3 Objective (s)

i. To investigate the role of M&E planning on the performance of the Building Learning Foundations Programme
ii. To determine the level of participation of M&E experts in the performance of the Building Learning Foundations Programme
iii. To determine the role of M&E budgeting on the performance of the Building Learning Foundations Programme

2.1 Literature review

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (Ndegwa, 2020). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping, and review of the project outcomes are routinely tracked to ensure the project is being implemented as per the plan (Aranda-Jan, Mohutsiwa-Dibe, & Loukanova, 2014). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Rodríguez-Rivero, *et al* 2020). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation should offer comprehensive and relevant data that will support decision-making (Bonareri, 2020).

Project evaluation serves various purposes; first, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities, and signaling the need for additional personnel (Ndombi, Kyalo, & Mulwa, 2020). Secondly, evaluation provides a process of learning. By learning from the past, one can improve the future. Further, evaluation helps project managers to develop new skills, open to the capacity of constructive self-criticism, to objectivity, and to improve on future planning as a result. Through evaluations, the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities, and challenges of the projects are considered (Nadira, Shixiang, & Chen, 2020). Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in the contemporary world where organizations are leaning towards knowledge management in

project management (Martindale, *et al.* 2020). Lastly, through evaluations, project managers can access how projects faired in terms of meeting the budgetary limits as well as in terms of efficiency (Spaulding, 2014).

2.1.1 Theory of Change

The theory popularized by Carol Weiss in 2015, conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. The Theory of Change clarifies the procedure of progress by sketching out causal linkages in an activity, i.e., it is shorter-term, middle-of-the-road, and longer-term results. The distinguished changes are mapped as the "outcomes pathway" demonstrating every result in an intelligent relationship to all the others, and additionally sequential stream.

Monitoring is concerned with assessing how change occurs within the components of the project and the surrounding environment, which was considered because of the interventions from the project. A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility. Often referred to as the program theory, results chain, program logic model, or attribution logic (TOC origins 2015), the theory of change illustrates the series of assumptions and links identifying the presumed relationships and has great relevance to planning and coordination as well as research and surveillance.

Using the theory of change the M&E practices can be regarded as inputs whose outcome is meant to be visible in a more effective M&E system. The theory of change can indicate which aspects of implementation need to be checked for quality, to help distinguish between implementation failure and theory failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings.

Further, if a participatory approach is taken, the development of the theory of change can help all participants think in outcome terms facilitating surveillance. The process can help develop ownership and a common understanding of the programme's planning and coordination and what is needed for it to be effective (Ika, 2019). Theory of Change is integrated into the cycle of project planning, monitoring, and monitoring or applied at different points. These include the pre-planning stages of scoping and strategic analysis, design, planning, and implementation.

It can be used to support different project cycle activities, such as implementation decision-making and adaptation; to clarify the drivers, internal and external, around an existing initiative; monitor progress and assess the impact project. A theory of social change is one small contribution to a larger body of theorizing, it can be regarded as an observational map to help practitioners, whether field practitioners or donors or even beneficiaries to read and thus navigate processes of social change. There is a need to recognize how change processes shape the situation and adjust practice appropriately (Reeler, 2017).

Due diligence in a project set up must be adhered to regarding carrying out of M&E practices, whether in planning and coordination, capacity building, data demand, and use or even in research and surveillance and that this should be done ethically with a view of mitigating likely adversity that may accrue if is omitted. Further M&E reports should meet the requisite ethical

standards to be accommodated. The theory of social change advocated for combining theory and action to create social change through the requisite capacity-building initiatives as well as engagement inappropriate planning and coordination. It aims at addressing the issue of how development project did not lead to sustainable changes, and this is particularly relevant to the agriculture sector because of failure to meet targets a likely pointer to capacity inadequacy, poor planning and accountability, and low incomes derived from the production units (Campbell, 2019).

As to why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises ethical questions since the implementation of the project is supposed to be an empowering process and M&E application should be able to identify loopholes in existence. Involvement of communities in a community project is not an arbitrary occurrence but is anchored on anticipated gains for the target communities. In Kenya currently, there has been a propensity to involve target groups in project work right from initiation, formulation, implementation, M&E up to project closure. This approach is in stark contrast to what was hitherto practiced before the 1980s when the government was solely responsible for initiating and implementing development to the people unlike the position taken by leading social change theorists such as Paulo (2013) who advocated that it was necessary to empower people to participate in their development.

2.1.2 Theory of Constraints

The theory of constraints can be used to demonstrate how managers can effectively manage organizations based on the assumption of system thinking and constraint management (Gupta & Tiongson, 2018). TOC-based management philosophy focuses on change at three levels; mindset of the organization, measures that drive the organization, and methods employed within the organization (Gupta & Tiongson, 2018). Needs and constraints in a multi-party working situation which is necessary for construction projects bring complications in project management (Lau and Kong, 2006), and therefore for effective project management, constraints must be managed.
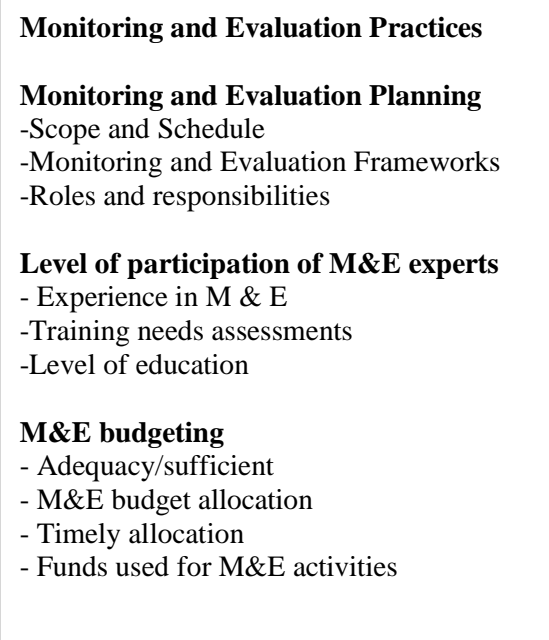
According to Jacob and McClelland (2011), most projects are difficult to manage because they involve uncertainty and involve three different and opposing commitments i.e., due date, budget, and content. Triple constraints criteria (time, scope, and cost) in project management have been accepted as a measure of project success. Venture supervisors see triple limitations as key to a venture's prerequisites and achievement. Streamlining these three elements learn to extend the quality and auspicious finish. Every one of the three limitations of tasks scope (a measure of value), cost, and time have their impacts on ventures' execution yet since these components have some relationship, one imperative bear an impact on the other two, in the long run influencing ventures expectations to a more prominent degree (Hamid *et al*, 2012).

This study is based on the triple constraint theory where most adopted Monitoring and Evaluation practices from organizational perspectives may work well or fail hence leading to delays if this theory is not well embraced. Delays in project completion are a common problem in the construction industry not only with an immeasurable cost to society but also with debilitating effects on the contracting parties (Ondari & Gekara, 2018). Other factors which measure the performance of the Building Learning Foundations Programme include cost and quality requirements (Nwachukwu & Emoh, 2012).

2.2 Conceptual Framework

The independent variables in the study are Monitoring and Evaluation Planning, Level of participation of M&E experts, and M&E budgeting, while program performance of the BLF Programme is the dependent variable.

Independent variables   **Dependent variable**

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┌─────────────────────────────────────┐
│ Monitoring and Evaluation Practices  │
│                                      │
│ Monitoring and Evaluation Planning   │
│ -Scope and Schedule                  │
│ -Monitoring and Evaluation Frameworks│
│ -Roles and responsibilities          │
│                                      │                 ┌──────────────────────┐
│ Level of participation of M&E experts│                 │ Performance of BLF    │
│ - Experience in M & E                │                 │ Programme             │
│ -Training needs assessments          │────────────────▶│ -Delivery on time     │
│ -Level of education                  │                 │ -Delivery on budget   │
│                                      │                 │ -Quality Assurance    │
│ M&E budgeting                        │                 │                       │
│ - Adequacy/sufficient                │                 └──────────────────────┘
│ - M&E budget allocation              │
│ - Timely allocation                  │
│ - Funds used for M&E activities      │
│                                      │
└─────────────────────────────────────┘
                                         ┌──────────────────────┐
                                         │ Moderating variable   │
                                         │ -    Political        │
                                         │      environment      │
                                         └──────────────────────┘
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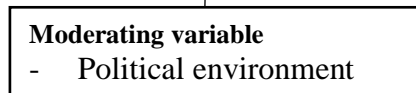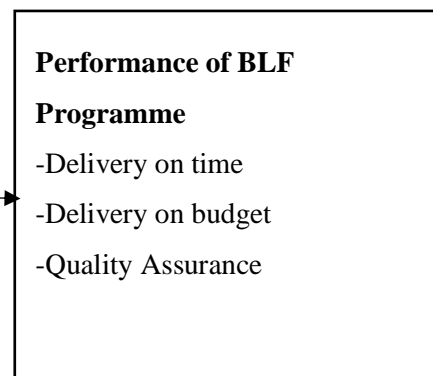
Figure 1: Conceptual Framework

3.1 Methodology

The study takes the form of a descriptive design survey. According to Cooper and Schindler (2015), a sample of 84 staff was calculated using a Slovin' s formula from a population of 107 staff, and the Confidence level used is 95%. The study used primary data. The questionnaire had a series of both open and closed-ended questions. For this study, the questionnaire was the most appropriate, reliable, and cheaper means of collecting primary data. Also, the reason why this tool was applied was that it was more objective and convenient to both the researcher and the respondents and was administered through the drop and pick method. Data collection was conducted by a self-completion questionnaire administered by the researcher. Each subject was given verbal instructions and asked to anonymously complete the questionnaire for immediate collection. The respondents were also informed on the purpose of the study to minimize any biases in data collection procedures.

The study used both qualitative and quantitative data as advocated for by Neuman (2006). The categories of responses were identified, coded, and entered SPSS variable datasheet for both descriptive and quantitative analysis. The descriptive analysis generated frequencies, percentages, means, and standard deviation which were presented in tables and interpreted

appropriately. Quantitative data were presented in tables and explanation was presented in prose. To test the level of significance of each independent variable against the dependent variable the study used the model summary ANOVA and Coefficient Regression. Besides, the researcher used multiple regression analysis to establish the strength of the relationship between the dependent and independent variables. And the correlation among variables was computed

4.1 Key result and findings

The role of monitoring and evaluation planning on the performance of the BLF Programme.

As part of the study objectives, the study sought to investigate the role of Monitoring and Evaluation planning on the performance of the BLF Programme.

Table 1: M&E planning

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Mean	Std deviation
Monitoring and Evaluation plans are well applicable in organization activities.	-	26	27	18	13	3.21	1.054
Employees are well trained on effective Monitoring and Evaluation planning practices in organization projects.	1	9	19	19	36	3.95	1.097
All Monitoring and Evaluation activities are planned.	-	15	12	28	29	3.85	1.092
The organization conducts stakeholder analysis surveys on its resources before it plans.	20	42	-	10	12	2.43	1.356
The organization uses project management software for Monitoring and Evaluation plans.	8	26	26	22	2	2.81	1.012
Rapid assessment is conducted in Monitoring and Evaluation plans used in the project.	-	15	21	25	23	3.67	1.068

Source: Primary data

Based on the findings in the table above, Employees are well trained on effective Monitoring and Evaluation planning practices in organization projects (mean=3.95, SD=1.097), all Monitoring and Evaluation activities are planned (mean=3.85, SD=1.092), also Rapid assessment is conducted in Monitoring and Evaluation plans used in the project(mean=3.67, SD=1.068). The study results agree with the literature review by Faniran, Love, and Smith

(2015) who state that planning plays a key role in monitoring and evaluation thus affecting the performance of the Building Learning Foundations Programme.

In this study, the respondents were not sure if Monitoring and Evaluation plans are well applicable in organization activities as it is shown by a mean of 3.21 and an SD of 1.054. also, it was not clear if the organization uses project management software for Monitoring and Evaluation plans(mean=2.81, SD=1.012). Finally, the respondents revealed that the organization does not conduct stakeholder analysis surveys on its resources before it plans as is shown by a mean of 2.43 and an SD of 1.356.

The level of participation of M&E experts in the performance of the Building Learning Foundations Programme

This section of the analysis highlights the role of the level of participation of M&E experts in the performance of the BLF Programme.

Table 2: Level of participation of M&E experts

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Mean	Std deviation
Programme staffs are trained to equip them with the level of participation of M&E experts necessary to carry out Monitoring and Evaluation	-	10	12	38	24	3.90	.952
Technical skills are a huge determinant of how best monitoring and evaluation is done	19	17	27	18	3	2.63	1.159
The project identifies skilled personnel to carry out the monitoring and evaluation functions	-	4	15	28	37	4.17	.889
The programme design is flexible to achieve better programme results	-	9	55	20	-	3.13	.576
Programme training needs analysis is done to ensure the right skills are acquired to manage the Monitoring and Evaluation activities	10	40	17	17	-	2.49	.951

Source: Primary data

From Table 2 the research findings revealed that Programme staff are trained to equip them with the level of participation of M&E experts necessary to carry out Monitoring and Evaluation (mean=3.90, SD=.952). In addition, the respondents agreed that the project identifies skilled personnel to carry out the monitoring and evaluation functions (mean=4.17, SD=.889).

Though, according to the respondents they are not sure if technical skills are a huge determinant of how best monitoring and evaluation is done (mean= 2.63, SD=1.159). Also, it is not clear if the programme design is flexible to achieve better programme results (mean=3.13, SD=.576). The respondents disagreed that Programme training needs analysis is done to ensure the right skills are acquired to manage the Monitoring and Evaluation activities as shown by the mean of 2.49 and an SD of .951. The researcher used the interview guide to understand the perceptions of the respondents. The researcher was targeting the M&E staff. In the study sample, M&E staffs were three, and two of them agreed to respond to the interview guide. Below is the summary of the key findings from the interview guide.

The importance of training employees on Monitoring & evaluation practices makes them gain practice skills needed to carry out their duties So that they can understand their roles and responsibility; This increases data accuracy as all staff is meant to understand what is needed to be reported.; It is one way of motivating employees; The training aims at building the capacity through equipping them with skills in areas of M&E. The respondents revealed constant communication between field staff and headquarters staff; Carry out routine data quality checks to remove any errors and mismatches.; Consistently build the capacity in areas of M&E need to perform their duties.

Some of the challenges related to M&E faced by BLF include a lack of proper coordination between the field team and the team at head office. Often the data supposed to come from the field reaches late though the monitoring process is automated. Ways in which these challenges should be mitigated. Include all field staff should be trained on how the system used for data collection works.; Proper follow-up of the field team by their managers; Regular meetings with field staff to iron out any differences.

The role of M&E budgeting on the performance of the BLF Programme.
The study sought to examine the role of M&E budgeting on the performance of the BLF Programme.

Table 3: M&E budgeting

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Mean	Std deviation
The organization provides sufficient funds for monitoring and evaluation activities (about 5%-10% of the project's budget).	2	26	-	30	26	3.62	1.279
There is a separate budget allocation for M&E.	3	28	4	30	19	3.40	1.262
The budgetary decisions are independent of the monitoring and evaluation unit.	-	22	2	40	20	3.69	1.108
The organization ensures there is a timely provision of funds for M&E.	-	33	22	14	15	3.13	1.128
Funds allocated are used for M&E activities only.	25	32	23	4	-	2.07	.875

Source: Primary data

Study findings revealed that the organization provides sufficient funds for monitoring and evaluation activities (about 5%-10% of projects budget) as shown by a mean of 3.62 and Std deviation of 1.279. Also, the respondents revealed that There is independency in the budgetary decisions for the monitoring and evaluation unit (mean=3.69, SD=1.108). Though it was not clear if there is a separate budget allocation for M&E (mean=3.40, SD=1.262). In addition, it is unsure if the organization ensures there is the timely provision of funds for M&E (mean=3.13c, SD=1.128). However, respondents disagreed that Funds allocated are used for M&E activities only.

Also, it was confirmed that There is independency in the budgetary decisions for the monitoring and evaluation unit (mean=3.04, SD=0.963). The organization has a progress report to determine its performance (mean=2.30, SD=.954). Logframe is used by the organization to improve the planning, implementation, management, monitoring, and evaluation of programme (mean=2.43, SD=0.868). Also, respondents agreed that Metrics are used to check risks in the organization (mean=2.46 and SD=0.870). It is undefined if it is also uncertain if the organization ensures there is the timely provision of funds for M&E as shown by a mean of 2.63 and Std of .847.

4.2 Regression Analysis

In this study, a multiple regression analysis was conducted to test the M&E planning, M&E budgeting, and Level of participation of M&E experts on the Performance of the BLF Programme. The research used a statistical package for social sciences (SPSS) Version 21 to code, enter, and compute the measurements of the multiple regressions. The model summary is presented in Table 4.

Model summary

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Performance of BLF Programme) that is explained by all the three independent variables (Monitoring and Evaluation Planning, M&E budgeting, and Level of participation of M&E experts).

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
	.779	.608	.566	.433

a. Predictors: (Constant), Level of participation of M&E experts, M&E budgeting, M&E Planning
Source: Primary data

From the findings in Table 4, the value of adjusted r squared was 0.566 an indication that there was a variation of 56.6 percent on the performance of the BLF Programme due to changes in Monitoring and Evaluation Planning, M&E budgeting, and Level of participation of M&E experts at 95 percent confidence interval. This shows that 56.6 percent of changes in the performance of the BLF Programme could be accounted to Monitoring and Evaluation Planning, M&E budgeting, and Level of participation of M&E experts. R is the correlation coefficient that shows the relationship between the study variables and from the findings shown in Table 4.11 is notable that there exists a strong positive relationship between the study

variables as shown by 0.779. Additionally, this, therefore, means that factors not studied in this research contribute 43.40% of the performance of the BLF Programme and further research should be conducted to investigate the other factors (43.40%) that affect the performance of the BLF Programme.

Analysis of Variance

The Analysis of Variances (ANOVA) tests were all generated by SPSS to test the significance of the relationship between the variables under the study and establish the extent to which the predictor variables explained the variation independent variable.

Table 5: Analysis of Variance ª

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	105.653	4	26.41325	51.000	.003[b]
Residual	24.86	48	0.5179		
Total	27.835	52			

a. Dependent Variable: Performance of BLF Programme
b. Predictors: (Constant), Level of participation of M&E experts, M&E budgeting, M&E Planning
Critical value = 8.3997
Source: Primary data

From the ANOVA statics Table 5, the study established the regression model had a significance level of 0.3% which is an indication that the data was ideal for concluding the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (51.000 > 8.3997) an indication that Monitoring and Evaluation Planning, M&E budgeting, and the Level of participation of M&E experts all affect the performance of the BLF Programme. The significance value was less than 0.05 indicating that the model was significant.

Table 6: Regression Coefficients
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.654	.353		2.865	.005
M&E Planning	.747	.060	.198	2.950	.004
M&E budgeting	.831	.068	.245	3.397	.000
Level of participation of M&E experts	.789	.075	.008	3.187	.001

a. Dependent Variable: Performance of BLF Programme
Source: Primary data

The findings revealed that holding independent variables constant(M&E Planning, M&E budgeting, and Level of participation of M&E experts) to a constant zero, Performance of BLF Programme would be at 14.654, a unit increase in M&E Planning would lead to an increase in Performance of BLF Programme by a factor of 0.747, a unit increase in M&E budgeting would

lead to increase Performance of BLF Programme by a factor of 0.831, and a unit increase in Level of participation of M&E experts would lead to increase in Performance of BLF Programme by a factor of 0.789. The study established that regression equation would be Y = 14.654 + 0.747X1 + 0.831 X2 + 0.789 X3

Therefore, Performance of BLF Programme = 14.654 + (0.747 x M&E Planning) + (0.831 x M&E budgeting) + (0.789 x Level of participation of M&E experts). From the results of this study as per Table 4.12, M&E budgeting contributed more to the Performance of the BLF Programme. At a 5% level of significance, M&E Planning had a p-value of 0.004; M&E budgeting had a p-value of 0.000; the Level of participation of M&E experts had a p-value of 0.001. Therefore, the most significant factor was M&E budgeting.

4.5 Correlation Analysis

P3arson correlation coefficient was used to determine the magnitude and the direction of the relationships between the dependent variable and independent variables. The values of the correlation coefficient are between -1 and +1. A value of 0 implies no relationship, +1 correlation coefficient indicates that the two variables are perfectly correlated in a positive linear sense, that is, both variables increase together while a value of -1 correlation coefficient indicates that two variables are perfectly correlated in a negative linear sense, that is, one variable increases as the other decreases (Xiao, Zhang, , Kong,, Li, , & Yang,. 2020).

Table: 7: Correlation Analysis

		Performance of BLF Programme	M&E Planning	M&E budgeting	Level of participation of M&E experts
Performance of BLF Programme	Pearson Correlation	1			
	Sig. (2-tailed)				
M&E Planning	Pearson Correlation	.196**	1		
	Sig. (2-tailed)	.000			
M&E budgeting	Pearson Correlation	.439**	.324**	1	
	Sig. (2-tailed)	.000	.000		
Level of participation of M&E experts	Pearson Correlation	.709	.545**	.445**	1
	Sig. (2-tailed)	.000	.000	.000	

**Correlation is significant at the 0.01 level (2-tailed).
Source: Primary data

Correlation coefficients were the statistical method utilized to explore the four variables: performance of BLF Programme, M&E planning, M&E budgeting, and Level of participation of M&E experts. The results of the correlation analysis are presented in Table 4.5.1. The correlation between the level of participation of M&E experts and the performance of the BLF Programme was the most significant, r = 0.709, P < 0.01. The correlation between M&E budgeting and performance of BLF Programme was also significant, r = 0.439, P < 0.01. The

correlation between M&E Planning and performance of BLF Programme was the least significant, r = 0.196, P < 0.01.

5.1 Summary

5.1.1 Monitoring and Evaluation Planning
The study established that a unit increase in M&E Planning would lead to an increase in the Performance of the BLF Programme by a factor of 0.74. It was clear that Employees are well trained on effective Monitoring and Evaluation planning practices in organization projects, all Monitoring and Evaluation activities are planned, and Rapid assessment is conducted in Monitoring and Evaluation plans used in the project.

5.1.2 The level of participation of M&E experts in the performance of the Building Learning Foundations Programme
The study showed that a unit increase in the level of participation of M&E experts would lead to an increase in the Performance of the BLF Programme by a factor of 0.789. It was revealed that Programme staff are trained to equip them with the level of participation of M&E experts necessary to carry out Monitoring and Evaluation. Also, the respondents agreed that the project identifies skilled personnel to carry out the monitoring and evaluation functions.

5.1.3 M&E budgeting
The study established that a unit increase in M&E budgeting would lead to an increase in the Performance of the BLF Programme by a factor of 0.831. It was revealed that the organization provides sufficient funds for monitoring and evaluation activities (about 5%-10% of the project's budget), also, the respondents revealed that the budgetary decisions are independent for the monitoring and evaluation unit.

6.1 Recommendations
Based on the findings of this study the following recommendations were proposed concerning each objective of the study. On the role of Monitoring and Evaluation planning, BLF Programme should conduct stakeholder analysis surveys on its resources before it plans.
On the level of participation of M&E experts, BLF Programme should ensure that there is a separate budget allocation for M&E, also BLF Programme should ensure that there is the timely provision of funds for M&E and that funds allocated are used for M&E activities only.

Future research is meant to be carried out in other industries or sectors and countries to show if the link between Monitoring and Evaluation practices and NGOs can be generalized. Available literature indicates that as a future avenue of research there is a need to carry out similar research on Monitoring and Evaluation adoption, implementation, challenges, barriers, aligning project management practice, project strategies, project process, in other industries and countries to establish whether the link between Monitoring and Evaluation practices and performance of Building Learning Foundations Programme can be generalized.

This study expands knowledge on the role of Monitoring and Evaluation practices on the performance of the BLF Programme. Though the study has fulfilled its aim and objectives, there are several areas for additional studies and empirical research, given the limitations of the research. On a geographical dimension, this study was primarily limited to BLF staff who form the sample size. The methodology that has been chosen to achieve the research objectives was limited to questionnaires. As such, future research could build on this study by examining

Monitoring and Evaluation practices in different sectors and agencies in both qualitative and quantitative ways by using other various methodologies that have not been used in this study. Since Monitoring and Evaluation practices are broad, the study recommends the need for examining the roles or roles of Monitoring and Evaluation practices that have not been covered in the study on sharing and transferring project management skills, cognitive skills, technical skills, human skills within or outside organizations projects.

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