Monitoring and Evaluation Practices and Performance of Non-Government Organizations in Rwanda: A Case Study of Income-Generating Activities Project by Health Relief and Development Organization

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Abstract

This study aimed at the assessment of monitoring and evaluation of project performance. The specific objectives were to assess the monitoring and evaluation (M&E) practices and the project performance in Non-Government Organizations in Rwanda, by taking the Income Generating Activities project (IGA project) in the Health Relief and Development Organization (HRDO), as the case study. A descriptive research design was used within this study, and the study population is comprised of 165 employees working on the project and beneficiaries. The sample size of 117 respondents was established through calculations carried out using Slovin's Formula. To achieve the above objectives, a combination of questionnaires, and interviews analyzing financial and other reports were used. The researcher used primary and secondary data in this study. And closed-end questionnaire was used Descriptive research design using mean and standard deviation will be used to interpret the collected data, while correlation analysis was used to assess the relationship between the variables, and multiple regression will be used to test the hypotheses of the study. The findings, indicate the coefficients of the regression where planning for monitoring and evaluation (PLME) has 0.287 with a significance of 0.002, staff technical skills in M&E (STSME) 0.414 with a significance of 0.000 and reporting for M&E (RME) 0.321 with a significance of 0.001. The constant .128 is the predicted value for the dependent variables (performance of IGA project) if all independent variables, planning for M&E=0, staff technical skills in M&E =0 and reporting for M&E =0. The results show that there is a positive and significant relationship between planning for M&E and project performance because the calculated Pearson correlation and significance level between planning for M&E and schedule is positive and significant (r=0.717 and sig=0.00<0.01) level of significance. The calculated Pearson correlation and significance level between planning for M&E and cost is positive and significant (r=0.712 and sig=0.00<0.01) the level of significance. The calculated Pearson correlation and significance level between

planning for M&E and stakeholder satisfaction is positive and significant (r= 0.683 and sig=0.00<0.01) level of significance. Conclusion and recommendation were basing empowerment of Monitoring and evaluation to project performance due to hypothesis (Ho) in this study was rejected.

Keywords: *Monitoring, Evaluation, project, Performance.*

1. Introduction

In the modern world, the public looks to the government and civil society to supply public goods and services. The civil society is essential for global democracy and development (Rumenya & Kisimbii, 2020). Non-governmental organizations (NGOs) are acknowledged as independent groups that were established for charitable reasons but are neither governmental nor intergovernmental. A portion of civic society, they (Kareithi & Lund, 2012). NGOs, which can be international, domestic, or even local, are driven by people who share a passion for advancing the common good. Development aid is given to NGOs in developing countries with the intention of improving the living conditions of the population they are targeting (Kang, Cho, Rahman, Cho, Han & Dutta, 2020).The UNDP (2019), supporting national efforts in crucial sectors including health, education, livelihoods, and other areas should be the main objective of giving development aid.

According to the Rwanda Governance Board (RGB, 2021) which is in charge of registering and supervising the operation of both national and international non-governmental organizations, 67.4% of organizations fail to attain their expected goals with reasons varying from management commitment, lack of effective monitoring and evaluation process established to lack of adequate resources. Also local M&E technique evaluation studies point to a variety of implementation challenges and experiences for NGOs in Rwanda. Niwagaba &Mulyungi (2018) claim that because local NGOs lacked the effective monitoring and evaluation plan, they struggled to complete their projects within the established scope and in accordance with the requests of the beneficiaries as the average success rate of their project performance ranges between 25% and 35%. Murorunkwere and Munene (2022) claim that a lack of adequate staff technical skills for measuring the progress of the projects during monitoring and evaluation contributed to project delay and budget overrun in the completion of NGOs' projects. Furthermore, the Rwanda Governance Board (RGB, 2021), revealed that despite the presence of monitoring and evaluation activities, 54% of NGOs' projects in Rwanda have not been successful in targeting the real needs of the beneficiaries due to not having included beneficiaries in the M&E process. Therefore, this research aims to assess at which extent monitoring and evaluation practices may affect the project performance within NGOs in Rwanda, by taking the Income Generating Activities (IGA) project of HRDO, as a case study.

1.2. Objectives of the Study

1.2.1. General Objective

The objective of the study is to assess the monitoring and evaluation (M&E) practices and the project performance in Non-Government Organizations in Rwanda, by taking the Income Generating Activities project (IGA project) in the Health Relief and Development Organization (HRDO), as the case study.

1.2.2. Specific Objectives

(i) To examine the effect of planning for monitoring and evaluation on the performance of the IGA project.

(ii) To assess the effect of technical skills in monitoring and evaluation on the performance of the IGA project.

(iii) To determine the effect of reporting for monitoring and evaluation on the performance of the IGA project.

1.4. Hypothesis of the study

H_01: There is no statistically significant effect of Planning for monitoring and evaluation on the performance of the IGA project.

H_02: There is no statistically significant effect of technical skills in monitoring and evaluation on the performance of the IGA project.

H_03: There is no statistically significant effect of reporting for monitoring and evaluation on the performance of the IGA project.

2.1 Empirical Literature Review

2.2.1. The effect of Planning for M&E on the project performance.

Building the capacity of the M&E team improves the performance and success of the project, according to a study by Spitz *et al.* (2015), on the assessment of M&E systems performance in the Netherlands. The study also discovered that recipients would suffer if initiatives stop or are unsuccessfully finished. Exercises in strategic planning enhance employee performance and agencies' ability to achieve their main objective. An association with stakeholders can more effectively achieve its objectives and goals by including the use of faculty expertise into the essential arranging process.

The objectives of Kinyua and Njoroge, (2021) were to evaluate the performance of the Center for Health Solutions' health projects in Nyeri County and the consequences of M&E procedures. The program theory and result assessment theory served as the foundation for this investigation. The study included a descriptive survey and had 71 individuals who were involved in CHS health projects as its target population. To determine the relationship between the study variables, regression and correlation analyses were utilized in the study. The results of the study showed a substantial positive correlation between the performance of health projects funded by CHS in Nyeri County, Kenya, and M&E practices, planning for M&E, capacity building of the M&E team, and maintenance of M&E data quality (independent variables). The study concluded that an organization uses its M&E procedures to determine whether the projects it takes on would accomplish the required aims. The study also concluded that an organization's initiatives perform better when it puts effort into ensuring appropriate M&E processes.

In their study of the Transmara Sugar Company, Machuka and Atambo (2019) sought to identify the variables influencing the adoption of monitoring procedures on project performance in Kenya. A case study research design was used in this investigation. There were 120 people in the target population. According to the study, project programs contributed to improvements and offered an effective workflow, which helped to develop competence and

knowledge. Practices for stakeholder participation offered ways to attain organizational goals on desired objectives quickly and successfully. Practices for stakeholder participation offered more dynamic approaches that ultimately led to the execution of targeted projects.

In their study Murorunkwere & Munene, (2022) sought to determine how monitoring and assessment procedures affected the success of the Care International Village Saving and Loan Association initiative in Rwanda. Three theories—the theory of change, program theory, and agency theory—guided the investigation. Descriptive research design was employed. The 157 individuals who were the target population were Care International employees who collaborated with the Village Saving and Loan Association and members of five of the association's saving groups in the Rulindo District. Using simple random sampling, 113 respondents made up the sample size. An interviewing guide and questionnaires were used to get the data. Both descriptive statistics (mean and standard deviation) and inferential statistics (regression and correlation) were applied. A mean of 4.8407 and a standard deviation of 0.45447 at a percentage of 87.6 of highly agreement show that project planning is believed to be the primary function of project evaluation that affects the performance of the project. Additionally, it was discovered that capacity building and stakeholder engagement are crucial to the project's success. It was suggested that the Care International Village Saving and Loan Association project increase stakeholder involvement, particularly for the beneficiaries at the beginning stage so that the beneficiaries can actively participate in the decision-making process regarding what they require.

2.2.2. The effect of Staff technical skills in M&E on the project performance.

The goal of Jahaf, (2021) was to investigate how monitoring and evaluation procedures affected Yemeni development project performance and how gender played a role. It determines how much monitoring and evaluation procedures, such as monitoring expertise, technical activities, information systems, reports, and gender, have an impact on the success of development programs. Additionally, it investigates how management support for M&E and the effectiveness of development programs might shed light on gender. Descriptive study was conducted using a mixed-methods technique by the researcher. Interviews were used to acquire qualitative information. A close-ended questionnaire was used to collect quantitative informatioVn from the sample of 136 program staff members (project and M&E), which was then analyzed using SPSS (version 25). The study's conclusions demonstrated that monitoring-skilled employees who engage in M&E technical tasks, provide M&E reports on time, receive management support, and take gender into account in their work will have a big impact on how well development projects perform. Additionally, the results demonstrated that there is a mediating role played by management support in the relationship between gender and project performance, demonstrating that SFD management is gender sensitive. One of the earliest studies to concentrate on gender relations in the M&E area was this one.

In a similar vein, Idoro, (2019)'s study on the influence of M&E practices in Nigerian construction companies confirms that effective M&E practices directly contribute to project success and high performance, making it necessary to have the ability to develop M&E staff in order to achieve the goals of health project. The results of a study by Mugo, (2017) on M&E, Ethics, and Sustainability of Agricultural Food Crop Projects in Kenya reveal that project control becomes more adaptable and satisfying when an M&E team is well-capable.

In Kiambu county, Karanja &Yusuf, (2018) evaluated the impact of monitoring and evaluation on the success of non-governmental organization projects. Data analysis methods included correlation analysis and descriptive survey. According to the study's findings, technical

expertise influenced project success in NGOs through leveraging expert judgment, human resource skill coordination, project performance projection, and capacity building & M&E training.

2.2.3. The effect of reporting for M&E on the project performance

A study carried out in Australia by Patric & Kingsley ,(2019) on barriers and enablers to M&E in NGOs programs recommended that M&E reporting tools ought to have the precision to collect and record what they are designed to collect and record hence ensuring the achievement of high-quality M&E data.

Findings by Velasco ,(2018) on critical principles of data quality in India highlights that when planning to carry out data collection for M&E, assessing data collection tools and methods is vital concerning the following data quality attributes, data reliability, the accuracy of data, data precision, data completeness, and timeliness of data. The authors recommended that having data collection tools that generate accurate monitoring and evaluation data reduces errors such as sampling errors, interviewer bias, transcription errors and recording errors, and this leads towards the generation of M&E data that is of high-quality.

The effect of project M&E techniques on construction project success criteria was studied by Kissi *et al.*, (2019). In order to get the opinions of project experts working in the Ghanaian construction sector, structured questionnaires were used. The hypothesis-based impact of project M&E practices (constructs) on project success was established in this paper using partial least square-structural equation modeling (PLS-SEM). The findings demonstrated a positive statistically significant association between M&E practices and the success criterion for construction projects, and highlights that data collection tool gives the same accurate, complete, and reliable data collection tool and precision after repeated measurements. Stakeholder satisfaction and ICT integration also demonstrated a strong significant relationship with M&E practice, suggesting that these two key variables should be given crucial consideration in developing countries to ensure project success.

The performance of NGOs was examined by Kirori and Karanja (2019) in relation to the influence of M&E practices. The goal of the study was to determine the precise relationship between M&E Planning, M&E Operationalization, M&E Reporting, and M&E Dissemination and the effectiveness of youth projects in Kenyan NGOs. Theory of Change, Program Theory, Realistic Evaluation Theory, and Theory of Constraints were the main focuses of the study. The unit of analysis was 10 Kenyan NGOs that were registered and listed by the NGO Coordination Board as of January (2019). The unit of observation was 102 youth initiatives that were completed between 2013 and 2017 inclusively. The approach of stratified random sampling was used. With the aid of a standardized questionnaire, primary data was collected. The findings showed a positive linear association between M&E practices, M&E planning, M&E operationalization, M&E reporting, and M&E dissemination—and the effectiveness of performance in Kenyan NGOs. The study concluded that an organization's M&E reporting practices affect whether or not projects will produce the expected results, and that businesses that make investments in assuring successful M&E reporting processes improve project performance.

2.2 Research Gap

The majority of research done suggested that M&E practices affect positively the project performance of NGOs project. However, the reviewed researches lack sufficient empirical

studies and other were based on different theoretical framework than the present study. Others used different methodology or were undertaken in another geographical context than this study. The study by Murorunkwere and Munene, (2021) which was undertaken in Rwanda doesn't answer the research questions of this study, and didn't focused enough on the stakeholder perspective as this one aiming at doing. Therefore, the findings may be different as the two studies have different research objectives. Meanwhile this study tries to collect this gap by focusing on M&E practices and the performance of NGOs projects in Rwanda, by taking evidence from World Vision.

2.3 Conceptual Framework

A conceptual framework may be considered as an analytical instrument with several variations and utilized to establish conceptual distinctions and idea organization (Creswell & Creswell, 2018). Figure 1 presents the variables of concern in the present study along with their corresponding dimensions, where the independent variable aims of the assessment of monitoring and evaluation practices in non-government organizations, while dependent variable is about the analysis of project performance of the mentioned organizationsas demonstrated in the Figure 1 below:
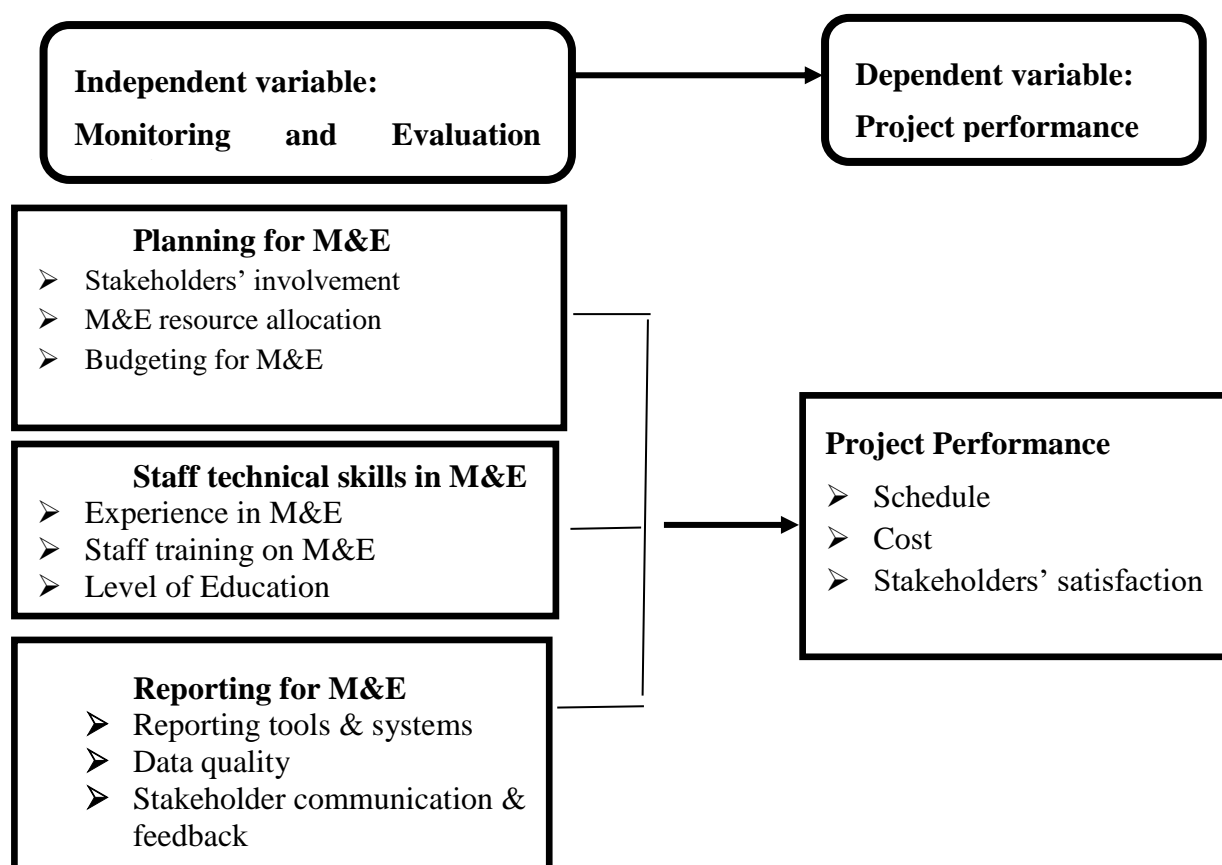

Figure 1 - *Conceptual Framework*
Source: Researcher (2023)
In this study, the independent variables are planning for M&E, staff technical skills in M&E, and Reporting for M&E while the dependent variable is Project Performance IN Non-Government organizations public. Indicators of planning for M&E are Stakeholders involvement, M&E resource allocation, and Budgeting for M&E. Indicators of staff technical skills in M&E are Experience in M&E, Staff training on M&E, and Level of Education.

Indicators of Reporting for M&E are Reporting tools & systems, Data quality, and Stakeholder communication & feedback. All those variables are tested to determine their effect on the Project Performance measured in terms of schedule, Cost, and Stakeholders satisfaction.

3. Materials and Methods

The research design chosen for this study is a survey descriptive research design. It aims to empirically describe the perceptions of respondents on monitoring and evaluation (M&E) practices and project performance in the IGA project. Multiple regression analysis is used to test the hypotheses of the study. The target population consists of employees and beneficiaries of the Resilience and Likelihood project of HRDO Rwanda. There are 34 employees and volunteers working on the IGA project, while the number of beneficiaries is 131. The total population of the study is 165 individuals. A sample size of 117 respondents is determined using Slovin's formula and considering 70% of each category to be included in the sample.

The study uses purposive sampling to select respondents who can provide relevant data on the variables under study. The primary data collection method is the administration of questionnaires to the respondents. The questionnaires use a Likert scale with five anchors to capture the respondents' perspectives. Secondary data is collected through documentation techniques, utilizing sources such as textbooks, newspapers, journals, financial reports, and the internet. To ensure the validity and reliability of the data collected, the study follows certain procedures. The questionnaire is validated by two specialists in project management and NGOs, and a pilot study is conducted to test the clarity and understanding of the questionnaire. Cronbach's Alpha coefficient is used to measure the reliability of the instrument.

The data analysis process involves descriptive and inferential statistics. Descriptive statistics such as mean, frequency, and standard deviation are used to assess the perceptions of respondents on M&E practices and project performance. Pearson correlation is employed to examine the relationship between variables, while multiple linear regression analysis is utilized to evaluate the effects of multiple predictor variables on the dependent variable. Post-estimation tests are performed to ensure the model's fit and reliability. Ethical considerations are also addressed in the study. The researcher obtains permission from HRDO and ensures confidentiality and anonymity for the respondents. Respondents are informed of their rights to decline participation or withdraw from the study.

4. Presentation of research findings

4.2.1 Planning for M&E and performance of IGA project
The respondents were questioned if they agreed or disagreed with the statements and findings are presented in the table 1.

Table 1: Planning for M&E and performance in IGA

Planning for M&E	Mean	SD
The IGA Project always designs an M&E Plan which help ensure highly reliable processes, early issue detection, and risk mitigation techniques	4.07	0.64
There is a properly defined M&E plan that enables timely data collection and analysis on the chosen indicators in the IGA Project.	4.13	0.54
Sufficient M&E resources are allotted during M&E planning in order to ensure the IGA project initiatives are putted in action.	4.56	0.48
Beneficiaries are always involved in the planning process for M&E within the IGA project	3.76	0.72
M&E results from earlier projects are utilized while preparing for M&E	4.39	0.49
Composite Mean	**4.18**	

The results from table 1 indicated a mean of 4.07 and standard deviation (SD) of 0.64 with 47(44.8%) of the respondents asserted that the IGA project always design an M&E plan which help ensure highly reliable processes, early issue detection, and risk mitigation techniques to a very great extent. The mean of 4.13 and SD of 0.54 with 53(50.5%) of respondents asserted that there is a properly defined M&E plan that enables timely data collection and analysis on the chosen indicators in the IGA Project to a very great extent. The mean of 4.56 and SD of 0.48 with 73 (69.5%) of the respondents asserted that sufficient M&E resources are allotted during M&E planning in order to ensure the IGA project initiatives are putted in action to a very great extent.

The mean of 3.76 and SD of 0.72 with 40 (38.1%) of respondents asserted that beneficiaries are always involved in the planning process for M&E within the IGA project, in order to ensure that the plans accurately reflect their requirements and goals to a great extent. The mean of 4.39 and SD of 0.49 with 71 (67.6%) of respondents stipulated that M&E results from earlier projects are utilized while preparing for M&E Planning to a very great extent. The overall mean of 4.18 tends to 5 which is the highest score of to a great extent which implies that there is strong evidence of planning for monitoring and evaluation in IGA project as it is applied to a very great extent.

The results from the quantitative statistics revealed that planning for monitoring and evaluation is considered to a very great extent in IGA's project performance. Thus, these results are supported by the results of the study by Kinyua and Njoroge (2021) which concluded that a NGOs' project perform better when it puts effort into ensuring appropriate M&E planning.

4.2.2 Staff technical skills in M&E and performance of IGA project

The study sought to assess perception of respondents on the Staff technical skills in M&E in IGA project, the respondents were questioned if they agreed or disagreed with the statements with regard to Staff technical skills in M&E. The findings were presented in the table 2.

Table 2: Staff technical skills in M&E and performance of IGA

Staff technical skills in M&E	Mean	SD
There is improvement within IGA project performance in terms of quality and turnaround time due to the regular development of M&E skills of its staff.	4.72	0.41
The IGA Project is well implemented due to the presence of staff members with the necessary abilities.	4.58	0.44
The IGA project is being implemented with higher levels of quality, productivity, and efficiency due to the use of professional M&E human resources results	4.71	0.43
The team accountable for monitoring and evaluating is a crucial power that drives the IGA project performance	4.48	0.47
Well capacity build M&E team in the IGA project, contributes towards better planning for M&E, and project control becomes more flexible and satisfactory	4.33	0.49
Staff in IGA Project are regularly trained on skills that involve M&E data collection, reporting of data, interpretation of data, and analysis of data	4.34	0.43
There are regular and intensive on-site training for IGA Project staff which directly increases the skills of M&E staff located in the field	4.23	0.45
Composite Mean	**4.49**	

Source: Researcher (2023)

The results from table 2 show that the mean of 4.72 and SD of 0.41 with 81 (77.1%) of respondents strongly agreed that there is improvement within IGA project performance in terms of schedule and turnaround time due to the regular development of M&E skills of its staff. The mean of 4.58 and SD of 0.44 with 73(69.5%) of respondents strongly agreed that the IGA Project is well implemented due to the presence of staff members with the necessary abilities. The mean of 4.71 and SD of 0.43 with 81 (77.1%) of respondents strongly agreed that the IGA project is being implemented with higher levels of quality, productivity, and efficiency due to the use of professional M&E human resources results.

The mean of 4.48 and SD of 0.47 with 75(71.4%) of respondents strongly agreed that the team accountable for monitoring and evaluating is a crucial power that drives the IGA project performance. The mean of 4.33 and SD of 0.49 with 68(64.8%) of respondents strongly agreed that well capacity build M&E team in the IGA project, contributes towards better planning for M&E, and project control becomes more flexible and satisfactory. The mean of 4.35 and SD of 0.43 with 69 (65.7%) of respondents strongly agreed that Staff in IGA Project are regularly trained on skills that involve M&E data collection, reporting of data, interpretation of data, and analysis of data. The mean of 4.23 and SD of 0.45 with 69 (66.3%) of respondents strongly agreed that there are regular and intensive on-site training for IGA Project staff which directly increases the skills of M&E staff located in the field. Thus, the overall mean of 4.49 tends to the highest score of 5 which is strongly agree which implies that a big number of respondents strongly agreed that there is strong evidence of the fact, and thus means that staff technical skills in M&E plays a significant effect in performance of IGA project.

The results from the quantitative statistics revealed that staff technical skills in M&E plays a significant effect in performance of IGA project. Thus, these results are in line with the findings by Jahaf (2021), which concluded that monitoring-skilled employees who engage in M&E technical tasks will have a big impact on how well development projects perform.

4.2.3 Reporting for M&E and performance in IGA Project

The study sought to assess perception of respondents on the Reporting for M&E and performance of IGA project. The respondents were questioned if agreed or disagreed with the statements regarding Reporting for M&E within IGA. The findings were presented in the following table 3.

Table 3: Reporting for M&E in IGA

Statement	Mean	SD
The IGA project is largely reliant on the reports produced by its government counterparts and implementing partners.	4.52	0.51
The IGA project enhances reporting in a timely manner for informed	4.53	0.49
Reports in IGA Projects are submitted at the specified and agreed times	4.64	0.45
All the information required by the report form is provided by the reporting for M&E within the IGA Project.	4.18	0.52
In the IGA project, Data are collected and analyzed regularly on the objectives and intermediate reports provided for them to be useful.	4.68	0.49
The timeliness regarding data analysis and interpretation of the findings is a concern that hinder the performance of the IGA project	4.41	0.48
There are no breakdowns in the field level monitoring reports prepared by IGA staff which assure the performance of the project.	4.37	0.50
Composite Mean	**4.48**	

Source: Researcher (2023)

The results from table 3 indicated that the mean of 4.52 and SD of 0.51 with 74 (70.5%) of respondents strongly agreed that the IGA project is largely reliant on the reports produced by its government counterparts and implementing partners. The mean of 4.53 and SD of 0.49 with .49 (68.6%) of respondents strongly agreed that the IGA project enhance reporting in a timely manner for informed decision making. The mean of 4.64 and SD of 0.45 with 80 (76.6%) of respondents strongly agreed that Reports in IGA Projects are submitted at the specified and agreed times. The mean of 4.18 and SD of 0.52 with 58 (55.2%) of respondents strongly agreed that all the information required by the report form is provided by the reporting for M&E within the IGA Project. The mean of 4.68 and SD of 0.49 with 81 (77.1%) of respondents strongly agreed that in the IGA project, Data are collected and analyzed regularly on the objectives and intermediate reports provided for them to be useful. The mean of 4.41 and SD of 0.48 with 72 (68.6%) of respondents strongly agreed that the timeliness regarding data analysis and interpretation of the findings is a concern that hinder the performance of the IGA project. The mean of 4.37 and SD of 0.50 with 69 (65.7%) of respondents strongly agreed that there are no breakdowns in the field level monitoring reports prepared by IGA staff which assure the performance of the project. Thus, the overall mean of 4.48 tends to the highest score of 5 which is strongly agree which implies that a big number of respondents strongly agreed that reporting for monitoring and evaluation plays a significant effect in performance of IGA project.

The results from the quantitative statistics revealed that reporting for monitoring and evaluation plays a significant effect in performance of IGA project. Thus, these results are in line with the findings by Kirori and Karanja (2019), which concluded that businesses that make investments in assuring successful M&E reporting processes improve project performance.

4.2.4 Views on the Performance in IGA

The study sought to assess perception of respondents on the performance in IGA as measured by schedule, cost and stakeholder satisfaction. The respondents were asked whether agreed or disagreed with the statements regarding performance, and the results were presented in the table 4.

Table 4: Performance of IGA Project

Statement on performance	Mean	SD
IGA project activities are delivered on time as scheduled	3.90	0.64
IGA Project does its activities according to the planned scope	3.88	0.62
IGA does all activities as scheduled in the budget	3.66	0.58
IGA project do not meet over cost in its activities	3.64	0.69
Beneficiaries are involved in most decisions related to IGA project activities	3.66	0.70
IGA Project always show results as part of accountability to key beneficiaries	3.67	0.73
Composite Mean	**3.73**	

Source: Researcher (2023)

The results from table 4 indicated that the mean of 3.90 and SD of 0.64 with 46 (43.8%) of respondents strongly agreed that IGA project activities are delivered on time as scheduled. The mean of 3.88 and SD of 0.62 with 47 (44.8%) of respondents strongly agreed that IGA Project does its activities according to the planned scope. The mean of 3.62 and SD of 0.58 with 40 (38.1%) of respondents agreed that IGA does all activities as scheduled in the budget. The mean of 3.64 and SD of 0.69 with 39 (37.1%) of respondents agreed that IGA project do not meet over cost in its activities. The mean of 3.66 and SD of 0.70 with 35 (33.3%) of respondents

agreed that beneficiaries are involved in most decisions related to IGA project activities. The mean of 3.67 and SD of 0.73 with 41 (39.0%) of respondents agreed that IGA Project always show results as part of accountability to key beneficiaries. Thus, the overall mean of 3.73 tends to the second highest score of 3 which is agree and implies that most of respondents agreed that, due to M&E practices, project performance is achieved to a great extent within IGA project.

The current results of the study have revealed that project performance is achieved largely thanks to M&E practices. Thus, these results of the study are supported by the previous research of Idoro (2019) which confirmed that effective M&E practices directly contribute to project performance and high performance, this making necessary to have the ability to develop M&E practices in order to achieve the goals of health project.

4.3. Inferential statistics

4.3.1. Correlations analysis

The correlation is one of the most common and most useful statistics. Linear correlation coefficient measures the strength and the direction of association between the study variables was assessed using Pearson coefficient of correlation. The Pearson's coefficient of correlation ranges between +1 to -1. A zero (0) coefficient indicates that there is no association between the two variables. A coefficient value of greater than 0 indicates a positive relationship between the variables and hence an increase in the value of one variable leads to an increase in the other values of the other variable and the converse is true. A value less than 0 indicate a negative association between the variables that is as the values of one variable increases the values of the other variable decreases (Lohrey, 2014).

The study sought to determine the correlation between the independent variables (planning for M&E, staff technical skills in M&E, and Reporting for M&E practices) and the dependent variable (performance measured by schedule, cost and stakeholders' satisfaction). To calculate the correlation (strength) between the study variables and their findings the Survey Data used the Pearson's coefficient of correlation (r). The findings are presented in tables below.

Table 5: Correlation analysis between planning for M&E and project performance

		Schedule	Cost	Stakeholders satisfaction
Planning for M&E	Pearson correlation	.717**	.712**	.683**
	Sig. (2-tailed)	.000	.000	.000
	N	105	105	105

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

The results of the study in Table 5 show that there is a positive and significant relationship between planning for M&E and project performance because the calculated Pearson correlation and significance level between planning for M&E and schedule is positive and significant (r=0.717 and sig=0.00<0.01) level of significance. The calculated Pearson correlation and significance level between planning for M&E and cost is positive and significant (r=0.712 and sig=0.00<0.01) level of significance. The calculated Pearson correlation and significance level between planning for M&E and stakeholder satisfaction is positive and significant (r= 0.683 and sig=0.00<0.01) level of significance. Thus, this implies that planning for M&E plays a positive and significant effect in performance of IGA project. Basing on that, the null hypothesis stating that there is no statistical significant effect of Planning for monitoring and evaluation on the performance of the IGA project is rejected.

The results of the current research proved a positive and significant relationship between planning for M&E and performance of IGA project. Thus, the results of this current research are supported by the results of the study of Kinyua and Njoroge (2021) have also shown planning in M&E has significant relationship with performance of health projects funded by CHS in Nyeri County, Kenya, as $p = 0.020$.

Table 6: Correlation analysis between staff technical skills in M&E and project performance

		Schedule	Cost	Stakeholders satisfaction
Staff Technical	Pearson correlation	.696**	.647**	.626**
skills in M&E	Sig. (2-tailed)	.000	.000	.000
	N	105	105	105

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

The results of the study in Table 6 proved that there is a positive and significant relationship between staff technical skills in M&E and project performances because the calculated Pearson correlation and significance level between staff technical skills in M&E and schedule performance is positive and significant (r=0.696 and sig=0.00<0.01) level of significance. The calculated Pearson correlation and significance level between staff technical skills in M&E and cost performance is positive and significant (r=0.647 and sig=0.00<0.01) level of significance. The calculated Pearson correlation and significance level between staff technical skills in M&E and stakeholder satisfaction is positive and significant (r= 0.626 and sig=0.00<0.01) level of significance. Thus, this implies that staff technical skills in M&E plays a positive and significant effect in performance of IGA project. Basing on these results, the null hypothesis stating that there is no statistical significant effect of technical skills in monitoring and evaluation on the performance of the IGA project is rejected.

The results of the study from the correlation analysis between staff technical skills in M&E and project performance have revealed that staff technical skills in M&E and project performance have a positive and significant relationship. This is supported by the previous study of Jahaf (2021) which demonstrated that monitoring-skilled employees who engage in M&E technical tasks in their work will have a big impact on how well development projects perform in Yemen, as per R-value on the table shows the regression coefficient (r = 0.693).

Table 7: Correlation analysis between Reporting for M&E and project performance

		Schedule	Cost	Stakeholders satisfaction
Reporting for M&E	Pearson correlation	0.705**	0.650**	0.644**
	Sig. (2-tailed)	0	0	0
	N	105	105	105

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

The results of the study in Table 7 revealed that there is a positive and significant relationship between reporting for M&E and project performances because the calculated Pearson correlation and significance level between reporting for M&E and schedule is positive and significant (r=0.705 and sig=0.00<0.01) level of significance. The calculated Pearson

correlation and significance level between reporting for M&E and cost is positive and significant (r=0.650 and sig=0.00<0.01) level of significance. The calculated Pearson correlation and significance level between reporting for M&E and stakeholders satisfaction is positive and significant (r= 0.644 and sig=0.00<0.01) level of significance. Thus, this implies that reporting for M&E plays a positive and significant effect in performance of IGA project. Basing on these results, the null hypothesis stating that there is no statistical significant effect of reporting for monitoring and evaluation on the performance of the IGA project is rejected.

The results of the research revealed that reporting for M&E plays a positive and significant effect on performance of the IGA project which is supported by the research of Kirori and Karanja (2019) which findings showed a positive linear association between M&E reporting, and the effectiveness of performance in Kenyan NGOs. The ANOVA test (F-statistic) indicated the significant results for all performance measures ($p < 0.05$).

4.3.2. Diagnostics test of the regression model

4.3.2.1. Multicollinearity test

Multicollinearity is the undesirable situation where the correlations among the independent variables are strong. Variance Inflation Factor (VIF) was used to assess multicollinearity in the multiple regression models. Zikmund, Babin, Carr and Griffin (2013) mentioned when there are two or more variables have a Variance Inflation Factor (VIF) of 5 and above, amongst them one should be removed from the regression analysis as this shows multicollinearity. Thus, in a study, if two or more variables have a Variance Inflation Factor of 5 or more than that one of them must be removed out if the same.

Table 8: Test for Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Planning for M&E	0.803	1.245
Staff technical skills in M&E	0.596	1.678
Reporting for M&E practices	0.461	2.167

Source: Researcher (2023)

Table 8, indicated that all the independent variables were not highly correlated with each other as indicated by the Variance Inflation Factors (VIF) of below five. Since all 3 variables has VIF which is less than 5 indicating that there is no multicollinearity. Therefore, all variable of predictors will be included in the model.

4.3.3. Multiple linear regression on effect of M&E on performance

The study sought to identify the effect of M&E practices on performance in NGOs projects in Rwanda by using multiple linear regression model to determine the effect of independent sub-variables on each dependent variable in IGA project. 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 and independent variable from the model were accepted at 5% significance level. The analysis applied the Statistical Product & Service Solutions (SPSS) version .27 to compute the measurements of the multiple regressions for the study. Model

relationship with M&E practices these variables can be arranged in a function or equation as follows:

Performance = Y=β0+β1 X1+β2 X2+ β3 X3 + ε, Model 1

X1 = planning for M&E (PLME), =X2= staff technical skills in M&E (STSME), X3= reporting for M&E (RME), ε = error term

Table 9: Model summary on effect of Planning for M&Es on performance

Model	R	R Square	Adjusted R Square	Std Error of the estimate
1	.856a	.733	.732	1.96168

a. **Predictors: (Constant):** PLME, STSME, and RME

The results from the above table 9, the value of coefficient of determination (R-Square) was 733 (73.3%) an indication that 73.3% of variation in performance in IGA project was due to changes in M&E practices. This means that other factors not included in this model influence the performance of IGA project at only 27.7% level, and M&E practices influence it at 73.3%.

Table 4.10: ANOVA between M&E practices and performance

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	8.869	3	2.956	109.331	.000b
	Residual	2.492	109	.023		
	Total	**45.999**	**112**			

a. **Predictors: (Constant): PLME, STSME, and RME**

b. **Dependent variable: Performance**

The findings in the table 10, indicate that the overall model was significant shown by F statistic of 109.331 and p-value calculated =0.000 is less than Critical p-value =0.01 level of significant. Therefore, this implies that jointly the variables planning for M&E, staff technical skills in M&E, and reporting for M&E had significant effect to the variation of performance in IGA project. Therefore, it can be concluded that the R and R2 between Monitoring and evaluation practices and performance of IGA project is statistically significant, and M&E practices can significantly affect performance of IGA project.

Table 11: Regression coefficients between M&E practices and performance

Model		Unstandardized Coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.128	0.274		2.167	.867
	PLME	.287	0.093	.231	3.098	.002
1	STSME	.414	0.096	.385	4.317	.000
	RME	.321	0.091	.330	3.526	.001

a. Dependent Variable: Performance

The findings in table 11, indicate the coefficients of the regression where planning for monitoring and evaluation (PLME) has 0.287 with a significance of 0.002, staff technical skills in M&E (STSME) 0.414 with a significance of 0.000 and reporting for M&E (RME) 0.321 with a significance of 0.001. The constant .128 is the predicted value for the dependent variables (performance of IGA project) if all independent variables, planning for M&E=0, staff technical skills in M&E =0 and reporting for M&E =0.

The resulting regression equation is:

$$Y = -0.128 + 0.287PLME + 0.414STSME + 0.321RME$$

Other factors being constant, planning for monitoring and evaluation increases the performance of IGA project per 28.7%, staff technical skills in M&E by 41.4%, and reporting for M&E by 32.1% meaning that monitoring and evaluation practices have an important impact on the performance of IGA project in Rwanda.

Therefore, the study rejected the null hypotheses that stated that there is no significant effects of the monitoring and evaluation practices (planning for monitoring and evaluation, staff technical skills in M&E, and reporting for M&E) on the performance of the IGA project (schedule, cost, and stakeholders' satisfaction).

The findings agree with Murorunkwere and Munene (2022) who sought to determine how monitoring and assessment procedures affected the success of the Care International Village Saving and Loan Association initiative in Rwanda. Their research revealed that a mean of 4.8407 and a standard deviation of 0.45447 at a percentage of 87.6 of highly agreement show that M&E practices was believed to be the primary function of project evaluation that affects the performance of the Care International Village Saving and Loan Association project.

5.1 Conclusion

In conclusion, this research inquired whether Monitoring and evaluation plays a fundamental role in the project performance in Health relief development organization specifically to Income generating activities projects. Not only it does add to the extensive literature, but also contributed in terms of evaluating attracting the donors to keep in track of supporting the beneficiaries' performance.

Based on a sample of 117 beneficiaries and stakeholders, monitoring and evaluation of Health relief development organization and review of monitoring and evaluation periodic reports and other reports, all specific objectives were achieved as indicated in the previous sub section. The three techniques of schedule, cost and stakeholder satisfaction were studied fully and the findings indicated that Health relief development organization have all of and they are fully supported under their specific activities that are tackled both tactically and strategically.

High relationship between the study's variables was revealed after the regression analysis which was done out of the data gotten from the respondents. Also, based on the result showed from the test of hypotheses, all null hypotheses were rejected at 0.1 level of significance because the results indicated that there is positive and significant effect between variables. Therefore, objectives of this research were all effectively achieved.

5.2 Recommendations

Based On the basis of the research findings, the following are suggestions which if implemented will benefit Health relief development organization to maintain monitoring and evaluation in track achieving the organization goals and objectives. Majority of the donors have inflexible, time consuming and laborious reporting requirements. There is need for donors to identify simpler and friendly reporting formats for the recipients of their funds without

compromising essential requirements. The study result shows a critical lack of expertise in monitoring and evaluation of Projects implemented by the health relief development organization.

There is need for training in this aspect of Monitoring and evaluation. Hence it is advisable if concerned parties including higher educational institutions propose and provide scholarly viable training areas that could help in filling the gap. Concerning project performance in Health relief development organization, the organization is recommended to put in strong efforts on combating a tendency of acquiring skills and knowledge through training and experience from the successful projects this will enhance to attract different donors that will help health relief development organization to remain on track of achieving the goals set by the organization. Health relief development organization, they should adopt the use of inventory management software to create the accurate records of inventory movements that allows managers to take a better decision. A Need strictness of the management to boost the performance and interdepartmental coordination among the inventory related departments to share the knowhow.

In practice, Health relief development organization management must collaborate with employees to define the project monitoring and evaluation goals. Aside from increasing monitoring and evaluation, it also fosters ownership. The entire workforce will contribute to it if it is SMART (Specific, Measurable, Attainable, Realistic, and Time-Bound). The outcomes of the regular engagement surveys identify crucial areas of attention for engagement and the probable causes of this engagement.

5.3 Acknowledgement

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