

**INFLUENCE OF MONITORING AND EVALUATION SYSTEMS ON THE  
PERFORMANCE OF PROJECTS IN NON-GOVERNMENTAL  
ORGANIZATIONS: A CASE OF DEVELOPMENT PROJECTS IN  
GITEGA, BURUNDI**

**BIGIRIMANA JONAS**

**A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF A DEGREE OF MASTER OF  
ARTS IN MONITORING AND EVALUATION OF MOUNT KENYA  
UNIVERSITY**

**NOVEMBER, 2024**

## DECLARATION AND APPROVAL

This research study is my original work and has not been submitted to any other university or institution of higher learning for examination.

Signature:



Date :24<sup>th</sup> August, 2024

BIGIRIMANA Jonas

MAME/2021/82337

This research study has been submitted for examination with my approval as the University supervisor:

Signature:



Date :24<sup>th</sup> August, 2024

Naomi Nduta Njoroge (Ph.D.)

Department of Social and Development Studies

School of Social Sciences

Mount Kenya University

## DEDICATION

This research study is dedicated to my lovely wife Habonimana Odette, my children Hezagirwa Lee Jolly Sunday, Hezagirwa Lee Pax Uriel and Gateka Besta for their patience, sacrifice, encouragement and great support towards the success of this research study development.



## **ACKNOWLEDGEMENT**

First, my gratitude goes to my supervisor, Naomi Nduta Njoroge (Ph.D.) for her technical guidance and assistance to make this research project succeed. Second, I am grateful to Habonimana Odette (my wife) for her encouragement. Her hard work and her financial support contributed a lot to the success of this research project. May God bless you all in abundance.



## **ABSTRACT**

The study strived to establish the impact of M&E systems on the performance that are implemented by non-governmental organizations in Gitega province, Burundi. The study was guided by four

specific objectives that included to examine how organizational structures for M&E influences performance of non-governmental projects; to evaluate the extent to which human capacity for M&E influences performance of non-governmental projects; to determine how project M&E plan influence performance of non-governmental projects; to evaluate the degree to which costed work plan for M&E determines the performance of non-governmental projects and intends to benefit public organizations, government institutions and NGOs to contribute to Burundi's vision for 2040 and 2060. As informing theories, this study used three main theories: Resource allocation, Accountability and change. Survey design was applied in order to simplify and facilitate ease of discernment of the purpose concerning the issues of the study. A target audience of 16 nongovernmental organizations that were in operation in Gitega province was identified. Yamane (1967)'s formula was identified and applied to determine the sample size of 11 non-governmental organizations and 55 participants. The study employed both secondary as well as primary data whereby primary data was gathered by the use of structured questionnaires that were administered by the researcher. Interview guide was also used to gather qualitative data from key informants. Statistical package for Social Sciences as well as excel were used for computation, calculation and analysis of collected data. Descriptive and inferential statistics was generated and used for interpretation of the nature of relationship between the predictor variables and the dependent variables. The qualitative data collected from interview was presented in a descriptive form and analyzed through context analysis whereby data was processed and the result presented following the narrative form. Monitoring and evaluations systems were found to have a consequential as well as central influence on the performance of non-governmental organizations projects in Gitega, Burundi. Correlation analysis indicated that there is a positive as well as strong association between M&E systems and the performance of development programs that are sponsored by the NGOs. Organizational structure had a correlation of ( $r=0.841$ ,  $p=0.000$ ), human capacity ( $r=0.792$ ,  $p=0.000$ ), M&E plan ( $r=0.642$ ,  $p=0.000$ ) and costed work plan ( $r=0.707$ ,  $p=0.000$ ). In conclusion the study recommended that managers and administrators of disparate. NGOs should put more effort in enhancing the capacity of the project team. M&E plan has been identified as vital in ensuring improved performance and sustainability of development projects provided by NGOs. Additionally, lack of sufficient financial resources will have a negative effect on the performance of the projects by NGOs. Before the commencement of monitoring and evaluation process, organizations should ensure that M&E activities are properly and sufficiently financed.

## **TABLE OF CONTENTS**

<b>DECLARATION AND APPROVAL .....</b>	<b>ii</b>
---------------------------------------	-----------

<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>ABSTRACT</b> .....	v
<b>TABLE OF CONTENTS</b> .....	vi
<b>LIST OF TABLES</b> .....	x
<b>LIST OF FIGURES</b> .....	xi
<b>ABBREVIATIONS AND ACRONYMS</b> .....	xii
<b>CHAPTER ONE INTRODUCTION</b> .....	13
1.1. Background to the Study .....	13
1.2. Statement of the Problem .....	18
1.3. Purpose of the Study .....	20
1.4. Objectives of the Study .....	20
1.5. Research questions .....	21
1.6. Significance of the study .....	21
1.7. Limitations of study .....	21
1.8. Delimitation of the study .....	22
1.9. Scope of the study .....	22
1.10. Assumptions.....	23
1.11. Operational Definitions of Key Terms .....	24
<b>CHAPTER TWO LITERATURE REVIEW</b> .....	26
2.1. Introduction.....	26
2.2. Empirical Literature .....	26
2.2.1. Influence of organizational structures for monitoring and evaluation on the performance of non-governmental organizations .....	26
2.2.2. Influence of human capacity for monitoring and evaluation on the performance of non-governmental organizations .....	28
2.2.3. Influence of monitoring and evaluation plan on the performance of projects in non-governmental organizations .....	29
2.2.4. Influence of Monitoring and Evaluation Costed work plan on the performance of projects in non-governmental organizations .....	30
2.3. Critical Review and Research Gap identification .....	32
2.4. Theoretical Framework .....	33
2.4.1. Resource allocation theory .....	33

2.4.2. Theory of change .....	35
2.4.3. Accountability Theory .....	42
2.6. Conceptual framework .....	44
2.6.1. Organizational Structure for Monitoring and Evaluation and performance of development projects .....	46
2.6.2. Human Capacity for Monitoring and evaluation .....	48
2.6.3. Project Monitoring and Evaluation Plan and performance of NGO Projects .....	50
2.6.4. Cost Work Plan .....	53
2.6.5. Organizational performance .....	54
2.7. Recap of literature review.....	56
<b>CHAPTER THREE.....</b>	<b>57</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>57</b>
3.1. Introduction.....	57
3.2. Research design .....	57
3.3. Location and description of the study site .....	58
3.4. Target Population .....	59
3.5. Sample size determination .....	59
3.6. Sampling Technique .....	60
3.7. Construction of research instruments .....	62
3.9. Data collection methods and procedures .....	64
3. 10. Data Analysis .....	65
11. Ethical consideration .....	65
<b>CHAPTER FOUR: .....</b>	<b>66</b>
<b>DATA ANALYSIS, FINDINGS AND DISCUSSION .....</b>	<b>66</b>
4.1. Introduction.....	66
4.2. Response Rate .....	66
4.3. Pilot Test Results .....	68
4.3.1. Reliability Results. ....	68
4.3.2. Summary of Research Instrument Validity .....	69
4.4. Demographic Information .....	69
4.4.1. Gender Representation .....	70

4.4.2. Academic Qualifications of the Respondents .....	70
4.4.3. Years of experience at workplace. ....	71
4.4. Organizational structure for monitoring and evaluation and project performance .....	71
4.5. Human capacity for monitoring and evaluation and project performance .....	75
4.6. Project monitoring and evaluation plan and project performance .....	77
4.7. Project costed work plan for monitoring and evaluation work plan and project performance and project performance .....	81
4.8. Correlation Results for performance of development projects in Gitega. ....	84
4.9. Regression Analysis.....	85
<b>CHAPTER FIVE:</b> .....	<b>87</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATION</b> .....	<b>87</b>
5.1. Introduction.....	87
5.2. Summary of the findings .....	87
5.2.1. Organizational structures for monitoring and evaluation and project performance ....	88
5.2.2. Human capacity for monitoring and evaluation and project performance.....	88
5.2.3. Project monitoring and evaluation plan and project performance .....	89
5.2.4. Project monitoring and evaluation costed work plan and project performance .....	90
5.4. Recommendations and Contributions of the Study.....	91
5.4.1. The authorities for implementation .....	92
5.4.2. Service users/ beneficiaries .....	92
5.5. Suggestions for further research .....	93
<b>REFERENCES</b> .....	<b>94</b>
<b>APPENDICES</b> .....	<b>104</b>
<b>APPENDIX I: CONSENT FORM FOR PARTICIPATION IN RESEARCH</b> .....	<b>104</b>
<b>APPENDIX II: RESEARCH QUESTIONNAIRE</b> .....	<b>106</b>

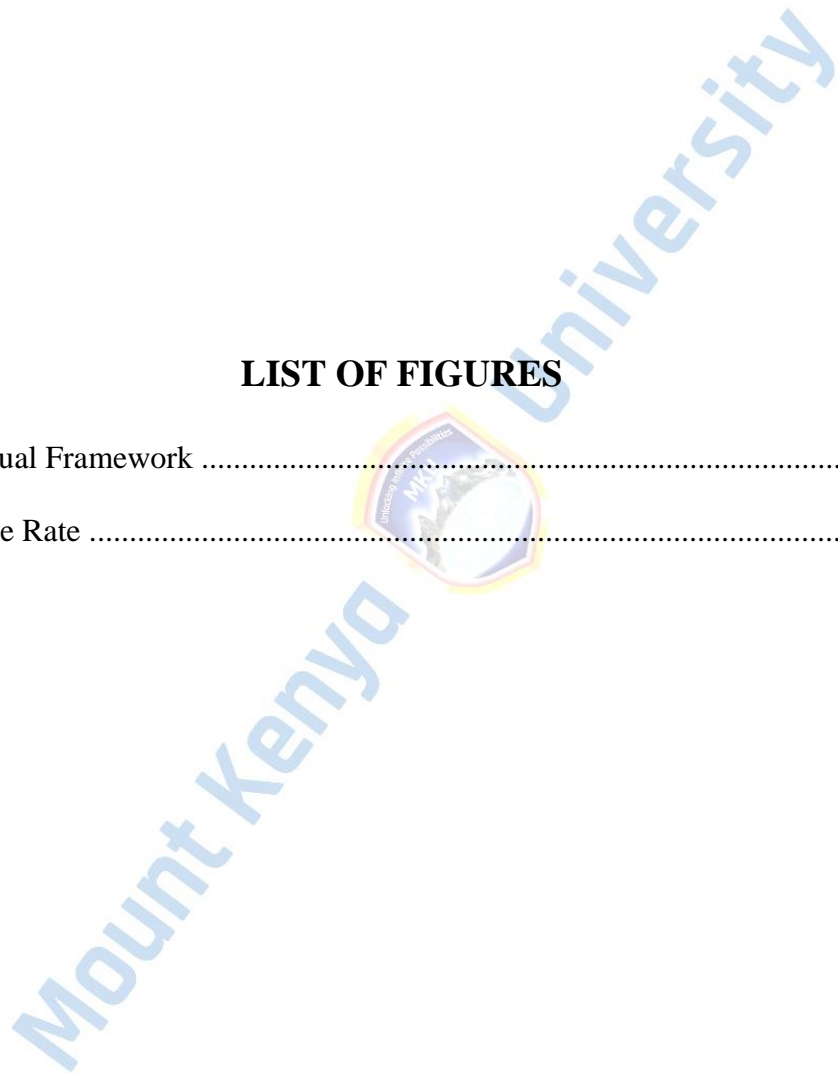
<b>APPENDIX III: INTERVIEW GUIDE QUESTIONS:</b> .....	110
<b>APPENDIX IV: ERC</b> .....	111
<b>APPENDIX V: INTRODUCTION LETTER</b> .....	112
<b>APPENDIX V: SIMILARITY INDEX REPORT</b> .....	113
<b>APPENDIX VI: GITEGA PROVINCE MAP</b> .....	115
<b>APPENDIX VII: LIST OF NGOS IN GITEGA, BURUNDI CONTACTED DURING THE STUDY</b> .....	116
<b>APPENDIX VII: APPROVAL LETTER TO COLLECT DATA FROM THARS NGO</b> .....	117
<b>APPENDIX IX: APPROVAL LETTER TO COLLECT DATA FROM SACODE NGO</b> .....	118
<b>APPENDIX X: APPROVAL LETTER TO COLLECT DATA FROM IPROSARUDE NGO</b> .....	119
<b>LIST OF TABLES</b>	
Table 1: Sample Size .....	59
Table 2: Sample size according to NGO projects and respondent categories .....	61
Table 3: Respondents For Key Informant Interviews .....	62
Table 4: Summary of Cronbach’s alpha Reliability Coefficient .....	69
Table 5: Gender of the Respondents .....	70
Table 6: Education Level of the respondents .....	70
Table 7: Work experience for the respondents .....	71
Table 8: Organizational Structure .....	72
Table 9P: Human capacity for monitoring and evaluation .....	75
Table 10; Project monitoring and evaluation plan .....	78
Table 11: Project monitoring and evaluation costed work plan.....	81
Table 12: Pearson Moment Correlation Matrix .....	84
Table 13: Regression Analysis for organizational structure and Performance of projects in non-	

governmental organizations. .... 86

**LIST OF FIGURES**

Figure 1:Conceptual Framework ..... 45

Figure 2:Response Rate ..... 67



## **ABBREVIATIONS AND ACRONYMS**

CCA: Conventional Cost Accounting

CID: Canadian International Development Agency

CSO: Civil Society Organization

EAC: East African Community

IFAD: International Fund for Agricultural Development

INGO(s): International non-governmental organization(s)

JD: Job description

M&E: Monitoring and Evaluation

NGO: Non-government(s) organization(s)

SPSS: Statistical Package for Social sciences

TOC: Theory of Change

UN: United Nations

UNDG: UN Development Group

UNDP: United Nations Development Programme

USAID: United States Agency for International Development

WHO: World Health Organization

## CHAPTER ONE INTRODUCTION

### 1.1. Background to the Study

In a study conducted by Stijn De Reu on the influence of civil society organization on the peace building in Burundi noted that civil society groups came to be towards the end of 1980s from pressure mounted by international institutions to democratize the nation, which gave civil society groups freedom to establish. This resulted in emergence of societies which ran more independently from Burundi political arena with a strong impulse to local organizations giving them time to voice their point of views and for the first time get into contact and collaboration with various organizations (Stijn, 2004).

Numerous nonprofit organizations have been formed and enrolled in Burundi due to innumerable disputes, conflicts and hostilities that have been witnessed in the past. According to Sebudandi et al. (2001) Burundi had more than 1400 civic institutions and this situation has persisted whereby more civic institutions are enrolled annually. In their attempt to accentuate and underline the comprehension of civic institutions in Burundi Sebudandi and Nduwayo (2002) categorized or classified civic institutions into 15 categories that were in operation in Burundi by the year 2001. Additionally, the study noted that 22.16% of the civic institutions were involved in selfadvancement as well as economic advancement especially to the local communities in Burundi. Important to note that although religious society formed 10% of the non-profit organizations in Burundi they had been to a very great extent disempowered and disfranchised. Civic organizations that were involved in training and research were represented by paltry 1 % of the total number of organizations.

Globally, non-profit organizations are important, essential and fundamentally psychological to the communities they serve and therefore must strive to sanction an important mark on the turbulent territories that they serve though they are mostly limited by lack of sufficient financial resources. International Non-governmental organizations play an enhanced and vital role in improving the lives of the local communities as well as bringing notable change in their areas of operations (Havermans, 2000). In the same vein, Nduwayo (2003) observed that though the number of civic organizations has continued to rise, their impact among the communities they serve is not distinguishable and palpable hence the need for these organizations to ensure that monitoring and evaluation is carried out to determine if there is any impact on the targeted beneficiaries.

Monitoring of projects, programs or policies according to World Bank (2005) is a continuous, structured, methodical as well as perpetual gathering of data in order to; obtain and procure vital understanding of a project so as improve subsequent project activities, to enhance accountability to different stakeholders for both internal and external resources as well as the planned and attained outcomes (Ben, 2002). Monitoring also enable the project team to make project decisions that are objective and analytical especially on the forthcoming activities and to champion the empowerment of the beneficiaries of these projects (John et al., 2008).

Evaluation according to Yang et al. (2008) is a process of methodically, systematically and objectively assessing components of a completed project in order to ascertain or establish its overall significance and also assist in making important decisions for the purposes of ameliorating the performance of the project or program in future. Furthermore, Pfohl (2006), intimated that the process of evaluation of projects or programs ought to support the stakeholders in arriving to decisions relating to cost-effectiveness, output, sustainability, pertinence as well as impact.

Monitoring and evaluation is paramount as well as significant for non-governmental organizations since they bring about accountability, additional learning as well as making sure that effectiveness is guaranteed by providing the right solutions. It is an instrument for determining and recording effective projects and techniques, and monitoring development against the standard indicator across the connected programs, and is known and used internationally.

At global level for instance, Canadian M&E framework was a highly rated standard in public and humanitarian institutions (Kirsch, 2013). Major emphasis was put on accountability of funds which purposed at betterment of services delivery by the humanitarian and government institutions.

Charitable institutions. In Canada, charitable institutions' performance accountability has been measured through outcomes, inputs, and aftermath which estimated finances for community support and involvement. This made financing institutions like Canadian International Development Agency (CIDA) to push NGOs to embrace the M&E approach for betterment of results of the running projects (Kirsch, 2013). In Canada it was ascertained by Rio et al. (2018) that non-governmental organizations should design and execute extensive and overarching strategic policies in order to make sure significant advancement in monitoring and evaluation of development projects. Additionally, monitoring and evaluation systems enables organizations to correctly pursue and track all activities of proceeding projects.

In the African region, the government of Ghana highly valued M&E approach as an essential tool for development planning and management involvements in addition to appropriate instrument for governance to enhance governmental project management functions (Hawkins, 2004). The law guiding civil service aimed at guidelines of solidifying the focus of on civil service interventions and delivery which stipulated guideline plan, M&E approach in all public organizations sector (Hawkins, 2004).

According to CARE International (2012) Monitoring and evaluation framework in South Sudan in EAC involves diverse categories or classes of stakeholders that have disparate power dynamics with each other. These unbalanced social connections as well as positions flourished among the stakeholders involved in the implementation of the project including the beneficiaries, implementing partners, project staff and the donors funding the project or at various levels of organization for example policy, programme and project.

Important to note that for a proper participation of stakeholders that are involved in the project to be realized the challenge of irregular and lopsided connections of power should not be ignored or overlooked (CARE International, 2012). Implementing partners and the donors who are more often than not are the financiers of the project have continued to ignore other relevant stakeholders and have therefore taken full authority over M&E framework. To cultivate a sense of ownership and sustainability, it is important to ensure that there is an open and genuine consultation between the funders of the project and the beneficiaries of the project in deciding the parameters of the progress (CARE International, 2012).

Some scholars argue that in a sophisticated and challenged decision making and planning circumstances, engaging procedures have explicit pros that “conventional” or non-engaging procedures. (Emelyne, 2015). Stefan et al. (2020), in their study “Climate Change Vulnerability Assessments Based on Impact Chains in Burundi, stressed the necessity to engage stakeholders in each assessment phase and to inform on uncertainties and challenges of the used techniques, indexes and maps to maximize the understanding of the technique and the approval of the outcomes by various stakeholders.

Domestically, Monitoring and evaluation systems in Burundi have played a key role in determining the achievement and the impact the project has on the intended beneficiaries. Ndayizeye, (2018) in the attempt to look into the application of monitoring and evaluation systems in Ngozi province in Burundi, observed that sustainability of a project is an important component that project staff and the financiers should take into consideration when implementing a project. Additionally, to ensure sustainability is enhanced, proper public participation with concerned stakeholders, needs assessment analysis, personal competencies as well as the management should be given a prominent role in the management of the project. In conclusion Ndayizeye, (2018) noted that there is need for NGOs to enhance the assessment gaps analysis by making it obligatory, precursory and collaboratively among various stakeholders.

Furthermore, Koyo (2004) appreciated in his report the importance of engaging local communities as well as other stakeholders that are involved in implementation of development advancements in rural areas in Burundi so as to enhance sustainability and effectiveness of those interventions that are being implemented. Cedric (2009) when studying how M&E systems can be incorporated in peace initiatives concurred that there is a need to involve people both at the conceptualization as well as execution level so as to assuage impending systematic and methodological misapprehension that may be experienced at the implementation phase.

Charles et al. (2011) reveal that factors that influence projects performance are not only limited to participation but also to the monitoring and evaluation mechanisms; their research in East Africa concluded that factors associated with success comprises of intentional technological involvement, communal mobilization of the community to act, and implementation of the project, equal extension approaches, systems of sustainable supply, wider collaborations, and campaigns of civil

association. Impediments and limitations consist of unsuccessful delivery of research and extension and services impeding guidelines, politics disruptions, and insufficient systems of M&E.

In the same view, a Case Study Evaluations made by Lois et al. (1990) provides evidence that projects efficiency and efficacy, skill mix, longer-term development in post-conflict countries, and the tracking of progress and long-term impact can only be achieved through improved M&E techniques. Therefore, the present study will focus on M&E systems and seek to evaluate the degree given M&E system components influence the performance of development projects in Burundi.

### **1.2. Statement of the Problem**

Non-governmental organizations in Gitega that are involved implementing development projects or programs continue to face a plethora of challenges which in many cases inhibit their effectiveness. Additionally, authorities at the local level express dissatisfaction about low levels of transparency and accountability of these NGOs in their pursuit of their objectives and whether these interventions have any impact on the local communities. There is also insufficiency and deficiency in comprehension by the project implementers on how to monitor and evaluate their projects in order to determine whether the objectives or goals of the project have been met.

Non-governmental organizations require proper M&E systems in order to facilitate and enable these entities to monitor development activities and ensure that results, objectives and long-term goal of a given project are met which will acquaint and apprise capacity enhancement for future interventions. NGOs effectiveness when it comes to monitoring and evaluation has been frequently questioned according to the Global Climate report (2022). Consequently, the report raises accountability issues that numerous NGOs in development sector continue to struggle and wrestle with.

M&E systems suffers from multiple weaknesses in most NGOs operating in Burundi, we can cite major results by Search for Common Ground from an assessment of a project on the enhancement of egalitarian leadership in Burundi (2006-2008) presenting considerable M&E gaps mainly on design of the project which had procedural weaknesses since there was comparative difficulty subject matter propagated and inadequate interventions by major stakeholders to address the issue, the M&E attempts additionally experienced problem of gap in gathering and data management and the determination of specific project(planning) results, and finally the clustering of tasks carried out on every program in the same report, caused difficulties in separating effects of an individual project (Search for Common Ground Report, 2008). Moreover, a study enhancement and intensifying the innovations of fodder shrub adoption in East Africa, by Charles et al. (2011) found out that inadequate monitoring and evaluation systems is one of constraints and challenges encountered in development projects. Important to know; limited studies have been devoted to the evaluation of the influence of M&E systems with a variety of elements on the performance of development projects by Non-Governmental Organizations in Burundi.

Again, there are complaints from government and other stakeholders that despite the presence of great number of international organizations operating in development sector in Gitega, Burundi, little progress, impact, change is seen either at community level, at the national level and at organizational level. Research have distinguished programs done by NGOs in developing nations by extreme flop rates and non-pleasant performance (Golini et all. 2015). Specialists and scholars of project management have thought of adopting innovative practices of managing projects that is expanding and seen as an instrument for successful project management.

Projects for NGOs are peculiar in their design and objective and it is stipulated that embracing of M&E practices differs accordingly (Sharpiro 2011).

Development projects open and close in Gitega, Burundi, but less lessons learnt are shared to feed future projects, and yet there are budgets allocated to monitoring and evaluation. Therefore, the present study will fill the gaps by attempting to find solutions by assessing which/how M&E systems components can contribute to the performance of development projects implemented by NGOs, Burundi, and then contribute to removing Burundi from poor and vulnerable countries list.

### **1.3. Purpose of the Study**

The purpose of this research study is to determine the influence of monitoring and evaluation Systems on the performance of projects in non-governmental organizations: a case of development projects in Gitega, Burundi.

### **1.4. Objectives of the Study**

1. To assess the influence of organizational structure for M&E on the performance of projects run by NGOs in Gitega Province, Burundi.
2. To determine the influence of human capacity for M&E on the performance of development projects run by NGOs in Gitega Province, Burundi.
3. To examine the influence M&E plan has on the performance of development projects managed by NGOS in Gitega Province, Burundi
4. To establish the influence of a costed work plan for M&E on the performance of projects managed by NGOs, in Gitega Province, Burundi.

### **1.5. Research questions**

1. To what extent does M&E organizational structure influence the performance of development projects managed by NGOs in Gitega Province?
2. To what extent does the M&E human capacity influence the performance of projects run by NGOs in Gitega Province?
3. Does a plan for monitoring and evaluation influence the performance of development projects run by NGOs in Gitega Province?
4. Does the costed work plan for monitoring and evaluation influence the performance of development projects managed by NGOs in Gitega Province?

### **1.6. Significance of the study**

This research is intended to be applied by public organizations, government institutions NGOs as the findings will give ideas on the influence of M&E systems on the performance of projects in development considering the goal of Burundi's vision to become an emerging country by 2040 and a developed country by 2060 on one side, students, scholars and researcher to gain knowledge on the influence of M&E systems on the performance of development in NGOs operating in Gitega, Burundi on another side.

### **1.7. Limitations of study**

Limitations to this research were related to non-availability of secondary data and less researches conducted in the area in Burundi. Hence, the researcher relied on the regional or international data to pave the foundation of this study. Another limitation was related to the willingness of NGOs to share the confidential information considering the Burundi context regarding NGO.

Hence, the researcher need took time to explain about the purpose which is purely academic for respondents to feel comfortable. Again, participants, NGO staff were too busy which then took the research more time than expected.

### **1.8. Delimitation of the study**

The study was delimited to Programme managers, DM&E staff, facilitators and technicians who work for non-profit organizations that are mainly involved in development projects in Gitega Province in Burundi that are registered with the NGO Coordination and have filed their year 2022 returns. Additionally, the study restricted itself on organizational structure, human capacity, M&E plan and costed work plan in the performance of the development projects in Gitega province in Burundi.

### **1.9. Scope of the study**

Burundi, is situated in central Africa geographically, is one of the smallest nations in the Africa Continent, borders Tanzania, DRC Congo and Rwanda. It has 18 provinces, and 117 communes. Every commune is again segmented into various communities known as Collines. The data obtained from Burundi statistics institution shows that by 2015, Burundians were 10million. It is approximated to have grown to 11.8million in 2020. Burundi is distinguished by its densely populated features with estimated 435 people per km<sup>2</sup> on average in 2015, of which 2014 only 12percent resided in towns and cities. Burundi is ranked to be poorest nations in internationally, at the position 185 out of 189 in the year 2019(Human Development Index, 2019). Above 65percent of the Burundians are impoverished and higher than 50percent of the inhabitants of Burundi are affected by chronic food insecurity. Several NGOs in development by implementing different projects to reduce poverty (Global Climate report2022).

This research concentrated on the influence of monitoring and evaluation techniques on the performance of non-government organizations operating in Gitega Province, Burundi. The researcher collected data related to the influence of monitoring and evaluation systems on the performance of non-government organizations operating in Province, Burundi. Around 16 NGOs with development projects in 2023-2024 year operating in Gitega participated in the study. From these, project managers, DM&E staff, facilitators and technicians were selected to give their ideas and views under each theme.

### **1.10. Assumptions**

1. The study assumed that findings would benefit government institutions, NGOs, students, scholars, and researchers.
2. This study assumed that respondents would be having broad knowledge on the influence of M&E systems on the performance of projects within their organizations.
3. The study also assumed that the respondents would be honest and reveal the true picture of the influence of M&E systems on the performance of development projects in NGOs intervening in Gitega Burundi.
4. It finally assumed that NGOs would understand the importance of this study and be open to collaborate and contribute to the achievement of the objectives as most of the time they are busy.

### **1.11. Operational Definitions of Key Terms**

**Evaluation:** is an assessment of either completed or ongoing activities to determine the extent to which progress have been made.

**M&E Systems:** A coherent, coordinated system for assessing the progress of programs towards their goals and objectives that is focused on the systematic collection, analysis, storage and dissemination of information.

**Monitoring:** is an ongoing process of obtaining regular data for measuring progress

**Non-government organizations:** are not for profit organizations that functions independently of government and target to change/transform/impact the lives of community members and contribute to development of Gitega, Burundi.

**Performance:** accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost and speed. Good performance implies impact, transformation and change for community members.

**Organizational structure:** This refers to an organization unit, departments with specific roles to achieve the organization strategy goals. In fact, any project to be successful in its implementation, not only should it have financial resources but its organigram should also be in place to ease its goal achievement. Hence, the project manager, DM&E staff, facilitators, accountant, to mean but a few should be in place and have clean job description and reporting line.

**Human capacity:** This refers to the knowledge project staff have vis a vis Monitoring and Evaluation.

**M&E plan:** This refers to the plan for M&E; being in the beginning, midterm and at the end of the project. It should be put in place while designing the project and announced before the start of implementation. Project staff should implement with this plan in their minds.

**Costed work plan:** This refers to the budget not only of the project in general to be implemented but also the budget allocated for M&E activities during the project timeline.

**Project:** Intervention designed by nongovernment organization for the purposes of attaining determined objectives within the confines of designated resources as well as execution timeframe, generally within the timeframe of a wider program. The projects concerned in this study will be integrated projects that target to reduce poverty in Gitega, Burundi.



## **CHAPTER TWO LITERATURE REVIEW**

### **2.1. Introduction**

Chapter two evaluates literature review that is related to this study. It involves analysis materials such as, scholarly articles, journals, magazines, books and dissertations that have information that can support this study. The key objective of literature review is to compare what has been done already linking to the research problem that is being studied. The researcher explored literature related to the influence of M&E system on the performance of non-government organizations using the following sub-headings: organizational structure, human capacity, program M&E plan, and costed work plan and their relation with the performance of programs in non-governmental

organizations. The theories of stewardship, institutional, accountability, and resource allocation were also reviewed to guide this study.

## **2.2. Empirical Literature**

This part will give empirical literature summary and study gaps. The information will be related to influence of organizational structures for M&E on the NGOs performance.

### **2.2.1. Influence of organizational structures for monitoring and evaluation on the performance of non-governmental organizations**

Every organization has a confined model of individuals and procedures that function together towards achieving stipulated goals; however, there are several elements that are making an institution, mainly formal subsystems such as technology, goals, structure, management, operations and strategy and informal sub-structures such as cultural, political and leadership. All these elements have crucial impact in the manner in which the institution operates its duties and if one factor does not suit, the whole organizational performance is obstructed (Senior et al., 2010).

Johanna et al. (2014) put together structure, leadership, and communication and reported that they affect organizational productivity and efficiency; structure refers to how successful the functional procedures are, leadership impacts on the entire staff and the manner in they endeavor to attain their goals; while communication impacts on the pace at which activities are being carried out and how content and prepared the staff is. Santra et al. (2008) mention that the structure of organization is not only critical for each effective institution; it is also directly connected to the success of the said organization.

Görgens et al. (2009) consider structure of organization as the root for organizational culture, therefore an organizational culture can adopt results management, or can be uncertain, or even

willingly decline such attempts; the outcome might be that workforce of the institution give weight, passively decline or openly ignore the systems of M&E establishment to assess results that the institution does or doesn't attain. And organizational M&E tradition is defined as common conventions, social practices or values about monitoring and evaluation; a significant culture of M&E is where approved, accepted, embraced and recognized by the entire team members as a vital segment of attaining success in implementation (Görgens et al., 2009).

Organizational structure influences the culture of organization to be significant towards controlling results; with such culture of organization, manpower would recognize, build up and maintain the monitoring and evaluation systems operational and they would appreciate information from M&E system of the organization since it would assist them plan more articulately, properly manage, and enhance the performance of their organization (Görgens et al., 2009).

A study done by Massimo et al. (2008) on the effects of organizational structure on asset management found out that a highly complex and hierarchical structure on one hand lessens the incentives to gather soft data and lessens productivity; on the hand, it restricts management inclination and lessens moral hazard, restricting the manager's incentive to embrace extra risk taking. Thus, this research is intended to find out the way organizational structure influence the performance of projects.

### **2.2.2. Influence of human capacity for monitoring and evaluation on the performance of nongovernmental organizations**

Gorgens et al., (2009) assert that establishing and modelling a system of reporting that can produce a truth valuable, timely and logical data on project, policies and programs performance, requires skills, experience and ideal organizational ability, consisting the capacity to effectively draw indicators; that is to gather, accumulate, interpret and document o the data performance in

connection to the indicators and their basis; this also requires management with skills and knowledge of how to work with the data once collected. A number of writers see organizational ability as the capacity to acquire and control resources successfully in a perspective which asserts that it's the basic know how of how an organization constitutes its capacity (Honadle 1981; Teece et al., 1997; Graham, et al., 2003). However, there is no such study conducted in Burundi, East Africa.

Another important dimension of organizational capacity is seen by looking at its personnel and their skills to make M&E system function; this component is about the people involved in the M&E system (Gorgens et al., 2009). Some studies show that M&E section needs to have specific staff while other studies propose capitalization of already existing staff in other sections to perform M&E tasks. For instance, Khan (2003) argues that individuals who conduct M&E activities do not differ from those of other expertise and managers of the institution; for a fact a great deal of managers and project workers took part in establishment work, carry out M&E tasks pretty well.

However, Gorgens et al. (2009) propose that M&E functions should be assigned to specific and relevant post; to them, manpower is highly certain to complete duties that are formally allotted to them for which their productively clearly paid. Unless the M&E responsibilities of the organization are shared to particular people in the organization, it is impossible that individuals in the organization will implement monitoring and evaluation tasks on their own initiative.

### **2.2.3. Influence of monitoring and evaluation plan on the performance of projects in nongovernmental organizations**

According to Gorgens et al. (2009), M&E plans are part of the planning, people and partnerships part of the twelve elements of a working system of M&E; and a work plan of M&E, together with

a valued M&E schedule is at the epicenter of M&E structure; it discusses the system aim, the information that the system will gather, the way the structure will function and involves the itemized indicators to be appraised. The plan of monitoring and evaluation is a broad ingredient book for establishing the whole system of M&E and maintaining it operating (Görgens et al., 2009).

Kusek et al. (2010) state it in the same way assuming that M&E is composed of credible exercises, like capacity to join the plan of monitoring and evaluation with action plan, and strategic plan, applying involvement method, sharing of monitoring and evaluation outcomes partners and application of M&E information for enhancement of the project. In the same view, Gorgens et al (2009) agree that the purpose of system of M&E is for measuring achievement of the program objectives, be it a national goal of education, country's response on HIV pandemic, or the project of a certain institution.

The USAID (2019) sustains this relationship by insisting that when managing project for performance, strategic plan, yearly scheming and plan of M&E get connected procedures; furthermore, matching M&E plan with present structures reduces replication or extra characteristics that overload management of the project. In a study conducted by Odile et al. (2020) on the link between practices of M&E and public projects performance, findings noted that there is vital and positive connection between M&E plan, action and strategic plans and organizational efficiency.

#### **2.2.4. Influence of Monitoring and Evaluation Costed work plan on the performance of projects in non-governmental organizations**

Görgens et al. (2009) reveal that organizations apply work-plan of monitoring and evaluation to create budget and for its monitoring and evaluation operates, a duty of organizational broader process of budgeting; when creating a scheme, it is vital to plan a proper stage of feature that is, concerning activity items, whereby an activity is referred to as set of duties that can be practically coordinated by a person in an institution, over an ideal time frame, and for which particular expenses can be allotted. Hence, the scheme must entail activity's highest levels of description that can be carried out by any particular organizational department (Görgens et al., 2009).

Moreover, creating, allocating resources and application of the plan of monitoring and evaluation, are necessary to the management of the project and this means that organization's directors of finance must be engaged in making expenditure and comprehending the impact of the plan once it is budgeted and relate with wider organizational budgets. In addition, entire stakeholder team, anticipated to achieve their obligations in the M&E and those presently financing or with interest of financing the project responsibilities must be represented in the designing and making budget seminars (Görgens et al., 2009).

Görgens et al. (2009) provide planning method options including Conventional Cost Accounting (CCA) which emphasis is principally on identifying monetary expenses founded on direct and indirect expenses categories linked with a certain process, service or product, salary expenses, purchasing expenditure, or costs of consultancy assigning expenses to all the required resources to do a specific business task and also report indirect soft functioning expenses.

Görgens et al. (2009) provide clarification on costs associated to every of the twelve elements of monitoring and evaluation system; there are notable dissimilarities in the kinds of expenses linked

with every twelve elements in a way that some elements need financing in some years, for example research and survey, while other elements such as like M&E collaborations need a regular and consistent supply of finances. Beyond planning for the entire organization, the M&E department can apply the work plan for M&E to control their operations and employees on a daily, weekly, monthly or quarterly basis; to update develop the task specifications of their workforce with duties of monitoring and evaluation; and to trace the development of the project M&E system (Görgens et al., 2009).

Globally, a costed M&E work plan is an essential instrument for ranking, scheming and harmonizing operations related to the M&E system; it offers one shared entire concerned stakeholders' vision so that every one of them understands which method and tasks they will carry out within a distinguished functional system (Görgens et al., 2009).

### **2.3. Critical Review and Research Gap identification**

From research surveyed, there are many gaps in this area of study; even though monitoring and evaluation a critical aspect in the success of project, it is one section of a weakness for several programs/projects for many NGOs (UNDP, 2009). Management of project/ programs don't pay much attention to monitoring and evaluation, seeing it as a load that must be evaded. A lot of times monitoring and evaluation is not given a priority at the inception of project, as all attempts are purposed at initiating the project (Lahey, 2015). It occurs, partially, because of scarce availability of resources even for program delivery and start-up, with regular scarce monitoring on execution of performance evaluation tactics and plan of monitoring and evaluation, despite how properly stablished they are (Lahey, 2015). Many NGOs, monitoring and evaluation to be carried out by a person like an officer of monitoring and evaluation with less assistance from other employees of managers (Emmanuel, 2015). Hence, it becomes hard to understand if achievements will be

accomplished soonest, at a remarkably decreased entire costs, by getting insights from failures and successes and using the insights to bring new intervention (Kirsch, 2013).

For Görgens et al. (2009) M&E structure remains with a gap as evidenced by a capacity review by civil association noted that serious scarcity in M& monitoring and evaluation employees at the level of civil society; on plans of monitoring and evaluations, the assessment of civil society ability has noted that not every CSOs have established plans of monitoring and evaluation. If the plans are established, the emphasis is on project's collection of monitoring information and accounting and minimal on evaluation or the application of data to enhance planning and programming on work plan that is costed, the ability of civil association review noted that monitoring and evaluation is majorly not incorporated that COS budgets, where finances have been allocated, it has majorly been for monitoring and supervision of program only; on human capacity the evaluation noted critical insufficiencies in monitoring and evaluation knowledge of civil society institutions execute educational projects.

Studies revealed that M&E system suffers from limited organizational capacities and lack of management support characterized by limited commitment of resources and utilization of M&E information (Holvoet et al., 2015). Moreover, very few studies were conducted in Burundi. Therefore, the study aims to investigate the effect of M&E systems on the performance of development programs/projects implemented by NGOs in Gitega. In this case, a monitoring and evaluation system focus on culture of organizations, human capacity, M&E plan, and Costed work plan that interact daily to offer prompt information for projects success.

## **2.4. Theoretical Framework**

### **2.4.1. Resource allocation theory**

Research on the resource allocation process emerged in the late 1960s and was proposed by Birger Wernerfelt. The researchers pursued more actual representations of decision making in investments than what had been preoccupied in financial designs of capital budgeting; the financial designs emphasized on quantitative assessments of predetermined available opportunities of investments to an organization so that highest choices could be done. Allocation of resources is important to strategic management as stressed by Chandler (1962) who explains that, the strategy include not only the ascertainment of objectives and goals but in addition the “resources allocation significant for attaining these goals.

Ansoff (1965) adds that allocation of resources as a vital component of a strategic plan and the requirement for a “resource budget.” Hofer et al. (1978) postulated that a major cause why organizations require to compose strategies was to “support in the allotment of optional strategic resources.”

Allocation of budget involves providing of financial resources, basically in the form of money, or other expenses like efforts or time, to finance monitoring and evaluation project or program activities; charitable program scheming must thus have enough allotment for monitoring and evaluation activities (Caffrey et al., 2017). Sufficient and explicit allocation of finances for success of monitoring and evaluation is an all-important for the effective implementation of monitoring and evaluation. It is hence, crucial that in allocation of enough finances for monitoring and evaluation, proper techniques of budgeting are used and the complexity and scope of tasks incorporated in the project must be regarded. With this consideration, Kamau, et al., (2015), postulate that defining monitoring and evaluation budget within the entire budget project offers

monitoring and evaluation the significance it needs in management of project. The prompt allocation of monitoring and evaluation finances and when it is needed will save any slowdowns in monitoring and evaluation and eventually enhance the program polished running. To warrant the budgeting is carried out well and successfully, the necessity for periodical (external/internal) auditing of the (M&E) budget make sure budget allotments are maintained and accurately so, impact efficiently the M&E of programs (McCoy, 2015).

In building capacity for M&E, numerous tactics and involvements have been recommended. Douglah et al (2003) highlighted a lot of them that were utilized by development institutions across the globe to enhance the M&E performance. For instance, establishment of leadership, enough resources distribution, coaching, team-building, technical support, long or short-term trainings, visit exchanges, and mentoring. In addition to this, they postulated that on basis of measures inferred from reviewed literature, M&E demand goes up when there exists: (i) properly established individual and organizational support in the entire structure; (ii) motivation that connects performance data tracking information and assessment suggestions to resource allotment that is outcome driven; (iii) authority of proper assessments that apply suggestions, instead of concentrating on surveillance.

Mbogo et al. (2022) investigated the effect of budgetary allocation in M&E of humanitarian programs planning in Kenya. They used a descriptive survey to investigate the relationship, they referred to Program Theory and the Theory of Change, and collected data using questionnaires. Data was analyzed through both descriptive and inferential statistical approaches. The results revealed that budgetary allocation in monitoring and evaluation activities had a positive impact on humanitarian project planning and the authors inferred that functional M&E systems have a significant influence on humanitarian project planning. However, they recommended the

application of more data collection methods such as digital tools and the diversification of the pool of monitoring and evaluation experts to improve the effectiveness of monitoring and evaluation. And with respect to further research, they suggested an investigation of the potential role of government policies in the link between practices of M&E and humanitarian program planning.

Therefore, the present study will investigate on the effect of M&E systems on the performance of development programs implemented by NGOs in Gitega, and government policy will be used as intervening variable to link the dependent variables and the independent variable. The resource allocation theory will be used to access if project planning includes M&E specific budget to cover expenses related to results and impact follow up and monitoring mainly the financial capacity to do M&E, the human capacity to do M&E, and the physical capacity to do M&E.

#### **2.4.2. Theory of change**

The terminology “Theory of Change” has its roots in the sector of project assessment. It is also known as, “program theory.” It involves model construction that outlines the fundamental reasoning, theories, influences, causal links and anticipated results of a development project or program. Through the performance data gathering and review, the model can be measured against the real procedure encountered, and outcomes acquired, by the involvement (Funnell and Rogers 2011; Morra-Imas and Rist 2009; Rogers 2008). This activity comprises the cross-examination of change theory: whether the project was justifiable, proper reasonable and reliable. Whether the change basically happens in the means the involvement proponents have anticipated? If there are other change pathways or dynamics in the organization? If there were forecasted actors and aspects who limit or encourage change? Whether there are hindrances that hinder or bring ineffectiveness to the theory and how can those obstructions be reduced or removed completely. Those are some of the questions that one would be needed by the assessors they evaluate change theory of

intervention. The responses to these interrogations can successfully notify project managers and financiers as to how to improve the intervention model which is the review process to enhance results, or if the intervention should be done away with entirely.

(O'Flynn, 2012) is not precise about the year Theory of Change surfaced, but states the 90s. Its aim at that period was to handle some of the issues, assessors experienced when attempting to evaluate the influence of sophisticated projects of social growth. These comprised incompetently voiced presumptions, deficiency in transparency on the manner in which change procedures occurred and no enough focus being provided to the order of changes vital for long-term goals to be attained. Theory of Change can be viewed as a "progressive procedure discussion basis review and learning that generates strong understanding to boost project model, tactic, execution, assessment, and assessment of impact, articulated via pictures and accounts which are upgraded at periodic gap (Vogel, 2012). A Theory of Change can also be seen as a product, and is often presented as a mixture of diagram and narrative summary.

According to UNDG (2016), Theory of Change is a technique that expounds how a provided a group of intervention or an intervention is anticipated to guide to particular change development, borrowing on an informal review grounded on existing proof. A change theory perspective to evaluation and planning is progressively being taken as a vital activity for most firms, projects and borrowing on an informal review on basis of existing proof. The approach of theory of change is growingly being taken a vital activity in most firms, projects and programs. Change theories grew in various ways but there usually shared components. These consist of communication of how

transformation will occur in a certain environment, disposition of an institution and its partner's responsibility in taking part in change, and the definition and measuring of significant assumptions (O'Flynn et al., 2015).

According to James (2011), Theory of Change may be established at levels of program projects and organizations. They can be established and applied in various ways for various aims. Nevertheless, they are possibly mostly used for sophisticated institutions and projects consisting of numerous players as they allow a mutual understanding of how change occurs and a program or organization's responsibility in bringing about transformation. A significant part of theory of change thought is communication of assumptions usually connected to particular areas in the conceptual passage, and can be viewed as circumstances that are viewed as essential for change at single stage to affect change at another level. Regular monitoring of change forms an important part of Theory of Change thinking (James, 2011).

James (2011) found out that many organizations opt to relate their M&E system to the theory of change, either by establishing measures at every change level on their conceptual passage or by trying to evaluate change directly. This allows institutions to evaluate where change is occurring, and where it is not occurring, and trace if or not they are advancing towards their long-term goals or effect. Within Theory of Change thinking it is also significant for institutions to view at the changes that are happening together with their suppositions. This can be carried out by comparing evaluations of change at various phases and trying to deduce about how change at one single (or is not) influencing change at another.

Nongovernment organizations are contributing to the national development plan (2018-2027) to respond to sustainable development goals, and each NGO is contributing in specific areas.

According to the Human Development Report (2019), human sustainable development is understood by looking for a development which ensures the improvement and maintaining human well-being, the latter being determined by personal characteristics such as education, health, freedom, etc. or collective characteristics such as social cohesion, sharing and distribution of wealth, etc. (UNDP, 2019). The overall change will depend on package of interventions implemented in key sectors that affect individual and collective characteristics of human development. going by approximations, 75.1% of the Burundi population (9,177 thousand people in 2020) is multifaceted poor while an extra.8 percent is classified as vulnerable to multidimensional poverty (1,926 thousand people in 2020). The depth of poverty in Burundi, which is average impoverishment score among individual living in multidimensional poverty, is 54.4 percent. The multidimensional (MPI) poverty index value, which is the share of the population that is multidimensional poor adjusted by the intensity of the deprivations, is 0.409. In comparison, Senegal and Sierra Leone have MPI values of 0.263 and 0.293, respectively (UNDP, 2019).

The multidimensional financial impoverishment tested by percent of population living below \$1.90 daily shows that financial poverty only narrates one side of the story. The census or occurrence of multidimensional poverty is 2.3% points above than the occurrence of financial poverty. This means that people living above the financial poverty line may still suffer poverty in health, education and/or living standards. The contributions of deprivations in each dimension to overall poverty complete a comprehensive picture of people living in multidimensional poverty in Burundi (UNDP, 2019).

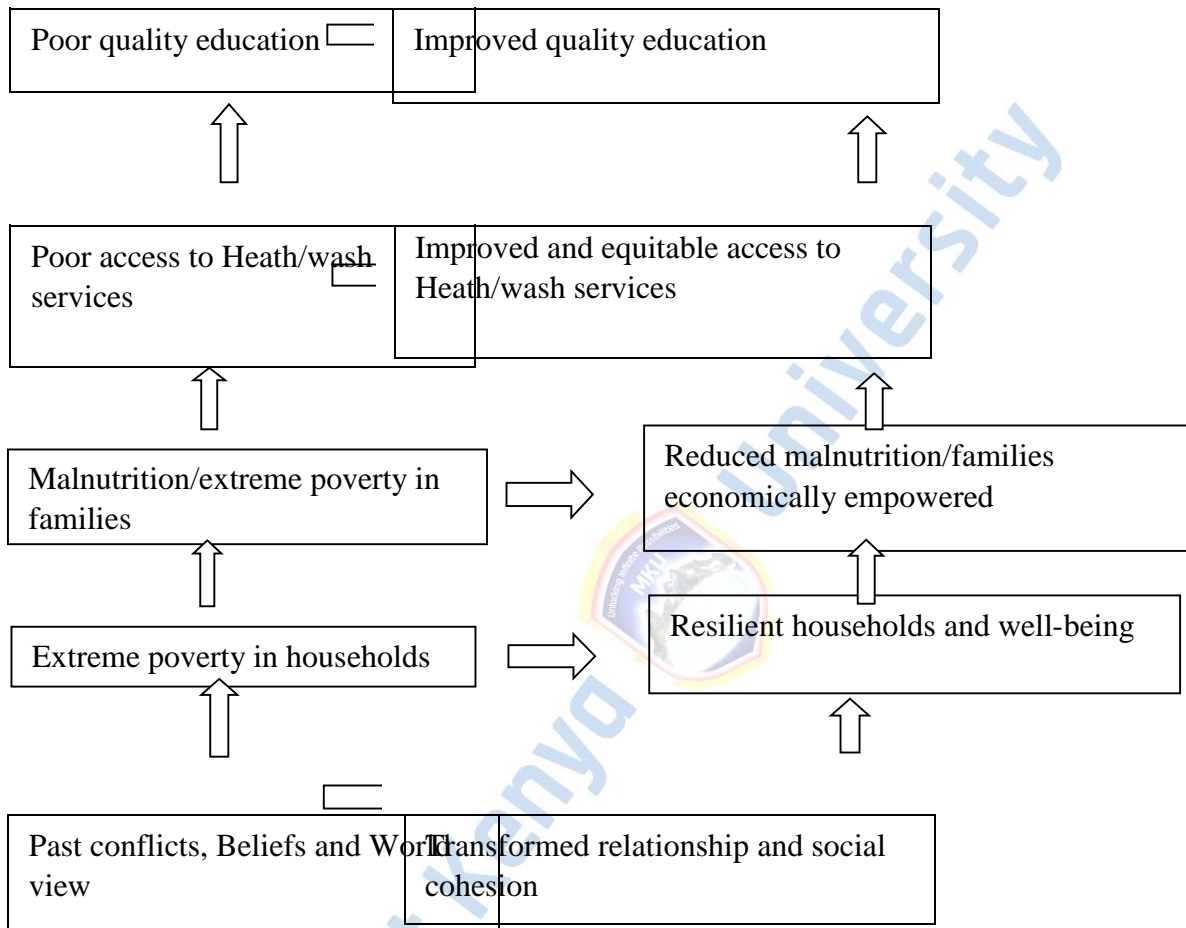
The national development plan (2018-2027) describes strategic objectives and priority development actions that respond to the major challenges observed at both national and community

level. These challenges are mainly those related to the increase of agricultural production and livestock, food safety, infrastructure, use of natural resources, development of industry, business and crafts, education, health, social protection and demography, reduction of inequalities, the environmental management, climate change and territory planning, governance, rule of law, resource mobilization, partnership consolidation, cooperation and regional integration.

The researcher will use the theory of change to assess if NGO development projects interventions are aligned with the national development plan to reduce poverty described in the human development report and if development projects' theory of change addresses clearly real problems mainly in the areas of education, Health and wash, resilience/food security and economic empowerment and protection/social protection which the human development report described as areas of deprivation.

This theory dresses assumptions in a branch of problems (poor quality education, poor access to health services, malnutrition, extreme poverty in household, past conflicts & beliefs & world view) and a branch of solutions (improved quality education, improved and equitable access to health services, reduced malnutrition, resilient household and well-being, transformed relationship and social cohesion) and will attempt to verify to which level the assumptions are met. New lessons and insights from M&E will assist to clear presumptions and enlighten NGOs decisions on approaches of development to be adopted to achieve anticipate outcomes. Amendments to projects' theory of change must also be added to change situations =, particularly to respond to systematic monitoring (Valters, 2014).

**Figure 2.1. Theory of Change Diagram: Turning a Branch of a Problem Tree into a Solution Tree**



Source: Adapted from UNDG (2016) with content from the Human Development Report (2019) and the National Development Plan (2018-2027). The researcher used this diagram to show problems that NGOs are supposed to solve in Burundian communities. The column on the left side shows a branch of challenges while the column on the right side shows a branch of solutions and long-term outcomes. This research will attempt to find out NGOs contributions in finding solutions to the stated problems and how M&E systems can help organizations track progress toward achieving planned objectives and goals.

### **2.4.3. Accountability Theory**

Accountability definitions inclined to deliberate around two particular contents. One content focuses on the context that is who and what is engaged in a particular circumstance, and the second content, includes the evaluation and feedback notions in some sheet. The 1<sup>st</sup> content concentrates on the relational setting and emphasizes on people in two distinguished responsibilities. The other one is at times called the “agent” (Adelberg & Batson, 1978; Cummings & Anton, 1990), and is the central individual whose trait is subject to assessment by another. The other is usually called as the “audience” or “principle,” and is some individuals who having logic and chance to view, and assess the agent. Dangling and Innogold (1989) additionally stated that individuals can assess their behaviors and thus, self-accountability is an invaluable idea.

The 2<sup>nd</sup> content emphasizes on operations that are viewed as accountability occurrence components. Essentially, they are tasks linked to the assessment and viewing of agents, the determine- set of the traits that the agent might be persuaded to safeguard, explain, or otherwise respond for, and the make of anticipations for such a task. Lastly, for accountability to be impactful on a trait, there is a need to be connected to punishment or reward structure which makes the assessments logical to the agent (Mitchell, 1993). Thus, accountability can be clear in policies and practices of organization in addition to being tacit in social normative expectations.

More scholars such as Cummings et al. (1990), Ferris et al. (1995), Schlenker et al. (1994) discussed the accountability theory as rooted in predictable behavior; this places a great importance on interpersonal relationships, expectations, importance of compliance, and link tasks and activities to individuals.

These authors convey the definitions of accountability around two specific themes one concerning the context, that is, who and what is involved in a given situation, and the second involving the notion of an evaluation and feedback activity in some form (Cummings et al. 1990; Ferris et al. 1995; Schlenker et al. 1994).

Non-Governmental Organizations across the globe have grappled with the accountability challenge in their jobs. This has been contributed by various informational demands that their operations appeal to different stakeholders. Lewis et al. (2009) observed the complexity of accountability for Non-Governmental Organizations, since they have numerous districts and require being accountable in various means to different people and interests. Ramadan et al. (2015) confirms this perspective defending that NGOs need to assess and control their performance from numerous viewpoints, putting in considerations of program/project performance, the donors' agenda, beneficiary's needs and the effectiveness of internal organization.

Accountability provoked worry on NGO program performance from different stakeholders. Kareithi et al. (2012) observed that the development role of NGOs in world development has risen together with huge concern and interest over performance of NGOs from academicians, funders, public, policy makers, and governments. This is so due to lack of proof that NGOs contribution to the development of programs and projects (Davies, 2001). The terminology performance denotes a group of outcomes that show competence, productivity, and progress associated with creation of standards, goals and objectives of correctness, completeness, quality and cost and speed.

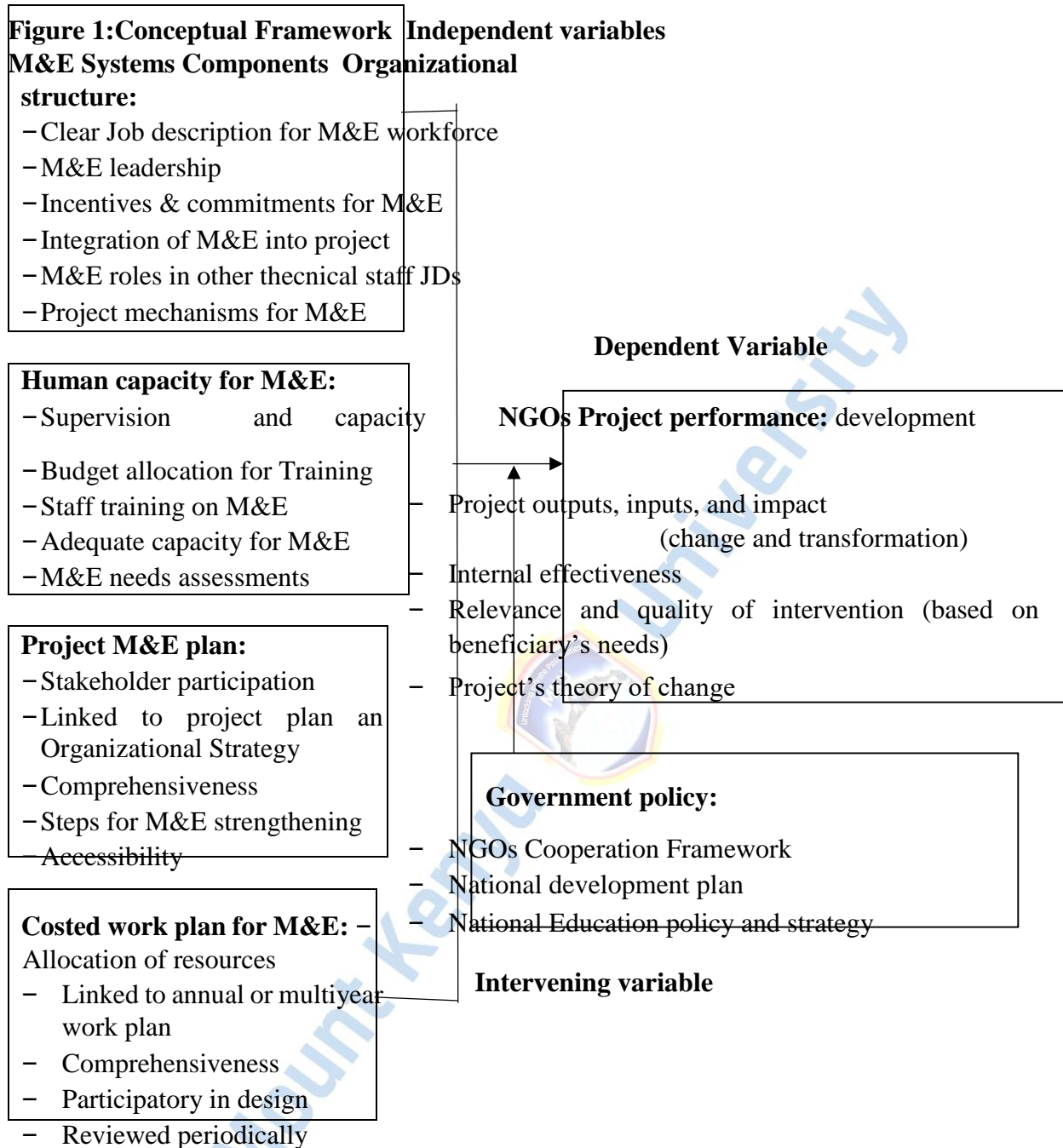
According to Carman (2007), the majorly applied measures of performance by NGOs encompasses fundraising, expenses, effectiveness, audits, efficiency, and satisfaction of beneficiaries.

That means measuring performance of projects/programs will involve assessing the technique that measures success of a program or project and its effect (Miller, 2007). Therefore, there is need to establish and strengthen a project performance M&E which is critical component in a wellfunctioning project as it ensures performance-based result (IFAD, 2010).

This study will use accountability theory to assess whether M&E systems influence project performance and organizational accountability vis-à-vis all stakeholders mainly beneficiaries, government, partners, and donors and the organization itself. The research will investigate whether NGOs include stakeholders and beneficiaries in planning, implementation, and evaluation. Thus, M&E system mechanisms might provide a means for performance and efficiency improvement and outcomes obtained from M&E could thus aid in improving good practices knowledge whose result aims at improving performance (Davis, 1997).

## **2.6. Conceptual framework**

This conceptual framework is built on the influence of monitoring and evaluations systems on the project performance in non-governmental organizations with focus on education projects. This study will apply monitoring & evaluation systems: structure of organization, human capacity, M&E plan, and M&E costed work plan as independent variables, NGOs performance of a project as a dependent variable, and government policy as an intervening variable. The conceptual framework may be useful for highlighting where further attention to certain factors may be critical, and is an invaluable instrument for captivating the point of views and involvement of several stakeholders, comprising makers of policy, advocacy groups, project managers and government, (Görgens et al., 2009).



**Source:** Researcher, 2024

This conceptual framework presents the link between the independent and dependent variables of the study. The independent variables are the components of the M&E system (organizational structure with M&E functions, human capacity for M&E, project M&E plan, and the costed work

plan for M&E) that influence the performance of projects (dependent variable). It was adapted from Görgens et al. (2009).

### **2.6.1. Organizational Structure for Monitoring and Evaluation and performance of development projects**

Organizational structure for M & E results to better performance of development programs. According to Miles et al. (1978), an institution is both established procedure and purpose to attain the objective: that is the organizational concept is adopting both objectives and entire component that show unique combination. Bloisi et al. (2007) refers structure of organization as a clustering of individuals and activities into various departments to enhance communication, actions and decisions coordination. Hence, for a development project to be performant, there is a need of a strong organizational structure for monitoring and evaluation, given that human resources are such key resources in any organization.

There are many different organizational structure configurations. A study by Mintzberg (1980) divided organizational structure into five distinguished arrangements; the first structure is a simple one, which is usually small or young basic institution which have loose division of labor, small mid management level, a casual process of decision making, and the power centralization which permits quick feedback. Moreover, small of the behavior of the organization is regularized, thus minimally using planning, training and liaison gadgets.

The second order is bureaucracy, which marked by rationalized power with a regularized decisionmaking process with greater and regularized processes with an explicit divide between managers and line workers. Furthermore, formal communication is preferred in the entire stages of machine bureaucratic organization.

The third arrangement is professional bureaucracy which contains greatly particularized jobs and less regularization; the framework is vertically and horizontally centralized and gives room for autonomous environment of work, but maintains the formalized demands applied by a big institution in solid and sophisticated atmosphere.

The fourth configuration is in form of divisional units which can be identified by the small vertical decentralization; they are various stand-alone partitions whereby they all report to main branch, thus making mid-management an integral part of an organization.

Mintzberg's (1980) final arrangement is adhocracy. The institution is segmented into functional program teams; this basic establishment has less behavior formulation, but comprehensive specialization of horizontal job. This structure type portrays the least recognition of traditional management principles and can be segmented into 2 various subdivisions which are functioning adhocracy and managerial adhocracy: functioning adhocracy works represents customers and the administrative adhocracy represents the organization itself.

Senior et al. (2010) researched on bureaucratic structure and described four main traits that characterize a bureaucratic structure. First, an institution that have greatly specified tasks and with well-defined division of labor; it is ideal for a procedural system; secondly, the managerial roles are sequentially done, always with one chain of command operating throughout the entire institution from up to down; third, a bureaucratic system usually has distinctly established impersonal laws that their workforce are sticking to perform their tasks; and lastly, they usually there is a neutral link between workers due to the highly reliance on the documented rules of conduct; moreover, the distinct ordered framework determines that the lowest common superior is the one in turn.

Clones House (2020) describes a structure of an organization as the echelons, lines of reporting, and orderly arranged work in an institution that is portrayed in an institutional organogram or chart, demonstrating how different segments of the institution connect to each other. Clones House (2020) gives details on the organizational structure for monitoring and evaluation: the structure shows M&E responsibilities and duties which constitute a critical component in plans of monitoring and evaluation. For instance, the owner of the project may determine early enough who will take a duty of gathering data in every indicator and this can be tabulated and make decision on who to analyse data, the individual or group to interpret data gathered, and the person to report and share sieved data with project stakeholders to make logical decisions.

Furthermore, organisational structure for M&E can describe the following responsibilities and duties M&E manager, research officer, data clerk, analyst of data and communications officer and typically, the M&E manager leads the project team and organizes the other duties.

### **2.6.2. Human Capacity for Monitoring and evaluation**

Görgens et al. (2009) define capacity for M&E in three levels (system, organization, and human) the first one being the capacity of a framework to fulfil objectives and goals of a procedure and thus, take part in attaining objectives of the organization. The same authors define capacity in a context of systems as a group of establishments that function to pursue a mutual goal and as per particular procedures and rules. That is, the capacity is a progressive procedure that manpower is key to development of capacity, and that the entire context within which institutions carry out their operations are major deliberations in capacity development strategies. Development capacity for M&E at the second level is defined as the organizational capacity and its methods to attain the goals and development objectives of the organization. The third level defined as the individual's capacity to successfully performs duties, efficiently and sustainably.

Stephen et al. (2017), defines capacity as people, organizations and entire society ability to control their events effectively. The same authors add that different people development and capacity building in M&E is schemed and executed frequently for effective M&E work implementation.

The same authors add that capacity building and development of various people involved in M&E is planned and carried out on a regular basis for successful implementation of M&E work, that is with skill and competence of M&E, programs can achieve their anticipated outcomes. In addition, in human capacity planning and assessment, the first stage is to identify M&E available experience with the program/project team. organization's partner, targeted beneficiaries and any other possible actors in the system of monitoring and evaluation; this is because successful M&E execution needs that the workers within the department have required M&E technical knowledge and expertise. Moreover, it is necessary to mention that on equipping of evaluators, it is necessary for them to have both on-job exposure and formal training.

Clones House (2020) provides some instances of strengthening capacity tasks at the personal level which consist of face to face or team training, whether one on one or virtually to boost individual understanding and abilities encompassing a duty or role of monitoring and evaluation; the mentorships that give comprehensive, customized direction and can successfully create skills and knowledge by learning from the experienced and expertise in the field of monitoring and evaluation; and internships which consists of spending a training period in a monitoring and evaluation organizations to acquire huge experience in knowledge in monitoring and evaluation scheming and execution.

Rumenya at all (2020) conducted a research study on the effect of systems of M&E on the projects' performance in NGOs: A case of Education projects in Mombasa County, Kenya, with 67 respondents, using a questionnaire and assessed the supervision, training and mentoring of staff

in monitoring and evaluation department, finances capacity building allotment M&E, instructing of internal and external project staffs on M&E skills, availability of M&E specialists in projects, the periodical evaluation of the need for capacity building. Findings show that the most of the participants agree that there is an oversight, coaching and training for M&E esteemed individuals, on funds allocation for capacity building, internal and external program workers get need-driven coaching on gaps of monitoring and evaluation. However, the majority of respondents revealed lack of sufficient and knowledgeable employee responsible for guiding M&E tasks within projects and mentioned there is no periodical evaluation of the need for capacity building. The present study will attempt to find out whether organisations have improved adequate and skilled employees in projects and whether there is a periodical evaluation of the need for capacity building on M&E skills.

### **2.6.3. Project Monitoring and Evaluation Plan and performance of NGO Projects**

Elizabeth (2018) defined planning as the process of reflecting and arranging tasks needed to pursue an aimed goal and it is one of the majorly crucial managements of project/program and techniques of managing time. It is thinking about and organizing the activities required to achieve a desired goal and is one of the most important program/project management and time management techniques.

This means that a successful program or project is one that has a clear plan; it involves making a sequence of actions ready to achieve set goals, objectives, targets and milestones; it helps to clarify to colleague and wider stakeholders the intention of a program and where it is headed. Additionally, a plan can be looked at like a map, this is because ensuing a plan, one can often monitor the progress towards their set goals and the miles one is in their destination. When one

knows where they are, it is critical for formulation of better decisions on the direction to take next.

NSW (2015) defines plan of monitoring and evaluation as an instrument to assist in keeping a project on track, to adopt if needed and in the end to help the organization in pursuing its project results. Moreover, evaluation offers a response method for progressive enhancement of organizational effort; it must influence making of decision at each phase of the program and stir up organization to consider the results which influence the upcoming actions. Hypothetically, evaluation begins from the time the project is designed and continues throughout to the end of the program. Hence, monitoring a project refers to the checking if the expected levels of performance is being attained as stipulated in the objectives of the project and anticipated results at regular intervals.

According to Gørgens et al. (2009) an M&E plan of action is broad account report of all M&E tasks. It details the major queries that need answers concerning monitoring and evaluation, which yardsticks to be assessed, how it is done, and how often, from which stage, and the data of indicator that will be gathered, comprises basis, presumptions, targets, how information will be analyzed or explained, how and frequency in which development and distribution of indicators will take place, and how all systems of Monitoring and evaluation elements will work.

This means that plan of monitoring and evaluation means to a report that details, in a format of narrative, the system of M&E indicators connected to objectives and goals and is applied as a guideline against which to assess the continuity in implementation of M&E systems. Because a plan o M&E details what the system must look like when wholly working, it can then be applied as benchmark against which assessment of system performance is executed.

Elizabeth (2018), goes in the same way by exploring that an M&E scheme is a simple document that is gives a blueprint on the manner monitoring and evaluation will be carried out in the entire project and displays the manner in which anticipated outcomes of a project link to its objectives and goals; explains the information required and how this information will be gathered and interpreted and how this data will be applied; it is mentions the resources that will be required for the plan implementation; and the project will be responsible for stakeholders, she also states that monitoring and evaluation is plan is established at the initiation phase of the program or a strategic framework, and establishment of the M&E plan is a significant stage to control the process of evaluating and reporting progress towards attaining project results and outputs, and determine what the evaluation questions will be handled.

Stephen et al. (2017) define M&E planning as a critical element of the M&E systems, comprising a logical planning for the project to monitor and evaluate the indicators and objectives. Monitoring and evaluation plan helps in managing the procedure of evaluating and reporting progress towards attaining program results and outputs, and identifying and projecting the questions of evaluation dealt with via evaluation. Particularly, the perspective of author is that the monitoring and evaluation plan details standards, who is accountable of gathering them, what instruments and forms to be utilized, and the channel of data flow in the institution.

Finally, Elizabeth (2018) leads us to the real fact that planning is the foundation on which monitoring and evaluation of programs and projects is based; it is done to track the implementation of the plan. More specifically, during monitoring we are asking two key questions: (1) are we doing things right (are we expending resources and implementing the activities in accordance with the plan)? (2) Are we doing the right things (is what we are doing likely to get us to the objectives and goals that were set in the plan)? To monitor and evaluate we need clearly defined goals,

objectives, activities, time-frames, etc. More broadly, high-quality, well-timed M&E can aid planning across various different management functions in the education sector.

#### **2.6.4. Cost Work Plan**

Görgens et al. (2009) defines an M&E work plan as a task-based budget displaying activities, duties, expenses and time period. They recommend that an institution should scheme a work plan with its expenditure that documents and budget allocations for the entire monitoring and evaluation tasks; it can be a multi sectoral, multiyear or multi-level.

Elizabeth (2018) suggests a one-year cost planning and defines an M&E work plan as a yearly budgeted M&E plan that identifies priority activities of M&E for that year and the organizational and personal duties and roles for their execution; each activity cost and the financing described; a deadline for output/products delivery. The action plan is applied for organizing monitoring and evaluation duties and measuring the development of implementation of M&E annually.

The M&E costed plan is a section that outlines the budget required to implement the M&E Plan, including cost drivers such as survey and census design and administration, data storage costs including software and hardware requirements, costs associated with carrying out evaluations whether outsourced or internal to the organization, M&E dissemination costs as well as the training and development needs for staff to perform M&E duties (Elizabeth, 2018).

The budget section is an enumerated breakdown of possible disbursements/income and costs for a stipulated time that gives a solid, orderly, and simply comprehended summary of how much finances of an organization have been trickling and modalities of spending it; it is a crucial instrument to assist organizations in prioritizing utilization and management of funds. Budgeting involves planning to use organizational resources; and a budget is a quantifying scheme applied

as an instrument for identifying tasks that will be selected for a coming time frame (Elizabeth, 2018).

According to Elizabeth (2018), planning and monitoring organizational budget will assist in identifying uneconomical costs, quick adoption as the money circumstances changes, and attain institutional monetary and operational objectives. Hence, periodical expenditure monitoring transforming situations or patterns that require to be corrected and to check whether expenditure is meeting or in line with meeting organizational goals. Organizations should have policies existing within department of M&E to supervise development of the project compared to set objectives and budgets at periodical intervals, such as monthly, with roper mechanisms of reporting.

#### **2.6.5. Organizational performance**

Samsonowa (2012) defined performance as the level of goal achievement by an organization. Organizational performance can be measured by the relevance, effectiveness, efficiency, impact and quality of the intervention (Ghalem et al., 2016).

Poister (2003) defined measurement of performance as a procedure of identification, supervising and using various measures of objective of organizational performance and its project on orderly manner. Additionally, Lindblad (2006) argued that defined performance evaluation as the objectives' utilization, indicator, and information to measure non-governmental services and involvements.

While Ferreira & Otley (2009) see performance measurement as a system of individuals, teams and entire firm assessment, Miller (2007) saw it as a method of assessing program that measures program effectiveness and efficiency in addition to its effects. And Carman (2007) postulated that

measurement of performance, is an orderly assessment of inputs, impacts and outputs of the program.

Njiiri (2015) has put together those definitions to come out with a collective definition that measurement of performance is a technique of identification, control and utilization various assessments organizational performance and its project on systematic grounds. It can be objectives, indicators and information application to evaluate NGOs involvement and services. He additionally states that the NGO's working setting is risky and dynamic and the entire success of these institutions needs fulfilling different stakeholder's demands by establishing reasonable management and measurement of performance systems. Additionally, non-governmental institutions are necessitated to measure and control their performance from different points of view, putting in consideration of performance of the projects/programs, donors' agenda, the beneficiaries' needs and internal success.

World Health Organization (2012) postulated that one of the key practical processes in improvement of attaining goal and performance of NGOs is supervising the development of stipulated goals and evaluating the results of engagements. Therefore, M&E is an aspect resulting to the effectiveness of a program; the success of NGOs operations is as a result of success of schemed project targets.

## **2.7. Recap of literature review**

This chapter reviewed past studies in relation to research areas, objectives, theories, and the conceptual framework. In general, past studies agree that there is a link between the M&E systems mainly, organizational structure for M&E, planning for M&E, capacity building of the M&E team and M&E Costed work plan. Most studies recommended that organizations need to determine if

the projects they undertake achieve the desired goals based on the M&E practices it conducts. Consequently, the study also concluded that an organization that devotes itself to guarantee effectiveness and efficiency. Moreover, there is a need to provide resources for M&E that are adequate and timely, positioning of staff job descriptions with their monitoring and evaluation plans, raise the number of M&E training, and include stakeholders such as community members, government and project beneficiaries in the planning of the M&E systems for improved project performance and accountability. Organizations should also consider allocation of M&E Budget and use the M&E results to identify the success and failures that influence strategic decisions regarding corrective and future actions. However, there is lack of local resources and data; very few studies have been conducted in Burundi. The present study will fill the gap.



## **CHAPTER THREE**

## RESEARCH METHODOLOGY

### 3.1. Introduction

Chapter 3 focuses on research design, the target population, the sampling technique, sample size, data collection methods, procedures of data collection, reliability and validity of instruments), data analysis, and ethical considerations.

### 3.2. Research design

According to Borg, Meredith and Gall (2007) defined research design as a detailed plan for how the research will be conducted. This used a survey design to ease conceptualization of the ideas about the issues which incorporated both qualitative and quantitative research blueprints. Qualitative data was gathered from the respondents through Interview guide questions while quantitative data was gathered from the questionnaire.

This would enable the researcher to obtain accurate and specific information in order to arrive at incontestable findings regarding influence of monitoring and evaluation systems on the performance of projects in non-governmental organizations.

Kothari (2008) defined a survey design as a way of collecting information in a systematic manner from a segment of the participants with the objective of comprehending and/or forecasting some elements of population behavior under study. This provided a framework for collecting and analyzing data to address the study objectives. It also provided further data collection (primary data) to supplement the secondary data (literature review).

The study began with literature review as foundation to the study, followed by a structured questionnaire and then key informant interview. It inquired the of influence of monitoring and evaluation systems of the project performance in NGOs: A case of development projects in Gitega,

Burundi of 16 international NGOs operating in the area. The key informant interviews were used to collect qualitative data on the mentioned topic while the structured questionnaire was used to collect quantitative data on the same topic. Thus, this study design employed a mixed methods approach.

### **3.3. Location and description of the study site**

The research study was conducted in Gitega Province. Located in central Burundi, Gitega Province covers an area of 1978.96 km i.e; 2,7.1% of the country's total area. It is bordered to the north by the provinces of Kayanza (Muhanga and Rango communes) and Ngozi (Ruhororo commune), to the west by the provinces Muramvya (Mbuye and Rutegama communes) and Mwaro (Ndava, Nyabihanga communes, Kayokwe and Bisoro communes), in the south by the provinces of Bururi (Matana and Rutovu communes) and Rutana (commune Rutana and Musongati) and finally, to the east by the provinces of Ruyigi (Butezi and Butaganzwa communes) and Karuzi (Shombo and Gihogazi communes). According to the Decree No. 100/11 of 16 January 2009 publishing the preliminary results of the third general census of population and housing of Burundi in 2008, the Population of the province of Gitega was 715,080, an average density of 361 inhabitants per km<sup>2</sup>. Gitega Province is one of the 18 provinces of Burundi.

Formerly called Kitega under the German and Belgian colonization 1896-1962, Gitega is now the political capital of the country. It has 11 municipalities that are: Bugendana, Bukirasazi, Buraza, Giheta, Gishubi, Gitega, Itaba, Makebuko, Mutaho, Nyarusange and Ryansoro. These municipalities are subdivided into 32 zones and 264 census hills. According to the last Gitega Province socio economic profile survey conducted in 2019, Gitega Province has 16 international non-government organizations operating. All these NGOs are having different interventions which can be grouped in the following sectors: Education, Wash and health access, nutrition, resilience

and economic empowerment, protection and social cohesion. These NGOs ‘interventions come to complement the government’s initiatives to achieve the goal of Burundi as, a country emerging by 20240 and a developed by 2060.

### **3.4. Target Population**

Tummala (2007), defines population as an aggregate of subjects who have shared characteristics. In other words, it is a set which includes all measurements of interests to the researcher. This study targeted the 11 NGOs out of 16 which were implementing development projects related to education (2), Wash and health access (2), nutrition, resilience and economic empowerment (3), protection and social cohesion (4). The research targeted 11 project managers out of approximately 20, 22 D&E officers out of approximately 32 and 22 out of approximately 36 other operational technical staffs from these NGOs. These categories of respondents were targeted due to their involvement in their monitoring and evaluation activities in their respective organizations though at different levels; hence they would provide necessary pertinent information and relevant answers to the study questions.

### **3.5. Sample size determination**

The researcher used Yamane (1967)’s formula to determine the targets in NGOs and respondents as well, where  $n = \frac{N}{1 + Ne^2}$  where n is the sample size, N is the required sampled size, N is the population size and e is the precision level. In this study e is equal to 0.05.

#### **Table 1: Sample Size**

This table shows total population in terms of NGOs, total that were sampled, estimated technical operational staff per NGO, sample per NGO and the total of respondents:

<b>Population</b>	<b>Total</b>	<b>Total sampled</b>	<b>Estimated technical operational staff per NGO</b>	<b>Sample per NGO</b>	<b>Total respondents</b>
International NGOs	16	10.6.i.e. 11	8	5	55

**Source:** Researcher, 2024

### 3.6. Sampling Technique

The researcher used purposive sampling in choosing these respondents whereby the researcher while conducting the study relied on his judgment in choosing the respondents who were involved in the study. It involved selecting respondents that are principally erudite or knowledgeable about the topic under study (Cresswell & Plano Clark, 2011). Then simple random sampling was applied in the study in determining the number of respondents from each NGO. According to Alvi (2016), simple random sampling is a probability sampling method whereby all elements in the sampling frame have an equal chance of being selected. The researcher used sample random sampling technique to select respondents from the target population in each category which comprised of program manager, M&E officers and other operational technical staff.

**Table 2: Sample size according to NGO projects and respondent categories**

<b>NGOs implementing projects related to</b>	<b>Total NGOs</b>	<b>Sample size (NGOs)</b>	<b>Sample of respondents per category</b>			<b>Total number of respondents</b>
			<b>Mangers</b>	<b>D&amp;E officers</b>	<b>Other operational technical staffs</b>	
Education	3	2	2	4	4	10
Health/wash projects	3	2	2	4	4	10

Resilience and food security and economic empowerment	6	4	4	8	8	20
Protection and social cohesion	4	3	3	6	6	15
<b>Total</b>	<b>16</b>	<b>11</b>	<b>11</b>	<b>22</b>	<b>22</b>	<b>55</b>

**Source;** Researcher, 2024

Based on the scoping study of the targeted population of 16 NGOs, the researcher sampled 55 respondents from 11 NGOs in which the researcher ensured they were implementing integrated projects related to Education, Health and wash, Nutrition, Resilience, food security and economic empowerment, Protection and social cohesion and have technical staff as well. The NGOs selected and considered were the one which have at least minimum 8 technical staff (including Managers, M&E staffs and other technical operational staffs) in Gitega agencies. The target in average population was therefore  $5 \times 11 = 55$  technical staff, respondents.

**Table 3: Respondents For Key Informant Interviews**

Category of key informants	M&E Staff	Total
Education projects	2	2
Health/wash projects	2	2
Resilience and food security and economic empowerment projects	4	4
Protection and social cohesion projects	3	3

**Source;** Researcher, 2024

### **3.7. Construction of research instruments**

The data collection consists of data collection methods, procedures of data collection and reliability and validity of instruments. The study used both primary and secondary data collection methods. Primary methods were survey and key informant interviews schedules. Questionnaires was used to collect quantitative data from the respondents since it is cost effective and can be used in collecting data from broad and extensive population. Questionnaires were administered to D&E officers and other operational technical staffs. Key informant guide was used to collect qualitative data from managers of various NGOs that were involved in the study in order to get insider understanding and distinctive perspective on the topic under study.

These methods were conducted with full consent of the respondents. Secondary data sources included literature from libraries, journals and text books. According to Gomm (2008), primary data is the one enlisted from the subject under study directly. These methods were normally conducted in full consent of the respondents and interviewees. The researcher picked a letter of introduction from Mount Kenya University, school of social sciences, department of social and development studies, Monitoring and Evaluation Program and introduced it to the respective NGOs leaders in Gitega and in Bujumbura as they are the ones to coordinate NGOs in the province to get an approval to conduct the research within their organizations and inform their staff in Gitega to participate in this research. This facilitated managers, DM&E and technical staff from Gitega ageciesto answer the questions easily and confidentially without suspicion despite their busy agenda. The informant interviews were conducted face to face, or using WhatsApp, skype, team calls, etc depending on their availability and flexibility to cooperate. These interviews targeted managers, DM&E staff and technical staffs as they are the ones supposed to have a

broader knowledge on the influence of monitoring and evaluation systems of the performance of development projects and implement the M&E systems.

### **3.8. Validity and Reliability of instruments**

Validity and Reliability of instruments are very important aspect of any academic research. Reliability refers to the consistency of results over multiple trials while validity refers to the extent to which an instrument measures what it was designed to measure. This section will look these aspects as far this research study is concerned.

#### **3.8.1. Validity**

Quality control consists of validity of the instruments. For the purpose of this study, the researcher distributed questionnaires to different experts and they validated if the questionnaire and the interview guide are relevant. Content validity index was calculated using the formula:  $(n-N/2) / (N/2)$  whereby n is equal to the number of experts who confirmed instrument validity, and N is equal to the total number of experts. The tools were acceptable since the CVI was higher than 0.7.

#### **3.8.2. Reliability**

This study used Cronbach's Alpha test to measure reliability. To have an adequate internal reliability, the Cronbach's coefficient alpha (David, 1999) was calculated using the formula:

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N - 1) * \bar{c}}$$

Where; ○ N = number of items ○

$\bar{c}$  = mean covariance between

items.

- $\bar{v}$  = mean item variance.

Items were sufficiently consistent to indicate the measure is reliable if the benchmark value for Cronbach's alpha is 0.7 or higher.

### **3.9. Data collection methods and procedures**

As far as the procedures of data collection are concerned, the researcher conducted a pilot study. The researcher used a sample of 5 individuals working in different development project sector from different NGOs (World Vision International, Croix Rouge, Saccode, FVS and ODAG) and gave them questionnaires to answer and check the feasibility. The researcher analyzed the pilot data. This was followed by the administration of all questionnaires to the whole remaining sample and targeted respondents. These 5 questionnaires were part of the 55 targeted. Quantitative data were collected using hard questionnaires administered to Managers, D&E staff and other project technical staff while qualitative data were collected using interviews from respondents (NGOs M&E staff) sampled from the different NGOs operating in Gitega.

### **3. 10. Data Analysis**

The data collected from the sampled 55 respondents from 11 NGOS operating in Gitega development projects were collected on sheets of paper and translated to excel and SPSS for further processing. Descriptive and inferential statistics were generated and used for interpretation of the nature of relationship between the predictor variables and the dependent variables. The qualitative data collected from interview were presented in a descriptive form and analyzed through context analysis whereby data were processed and the result presented following the narrative form.

### **3. 11. Ethical consideration**

The researcher followed ethical standards during data collection and reported the findings of this study with ethical considerations. The researcher focused on three principles of ethics which included respect, beneficence and justice. The respondents were informed on the purpose of the study before sharing information with them, thus conforming to the principle of voluntary and informed consent. Respondents were communicated that this study is purely academic and will not be reproduced for any other use without their consent. Participants were required not to write their names on the questionnaire to conceal their identity. The researcher also obtained introduction letter and research Ethic certificate from Mount Kenya University before proceeding to the field to collect data. After data collection, the researcher carefully gathered, and analyzed the data with SPSS and reported them, following ethical standards and considerations at every level.

## **CHAPTER FOUR:**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.1. Introduction**

This chapter dealt with the analysis of the findings of the survey and complementary deliberations taking into considerations the objectives of this study. This chapter enthralled on attentively deliberating and appraising the evaluation and elucidation of the findings navigated by the objectives of the study. The objective of the study was to examine and establish the influence of monitoring and evaluation systems on the performance of projects in non-governmental

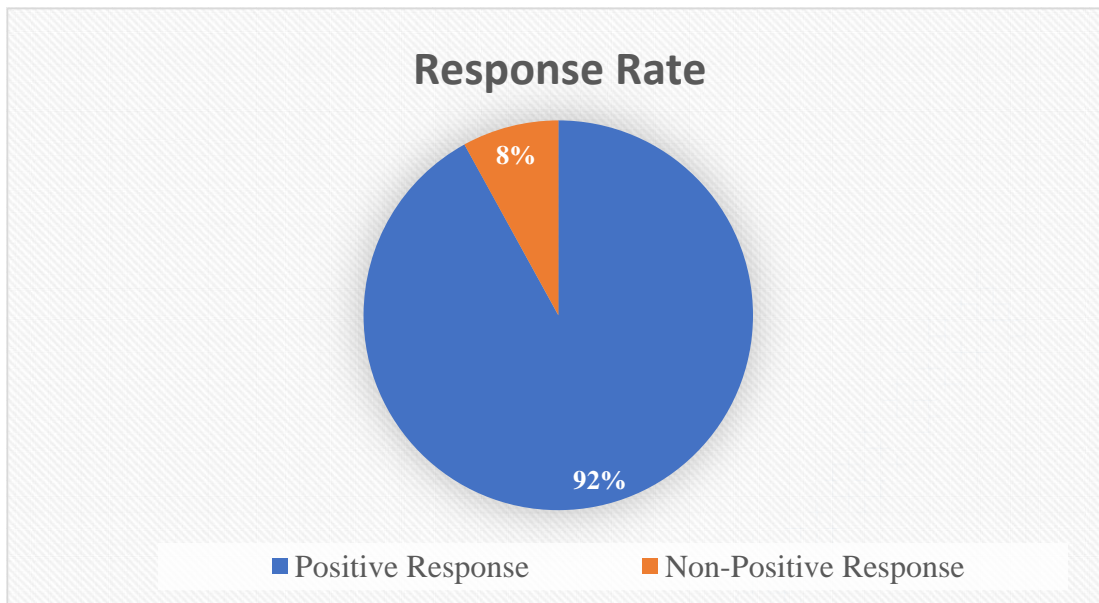
organizations in Gitega in Burundi. The chapter sets forth by furnishing the cleaning approach or the process of the data collecting tool as guided by the pilot study done on the study tool. This process is followed by the analysis of descriptive statistics taking into consideration of the diverse variables that have been used in the study along with the suitable inquiry. Additionally, inferential statistics on the impact of explanatory variable on the response variable as well as testing of the various hypothesis that was dictated through analysis of multivariate regression. Lastly tables as well as charts were used in presenting the data that have been analyzed.

#### **4.2. Response Rate**

It is imperative for researchers to make concerted and rational efforts to ensure that an acceptable number or percentage of return of questionnaire is achieved, address the effects and high number of non-respondents and ultimately ensure there is no conspicuous bias (Campion ,1993).

The sample size that was decided initially was 55 questionnaires. 10% of the 55 questionnaires which is 5 questionnaires were used in carrying out the pilot study. This is concurring with Mugenda and Mugenda (2003) that 10% of the total sample size is sufficient to conduct an agreeable pilot study. In this study, a total of 50 questionnaires were dispensed to the respondents. A total of 46 questionnaires were correctly filled while the remaining 4 questionnaires were not returned by the respondents due to various reasons. This is equivalent to 92% credible rate of response as shown in table 4.1.

**Figure 2:Response Rate**



*Source: Field survey,2024*

The response rate of 92% was considered acceptable since according to Werner, Praxedes and Kim (2007), a response rate of above 60% is considered sufficient as well appropriate in generalizing the attributes of the whole sample of the study.

#### **4.3. Pilot Test Results**

A pilot study was carried out on 5 respondents who were not included in the main study. The pilot study was crucial in establishing or exploring the reliability and validity of tools that were applied in collecting data that is pertinent to this study. Additionally, the pilot study was carried out three weeks before the main study in order to permit the correction and conformance of the data collection tool were considered necessary. This view is supported by Sekaran (2013) who observed that pilot study is conducted to ensure that the validity component of the questionnaire is determined before the main study is conducted. The pilot study was conducted on 5 questionnaires representing the acceptable 10% of the sample size. The researcher took maximum

care and precaution by making sure that the pilot study was administered by the researcher. This was done to make sure that the issues raised by the respondents as to the authentic connotation or interpretation of the questions were heeded for rectifying after the pilot study. The table below represent the findings of the pilot study.

#### 4.3.1. Reliability Results.

Sasaka, Namusonge and Sakwa (2014) observed that reliability test is conducted to ascertain the ability of the data collecting tool to produce same responses under the same conditions. A general rule of the thumb for Cronbach's Alpha values according to George and Mallery (2011) is “\_ > 0.9 – Magnificent, \_ > 0.8 – Good, \_ > 0.7 – Adequate, \_ > 0.6 – Contentious, \_ > 0.5 – Poor, and < 0.5 – Unacceptable”. Table 4.2 below indicates the findings obtained from the test carried out to ascertain reliability of the data collecting tool from pilot study. The Cronbach Alpha scores obtained from the variables of the study are as follows: Organizational structure 0.812, Human capacity 0.798, Project monitoring and evaluation plan 0.876, Costed work plan 0.913 and Project performance 0.735. The results of the analysis are in tandem with the Johnson & Turner (2011) who observed that a result of 0.7 is sufficient to show that there is reliability of the data collection tool.

**Table 4: Summary of Cronbach's alpha Reliability Coefficient**

Variables	Number of Items	Cronbach's Alpha	Remarks
Organizational structure	4	0.812	Accepted
Human capacity	3	0.798	Accepted
Project monitoring and evaluation plan	4	0.876	Accepted

Costed work plan	3	0.913	Accepted
Project performance	4	0.735	Accepted

*Source: Field survey 2024*

#### 4.3.2. Summary of Research Instrument Validity

According to Kothari (2014), validity test is conducted on a data gathering tool to determine the degree to which the research tool will to all intents and purposes measure what it was intended to measure. Various methods were applied in measuring the validity of the research tool, the first one done by submitting it for appraisal by my supervisor. Their observations and recommendations were assimilated in upgrading as well as polish-up the data gathering tool.

#### 4.4. Demographic Information

The demographic information of the respondents that were involved was analyzed on this section. Demographic information was analyzed through age of the respondents, gender classification, education level as well as the position held at the organization. Demographic information enabled the researcher to have a deeper knowledge and if the attributes of the whole population to enable the researcher generalize the findings of the entire population

##### 4.4.1. Gender Representation

**Table 5: Gender of the Respondents**

Gender	Frequency	Percent
Male	37	75.5%
Female	13	24.5%
<b>Total</b>	<b>50</b>	<b>100%</b>

**Source: Field survey 2024**

Table 5 shows findings on the gender of respondents. As shown in the table, 75.5% of the respondents that were involved in the study were male while 24.5% of the respondents involved were female.

#### 4.4.2. Academic Qualifications of the Respondents

The findings on the academic qualifications of the respondents indicated that a majority of the respondents had a bachelor's degree which is represented by 68% of the respondents. Additionally, 18% of the respondents had a diploma qualification while 4% of the respondents had a master's degree and above as indicated in table 6. The respondents therefore had sufficient level of education that would enable them to read and properly understand the questions of the questionnaires hence providing accurate and credible answers to the researcher.

**Table 6: Education Level of the respondents**

Highest level of education	Frequency	Percent
Diploma	9	18%
Bachelor	34	68%
Master and above	2	4%
Missing	5	10%
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field survey 2024

#### 4.4.3. Years of experience at workplace.

Years of experience at the place of work was presented in table 4.4. From the analysis, 4% of the respondents had work experience of less than one year. Additionally, 18% of the respondents had work experience of between 1-2 years while 32% of the respondents had work experience of between 3-5 years and lastly 46% of the respondents had work experience of 6 years and above. The findings indicate that employees had different years of work experience and this indicate that the respondents in the study were presentational of the target population. Additionally, the analysis

indicates that a huge percentage of the respondents in the study have a work experience of more than 6 years hence adequate knowledge about their area of operation.

**Table 7: Work experience for the respondents**

Experience at the work place	Frequency	Percent
Less than 1 year	2	4%
1-2 Years	9	18%
3-5 Years	16	32%
6 Years and above	23	46%
<b>Total</b>	<b>50</b>	<b>100%</b>

*Source: Field survey 2024*

#### 4.4. Organizational structure for monitoring and evaluation and project performance

The researcher wanted to establish the extent to which organizational structure for M&E impacts on the performance of development projects in NGOs in Gitega Province. The respondents were required to provide their honest and satisfactory replies to the statements on the questionnaires on the spaces provided; 1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 8 below.

**Table 8: Organizational Structure**

Statements	5	4	3	2	1	Mean	SD
There is clarity on the role and mandate of M&E staff and it is well outlined in their job descriptions.	23	12	4	7	3	3.92	1.304
There is effective leadership for M&E within the project (M&E focal points, M&E units or M&E professional)	13	19	7	8	2	3.67	1.162
There are incentives and the commitment from the management to ensure M&E system performance.	14	19	4	10	2	3.67	1.214
Monitoring and Evaluation activities are integrated into Project planning	16	12	17	2	2	3.69	.947
Monitoring and Evaluation activities are integrated into project implementation	22	17	4	5	1	4.10	1.065
The responsibilities for Monitoring and Evaluation are included in job description of staff implementing projects	19	18	4	7	2	3.66	1.175

There are mechanisms within the project for M&E planning and monitoring the performance of M&E system.	11	19	15	3	1	3.46	1.062
There are mechanisms within the project for stakeholder consultations and monitoring the performance of M&E system.	9	18	7	13	3	3.49	1.101
There are mechanisms within the project for impact monitoring and evaluation after implementations.	17	20	5	7	1	3.75	1.081

**Source: Field survey 2024**

The respondents were required to reveal if the organizational structure has influence on the performance of development projects in NGOs in Gitega Province. Looking at the summaries in table 8 indicate that the statement on Monitoring and Evaluation activities are integrated into project implementation had the highest mean of 4.10 and standard deviation of 1.065. This is followed by the statement on clarity on the role and mandate of M&E staff and it is well outlined in their job descriptions that had a mean of 3.92 and the standard deviation. There are mechanisms within the project for impact monitoring and evaluation after implementations had a mean of 3.75 and standard deviation of 1.081. Monitoring and Evaluation activities are integrated into Project planning statement had a mean of 3.69 and a standard deviation of .947. There is effective leadership for M&E within the project (M&E focal points, M&E units or M&E professional) and there are incentives and the commitment from the management to ensure M&E system performance had a mean of 3.67 and standard deviation of 1.162 and 1.214 respectively. The responsibilities for Monitoring and Evaluation are included in job description of staff implementing projects had a mean of 3.66 and standard deviation 1.175. There are mechanisms within the project for stakeholder consultations and monitoring the performance of M&E system had a mean of 3.49 and a standard deviation of 1.101. There are mechanisms within the project for M&E planning and monitoring the performance of M&E system of 3.44 and standard deviation of 1.062. The composite mean of all the statement on organizational structure is 3.72 indicating that there is a general agreement that organizational structure influence the performance of

nongovernment development projects. The findings concurred with the findings of Rumenya & Kisimbi (2020) who observed that organizational culture has a positive impact on the performance of development projects.

From the interview guide, respondents indicated that organizational structure for monitoring and evaluation which is like corner stone for a house influences a significantly the performance of projects since this is the one which starts to be functional before, during and at the end of Project implementation. Organizational structure for M&E influences performance of projects by ensuring there is daily monitoring and evaluation that helps to correct discrepancies in time. Therefore, risks are detected and corrected as well as eventual errors during the project implementations. Organizational structure for M&E is composed of made up of staff and human resources is the essential resources among other resources hence lack of a well-organized structure will have a negative impact on the success of projects.

This view is supported by Nizma, Bangun, Benhur, Cahyoginarti, & Zuardi (2024) who observed that organizational structure has a fundamental influence on the performance, effectiveness, efficiency of a project. Additionally, organizational structure enables proper and optimal utilization of respurces involved in project implementation. On the other hand, Nizma, Bangun, Benhur, Cahyoginarti, & Zuardi (2024) concurred that a mismatch between organizational structure and project needs may hamper or impede the advancement and development hence generate impendiments that will be gruelling to conquer.

Monitoring and Evaluation activities should be unified and consolidated so as to ease project implementation. Therefore, individuals and procedures in a given organization should be unified in order to work together towards achievement of laid down procedures and goals. Organization structure is composed of principally validated subsystems such as technology, goals, structure,

management, operations and strategy and informal sub-structures such as cultural, political and leadership. All these forms' part and parcel of organizational structure and have a significant impact on the performance of the development projects (Senior et al., 2010).

Moreover, resource allocation theory that was developed by Hackman (1985) argues that the workflow of an organization is vital compared to the centrality of a unit. The organizational structure is emphasized in resource allocation theory whereby more actual representations of decision making in investments than what had been preoccupied in financial designs of capital budgeting.



#### **4.5. Human capacity for monitoring and evaluation and project performance**

The researcher wanted to establish the extent to which Human capacity for monitoring and evaluation impacts on the performance of development projects in NGOs in Gitega Province. The respondents were required to provide their honest and satisfactory replies to the statements on the questionnaires on the spaces provided; 1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 9 below.

**Table 9P: Human capacity for monitoring and evaluation**

**Source: Field survey 2024**

On the statement on human capacity for monitoring and evaluation, the projects have adequate and skilled employee charged with role of steering M&E activities had a mean of 4.12 and SD of 0.849. This is followed by our projects allocate funds for capacity building (training for projects staff on M&E needs) had a mean of 3.61 and SD of 1.115. Internally and externally projects staffs receive need-based training on M&E gaps had a mean of 3.55 and SD of 1.042. There is supervision, training and coaching for M&E focal points/staff and this role is institutionalized on the

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>SD</b>
There is supervision, training and coaching for M&E focal points/staff and this role is institutionalized on the organizational organigram	11	17	11	8	2	3.55	1.138
Our projects allocate funds for capacity building (training for projects staff on M&E needs)	11	20	7	10	1	3.61	1.115
Internally and externally projects staffs receive need-based training on M&E gaps	9	19	12	8	1	3.55	1.042
The projects have adequate and skilled employee charged with role of steering M&E activities	18	23	6	3	-	4.12	0.849
Periodically staffs need assessment for M&E are conducted to inform subsequent capacity building programs	9	19	10	11	1	3.48	1.092
There is a periodical/ annual plan for capacity building of M&E staff and other Project staffs	4	18	10	15	-	3.23	1.005
There are mechanisms to follow up the implementation of acquired skills from the periodical organized trained on M&E.	3	20	13	11	-	3.32	0.911
There are mandatory trainings/ courses about monitoring and Evaluation	4	12	10	18	4	2.88	1.142
<b>Composite mean</b>						<b>3.46</b>	

organizational organigram had a mean of 3.55 and SD of 1.138. Periodically staffs need assessment for M&E are conducted to inform subsequent capacity building programs had a mean of 3.48 and SD of 1.092. There are mechanisms to follow up the implementation of acquired skills from the periodical organized trained on M&E had a mean of 3.32 and SD of 0.911. There is a periodical/ annual plan for capacity building of M&E staff and other Project staffs had a mean of

3.23 and SD of 1.005. There are mandatory trainings/ courses about monitoring and Evaluation had a mean of 2.88 and SD 1.142. The statement on mandatory training on monitoring and evaluation had the lowest mean of 2.88 compared to the composite mean of 3.46. It is important to have training and courses that will enhance the performance of the employees (Rumenya & Kisimbi, 2020).

From the interview guide, human capacity was found to have an impact on the project's performance. Project implementers of Monitoring and Evaluation should master their job descriptions and their roles within the projects so as to ensure smooth implementation of the projects. Experienced and skilled team will take lesser the time and other resources in ensuring deliverables are achieved with minimal errors. The onus is on the organizations to put measures in place for building adequate capacity for M& E team through trainings, seminars or workshops in order to have a clear understanding of monitoring tools and approaches of the Project goals and objectives. Additionally, having the pre-requisite capacity, the Project implementers of Monitoring and Evaluation will be able to understand, develop monitoring tools, and identify success stories, challenges and lesson learnt.

Human capacity for monitoring and evaluation was found to have a positive and significant influence on the performance of development projects. This view was supported by Rumenya & Kisimbi (2020) who observed that it is important for organizations to enhance the capabilities and competences of the project staff in order to ensure project performance is enhanced. It is imperative for organizations to evaluate and establish gaps in terms of skills among the project staff with a view of filling the gaps and strengthen their capacity through both internal and external training to enhance effectiveness. Devi and Sheik (2012) observed that training and development of employees is vital since they supplement each other, are integrated with each other and are beneficially

dependent. By training employees, you make them competent, effective and efficient in project activities (Ngirwa, 2009).

Majority of the respondents that are from the interview guide agreed that human capacity and competencies are vital in ensuring project success. This view is supported by World Bank (2013) which observed human capital that is enhanced through adequate and correct training as well as experience is fundamental and significant for the ultimate generation of M&E results. It is important for organizations to ensure that there is sufficient human capacity among the project staff in terms of quality and quantity. Additionally, there is need for organizations to put in place efficacious monitoring and evaluation of human resource capability. The view on enhancing the capacity of project staff is reinforced by Gorgens et al. (2009) who indicated that M&E responsibilities are supposed to be allocated to specific and relevant staffs that have the capacity to handle and finalize them effectively and efficiently as this will ultimately influence the performance of the project.

#### **4.6. Project monitoring and evaluation plan and project performance**

The researcher wanted to establish the extent to which Project monitoring and evaluation plan impacts on the performance of development projects in NGOs in Gitega Province. The respondents were required to provide their honest and satisfactory replies to the statements on the questionnaires on the spaces provided; 1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 10 below.

**Table 10; Project monitoring and evaluation plan**

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>SD</b>
-------------------	----------	----------	----------	----------	----------	-------------	-----------

Project stakeholders are involved in design development and review of M&E plan	7	23	6	8	3	3.49	1.140
M&E plan is linked to overall project plan and organizational strategy	13	19	3	11	1	3.68	1.181
The project M&E plan is comprehensive, that is outlines project goals, strategy, logic models, risks matrix, monitoring plan, dissemination plan	10	19	9	7	1	3.65	1.059
The M&E plan outlines steps for further strengthening of M&E system	6	20	11	11	-	3.44	0.987
The M&E plan should be developed and accessible to project team and field-based staff for reference	8	20	8	12	-	3.50	1.052
The M&E plan is accessible to project stakeholders for reference	6	17	13	10	1	3.36	1.031
The M&E plan is accessible to project team and field-based staff for reference	8	18	9	10	2	3.43	1.137
The M&E plan is consistent and contributes to better Project performance and is designed to address the problem identified during Project assessment	10	22	7	10	-	3.65	1.032
M&E Plan is crucial for the project performance	14	20	10	3	-	3.96	0.988
<b>Composite mean</b>						<b>3.53</b>	

**Source: Field survey 2024**

Project stakeholders are involved in design development and review of M&E plan had a mean of 3.49 and a SD of 1.140. M&E plan is linked to overall project plan and organizational strategy had a mean of 3.68 and SD of 1.181. The project M&E plan is comprehensive, that is outlines project goals, strategy, logic models, risks matrix, monitoring plan, dissemination plan had a mean of 3.65 and SD of 1.059. The M&E plan outlines steps for further strengthening of M&E system had a mean of 3.44 and SD of 0.987. The M&E plan is accessible to project team and field-based staff for reference had a mean of 3.50 and standard deviation of 1.052. The M&E plan is accessible to project stakeholders for reference had a mean of 3.36 and standard deviation 1.031. The M&E plan is accessible to project team and field-based staff for reference had a mean of 3.43 and standard deviation of 1.137. The M&E plan is consistent and contributes to better Project performance and

is designed to address the problem identified during Project assessment had a mean of 3.65 and standard deviation of 1.032.

From the interview guide, plan for Monitoring and Evaluation influences a lot on the performance of projects in Gitega. Plan for M&E shows clearly when to do what, at what time and by who for which purpose. Having such plan is important for Project implementers since they will know what to share or communicate at what time. Plan for monitoring and Evaluation if well prepared and executed, it will become easy to implement tasks that are connected with monitoring and evaluation which will ultimately ensure the success of a project. Plan for M&E should always go together with Project implementation plan. The Monitoring and Evaluation plan allows regular assessment of the status and the progress of projects, efficient utilization of means and it facilitates timely correction of any problem that may be experienced in the course of project implementation.

Majority of the respondents concurred that M&E plan has a strong influence on the performance of development projects in Gitega Province. Additionally, the organizations involved in the study had a comprehensive planning guideline that is always accessible to the project staff. This view is supported by Bundi (2020) who observed that M&E planning practices have significant influence on the fiscal performance of the development projects implemented Action aid in Kenya. M&E planning ensures that there is a well demarcated framework where M&E component is included, defines the scope that is going to be covered by M&E, clearly defined purpose and ultimately making sure that information generated is relevant and correct.

Majority of the respondents represented by a mean of 3.65 indicated that M&E plan outlines project goals, strategy, logic models, risks matrix, monitoring plan and dissemination plan hence strengthening M&E system. This view is supported by Mutsune & Ngugi (2023) that M&E planning assist in arriving decisions with succinct goals and objectives in mind as well as assisting project staff on fully focusing on outcomes and solutions that are relevant. Additionally, Mutsune & Ngugi (2023) advocated for project administrators to delineate the objectives of the project, process of implementing the project as well as the stakeholders that will be involved in order to enhance the performance of the project.

The theory of change enabled the study to easily conceive M&E practices as resources whose outputs will become apparent and noticeable in the performance of projects that are financed by NGOs. Additionally, the view is supported by the theory of change it furnishes instructions and directions on how project activities are supposed to be operationalized as well as proceedings that are supposed to be taken in order to ensure the project objectives are attained. Theory of change plays an important role in generating guidelines for extensive project activities on M&E due to changes that are adopted by an organization.

Additionally, the respondents indicated that the M&E plan should be developed and accessible to project team and field-based staff for reference. This view concurs with Niwagaba & Mulyungi (2018) that indicated that M&E plan is an important component in managing operations and activities of a project since it has a strong correlation with project performance. Therefore, a deliberate, calculated and thoughtful M&E plan should be put in place and completely executed and carried through so as to realize full benefits of the project.

#### 4.7. Project costed work plan for monitoring and evaluation work plan and project performance and project performance

The researcher wanted to establish the extent to which Project monitoring and evaluation costed work plan impacts on the performance of development projects in NGOs in Gitega Province. The respondents were required to provide their honest and satisfactory replies to the statements on the questionnaires on the spaces provided; 1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 11 below.

**Table 11:Project monitoring and evaluation costed work plan**

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>SD</b>
The M&E work plan contains activities, time frame, activity costs and person responsible for execution of the activity	16	17	7	10	-	3.78	1.112
The M&E work plan is linked to the annual project plan and detailed implementation plan	16	19	6	9	-	3.84	1.076
All project team participated in the development of M&E work plan including the corresponding activity budgets	10	14	12	11	2	3.39	1.169
The M&E work plan is updated annually based on the progress monitoring	11	18	10	10	-	3.61	1.057
Resources e.g. physical, human and financial are committed for the implementation of the M&E work plan	11	23	7	9	-	3.72	1.011
The project monitoring and evaluation work plan is comprehensive for staff and stakeholders	4	18	12	14	-	3.25	0.978
There is a tool for monitoring and evaluation work plan progress tracking.	12	21	5	7	1	3.78	1.073
The monitoring and evaluation work plan is accessible and is linked to project objectives with clear outputs and indicators to access achieved impact or performance.	18	17	4	5	3	3.89	1.220
<b>Composite Mean</b>						3.66	

**Source: Field survey 2024**

The first statement was to find out whether M&E work plan contains activities, time frame, activity costs and person responsible for execution of the activity had a mean of 3.78 and SD of 1.112. This implies that majority agreed with the statement. The statement on whether the M&E work plan is linked to the annual project plan and detailed implementation plan had a mean 3.84 and standard deviation of 1.076. The statement on whether all project team participated in the development of M&E work plan including the corresponding activity budgets had a mean of 3.39 and SD of 1.169. The M&E work plan is updated annually based on the progress monitoring had a mean 3.61 and 1.057. Resources both physical, human and financial are committed for the implementation of the M&E work plan had a mean of 3.72 and SD of 1.011. The project monitoring and evaluation work plan is comprehensive for staff and stakeholders had a mean of 3.25 and SD of 0.978. There is a tool for monitoring and evaluation work plan progress tracking had a mean of 3.78 and SD of 1.073. The monitoring and evaluation work plan is accessible and is linked to project objectives with clear outputs and indicators to assess achieved impact or performance had a mean of 3.89 and SD of 1.220. The composite mean was 3.66 indicating that respondents generally agreed that project monitoring and evaluation work plan had a positive impact on the performance of development projects. This is in concurrence with Rumenya & Kisimbi, (2020) who observed that that project monitoring and evaluation work plan are essential in the performance of development projects.

From the interview guide a costed work plan for M&E describes and budgets for all monitoring and evaluation activities that will be undertaken over the duration of a given Project. Additionally, this plan constitutes the base for planning, prioritizing, costing, mobilizing resources and funding all monitoring and evaluation activities. A costed work plan indicates if a Project is ahead of time in terms of implementation or if it delayed. Therefore, a costed work plan is of paramount

importance in order to achieve the objectives of a Project. A good M&E plan should be combined with budget in order to ensure proper execution of the project. Therefore, if a Project fails to establish this plan, all other components will fail, then the project performance will be negatively affected as well.

Resources e.g. physical, human and financial should be committed for effective and complete implementation of the M&E work plan represented by the mean of 3.72. Therefore, adequate budgetary allocation has a strong influence on the performance of development projects. This view is supported by Njoroge & Musembi (2023) who found out that M&E budget has a vital and fundamental role in ensuring success of project activities. Additionally, Musyimi & Ondara (2022) concurred that it is imperative for budget implementors to ensure that there is adequate allocation of fiscal resources so as to guarantee consistent and coherent execution and performance of the project.

The findings also intimated that all project team participated in the development of M&E work plan including the corresponding activity budgets with a mean of 3.39. This indicates that there is still a portion of organizations that do not involve the project team in the budgetary process which is in many cases left to the relevant departments. This is indicated by a mean of 3.39 which is less than the combined mean of 3.66. This view is supported by Murei, Kidombo, & Gakuu (2017) who observed that many organizations do not involve project team in their budgetary process. Consequently, it can be concluded that organizations should implement a budgetary process that is collaborative and collective in order to improve project activities and ultimately project performance. Simiyu & Okwoyo (2023) observed that sufficient financial resources should be allocated for M&E activities as well as project activities as a means of ensuring that project performance is boosted.

#### 4.8. Correlation Results for performance of development projects in Gitega.

The bivariate analysis was conducted to determine if there is an existing association between variables as well as determining the degree of that nexus using Pearson correlation coefficient.

Pearson correlation was applied in determining the strength and the direction of the relationship.

Results close to +1 indicate a positive correlation, meaning as social media increases, academic performance also increases. Outputs closer to -1 are a sign of a negative correlation, these results mean that as social media usage increases, academic performance decreases. A value near 0 in a correlation analysis indicates a less meaningful relationship between social media usage and academic performance.

This bivariate analysis was done to establish if there exist any noticeable nexus between independent variable (organizational structure, human capacity for M&E, Project M&E and costed work plan for M&E) and the performance of NGOs development projects in Gitega in Burundi.

**Table 12: Pearson Moment Correlation Matrix**

Variables	Test	Project Performance	Human Capacity	M&E Plan	Costed work plan	Organizational structure
	Pearson Correlation	1				
<b>Project Performance</b>	Sig. (2-tailed)					
		0.792**	1			
<b>Human Capacity</b>	Pearson Correlation					
	Sig. (2-tailed)	.000	.000			
<b>M &amp; E Plan</b>	Pearson Correlation	.642**	.369**	1		
	Sig. (2-tailed)	.000	.000	.000		

	Pearson Correlation	707**	424**	492**	1	
<b>Costed work plan</b>	Sig. (2-tailed)	.000	.000	.000	.000	
	Pearson Correlation	.841**	.308**	.532**	.292**	1
<b>Organizational Structure</b>	Sig. (2-tailed)	.000	.000	.000	.000	.000
<b>N</b>		<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>

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

From the findings in table 12 human capacity had a strong positive and significant association with the performance of projects in non-governmental organizations in Gitega ( $r=0.792$ ,  $p=0.000$ ), M & E Plan was also found to have a strong positive and significant relationship with the performance of projects in non-governmental organizations ( $r=0.642$ ,  $p=0.000$ ), additionally Costed work plan also had a strong and positive relationship with project performance in non-governmental organizations in Gitega ( $r=0.707$ ,  $p=0.000$ ). Lastly organizational structure was found to have the strongest positive and significant relationship with project performance in non-governmental organizations in Gitega ( $r=0.841$ ,  $p=0.000$ ). From the findings, it can be deduced that all the variables (Human Capacity M&E Plan, costed work plan and Organizational Structure) had a significant association with project performance of non-governmental organizations in Gitega.

#### 4.9. Regression Analysis

Regression analysis was done to determine if there was a nexus between organizational structure which was one of the explanatory variables and the performance of the projects. Regression analysis is determined to establish if there is a link between explanatory variable and dependent variable. The conducted regression analysis gives a statistical elucidation of the degree by which variables are intimately connected to each other and vice versa. Regression analysis was conducted

to ascertain if there was a nexus between explanatory variables and the performance of projects in non-governmental organizations in Burundi as indicated in Table 12 and a model summary is brought forward showing explanatory variables and performance of non-governmental projects. From the findings the performance of non-governmental projects has a linear nexus as shown by the R item value of 0.883. From the table also R square is 0.780 while adjusted R square is 0.776. The explanatory variables (organizational structure, human capacity, project M&E plan, project M&E plan) and dependent variable are fundamentally linked as shown by the correlation coefficient value (R) of 0.883

Additionally, the findings indicated that R square value was adjudged to be greater than 0.5 showing a significant association between explanatory and response variable. The R2 model which was ascertained to be 0.776 which is equivalent 77.6% of performance of non-governmental projects were brought about by explanatory variables. In conclusion there is a significant relationship between explanatory variables and the performance of projects in non-governmental organizations in Burundi.

#### Model Summary

**Table 13: Regression Analysis for organizational structure and Performance of projects in non-governmental organizations.**

Model	R	R Square	Adjusted R Square	R Std. Estimate
1	.883 <sup>a</sup>	.780	.776	.17342

**a. Predictors: (Constant), organizational structure, human capacity, project M&E plan, costed work plan**

**Source:** Field Data, 2024

## CHAPTER FIVE:

## **SUMMARY, CONCLUSION AND RECOMMENDATION**

### **5.1. Introduction**

This section underscores the synopsis of the whole study, the conclusions that have been derived from the findings of the study and suggestions and proposal made for the subsequent studies that will be carried out by various scholars that are related to the topic of the study.

### **5.2. Summary of the findings**

The success or failure of implementing development projects is in many cases accredited to neglect and failure to ensure full implementation of monitoring and evaluation systems by the implementing agencies. It is important for implementing organizations and other stakeholders to understand that monitoring and evaluation has a fundamental role in ensuring successful attainment of a given project. This success is dependent on the organizational structure, human capacity, project monitoring and evaluation plan and work plan for monitoring and evaluation

The study was initiated and conducted to determine the impact of monitoring and evaluation systems on the project performance that are being implemented by non-governmental organizations in Gitega in Burundi. To do this the study used organizational structure, human capacity, project M&E plan, costed work plan to determine the performance of projects by nongovernmental organization.

The respondents that were involved in the study as respondents were employees that were directly involved in monitoring and evaluation activities as well as implementation of projects including project managers, M&E managers as well filed officers.

#### **5.2.1. Organizational structures for monitoring and evaluation and project performance**

The researcher wanted to establish the extent to which organizational structure for M&E impacts on the performance of development projects in NGOs in Gitega Province. The study established that monitoring and evaluation activities are integrated into project implementation had the highest mean of 4.10 and standard deviation of 1.065. The study concurred that there is clarity on the role and mandate of M&E staff and it is well outlined in their job descriptions that had a mean of 3.92 and the standard deviation. The study found out that there are mechanisms within the project for impact monitoring and evaluation after implementations had a mean of 3.75 and standard deviation of 1.081. Additionally, monitoring and evaluation activities are integrated into Project planning statement had a mean of 3.69 and a standard deviation of .947. Effective leadership for M&E within the project (M&E focal points, M&E units or M&E professional) and there are incentives and the commitment from the management to ensure M&E system performance had a mean of 3.67 and standard deviation of 1.162 and 1.214 respectively. The study lastly found out that responsibilities for Monitoring and Evaluation are included in job description of staff implementing projects had a mean of 3.66 and standard deviation 1.175. A mean of 3.72 indicated that there is an agreement by the respondents that organizational structure has a positive impact on the performance of non –governmental organization development projects. Correlational analysis depicted a strong and positive association between project performance in non-governmental organizations in Gitega ( $r=0.841$ ,  $p=0.000$ ).

### **5.2.2. Human capacity for monitoring and evaluation and project performance**

The researcher wanted to establish the extent to which Human capacity for monitoring and evaluation impacts on the performance of development projects in NGOs in Gitega Province.

The study established that the projects have adequate and skilled employee charged with role of steering M&E activities with a mean of 4.12 and SD of 0.849. The study also established that

projects allocate funds for capacity building (training for projects staff on M&E needs) with a mean of 3.61 and SD of 1.115. It was also observed that internally and externally projects staffs receive need-based training on M&E gaps had a mean of 3.55 and SD of 1.042. The supervision, training and coaching for M&E focal points/staff and the role is institutionalized on the organizational organigram had a mean of 3.55 and SD of 1.138. Additionally, staffs are periodically assessed for M&E are conducted to inform subsequent capacity building programs had a mean of 3.48 and SD of 1.092. The study concurred that there are mechanisms to follow up the implementation of acquired skills from the periodical organized trained on M&E had a mean of 3.32 and SD of 0.911. Periodical/ annual plan for capacity building of M&E staff and other Project staffs had a low mean of 3.23 and SD of 1.005. There are mandatory trainings/ courses about monitoring and Evaluation had a mean of 2.88 and SD 1.142. The statement on mandatory training on monitoring and evaluation had the lowest mean of 2.88 compared to the composite mean of 3.46. It is therefore important for the organizations to ensure that adequate and relevant trainings are conducted so as to enhance the capacity and effectiveness of the employees. It is important to have training and courses that will enhance the performance of the employees (Rumenya & Kisimbi, 2020).

### **5.2.3. Project monitoring and evaluation plan and project performance**

The researcher wanted to establish the extent to which Project monitoring and evaluation plan impacts on the performance of development projects in NGOs in Gitega Province. The study established that M&E plan is linked to overall project plan and organizational strategy with a mean of 3.68 and SD of 1.181. Additionally, the study concurred that the project M&E plan is comprehensive, that is outlines project goals, strategy, logic models, risks matrix, monitoring plan, dissemination plan with a mean of 3.65 and SD of 1.059. The study established that M&E plan

outlines steps for further strengthening of M&E system with a mean of 3.44 and SD of 0.987. The M&E plan is accessible to project team and field-based staff for reference had a mean of 3.50 and standard deviation of 1.052. The M&E plan is accessible to project stakeholders for reference had a mean of 3.36 and standard deviation 1.031. The M&E plan is accessible to project team and field-based staff for reference had a mean of 3.43 and standard deviation of 1.137. The M&E plan is consistent and contributes to better Project performance and is designed to address the problem identified during Project assessment had a mean of 3.65 and standard deviation of 1.032. Correlational analysis depicted a strong and positive association between project monitoring and evaluation plan project and performance in non-governmental organizations in Gitega ( $r = 0.642$ ,  $p = 0.000$ ).

#### **5.2.4. Project monitoring and evaluation costed work plan and project performance**

The researcher wanted to establish the extent to which Project monitoring and evaluation costed work plan impacts on the performance of development projects in NGOs in Gitega Province. The established that M&E work plan contains activities, time frame, activity costs and person responsible for execution of the activity with a mean of 3.78 and SD of 1.112. which implies that majority agreed with the statement. The study also concurred that the M&E work plan is linked to the annual project plan and detailed implementation plan with a mean 3.84 and standard deviation of 1.076. Also, the study established that all project team participated in the development of M&E work plan including the corresponding activity budgets with a mean of 3.39 and SD of 1.169. The M&E work plan is updated annually based on the progress monitoring with a mean 3.61 and 1.057. Resources both physical, human and financial are committed for the implementation of the M&E work plan had a mean of 3.72 and SD of 1.011. The project monitoring and evaluation work plan is comprehensive for staff and stakeholders had a mean of 3.25 and SD of 0.978. There is a tool for

monitoring and evaluation work plan progress tracking had a mean of 3.78 and SD of 1.073. The monitoring and evaluation work plan is accessible and is linked to project objectives with clear outputs and indicators to access achieved impact or performance had a mean of 3.89 and SD of 1.220. Correlational analysis depicted a strong and positive association between costed work plan and performance in non-governmental organizations in Gitega ( $r = 0.707, p = 0.000$ ).

### **5.3. Conclusion**

From the findings of the study here are the conclusions of the study on the impact of the M&E systems on the performance of the projects in non-governmental organizations in Gitega in Burundi. The first statement delved on the effects of the organizational structure on the performance of the projects that are being implemented by NGOs in Gitega. The findings found a positive and significant impact on the performance of projects by NGOs in Gitega. The study found out that there is clarity on the role and mandate of M&E staff and it is well outlined in their job descriptions. Additionally, the study found out that monitoring and evaluation activities are integrated into project implementation. However, the study found out there are insufficient mechanisms within the project for M&E planning and monitoring the performance of M&E system.

### **5.4. Recommendations and Contributions of the Study**

Based on the findings that have been deduced from the study, the following recommendations have been articulated which if executed and carried through would improve the influence of monitoring and evaluation systems on the development projects by NGOs.

#### **5.4.1. The authorities for implementation**

- i. Non-governmental organization administrators should strive to ensure that personnel with adequate skills and experience are hired to enhance the performance of development projects. Additionally, adequate and relevant trainings, seminars as well as workshops are conducted so as to enhance the capacity and effectiveness of the employees. Nongovernmental organizations should institute departments of M&E and ensure that sufficient personnel are in place for proper implementation of M&E functions.
- ii. M&E has been identified in the study as one of the components that impact on the performance of the development projects. It is important for organizations to institutionalize M&E by ensuring that M&E unit is established.
- iii. Costing and budgeting were found to be crucial for the project performance for nongovernmental organizations. Cost inferences and proper budgetary measures are vital and play a major role in ensuring the success of development projects for non-governmental organizations. In recommendation, the study infers that budget and cost allotment on monitoring and evaluation systems should be contemplated and regularly appraised to guarantee attainment of the goals of the project.

#### **5.4.2. Service users/ beneficiaries**

- i. Proper and sufficient participation of all stakeholders should be enhanced during development and execution of monitoring and evaluation frameworks so as to promote ownership, sustainability and ultimately performance of those development projects.
- ii. Effective feedback mechanism especially downward accountability should be enhanced so that the beneficiaries of the development project or program should have an opportunity to provide relevant and pertinent evaluation information in order to make informed and objective decisions.

### **5.5. Suggestions for further research**

The researcher recommends that further research should be conducted on the impact of monitoring and evaluation systems on the performance of projects in public organizations in Burundi. Other studies can be done on the influence of monitoring and evaluation systems on the performance of projects in non-governmental organizations in other Provinces for example Bujumbura which is the biggest and economic capital in Burundi.

### **REFERENCES**

- Adelberg, S., & Batson, C. D. (1978). Accountability and helping: When needs exceed resources. *Journal of Personality and Social Psychology*, 36, 343 – 350

- AHMED, Z. U. (2004). Accountability and Control in Non-Governmental – A Case of Bangladesh. Fourth *Asia Pacific Interdisciplinary Research in Accounting Conference* (pp. 1-25). Manchester: UNIVERSITY OF MANCHESTER.
- Alvi M. (2016). *A manual for selecting sampling techniques in research*. Munich Personal RePec Archive.
- Ansoff, H. I. 1965. *Corporate strategy*. New York: McGraw-Hill.
- Anthony Vance, Paul Benjamin Lowry, and Dennis Eggett (2015). A new approach to the problem of access policy violations: Increasing perceptions of accountability through the user interface, *MIS Quarterly (MISQ)*, vol. 39(2), pp. 345–366.
- Anthony Vance, Paul Benjamin Lowry, and Dennis Eggett (2013). Using accountability to reduce access policy violations in information systems, *Journal of Management Information Systems (JMIS)*, vol. 29(4), pp. 263–289 (doi: <http://dx.doi.org/10.2753/MIS0742-122290410>)
- Ashar, H., & Sharpiro, J.Z. (1988). Measuring centrality: A Note on Hackmana’s Resource-Allocation Theory. *Journal of administrative science*.
- Barr, A., Fafchamps, M., & Owens, T. (2003). *Non-Governmental Organizations in Uganda: A report to the Government of Uganda*. Centre for the study of African Economies, Oxford University. [https://sarpn.org/documents/d0000716/NGO\\_Uganda\\_Dec2003.pdf](https://sarpn.org/documents/d0000716/NGO_Uganda_Dec2003.pdf)
- Bashir, S. (2019). *The Role of NGOs in Community Development in Balochistan*. University of Balochistan. DOI: 10.46568/pjass.v4i1.300.
- Ben. M.A. (2002). *Community Self-assessment, monitoring and evaluation: Technical support mission report notes*. Washington DC: The World Bank.
- Biwott, T., Egesah, O., & Ngeywo, J. (2017). Importance of monitoring and evaluation in the sustainability of Constituency Development Fund (CDF) Projects in Kenya. *International Journal of Management & Social Sciences*, 7(1), 45–51. <https://doi.org/10.21013/jmss.v7.n1.p6>
- Bloisi, W., Cook, C.W., & Hunsaker, P.L. (2007). *Management & organizational Behaviour*. 2nd edition. Maidenhead: McGraw-Hill
- Bromiley, P. 1986. *Corporate capital investment: A behavioral approach*. New York: Cambridge University Press
- Bromideh, A.A. (2011). The Widespread challenges of NGOs in developing countries: case studies from Iran. *International NGO Journal*, 6(9).
- Bower, J. L. 1970. *Managing the resource allocation process*. Boston: Harvard University, Graduate School of Business Administration.
- Bundi, E. N. (2020). Influence of Monitoring and Evaluation Practices and Financial Performance of Projects in Nairobi County, Kenya: A Case of ActionAid Kenya.
- Caffrey, L., & Munro, E. (2017). A systems approach to policy evaluation. *Journal of Reviewer Gateway*, 23(4), 463-478.

- Carman, J. (2007). Evaluation practice among community-based organizations: Research into the reality. *American Journal of Evaluation*, 28(1), pp. 60-75.
- Charles Wambugu, Frank Place & Steven Franzel (2011). Research, development and scaling-up the adoption of fodder shrub innovations in East Africa. *International Journal of Agricultural Sustainability*, 9:1, 100-109, DOI: [10.3763/ijas.2010.0562](https://doi.org/10.3763/ijas.2010.0562)
- Chandler, A. D. 1962. *Strategy and structure: Chapters in the history of American enterprise*. Cambridge, MA: MIT Press.
- Cheung, S. O., Henry, C. & Kevin K. (2014). PPMS: A Web-based construction Project Performance Monitoring System. *International Journal of Construction*, 13, 361-376.
- Cook, T.D. and Campbell, D.T. (1979). *Quasi-Experimentation: Design and Analysis Issues for Field Settings*. Houghton Mifflin, Boston.
- Cooperative for Assistance and Relief Everywhere (CARE 2012), *A Guide to Monitoring and Evaluation for result based: CARE Programme Juba, South Sudan*.
- Cristina S. (2012). Resource Allocation in Project Management. *International Journal of Economic Practices and Theories*, Vol. 2, No. 4, 2012 (October), e-ISSN 2247–7225.
- David, P.E. 1999. *SPSS Library: How Negative Reliability Coefficients Can Occur” Principal Support Statistician and Manager of Statistical Support*. SPSS Inc. From SPSS keywords, Number 68, 1999.
- Davis, J. (1997). Towards a Stewardship: Theory of Management. *The Academy of Management Review*, 22(1), pp.20-27.
- DiMaggio, P., (1983). The Iron Cage Revisited: Institutional Isomorphism and collective Rationality in organizational fields. *American Sociological Review*, 48(2), pp.147-60.
- Doolen (2003). *The impact of organizational context on work team effectiveness: A study of production team*. Department of Industrial and Manufacturing Engineering, Oregon State University, Corvallis, OR, USA
- Douglah, M., Boyd, H., & Gundermann, D. (2003). *Nurturing the development of an evaluation culture in public educational agencies*. In Annual Conference of the American Evaluation Association, Reno NV.
- Elizabeth, N. (2018). *Monitoring and Evaluation in the education sector: a course reader produced as part of a joint MoGE-UNZA capacity building programme*.
- Emelyne, H. and Alex, S. J (2015). Towards understanding participatory processes: Framework, application and results. *Journal of Environmental Management*, Volume 157.
- Emmanuel, Z. N. (2015). The State of Monitoring and Evaluation of NGOs’ Projects in Africa. Retrieved from <https://www.linkedin.com/pulse/state-monitoring-evaluation-ngos-projects-africa-yannickemmanuel>

- Ferreira, A., and Otley, D. (2009). The design and use of performance management systems: An Extended framework for analysis. *Management Accounting Research*, 20(4), pp. 263-282
- Ferris, G. R., Mitchell, T. R., Canavan, P. J., Frink, D. D., & Hopper, H. (1995). Accountability in human resources systems.
- Fitzgerald, M., Posner, J. & Workman, A. (2012). A Guide to Monitoring and Evaluation of NGO Capacity Building Interventions in Conflict Affected Settings. *JSI Research & Training Institute, Inc*, October.
- Ghalem, Â., Okar, C., Chroqui, R., & Semma, E. (2016). Performance: A concept to define. <https://doi.org/10.13140/RG.2.2.24800.28165>.
- Gomm, R. (2008), *Social research methodology: A critical introduction 2<sup>nd</sup> edition publication*: Palgrave Macmillan England.
- Golini, R., Kalchschmidt, M., & Landoni, P. (2015). Adoption of Project management practices: The Impact on international development projects of non-governmental organizations. *International Journal of Project management*, 33(3), 650-663.
- Görgens, M. and Kusek, J.Z. (2009). Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit. The World Bank.
- Havermans, J. (2000). Burundi: Peace-Initiatives Help Stem the Violence: Searching for Peace in Africa. [http://www.conflictprevention.net/dev/ECCP/ECCPSurveys\\_v0\\_10.nsf/vwWebSurveys/0524DCEF270B615EC1256B2700317DA](http://www.conflictprevention.net/dev/ECCP/ECCPSurveys_v0_10.nsf/vwWebSurveys/0524DCEF270B615EC1256B2700317DA).
- Hawkins, D. and Jamieson, W. (2004): *Indicators and Policy, Indicators of Sustainable Development for Tourism Development – A Guidebook*, Madrid 2nd edition: World Tourism Organization.
- Holvoet, N., & Inberg, L. (2015). Diagnostic Review of the Monitoring and Evaluation System of Uganda's Education Sector: Selected Findings and Discussion. *Journal of Education and Training*, 2(1), 134–154. <https://doi.org/10.5296/jet.v2i1.6720>.
- Hofer, C. W., & Schendel, D. 1978. *Strategy formulation: Analytical concepts*. St. Paul, MN: West.
- IFAD, (2002). *Managing for Impact in Rural Development; A Guide for Project M&E*. IFAD. Rome.
- James, Cathy (2011). *Theory of Change Review: Report Commissioned by Comic Relief*. <http://mande.co.uk/blog/wp-content/uploads/2012/03/2012-Comic-Relief-Theory-ofChange-Review-FINAL.pdf>.
- James, C (2011). *Comic Relief and Theory of Change*. Comic Relief, June 2011
- Johanna, A & Alena, Z. (2014). Effect of organizational structure, leadership and communication on efficiency and productivity: A qualitative study of a public health-care organization. *Umea School of Business and Economics*.
- Jones, B. (2013). The making of meaning: Churches, development projects and violence in Eastern Uganda. *Journal of Religion in Africa*, 43, 75. <https://doi.org/10.1163/15700666-12341245>

- John, C. & Khilesh, C. (2008). *Planning, Monitoring and Evaluation in development organisations*. New York, NY: Sage Publication Pvt. Ltd.
- Kamau, C. G., & Mohamed, H. B. (2015). Efficacy of Monitoring and Evaluation Function in Achieving Project Success in Kenya: A Survey of County Government's Projects: Nairobi, Kenya.
- Kareithi, R. N., & Lund, C. (2012). Review of NGO performance research published in academic journals between 1996 and 2008. *South African Journal of Science*, 108(11/12), 755.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations (2nd ed.)*. New York: Wiley
- Kim, D.R. (2005). Up to No Good? Recent Critics and Critiques of NGOs. Georgia State University.
- King, P. (1975). Is the emphasis of capital budgeting theory misplaced? *Journal of Business, Finance and Accounting*, 2(1): 69-82.
- Kirsch, D. C. (2013). *Accountability in Children's Development Organizations*. PH. D Thesis, 1-50.
- Koliev, F., Park, B., & Duit, A. (2022). Climate shaming: explaining environmental NGOs targeting practices. *Climate Policy*, 23(7), 845–858. <https://doi.org/10.1080/14693062.2022.2143315>
- Kothar, C.R. (2008), *Research Methodology, Methods and Techniques: 3<sup>rd</sup> edition*. India New Age Publications Academic; New Delhi.
- Koyo P. (2004). Watershed Management Case Study: Burundi Comprehensive, integrated watershed and swamp management. Food and Agriculture Organization of the United Nations, Rome.
- Kusek, J.Z & Rist, R. (2010). *A hand book for development practitioner. The step to results based monitoring and evaluation systems*; Washington. D.C. World Bank.
- Lahey, R. (2015, November). *Common issues affecting monitoring and evaluation of large ILO projects: Strategies to address them*. ieval THINK Piece (9).
- Lenfant, F., & Rutten, R. (2013). *Cordaid's experience with impact evaluation*. *Development in Practice*, 23(1), 46–56. <https://doi.org/10.1080/09614524.2013.753412>.
- Lerner, J. S., and Tetlock, P. E. 1999. *Accounting for the Effects of Accountability*, *Psychological Bulletin* (125:2), pp. 255-275.
- Lindblad, M.R. (2006). *Performance measurement in local economic development*. *Urban Affairs Review*, 41(5), pp. 646-672.
- Lois, E.D (1990): *Case Study Evaluations*. United States General Accounting Office publication, Washington, D.C.
- Massa, Massimo and Zhang, Lei, The Effects of Organizational Structure on Asset Management (February 1, 2008). Available at SSRN: <https://ssrn.com/abstract=1101555> or <http://dx.doi.org/10.2139/ssrn.1101555>.
- Masuku, N. W. K., & Ijeoma, E. O. C. (2015). A Global Overview of Monitoring and Evaluation (M&E) and its Meaning in the Local Government Context of South Africa. *Africa's Public Service Delivery and Performance Review*, 3(2), 1–10. <https://doi.org/10.4102/apsdpr.v3i2.79>
- Mark, A. (2017). *NGOs Blessing or Curse: The African Report*, Nairobi.

- Martens, K. (2002). Mission impossible? Defining nongovernmental organizations. *International Journal of Voluntary and Nonprofit Organizations*, 13(3), 271–285. <https://doi.org/10.1023/A:1020341526691>.
- Mbogo, F. W, Mirara, A. (2022). Influence of budgetary allocation in monitoring and evaluation of humanitarian projects planning: A case of International Rescue Committee. *International Academic Journal of Information Sciences and Project Management*, 3(7), 88- 101.
- McCoy, D., & Kinyua, K. (2015). Allocating scarce resources strategically-an evaluation and discussion of the global fund's pattern of disbursements. *PLoS one*, 7(5), e34749.
- Miles, R.E., Snow, C.C., Meyer, A.D., & Coleman, H.J.JR. (1978). Organizational Strategy, Structure, and Process. *Academy of Management Review*, 3 (3), 546-562.
- Miller, J. (2007). *An effective performance measurement system: Developing an effective Performance measurement system for city of Elmira sub-grantees*. Unpublished manuscript, New York: Binghamton University, State University of New York.
- Mitchell, T. R. (1993). *Leadership, values, and accountability*. In M. M. Chemers, & R. Ayman (Eds.), *Leadership theory and research: Perspectives and directions* (pp. 109 – 136). San Diego, CA: Academic Press.
- Mueller-Hirth, N. (2012). If you don't count, you don't count: Monitoring and evaluation in South African NGOs. *Development and Change*, 43(3), 649–670. <https://doi.org/10.1111/j.14677660.2012.01776.x>.
- Mugenda and Mugenda. (1998), *Research Methods, Qualitative and Quantitative Approaches, 1<sup>st</sup> Edition*. Acts Press, Nairobi, Kenya.
- Muller & Turner, (2007). Matching the project manager's leadership style to project type. *International journal of Project management* 25 (2007)21-32.
- Murei, L. C., Kidombo, H., & Gakuu, C. (2017). Influence of monitoring and evaluation budget on performance of horticulture projects in Nakuru County, Kenya. *International Journal of Economics, Commerce and Management*, 520-633.
- Musyimi, C. M., & Ondara, A. (2022). Collaborative monitoring and valuation practices and performance of county funded projects in Uasin Gishu County, Kenya. *International Academic Journal of Information Sciences and Project Management*, Volume 3, Issue 7, pp. 102-119.
- Mutsune, S. O., & Ngugi, L. (2023). Influence of Monitoring and Evaluation Planning on Project Implementation by National Lands Commission in Nairobi City County, Kenya. *International Journal of Social Science and Humanities Research*, Vol. 11, Issue 2, pp: (387-393).
- Mintzberg, H. (1980a). *The nature of managerial work*. Englewood Cliffs: PrenticeHall, Inc.
- NDAYIZEYE L. (2018). Capacity building and project sustainability in Ngozi Province, Burundi: a case study of agri-business project (PRODEFI). Kampala International University, College of Humanities and Social Sciences.

- Nduwayo, G. (2003). *La société civile burundaise : ... Emergente, mais pas suffisamment visible*. Le Bulletin du Parlement, n° 005.
- Niwagaba, H., & Mulyungi, P. (2018). Influence of Monitoring and Evaluation Planning on Project Performance in Rwanda: A Case of Selected Non-Governmental Organizations in Gasabo District. *European Journal of Business and Strategic Management*, Vol.3, Issue 8, pp 1 - 16.
- Nizma, C., Bangun, R., Benhur, Cahyoginarti, & Zuardi, M. (2024). The Role of Organizational Structure in Project Management. 590-597.
- Njeri, J. W., & Omwenga, J. Q. (2019). Influence of monitoring and evaluation practices on sustainable projects: a case study of the national aids control council. *Strategic Journal of Business & Change Management*, volume, 6 (2), 132 – 152.
- Njiiri, P. N. (2015). *Influence of Monitoring and Evaluation Systems Use on Performance of Nongovernmental Organizations: A Case of Agribusiness Projects in Murang'a County, Kenya*. A Research Project Report Submitted in Partial Fulfillment of the Requirements for the Award of Degree of Masters of Arts in Project Planning and Management of the University of Nairobi.
- Nimpagaritse, M., Korachais, C., Roberfroid, D., Kolsteren, P., Idrissi, M., Meessen, B. (2016). Measuring and understanding the effects of a performance-based financing scheme applied to nutrition services in Burundi—a mixed method impact evaluation design. *International Journal for Equity in Health*, volume 15, 93. <https://doi.org/10.1186/s12939-016-0382-0>.
- Njoroge, J. W., & Musembi, A. (2023). Monitoring and evaluation data and project performance in nongovernment organizations in Nairobi County, Kenya. *International Journal of Management and Business Research*.
- Obadare, E. (2013). *The Handbook of Civil Society in Africa (Nonprofit and Civil Society Studies (20)) (2014th ed.)*. Springer. <https://doi.org/10.1007/978-1-4614-8262-8>.
- Odile Muhayimana<sup>1</sup> and James Kant Kamuhanda (2020). *The relationship between Monitoring and Evaluation (M&E) practices and public projects performance in Rwanda with reference to Science and Technology Skills Development (STSD) project*. School of social science, Mount Kenya University.
- O'Flynn, M (2012). *Theory of Change: What's it all about?* ONTRAC no. 51, INTRAC, May 2012
- O'Flynn, M and Sonderskov, M (2015). *Theory of Change: How to Navigate Towards Positive Social Change in Complex Settings*. Faglight Fokus, 2015.
- Owa, O. E., Owa, W. E., & Owa, W. E. (2017). The role of non-governmental organizations (NGOs) in strengthening civil society and democratic development. *Journal of Arts and Management*, 2(2), 91–98.
- Pfohl, J. (2006). *Participatory evaluation: A user guide*. New York: USAID.
- Pinto & Mantel, (2009). *Generic Project success and Project management criteria and factors*, Australia: Adelaide
- Poister, T. (2003). *Measuring performance in public and nonprofit organizations*. New York : Wiley

- PNUD (2019). *Rapport National sur le Développement Humain : Cohésion sociale, dividende démographique et développement humain durable*. PNUD Burundi.
- Porter, S., & Goldman, I. (2013). A Growing Demand for Monitoring and Evaluation in Africa. *African Evaluation Journal*, 1–9. <https://doi.org/10.4102/aej.v1i1.25>.
- Ramadan, M. A., & Borgonovi, E. (2015). Performance Measurement and Management in NonGovernmental Organizations. *IOSR Journal of Business and Management (IOSR-JBM)*, 70-76.
- République du Burundi (2018). *Plan National de Développement du Burundi 2018-2027*. Bujumbura Burundi
- Rumenya, H. et al (2020). Influence of Monitoring and Evaluation systems on the Performance of Projects in NGOs: A case study of Education Projects in Mombassa county, Kenya. *Journal of Entrepreneurship and Management (ISSN-2520-08852)*, Vol,5, Issue No 2, pp 46-66, ([www.carijournals.org](http://www.carijournals.org)).
- Search for Common Ground – Burundi (2008): Key Findings from the Project Evaluation of “Promotion of Democratic Governance in Burundi, 2006-2008
- Sebudandi, C. & Nduwayo, G. (2001). *Etude sur la stratégie et le programme d'appui à la société civile burundaise*. Rapport final.
- Samsonowa, T. (2012). *Industrial research performance management: Key performance indicators in the ICT industry*. Walldorf, Germany. Physica-Verlag.
- Schlenker, B. R., Britt, T. W., Pennington, J., Murphy, R., & Doherty, K. (1994). *The triangle model of responsibility*. *Psychological Review*, 101, 632 – 652
- Schlenker, B. R., & Weigold, M. F. (1989). *Self-identification and accountability*. In R. A. Giacalone, & P. Rosenfeld (Eds.), *Impression management in the organization* (pp. 21 – 43). Hillsdale, NJ: Lawrence Erlbaum.
- Schoenherr, T., & Tummala, V.R. (2007). Electronic procurement: a structured literature review and directions for future research. *International Journal of Procurement Management*, 1(1-2), 8-37.
- Santra, T., & Giri, V. (2008). Effect of Organizational Structure on Organizational Effectiveness through Face-to-Face Communication. *The Icfai Journal of Organizational Behavior*, 7 (2), 28-38.
- Senior, B., & Swales, S. (2010). *Organizational Change*. 4 th edition. Harlow: Prentice Hall.
- Shenhar, A. J. (2011). An empirical analysis of the relationship between project planning and project success. *International Journal of Project Management*, 21(20), 89-95.
- Simiyu, I. M., & Okwoyo, R. M. (2023). Monitoring and Evaluation Budget and Performance of Water and Sanitation Projects in Nakuru County, Kenya. *The International Journal of Business Management and Technology*.

- Steer, L., & Baudienville, G. (2010). *What drives donor financing of basic education?* (ODI Project Briefing 39). London: Overseas Development Institute.
- Stephen, W. L. and Micah, N. J. (2017). Monitoring and Evaluation Systems and Performance of NonGovernmental Based Maternal Health Projects in Bungoma South Sub-County, Kenya. University of Nairobi, Nairobi, Kenya. *European Scientific Journal edition*, Vol.13, No.23 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431.
- Stefan S., Daniel B., Lydia P., Kathrin R., Kerstin F., Christina B., Marco P., Marc Z., Stefan L., María R., Rivas L., and Salvator R. (2020). Spatial-Explicit Climate Change Vulnerability Assessments Based on Impact Chains: Findings from a Case Study in Burundi. MDPI, Sustainability.
- Stijn D. R. (2004). *The impact of international NGOs and civil society organizations on the peace process in Burundi*. Conflict Research Group, University of Ghent, Belgium.
- Taylor-Powell, E., & Boyd, H. H. (2008). *Evaluation Capacity Building in Complex Organizations. New Directions for Evaluation*. Retrieved from <http://www.eric.ed.gov/ERICWebPortal/detail?accno=EJ824994>.
- Taro Yamane (1967). *Elementary Sampling Theory*; publisher Englewood cliffs N.J Prince Hall Libraries Australia.
- Tetlock, P. E. 1983a. Accountability and Complexity of Thought, *Journal of Personality and Social Psychology* (45:1), pp. 74-83.
- Tetlock, P. E. 1983b. Accountability and the Perseverance of First Impressions, *Journal of Social Psychology Quarterly* (46:4), pp. 285-292.
- Tetlock, P. E. 1999. Accountability Theory: Mixing Properties of Human Agents with Properties of Social Systems, in *Shared Cognition in Organizations: The Management of Knowledge*.
- Tilbury, D. (2007). Monitoring and Evaluation during the UN Decade of Education for Sustainable Development. *Journal of Education for Sustainable Development*, 1(2), 239–254. doi:10.1177/097340820700100214.
- USAID, (2019). *Best practices in Monitoring and Evaluation: Lessons from the USAID*. Turkey Population Program. Turkey: Ankara.
- UNAIDS. (2008) *Guidance on Capacity Building for HIV Monitoring and Evaluation*. Geneva UNAIDS.
- UNEG (2012) *National Evaluation Capacity Development: Practical tips on how to strengthen National Evaluation Systems*, UN, New York.
- Vogel, I (2012). *Review of the use of Theory of Change in International Development: Review report*. DFID, April 2012.
- Walter R. Borg, Meredith D. Gall, (2007) *Educational Research: An introduction. 2<sup>nd</sup> edition*: Publisher McKay, The University of Michigan United States of America.

Warutere, J.W. (2022). Strategies for Performing Educational Projects: Use of Monitoring and Evaluation Plan and Tools. *International Journal of Scientific and Research Publications*, Volume 12, Issue 5, 491 ISSN 2250-3153.

Weiss, Carol (1995). *Nothing as Practical as Good Theory: Exploring Theory-Based Evaluation for Comprehensive Community Initiatives for Children and Families* in 'New Approaches to Evaluating Community Initiatives'. Aspen Institute.

Were, V. L. (2014). *The Nexus of Nongovernmental Organization Water Projects, Monitoring and Evaluation, and Kenya's Water Law*. Dissertation.

WHO (2012), *Global Monitoring framework and strategy for the Global Plan towards the elimination of new HIV infections among children by 2015 and keeping mothers alive (EMTCT)*. 4th edition WHO Library Cataloguing: Geneva.

Woodhill, J. (2005). *M&E as learning: Rethinking the dominant paradigm. Monitoring and Evaluation of Soil Conservation and Watershed Development Projects*. Retrieved from <http://www.capfida.mg/km/atelier/wageningen/download>

World Bank. (2005). *Tamil Nadu Nutrition Project implementation volume*. Washington, DC: The World Bank, Population, Health and Nutrition Department.

Yang L., Sun, G.& Martin, J. (2008). *ICA Working paper making Strategy work: A literature review on the factors influencing strategy implementation*. Bern, Switzerland: Lugano Publishers.

**Internet sources links** <https://www2.fundsforngos.org/> <https://www.climate-policy-watcher.org/global-climate-2/criticisms->

<ofngos.html#:~:text=Many%20NGOs%20working%20in%20developing,the%20people%20they%20work%20with.>

<https://www.theafricareport.com/777/ngos-blessing-or-curse/>

<https://www.cloneshouse.com/2020/08/28/how-to-create-a-structure-and-culture-for-betterimplementation-of-monitoring-and-evaluation-plans/>

[https://www.academia.edu/41058055/Monitoring\\_and\\_Evaluation\\_M\\_and\\_E\\_in\\_the\\_Education\\_Sector](https://www.academia.edu/41058055/Monitoring_and_Evaluation_M_and_E_in_the_Education_Sector)  
[www.theoryofchange.org](http://www.theoryofchange.org)

[https://is.theorizeit.org/wiki/Accountability\\_theory](https://is.theorizeit.org/wiki/Accountability_theory) <https://www.scribbr.com/methodology/research-ethics/>



**APPENDICES APPENDIX I: CONSENT FORM FOR PARTICIPATION IN RESEARCH**

**TITLE OF STUDY:**

**INFLUENCE OF MONITORING AND EVALUATION SYSTEMS ON THE PERFORMANCE OF PROJECTS IN NON-GOVERNMENTAL ORGANIZATIONS: A CASE OF DEVELOPMENT PROJECTS IN GITEGA, BURUNDI**

Dear Participant,

I invite you to participate in a research study entitled: **INFLUENCE OF MONITORING AND EVALUATION SYSTEMS ON THE PERFORMANCE OF PROJECTS IN NONGOVERNMENTAL ORGANIZATIONS: A CASE OF DEVELOPMENT PROJECTS IN GITEGA, BURUNDI**

I am currently enrolled in the school of social science at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to determine the Influence of Monitoring and Evaluation Systems on the Performance of Projects in Non-Governmental Organizations: A Case of Development Projects in Gitega, Burundi

The enclosed questionnaire has been designed to collect information on: **Influence of Monitoring and Evaluation Systems on the Performance of Projects in Non-Governmental Organizations: A Case of Development Projects in Gitega, Burundi.**

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future Project staff or individuals who have experienced similar concerns

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (2 Weeks) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the Investigator*: **BIGIRIMANA Jonas, Cell phone: +257 69262527, e-mails: bijos70@gmail.com or bijos70@mylife.mku.ac.ke**

If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_



## APPENDIX II: RESEARCH QUESTIONNAIRE

### SECTION A: PERSONAL BIODATA

1. Name of non- government organization.....
2. Position in the non- government organization.....
3. Sex.....
4. Age.....
5. Level of Education: Certificate [ ] Diploma [ ] Bachelor [ ] Master and above [ ]
6. How long have you worked for this NGO in Gitega, Burundi? Less than 1 year [ ] 1-2 years [ ] 3-5years [ ] 6years [ ]
7. How many technical staff does the organization have.....?
8. Area(s) of intervention.....
9. Programme Name.....Project Name.....

**SECTION B: ORGANISATIONAL STRUCTURE FOR MONITORING AND EVALUATION AND PROJECT PERFORMANCE**

1. There is clarity on the role and mandate of M&E staff and it is well outlined in their job descriptions.  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
2. There is effective leadership for M&E within the project (M&E focal points, M&E units or M&E professional)  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
3. There are incentives and the commitment from the management to ensure M&E system performance  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
4. Monitoring and Evaluation activities are integrated into Project planning  
Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
5. Monitoring and Evaluation activities are integrated into project implementation  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
6. The responsibilities for Monitoring and Evaluation are included in job description of staff implementing projects  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
7. There are mechanisms within the project for M&E planning and monitoring the performance of M&E system.  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
8. There are mechanisms within the project for stakeholder consultations and monitoring the performance of M&E system.  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
9. There are mechanisms within the project for impact monitoring and evaluation after implementations.  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree

**SECTION C: HUMAN CAPACITY FOR MONITORING AND EVALUATION AND PROJECT PERFORMANCE**

1. There is supervision, training and coaching for M&E focal points/staff and this role is institutionalized on the organizational organigram.  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
2. Our projects allocate funds for capacity building (training for projects staff on M&E needs)  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
3. Internally and externally projects staffs receive need-based training on M&E gaps  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
4. The projects have adequate and skilled employee charged with role of steering M&E activities  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
5. Periodically staffs need assessment for M&E are conducted to inform subsequent capacity building programs  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
6. There is a periodical/ annual plan for capacity building of M&E staff and other Project staffs.  
b. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
7. There are mechanisms to follow up the implementation of acquired skills from the periodical organized trained on M&E.  
c. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
8. There are mandatory trainings/ courses about monitoring and Evaluation.  
d. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree

**SECTION D: PROJECT MONITORING AND EVALUATION PLAN AND PROJECT PERFORMANCE**

1. Project stakeholders are involved in design development and review of M&E plan  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
2. M&E plan is linked to overall project plan and organizational strategy  
a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
3. The project M&E plan is comprehensive, that is outlines project goals, strategy, logic models, risks matrix, monitoring plan, dissemination plan

- a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 4. The M&E plan outlines steps for further strengthening of M&E system
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 5. The M&E plan is accessible to project team and field-based staff for reference
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 6. The M&E plan is accessible to project stakeholders for reference
  - b. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 7. The M&E plan is accessible to project team and field-based staff for reference
  - c. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 8. The M&E plan is consistent and contributes to better Project performance and is designed to address the problem identified during Project assessment.
  - d. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree

**SECTION E: PROJECT MONITORING AND EVALUATION WORK PLAN AND PROJECT PERFORMANCE**

- 1. The M&E work plan contains activities, time frame, activity costs and person responsible for execution of the activity
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 2. The M&E work plan is linked to the annual project plan and detailed implementation plan
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 3. All project team participated in the development of M&E work plan including the corresponding activity budgets
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 4. The M&E work plan is updated annually based on the progress monitoring
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 5. Resources both physical, human and financial are committed for the implementation of the M&E work plan
  - a. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
- 6. The project monitoring and evaluation work plan is comprehensive for staff and stakeholders.
  - b. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree

7. There is a tool for monitoring and evaluation work plan progress tracking.  
c. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree
8. The monitoring and evaluation work plan is accessible and is linked to project objectives with clear outputs and indicators to access achieved impact or performance.  
d. Strongly disagree      b. Disagree      c. Neutral      d. Agree      e. Strongly agree

**Thank You for your cooperation**



### **APPENDIX III: INTERVIEW GUIDE QUESTIONS:**

1. To what extent does an organizational structure for monitoring and evaluation influence the performance of projects in non-governmental organizations operating in Gitega Province, Burundi? Please kindly give your reasons for your answers.
2. Does human capacity for monitoring and evaluation influence the performance of projects in non-governmental organizations operating in Gitega Province, Burundi? Please kindly give your reasons for your answers.

3. How does a project monitoring and evaluation plan influence the performance of projects in non-governmental organizations operating in Gitega Province, Burundi? Please kindly give your reasons for your answers.
4. How does a costed work plan for monitoring and evaluation influence the performance of projects in non-governmental organizations in Gitega Province, Burundi? Please kindly give your reasons for your answers.

**Thank You for your cooperation**



Mount Kenya University

## APPENDIX IV: ERC



REF: MKU/ISERC/2995  
TO: BIGIRIMANA JONAS

Date: 09 August 2023

REG: MAME/2021/82337

Dear Sir/Madam,

**RE: INFLUENCE OF MONITORING AND EVALUATION SYSTEMS ON THE PERFORMANCE OF PROJECTS IN NON-GOVERNMENTAL ORGANIZATIONS: A CASE OF DEVELOPMENT PROJECTS IN GITEGA, BURUNDI**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2039**. The approval period is **09/08/2023 - 08/08/2024**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,

**Dr. Alfred Owino, PhD**  
**Chairman, Mount Kenya University ISERC**

✓ The Chairman  
Mount Kenya University  
Ethics Review Committee  
P. O. Box 342 - 0100, Thika

## APPENDIX V: INTRODUCTION LETTER

  
**Mount Kenya University**

**DIRECTORATE OF GRADUATE STUDIES**

---

**MAME/2021/82337**  
9<sup>th</sup> August, 2023

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,


**RE: BIGIRIMANA JONAS – REGISTRATION NO. MAME/2021/82337**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Monitoring and Evaluation** in the department of **Social and Development Studies** in the **School of Social Sciences**.

The title of his research is **"Influence of Monitoring and Evaluation Systems on the Performance of Projects in Non-Governmental Organizations: A Case of Development Projects in Gitega, Burundi."** He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for his research between **August, 2023 and October, 2023**.

Any assistance accorded to him will be highly appreciated.

Thank you.

  
**Dr. Samuel M. Karenga, Ph.D**  
**Director, Graduate Studies**  
Enc.

Mount Kenya University  
P.O. Box 342-01000, THIKA  
Office of the Director  
Graduate Studies

---

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Tel: 020-2878 000, Cell: +254 709 153 000  
Email: info@mku.ac.ke, Web: www.mku.ac.ke  
Chartered and ISO 9001 : 2015 Certified Institution.  
**Unlocking infinite Possibilities**

## APPENDIX V: SIMILARITY INDEX REPORT

# INFLUENCE OF MONITORING AND EVALUATION SYSTEMS ON THE PERFORMANCE OF PROJECTS IN NON- GOVERNMENTAL ORGANIZATIONS: A CASE OF DEVELOPMENT PROJECTS IN GITEGA, BURUNDI

---

**Submission date:** 28-Sep-2024 02:38PM (UTC+0300) by James MUREITHI

**Submission ID:** 2468106841

**File name:** Bigirimana\_Jonas\_Project\_Final\_26.8.2024.docx (2.4M)

**Word count:** 27631

**Character count:** 158560

# INFLUENCE OF MONITORING AND EVALUATION SYSTEMS ON THE PERFORMANCE OF PROJECTS IN NON-GOVERNMENTAL ORGANIZATIONS: A CASE OF DEVELOPMENT PROJECTS IN GITEGA, BURUNDI

## ORIGINALITY REPORT

<b>15%</b>	<b>14%</b>	<b>8%</b>	<b>8%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

## PRIMARY SOURCES

<b>1</b>	<b>Submitted to Mount Kenya University</b> Student Paper	<b>2%</b>
<b>2</b>	<b>www.researchgate.net</b> Internet Source	<b>2%</b>
<b>3</b>	<b>erepository.uonbi.ac.ke</b> Internet Source	<b>2%</b>
<b>4</b>	<b>erepository.mku.ac.ke</b> Internet Source	<b>1%</b>
<b>5</b>	<b>www.globalscientificjournal.com</b> Internet Source	<b>&lt;1%</b>
<b>6</b>	<b>Submitted to Eiffel Corporation</b> Student Paper	<b>&lt;1%</b>
<b>7</b>	<b>erepository.uonbi.ac.ke:8080</b> Internet Source	<b>&lt;1%</b>
<b>8</b>	<b>etd.aau.edu.et</b> Internet Source	<b>&lt;1%</b>

## APPENDIX VI: GITEGA PROVINCE MAP



Source: Google Maps

## **APPENDIX VII: LIST OF NGOS IN GITEGA, BURUNDI CONTACTED DURING THE STUDY**

1. World Vision International Burundi (Participated)
2. Croix Rouge (Participated)
3. Sacode (Participated)
4. FVS(Participated)
5. SOS Burundi (Participated)
6. ADISCO(Participated)
7. DICD(Participated)
8. ODAG (Participated)
9. THARS(Participated)
10. IPROSARUDE(Participated)
11. IRC (Refused to give approval for staff to answer the questionnaire)
12. CRS (Not sampled)
13. PSI (Not sampled and did not give any feedback on the request to participate)
14. COPED (Not sampled)
15. AUXFIN (Not sampled)
16. SOJPAE (Not sampled)

## **APPENDIX VII: APPROVAL LETTER TO COLLECT DATA FROM**

# THARS NGO



TRAUMA HEALING AND RECONCILIATION SERVICES  
B.P. 6311, Bujumbura, Burundi, Afrique  
Phone: (257) 22 24 5824  
[tharsoffice@gmail.com](mailto:tharsoffice@gmail.com)  
[www.thars.org](http://www.thars.org)

**Objet** : Avis Favorable

A Monsieur BIGIRIMANA Jonas Etudiant  
De Master en Suivi et Evaluation  
A  
l'Université Mount Kenya

Monsieur BIGIRIMANA Jonas,

Faisant suite à votre demande d'autorisation pour la collecte des données de recherche académique chez Trauma Healing And Reconciliation Services en sigle « THARS », nous vous accordons l'accès à la collecte des données par rapport à votre recherche.

En effet, THARS tient à vous informer qu'elle dispose actuellement un seul projet en cours d'exécution dans province de Gitega sur la résilience économique (ECODEV : Economie et Développement) et que vous allez entrer en contact avec deux formateurs de ce projet après avoir partagé la direction de THARS votre plan de recherche.

Nous vous remercions.

Fait à Bujumbura, le 19 Septembre 2023

Prof David NIYONZIMA  
Représentant Légal THARS



## APPENDIX IX: APPROVAL LETTER TO COLLECT DATA FROM SACODE NGO

**BIGIRIMANA Jonas**  
Étudiant de Master en Suivi et Evaluation  
À Université Mount Kenya  
Téléphone : +257 69262527/79796705  
E-mail : bijos70@gmail.com

Gitega, le . 05. / 9 / 2023

**Objet :** Demande d'autorisation pour la collecte  
de données de recherche académique chez .... S.A.C.O.D.E

A Madame/Monsieur (a)..... Directrice Exécutive

A

..... Bujumbura

Madame/Monsieur (a)..... Directrice.....

J'ai l'honneur de m'adresser auprès de votre haute autorité pour solliciter votre aimable autorisation pour collecter des données de recherche académique dans l'organisation dont la représentation légale et la direction Nationale vous sont confiées.

En effet, .... Madame..... la..... Directrice..... je suis étudiant de Mastère à l'Université Mount Kenya, où j'entreprends une maîtrise en suivi et évaluation au département d'études sociales et de développement dans l'École des sciences sociales. Je suis entrain de faire ma Thèse qui est intitulée: "Influence of Monitoring and Evaluation systems on the Performance of Projects in Non-Governmental Organizations: A Case of Development Projects in Gitega, BURUNDI". Il sera modelé comme une enquête et votre organisation a été échantillonnée parmi d'autres organisations opérant dans la Province Gitega. Je cherche ici à approcher un certain nombre de membres de votre personnel (mais sans s'y limiter à 1 coordinateur/gestionnaire, 2 personnels de suivi et Evaluation /assistants, 2 autres membres du personnel technique par secteur/Project/programme d'intervention pour les questionnaires et 1 personnel en Suivi et Evaluation pour les entretiens) opérant à/pour Gitega. J'ai ci-joint une copie de la lettre de ma présentation de l'Université Mount Kenya. Votre aide sera grandement appréciée et je m'engage à exercer le plus haut niveau de confidentialité et d'anonymat pendant l'exercice. Une copie finale de ma thèse sera mise à votre disposition.

Espérant une suite favorable à ma demande, veuillez agréer, Monsieur (a)..... Directrice..... l'expression de mes sentiments les plus distingués.

  
Reçu par: HA KIZIMANA  
Jonas  
le. 05. / 9 / 2023  
initié par: J. d'Arc  
Nsengiyumva  
le. 07. / 9 / 2023  
prouvé par: MIBU  
Prise François  
le. 09. / 09 / 2023



BIGIRIMANA Jonas

Bijos70  
05/09/23

Mount Kenya

## APPENDIX X: APPROVAL LETTER TO COLLECT DATA FROM

# IROSARUDE NGO

**BIGIRIMANA Jonas**

Étudiant de Master en Suivi et Evaluation

À Université Mount Kenya

Téléphone : +257 69262527/79796705

E-mail : bijos70@gmail.com

Objet : Demande d'autorisation pour la collecte

de données de recherche académique chez ..... I.P.R.O. R.V.S.E

A Madame/Monsieur le(a) ..... Représentant légal

A

Représentant légal

Madame/Monsieur le(a) ..... Représentant légal .....

J'ai l'honneur de m'adresser auprès de votre haute autorité pour solliciter votre aimable autorisation pour collecter des données de recherche académique dans l'organisation dont la représentation légale et la direction Nationale vous sont confiées.

En effet, .... Monsieur ..... le ..... Représentant légal ..... je suis étudiant de Mastère à l'Université Mount Kenya, où j'entreprends une maîtrise en suivi et évaluation au département d'études sociales et de développement dans l'École des sciences sociales. Je suis entrain de faire ma Thèse qui est intitulée: "Influence of Monitoring and Evaluation systems on the Performance of Projects in Non-Governmental Organizations: A Case of Development Projects in Gitega, BURUNDI". Il sera modelé comme une enquête et votre organisation a été échantillonnée parmi d'autres organisations opérant dans la Province Gitega. Je cherche ici à approcher un certain nombre de membres de votre personnel (mais sans s'y limiter à 1 coordinateur/gestionnaire, 2 personnels de suivi et Evaluation /assistants, 2 autres membres du personnel technique par secteur/Project/programme d'intervention pour les questionnaires et Ipesonnel en Suivi et Evaluation pour les entretiens) opérant à/pour Gitega. J'ai ci-joint une copie de la lettre de ma présentation de l'Université Mount Kenya. Votre aide sera grandement appréciée et je m'engage à exercer le plus haut niveau de confidentialité et d'anonymat pendant l'exercice. Une copie finale de ma thèse sera mise à votre disposition.

Espérant une suite favorable à ma demande, veuillez agréer, Monsieur le ..... Représentant légal ..... l'expression de mes sentiments les plus distingués.

BIGIRIMANA Jonas

*[Signature]*