EFFECTS OF MONITORING AND EVALUATION DRIVERS ON THE PERFORMANCE OF DEVELOPMENT PROJECTS IN BURUNDI

NORBERT NDUWAYO

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

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DECLARATION AND APPROVAL

Declaration

This research project is my original work and has not been presented for degree or any other institution of higher learning.

Name: Norbert Nduwayo

REG NO: MAME/2020/66370

Sign  Date _5/19/2025_____

Supervisor's Declaration

This project is being submitted for examination with my approval as the university supervisor.

Supervisor's Name: Dr. Naomi N. Njoroge

Institutional Affiliation: Lecturer Mount Kigali University

Sign  Date _5/19/2025_____

DEDICATION

I dedicate this research project to my parents, wife Sandrine, and children, Jared Mika Igiraneza, Maëlle Terry Ntungane, and Carole Mila Itangumugisha.

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ABSTRACT

This study aimed to examine the effect of monitoring and evaluation (M&E) drivers on the performance of development projects in Burundi. It used the World Vision Biofortified Beans for Maternal and Child Health (B4MCN) project as a case study, which was implemented in the provinces of Kirundo, Muyinga, and Karusi. The research explored the relationship between key M&E drivers: the culture of monitoring and evaluation, personnel capacity in M&E, stakeholder engagement in M&E, and the application of M&E data on project performance. The study also assessed the role of management support for M&E as a moderating factor, investigating its influence on project outcomes and how it interacts with the independent variables. The research aimed to address the gap in understanding the impact of these M&E drivers on project performance, especially in Burundi, where M&E practices are still developing. The objective of the study was to evaluate the effect of these variables on project performance, focusing on how management support could enhance the impact of M&E practices. A mixed-methods approach was employed, combining both qualitative and quantitative research methodologies. Qualitative data were collected through purposeful sampling via Key Informant Interviews (KIIs) with stakeholders involved in the B4MCN project's M&E activities. For the quantitative component, a sample of 295 respondents was selected using Cochran's formula (1977), with 286 completed responses included in the analysis. Descriptive statistics, including frequencies, means, and standard deviations, were used for the quantitative data analysis, while Pearson's correlation analysis was applied to examine relationships between the variables. The results indicated strong positive correlations between personnel capacity in M&E ($r = 0.59$), M&E culture ($r = 0.55$), management support for M&E ($r = 0.53$), and project performance. Moderate positive correlations were found between project performance and both the application of M&E data ($r = 0.48$) and stakeholder participation in M&E ($r = 0.43$). These findings suggest that increasing personnel capacity, strengthening the M&E culture, and providing management support can significantly enhance project performance. Based on these results, the study recommended regular review meetings with stakeholders to discuss progress, challenges, and opportunities. The study also suggested further research into the use of modern data collection tools, such as smartphones, to improve the accuracy and timeliness of M&E processes and project outcomes.

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LIST OF ABBREVIATIONS AND ACRONYMS

B4MCN	**Bio-fortified Value Chains for Improved Maternal & Child Nutrition**
CBOs	Community Based Organizations
CDFC	*Centres de Développement Familial et Communautaire*
CHW	Community Health Workers
IEG	Independent Evaluation Group
IFAD	International Fund for Agricultural Development
KANAFF	Kenya National Farmers Federation
MPA	Marine Protected Area
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MIYCF	Mother and Infant Young Child Feeding
TPS	Technicien de Promotion de Santee
PDH	Positive Deviance/Hearth
PMIS	Project Management Information System
S4T	Saving for Transformation
ToC	Theory of Change
UNDP	United Nations Development Programs
UPG	Ultra-Poor Graduation
WV	World Vision

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Monitoring and evaluation (M&E) activities are crucial to the success of any program or project as they provide an essential framework for assessing progress and determining whether project objectives are being met. Monitoring tracks ongoing progress and identifies potential challenges during implementation, allowing for timely corrective action. Evaluation, on the other hand, assesses the effectiveness and impact of the project at key stages, such as mid-point or at completion, providing valuable insights into the project's success or areas of failure.

International frameworks, such as the Paris Declaration on Aid Effectiveness (OECD, 2005) and the Accra Agenda for Action (OECD, 2008), emphasize principles such as ownership, partnerships, and capacity building, underscoring the importance of M&E in aligning aid with national objectives and ensuring sustainable, impactful interventions. These global agreements stress the need for M&E systems that not only track progress but also promote learning and accountability. For instance, the Independent Evaluation Group (IEG) found that both the World Bank and the Global Fund focused significantly on monitoring and evaluation metrics. However, the actions needed to respond to monitoring and evaluation findings were often overlooked, limiting the effectiveness of their systems. Successful outcomes were more likely when M&E systems were process-oriented, supplemented with detailed analysis and acted upon appropriately (Cashin, C. 2012).

In Africa, M&E has experienced substantial growth as both a field of academic study and professional practice, especially since the 1990s. Numerous institutions have established dedicated departments, and there has been increasing institutional support for M&E capacity building. For instance, during a 1998 meeting in Abidjan, 21 international development agencies and 12 African countries underscored the need to enhance M&E capacity to improve governance and ensure efficient resource management. This led to outcomes such as the creation of the African Evaluation Association and the development of more robust M&E training programs (Byamugisha, A.K., and B.C. Basheka, 2015).

In Burundi, the African Development Bank's evaluation report for the Country Strategy and Program (2004–2015) identified both good practices and shortcomings in the country's monitoring and evaluation structures. While monitoring systems were generally competent, key principles such as stakeholder involvement and sustainability were not fully integrated, hindering the effectiveness of project interventions (African Development Bank Group, 2016). Recognizing these challenges, the Government of Burundi has committed to strengthening its M&E systems through the 2018–2027 National Development Plan. This plan includes enhanced leadership development, the establishment of a robust monitoring framework, and greater citizen involvement in the M&E process.

This study seeks to investigate how M&E drivers, namely the culture for monitoring and evaluation, personnel capacity in M&E, stakeholder participation, use of M&E information, and management support for M&E, affect the performance of development projects. Focusing specifically on the B4MCN project across three provinces in Burundi, this research aims to explore the relationships between these M&E drivers and project performance. The selected provinces, Kirundo, Muyinga, and Karusi, constitute a large intervention area for the B4MCN project, providing a valuable context for understanding how effective M&E practices can enhance project outcomes. By identifying the key M&E drivers and their influence on project performance, this study will contribute to improving M&E strategies and overall project effectiveness in similar contexts.

1.2 Statement of the Problem

Maximizing the performance of development projects is crucial for achieving donor objectives, beneficiary satisfaction, and efficient resource use. Monitoring and evaluation (M&E) is a key tool for assessing project performance and guiding decision-making. Despite its importance, empirical research on how M&E-related drivers influence project performance, particularly in Burundi, is scarce. The key M&E drivers under consideration in this study include: the culture for monitoring and evaluation, personnel capacity in M&E, stakeholder participation in M&E, and the use of M&E information. Additionally, management support for M&E, encompassing the provision of appropriate technology and offering incentives for work motivation, has been identified as a moderating variable that could influence how these drivers impact project performance.

While M&E practices are increasingly integrated into development projects worldwide, these issues are often compounded by barriers such as logistical challenges, delays in obtaining M&E data, and limited access to appropriate technology, including digital tools like smartphones for data collection. Even when personnel and budgets are available, delays in obtaining timely M&E data can still occur due to coordination challenges, insufficient tools, or slow reporting from project sites. Large-scale projects, especially those spanning multiple regions, often struggle with coordinating data collection across various locations, leading to significant delays (Patton, 2012). Despite the increasing global integration of M&E, there remains a gap in understanding how M&E drivers, coupled with management support, contribute to project outcomes in the context of Burundi. Previous initiatives in Burundi have faced challenges in achieving desired results, particularly due to weaknesses in M&E systems (S. Campbell et al., 2014). This research aims to assess the impact of M&E drivers on the performance of the B4MCN project, while also examining how management support moderates these relationships. The findings will provide valuable insights into improving the effectiveness of M&E practices in development projects in Burundi and similar contexts.

1.3 Main objective of the study

The study intends to analyze how monitoring and evaluation drivers impact the performance of B4MCN project implemented by World Vision in three provinces of Burundi: Kirundo, Muyinga and Karusi.

1.4 Specific Objectives of the study

The specific objectives of the study are:

1. To explore the impact of the M&E culture on the performance outcomes of the B4MCN project, as implemented by World Vision across the Kirundo, Muyinga, and Karusi provinces of Burundi;
2. To assess how personnel capacity in monitoring and evaluation contributes to the performance of B4MCN project implemented in three provinces of Burundi (Kirundo, Muyinga, and Karusi) by World Vision;

3. To assess how stakeholder participation in Monitoring and Evaluation (M&E) impacts the performance of the B4MCN project implemented by World Vision across the Kirundo, Muyinga, and Karusi provinces in Burundi;
4. To assess how the use of Monitoring and Evaluation (M&E) information has contributed to the performance of the B4MCN project, implemented by World Vision in the Kirundo, Muyinga, and Karusi provinces of Burundi.

1.5 Research Questions

The study anticipates to answer the following questions:

1. How does the culture of monitoring and evaluation contribute to the performance of World Vision's B4MCN project in the Burundi provinces of Kirundo, Muyinga, and Karusi?
2. To what degree does personnel capacity in monitoring and evaluation contribute to the performance of World Vision's B4MCN project in the Burundi provinces of Kirundo, Muyinga, and Karusi?
3. How does the involvement of stakeholders in monitoring and evaluation processes impact the performance of World Vision's B4MCN project in the Kirundo and Muyinga provinces of Burundi?
4. To what degree does the use of information from monitoring and evaluation contribute to the performance of World Vision's B4MCN project in the Burundi provinces of Kirundo, Muyinga, and Karusi?
5. How does management support for M&E contribute to the performance of B4MCN project implemented by World Vision in Kirundo, Muyinga and Karusi Provinces in Burundi?

1.6 Significance of the Study

This research is highly relevant not only to the development sector, including NGOs, but also to a broad array of stakeholders such as researchers, local communities, and government policymakers. The results of this study offer crucial insights into the factors that impact the success of development projects. By examining the key drivers of M&E, such as culture, staff capacity, stakeholder involvement, and the use of M&E data, this research highlights how these factors can enhance project performance and improve the effectiveness of development interventions.

For the research community, this study helps broaden the existing empirical knowledge on monitoring and evaluation. The research provides a thorough examination of M&E drivers and their immediate effect on project performance. It presents a fresh perspective on M&E practices, especially for large-scale projects carried out across various locations and sectors of development, involving diverse stakeholders. Additionally, the study enriches academic discussions on M&E systems, governance, and development outcomes, offering valuable insights for scholars engaged in similar research globally.

For government policymakers, the findings offer actionable recommendations on strengthening M&E frameworks and integrating more effective M&E practices into government-led development programs. By pinpointing gaps in current systems, this study provides a roadmap for policymakers to improve transparency, accountability, and the effectiveness of future interventions. The research also highlights the need to prioritize the strengthening of M&E capabilities to guarantee that M&E is consistently integrated into national development planning processes.

In addition, the study presents practical recommendations for project managers, M&E practitioners, and international development organizations, helping them to optimize their M&E strategies, allocate resources more efficiently, and ensure that project outcomes align with intended goals. This research underscores the importance of focusing on key M&E drivers to achieve greater success in development projects.

Finally, this study supports the enhancement of skills and expertise in the M&E field. The findings provide a basis for creating training programs and initiatives designed to improve the competencies of M&E professionals. Long-term improvement of M&E systems will be essential for boosting the quality and sustainability of development projects, especially in contexts similar to those in Burundi.

1.7 Scope of the study

This research examines the impact of key monitoring and evaluation (M&E) drivers on the performance of the B4MCN project implemented by World Vision in three provinces of Burundi: Kirundo, Muyinga, and Karusi. It focuses on understanding the role of M&E culture, personnel

capacity, stakeholder participation, the use of M&E information, and management support for M&E in enhancing project outcomes.

A combination of qualitative and quantitative research methods was used in this study, employing a mixed-methods approach to thoroughly examine the factors that impact project performance. The qualitative component involved in-depth interviews with key stakeholders, including project managers, local community leaders, and M&E practitioners, to gather insights into their experiences and perceptions of M&E processes. The quantitative component included the distribution of surveys to project participants and relevant stakeholders to collect data on M&E practices and project performance indicators. The data were examined through statistical methods for the quantitative data and thematic analysis for the qualitative data.

The temporal scope of this study spans from July 2021 to June 2026, with a particular focus on the performance of the B4MCN Project Phase II (July 2021 – April 2024). This period represents a reasonable timeframe to assess how key Monitoring & Evaluation (M&E) variables have influenced project performance and outcomes. The study's data collection took place in April-May 2024, capturing the project's status at a point where sufficient data had been generated for analysis. This period was chosen to enable a thorough evaluation of the project's initial progress and to offer insights into the factors affecting its long-term success.

1.8 Limitations

The geographical scope of the research, covering three provinces, presented challenges in reaching all intended respondents and collecting data within the set timeline. To overcome this, the researcher worked closely with project personnel and community volunteers, who were trained to interview the assigned respondents. Furthermore, the data collection tools, initially created in English, were translated into the local language, which may have led to slight changes in meaning. Feedback from enumerators during training and the pilot test helped refine the original questionnaire.

1.9 Delimitation of the study

The B4MCN project was chosen for this research because it is being executed with an existing monitoring and evaluation system. As a result, it is feasible to discover how various M&E aspects impact the organization's performance. The case study used a combination of both quantitative and qualitative approaches for gathering primary data. However, because the total number of project direct beneficiaries was relatively small (1,249), the Modified Cochran's formula (1977) was used to determine a sufficient number of respondents to be sampled for the quantitative survey.

1.10 Assumptions

The study made the following assumptions: respondents were expected to provide honest, truthful, and timely responses to the research instruments; the selected variables would help answer the research questions; and the sample of respondents for the quantitative survey was expected to be representative of the entire population.

1.11 Definitions of Significant Terms

Monitoring and evaluation drivers: are the enablers/factors that make monitoring and evaluation easier to deploy to achieve project performance. For this study, the drivers are: Monitoring and evaluation culture, Capacity of personnel for M&E, the use of Monitoring and evaluation information.

Monitoring and evaluation Culture: The monitoring and evaluation culture is defined in this research as a set of established collective standards and principles that influence project team behavior and activity implementation. Those are: Results orientation, task orientation as well as team orientation.

Stakeholder participation: The involvement of those who are impacted, either directly or indirectly, by the decisions and activities of a development intervention.

Personnel capacity for monitoring and evaluation: The knowledge, skills and capacity of project employees and other interested parties to carry out M&E tasks throughout the project's lifecycle.

Use of M&E information: The use of monitoring and evaluation information to make decisions and improve project's effectiveness, as assessed by information collection, availability, and usability

Project performance: The degree to which project deliverables are met, as measured by project objectives and outcomes, beneficiary and other stakeholder's satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter comprises a review of literature regarding the variables of interest for the current study, development of theoretical and conceptual frameworks and it also provides a summary of existing research gaps to be filled by the current study.

2.2 Project Performance and Monitoring and Evaluation Drivers

Project performance can be defined as an evaluation of how successfully project teams performed in achieving certain project goals. Ika (2012) lists costs, time, safety, quality, and overall customer satisfaction as project performance metrics. However, performance objectives differ from project to project. They do, however, typically touch on accomplishing desired outcomes, such as meeting the needs of project stakeholders, increased productivity, and some good results in terms of return on investment. When a business invests time, money, and other resources in a project, the major focus is on what it will get in return. It is the project manager's obligation to keep these projects on track and within the budget that has been set. The manager is also expected to use performance standards to make sure the project is delivering outputs on agreed schedule.

According to research done by (Cserháti&Szabó,2014), project success factors may be grouped into five categories: the methods of project management, the resources for project management, project team, organizational culture, communication and cooperation. They also investigated the connection between these characteristics and success criteria. The predictors of project performance were also examined on a sample of 354 respondents from Pakistani software businesses using the structural equation modeling (SEM) approach for data analysis (Saif, 2016). When a project performs well, it meets the needs of its implementers, stakeholders, and beneficiaries in an efficient and effective way. Samset (2003) considered the link between input and output when defining efficiency, whereas effectiveness was defined as the degree to which objectives were achieved.

Few studies have examined the factors influencing project performance in developing countries. The limited research available highlights various challenges that hinder progress and prevent the achievement of the three key performance indicators: time, cost, and quality often leading to project failure. For example, a study involving 44 respondents in Burkina Faso revealed that the way projects were technically structured and the specific characteristics of the implementation area positively affected the performance of development initiatives (Nanéma, Nassè, & Ouédraogo, 2021). Similarly, a range of success factors for projects in developing country contexts have been identified, including stakeholder engagement, institutional capacity, and a supportive policy environment (Khang & Moe, 2008):

Design phase: A good understanding of the project context by both donors and implementing bodies, along with consultants; the skills and expertise of those involved in project planning; and meaningful collaboration with key stakeholders.
Planning phase: Alignment of objectives among principal stakeholders; sufficient resources and capabilities to facilitate planning; the expertise of project planners; constructive discussions with relevant stakeholders**.**

Implementation phase: Compliance with project management protocols; continuous good collaboration with stakeholders; dedication to project goals; the competence of the project management team; continuous engagement with relevant stakeholders**.**

Closing phase: Proper closure planning; competence of the project leader**;** productive communication with stakeholders. Studies regarding the performance aspects of development initiatives in Burundi are limited as well. However, according to the UNDP Independent Country Program Evaluation for Burundi 2023, the achievements obtained in the different projects and programs are satisfactory in terms of quantity but fall short in terms of quality and sustainability (Campbell & Hofmann, 2014). For instance, seven out of eighteen projects assessed were both effective at contributing to their project specific goals. The assessment indicated that there were significant breaks in this accountability and capacity chain that had a negative impact on projects activities.

The sections that follow, cover the drivers that are believed to impact the performance of the B4MCN interventions aiming at promoting bio-fortified value chains to improve maternal as well as child nutrition in: Kirundo, Muyinga, Karusi provinces of Burundi.

2.3. The culture for monitoring and evaluation and the performance of B4MCN project

The influence of Monitoring and Evaluation (M&E) culture on project performance is increasingly recognized at global, regional, and local levels. While evidence specifically linking M&E culture to project performance remains limited, existing studies indicate that certain cultural orientations are strongly associated with organizational success and improved project outcomes. A study conducted by Moczydłowska (2021) highlighted the importance of including a project culture that emphasizes openness, as it significantly contributes to understanding how project qualities impact performance. However, it is important to note that cultural management alone does not always guarantee project success. As Eberlein (2008) argued, improving corporate performance requires combining cultural management with a methodical approach to project management, established organizational processes, and a suitable operational structure. Without these combined elements, cultural management may fall short in delivering the desired project results.

It is also essential to consider that the findings from Moczydłowska's study, which focused on IT service projects from Middle Eastern, Eastern European, and Indian cultural contexts, may not be easily generalizable to other regions, such as South America or Africa. Thus, further research is needed to explore how M&E culture interacts with project performance across diverse national cultures and industries.

At the regional level, a study conducted by Chebet (2017) found that cultural factors played a crucial part in enhancing the success of horticultural projects. In particular, a focus on results and team orientation was reported by 57.6% and 58.1% of respondents, respectively. Additionally, 49.3% of respondents highlighted the importance of task orientation. These findings suggest that M&E-driven project cultures, which emphasize clear results and collaboration, can improve project outcomes. Chebet's study also suggested the need for further research to examine how M&E drivers affect project performance in other regions, highlighting the importance of exploring the impact of M&E culture on project success.

Similarly, Jumba's (2013) research at Kenya's Nation Media Group explored how cultural factors affect project outcomes. The results showed that most participants preferred working in teams, emphasizing the cultural importance of collaboration. However, respondents also pointed out that poor project outcomes could be traced back to issues such as a lack of resources, inadequate work-

skills training, an unjust reward system, and poor communication among stakeholders. This finding supports the notion that while cultural elements like teamwork can boost project performance, addressing challenges in skills development and stakeholder communication is essential for achieving optimal results

Collectively, these findings emphasize the importance of aligning M&E culture with project management practices to improve project performance. At the global, regional, or local level, successfully integrating cultural values with M&E systems creates a transparent, accountable, and continually evolving project environment, ultimately driving success in projects across various contexts.

2.4 Personnel capacity in M&E and the Project performance of B4MCN project

Recognizing the necessary skills and assessing the capacities of those involved, along with addressing capacity gaps, are essential elements of monitoring and evaluation. Partners and all those participating in project execution are typically also involved in M&E implementation, and training is a must (Acharya et al, 2016). Participatory training is crucial for individuals assigned M&E roles, ensuring they grasp the design, purpose, focus, and proper use of M&E tools. Project managers consider personnel capacity a key factor in performance (Gorgens & Kwasek, 2013). To ensure high-quality project outcomes, organizations should hire qualified M&E personnel, as highlighted by Midida, Gakure, and Orwa (2013).

Capacity building for M&E systems is strengths-based and focuses on capabilities, which are described as the ability to put into practice improved beliefs, attitudes, knowledge, and skills (Mackay, 2007). Capacity-building efforts for monitoring and evaluation systems and how the efficiency of these approaches could be measured were assessed in Anglophone African nations (Masvaure, S., et al, 2020). One of their key findings was that capacity enhancement is often disconnected from the existing contextual factors, such as culture, socio-economic conditions, political environment, and governance systems. It implies a discrepancy between capacity's supply and demand sides. Additionally, creating a supportive environment within state institutions is hindered by a lack of personnel skills, insufficient resources, the absence of principles and frameworks, and a lower demand for M&E compared to the non-state sector. This directly affects the performance and accountability of state programs, as well as the development of an evaluation

culture. Moreover, the lack of tracking tools for capacity-building initiatives also implies challenges to know about programs' effectiveness and efficiency.

In research conducted in Nigeria by Emeti (2015), staff competency was examined in terms of how it affects the success of enterprises in the paint sector in Rivers State. Analytical approaches of both quantitative and qualitative nature were employed. The survey, which included 312 respondents, discovered that paint producers depended substantially on personnel competency to drive operational development. The researcher recommended, among other things, that firms in the sector should expand their training and development programs to include all workers, not just selected ones, and collaborate with appropriate governmental bodies to address their identified operational challenges, such as product tampering and pressure from law enforcement agencies.

Muhayimana and Kamuhanda (2020) found that companies in their study in Rwanda lacked sufficient expertise in both quantitative and qualitative research techniques, including data collection and analysis. Similarly, Mutyaba (2013) argued that some NGOs may struggle to hire experienced personnel for M&E roles, leading to ineffective monitoring and evaluation efforts. When M&E tasks are carried out by inexperienced or underqualified staff, projects risk squandering both time and financial resources, and the achievement of meaningful results becomes difficult, negatively affecting project success.

Ochieng (2018) examined the impact of monitoring and evaluation systems on the provision of healthcare services in public health facilities in Migori County, Kenya. The findings indicated that enhancing capacity in monitoring and evaluation led to better access to healthcare services. However, the same survey revealed that a significant majority of respondents indicated there were no regular monitoring and evaluation trainings and that project workers lacked sufficient competency in M&E. White (2013) also highlighted the issue of insufficient M&E capacity. This was further evidenced by high M&E staff burnout and fatigue, which resulted from managing numerous individual projects that exceeded M&E capabilities. The high levels of fatigue and turnover create difficulties in recruiting skilled M&E professionals, ultimately reducing the organizational capacity needed to support successful M&E outcomes.

The current study provided insights into the structure of the B4MCN project's monitoring and evaluation system and examined how personnel with M&E responsibilities were trained to effectively support the timely monitoring of successes and challenges across the three provinces of Burundi: Kirundo, Muyinga, and Karusi.

2.5 Stakeholders participation in M&E and Project performance of B4MCN Project

Involving stakeholders in a process of action or decision-making is known as stakeholder engagement. It guarantees that stakeholders are included in the processes involving their contribution in decision making and can highlight the problems that are most important to those impacted by programming decisions. Furthermore, because decisions made during this phase will probably have an effect later on, it is crucial to include significant stakeholders from the very beginning of a development project, such as during the needs assessment phase prior to project design or redesign. If project planning is not done correctly, it might lead to difficult-to-repair issues down the road.

An endeavor to establish a marine protected area (MPA) on Nicaragua's Caribbean coast in collaboration with local stakeholders can serve as an illustration of the need to include stakeholders in project management from the very beginning. (Gonzalez, 2011). Local stakeholders were dubious of a government-backed MPA in this issue because they distrusted the national government. Navigating this milieu demanded that planners address these complicated societal challenges while remaining patient and adaptable. MPA designers set aside time to listen to communities in order to comprehend and learn about the competing issues, anxieties, and concerns that local residents had regarding a new MPA. As a consequence of these efforts, a majority of the towns involved endorsed moving forward with the MPA.

A case study of Kenya Ferry Services by Githinji, Ogolla, and Kitheka (2020) found that using a monitoring checklist and establishing baselines for stakeholder involvement were key factors influencing project performance. The study recommended greater stakeholder engagement, especially during the early stages of project development, such as needs assessment, to improve project outcomes. This leads to a greater contribution to project performance. Moreover,

stakeholders need to be given a clear rule of engagement to avoid confusion about what they could do during the subsequent steps of project management process.

The motivations for community members' involvement in MPA management were examined in a research conducted in 13 coastal villages in Indonesia (Gurney,Cinner, Sartin, Pressey, Ban, Marshall & Prabuning, 2016). The study discovered compelling evidence that the expectations and norms of society had a major role in motivating people to take part. More specifically, people were more inclined to participate when they felt pressured to do so by their friends, family, community, and religious authorities. This study demonstrated that it might be advantageous to comprehend and operate inside the constraints of current institutions and conventions.

Rural development project execution is inherently complex, partly due to the need to address the diverse needs of a large number of participants. As such, it is essential to consider the variety of knowledge and values within the rural community (Reed, 2008), and ensure that stakeholders are actively involved in decision-making processes. Determining the appropriate level of engagement for different stakeholders is a critical consideration for project management, regardless of the project type (Usadolo & Caldwel, 2016). Freeman (1984) identified the fundamental concepts of stakeholder dynamics, noting that stakeholders' roles and influence areas evolve over time in response to strategic challenges. The needs, identities, and interactions of stakeholders contribute to uncertainty in the project environment (El-Naway et al., 2015). To improve stakeholder management, the report suggested several recommendations: regularly meeting with key stakeholders to understand their needs and project goals, providing detailed reports to top stakeholders to prevent unexpected delays, and holding weekly internal meetings and monthly external meetings to enhance communication and attract additional support for the project.

This study offered a new perspective to the literature on how stakeholder participation influenced the outcomes of development interventions, using the case of the B4MCN project.

2.6 Use of M&E information and the Project performance of B4MCN project

The use of M&E information for decision making is critical for businesses because it allows them to track, analyze, and report on key facts and data throughout the project's life cycle. Chebet (2017) conducted a study on a sample of horticultural project groups from Nakuru County in Kenya. 35.2% of the respondents confirmed that information use affected the performance the interventions assessed. However, the research advised that M&E challenges be considered from the early stage of project planning and become part of the organization's goal and vision in order to gain management support and adequate resources. The research also proposed that a study be conducted to assess the impact of certain M&E drivers in industries other than horticulture.

MEASURE Evaluation, a USAID-funded project, hosted a conversation on Data Use Net in December 2011 titled ‘‘Strategies to Increase Data Use at the Community Based Organization Level’’, which addressed groups dealing with HIV-positive persons. According to the debate, organizations take initiatives to encourage data usage, and easy data collecting and management technologies, technical capability, participatory techniques, and coordinated efforts among stakeholders at many levels all facilitate data use. The following were key recommendations from the conversation to encourage data usage: (1) ensure that information is useful for CBOs, (2) develop an information culture, (3) adopt a team approach, and (4) identify data use limits. M&E procedures offer the crucial data required to understand a project or program in its entirety.

Information delivered through dissemination of data serves as an important management tool for obtaining results and satisfying a number of objectives. Such data, which shows the extent of growth, accomplishments, and difficulties, is critical for managers looking at achieving results. There are several ways to share M&E results, and frequently a number of formats and strategies are employed in a particular order to encourage a wider distribution of the data for learning and, as a consequence, an improvement in organizational performance (Lammert, Heinemeier, and Fiore, 2017). The key to increasing the effectiveness of assessment use is the strategic sharing of findings. To increase acceptance and use by a variety of stakeholders, organizations must implement creative dissemination methods. The manner and presentation of assessments must be straightforward, avoiding lengthy and complicated M&E reports.

The utilization of M&E information can vary significantly, ranging from minimal or negligible to extensive (or intensive). Briceño (2010) explains that governments implement extensive monitoring and evaluation activities to enhance program effectiveness and allocate resources more efficiently. Development finance institutions and bilateral aid agencies frequently rely on monitoring and evaluation to measure the impact of development programs, ensure accountability to stakeholders and donors, and uphold transparency. On the other hand, academic institutions, particularly those linked to economics and public policy departments, conduct thorough studies in development economics with the aim of generating knowledge to influence policy decisions.

Sayyed's (2012) study confirmed that data sharing had a positive impact on the outcomes of infrastructure projects in the education sector. The study involved a sample of 97 participants selected through simple random sampling. Additionally, research by Mutekhele (2018) highlighted that stakeholders' sense of ownership and appreciation for initiatives increases when they are kept informed. The study also found that providing timely information to stakeholders helps manage their expectations. However, Mutekhele cautioned that since the study was limited to Bungoma County in Kenya, the findings may not be applicable to other counties. Furthermore, the study did not examine the role of managerial support and its potential impact on project performance. Building on this, the present study aims to assess whether and to what extent the use of M&E information influences the outcomes of the B4MCN project.

2.7 Theoretical literature

This section provides a theoretical framework built around the arguments and conclusions of the literature studied. Two theories are used to define and explain the constructs and variables the current study is based on. They are as follows: Theory of change, Stakeholder theory.

Theory of change:

From the 1990s, the "theory of change" gained popularity. Its goal at the time was to address some of the issues raised by studies of extensive social development initiatives. These included vague presumptions, ignorance of the mechanisms behind change processes, and a disregard for the order in which changes must be made in order to achieve goals in the long run (O'Flynn, 2012). Carol Weiss's concept of the theory of change, released in 1995, offered a concise and straightforward

explanation of how and why projects work. It provided a roadmap defining the objectives that the project wishes to achieve.

The theory of change suggests that by understanding a project's goals, methods, and rationale, it becomes possible to evaluate the expected outcomes and assess them against the original framework (Alcock, 2009). Obtaining sufficient information and comprehension to anticipate how the project's interventions might function in an alternative setting or how it might need to be modified for equivalent or higher outcomes, thereby impacting the performance, is a crucial responsibility for monitoring and evaluating the project (Jones, 2011). Because of this, the use of a theoretical framework will help to provide more details on the factors that influence M&E and the way they impact the performance of development projects like B4MCN.

Stakeholder Theory:

Stakeholder theory is gaining attention, particularly in development initiatives aimed at improving the lives of vulnerable populations (Savage et al., 1991; Nalweyiso et al., 2015). According to this theory, firms aim to create value for a wide range of groups, including civil society, communities, consumers, employees, government bodies, shareholders, and suppliers (Freeman, 1984). The concept of stakeholders was first introduced by the Stanford Research Institute in the 1960s, emphasizing the importance of gaining stakeholder support for businesses to function and thrive (Mahajan et al., 2023).

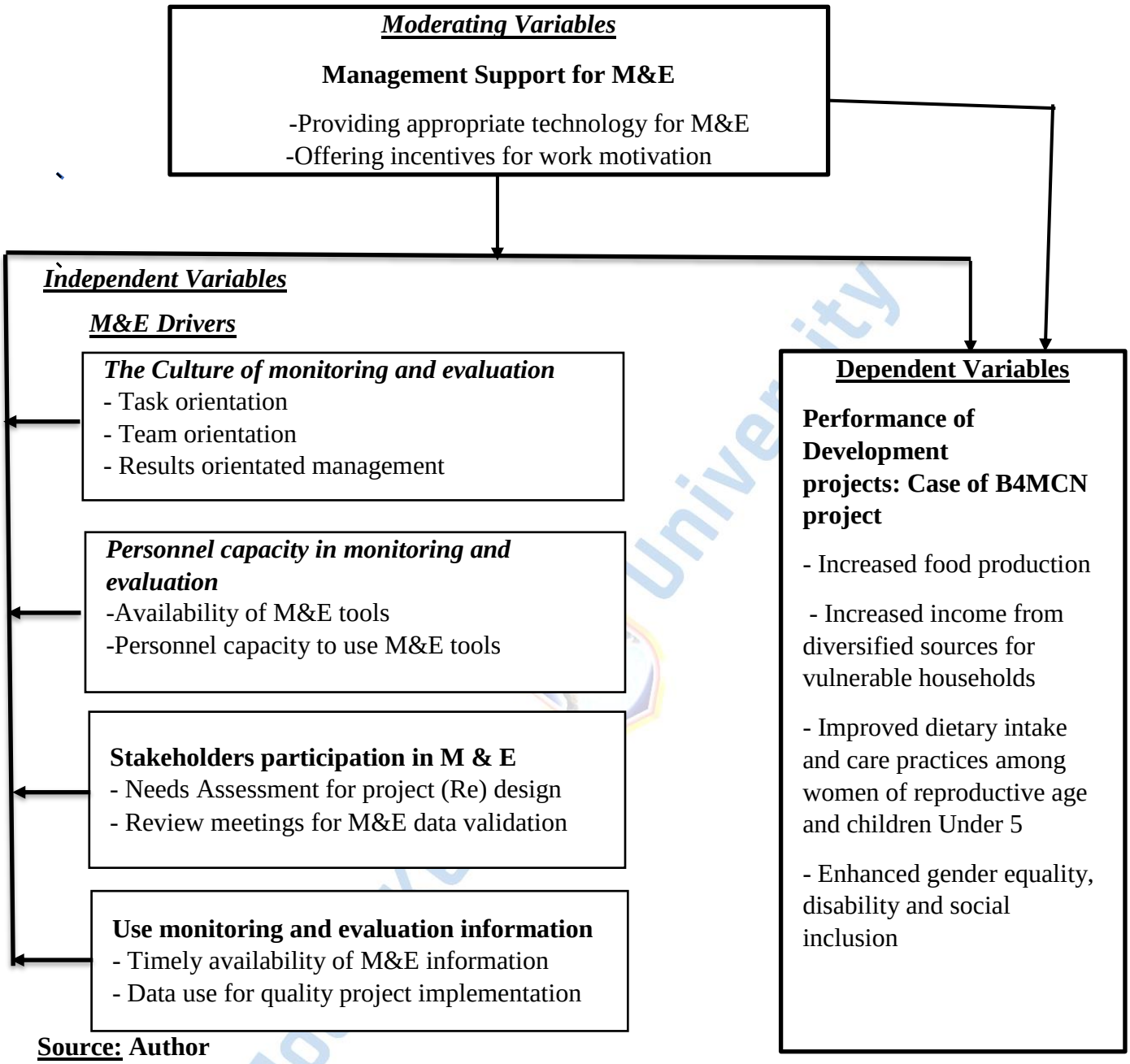
Stakeholder theory encourages organizations to identify and consider both internal and external stakeholders. It aids in managing stakeholder needs, desires, and expectations, thus fostering a comprehensive and accountable decision-making framework that goes beyond the traditional focus on shareholders. This approach helps organizations become more proactive, improving their operational efficiency and ensuring long-term effectiveness and sustainability (Mahajan et al., 2023).

The current aimed at determining how much engagement in M&E procedures by government technical services and beneficiary groups (lead farmers, CHWs, and mother leaders) contributes to improving B4MCN project's performance.

2.8 Conceptual Framework

The conceptual framework serves as an integrative system that assists researchers in purposefully bringing all aspects of a study together through a process that explains the relationships between them (Ravitch & Riggan, 2016). It is a visual illustration of how independent and dependent variables are related. Creswell (2012) describes an independent variable as "any attribute or characteristic that influences or affects an outcome or dependent variable.

According to the literature examined, project performance is based on a variety of criteria, including those considered for this study (the culture of monitoring and evaluation, personnel capability in monitoring and evaluation, stakeholder participation and the use of monitoring and evaluation information). Management Support through availing appropriate technology for M&E and provision of incentives for work motivation will be considered as Moderating variables. Moderating variables are thought to be able to strengthen, weaken, negate, or otherwise change the link between independent and dependent variables.



Source: **Author**

Figure 2.1 : Conceptual framework

2.9 Summary of Literature

A number of scholars investigated on the success factors that contribute to better project performance. However, from the literature reviewed, there is limited empirical data on how M&E-related characteristics or drivers such as: The culture for monitoring and evaluation, personnel capacity, stakeholder involvement in monitoring and evaluation, the use of monitoring and evaluation information, and managerial support for M&E, affect the performance of development projects. Furthermore, this analysis found little literature on the effect of monitoring and evaluation drivers and how they impact development projects performance in general and particularly Burundi. Therefore, the research helped to analyze how monitoring and evaluation drivers affected the performance of World Vision's ''B4MCN'' project, which promotes bio-fortified value chains to enhance maternal and child nutrition in the provinces of Karusi, Muyinga, and Kirundo in Burundi.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the methodology and processes that the researcher intends to follow during data collection and analysis. It also provides details on topics such as: research design, study population, sampling procedures, and data collection instruments, data analysis techniques and ethical considerations.

3.2 Research Design

This study was conducted using a mixed-methods approach, combining both quantitative and qualitative research techniques. A quantitative survey was used to collect numerical data from a large number of respondents, which helped to identify features of the population and draw generalizable conclusions about it (Gakuu, Kidombo, & Keihuro, 2018). This approach was well-suited for analyzing large datasets and identifying patterns or trends across a wide sample.

On the other hand, qualitative research was employed to explore and understand phenomena and the underlying ideas behind the patterns observed. In this regard, Tehereni (2015) described qualitative research as a comprehensive strategy for gathering opinions from respondents, allowing for deeper insights into their experiences and perspectives.

To gain a thorough understanding of the research problem, the study employed a combination of descriptive survey design and case study design, allowing for the collection of both qualitative and quantitative data for triangulation. A case study, as defined by Simons (2009), is an in-depth exploration of a specific initiative, policy, institution, program, or system, examined from multiple perspectives within its real-world context. The research was evidence-based, utilizing various methods to gain a comprehensive understanding of the issue at hand. According to Creswell (2014), case studies facilitate detailed analysis of a program, event, activity, or process over time, using a range of data collection techniques. This approach was especially useful for providing contextual insight and understanding the nuances of complex interventions.

By integrating quantitative and qualitative sources of evidence**,** the study enabled data triangulation, which helped validate, cross-validate, and confirm the research findings, ensuring that the results were well-supported by multiple types of data. The research approach was therefore designed to provide a rich, multi-dimensional perspective on the B4MCN project, combining large-scale data analysis with in-depth contextual understanding.

Dependent Variables

The study aimed to assess how different factors affected project performance, which served as the dependent variable. The key dependent variables examined in the study were food security, nutrition, and women's economic empowerment. These variables directly represented the outcomes of the interventions carried out by the B4MCN project. The study focused on understanding how M&E factors, stakeholder involvement, and organizational capacities affected these outcomes.

Independent Variables

The study explored various independent variables that were anticipated to affect the performance outcomes of the B4MCN project. These variables included the M&E culture, personnel capacity in M&E, and stakeholder involvement in M&E. These factors were essential for understanding the project's overall success in reaching its objectives.

Moderating Variable

In this study, management support for M&E was identified as a moderating variable. The support from management played a key role in determining the effectiveness of M&E practices and their contribution to project outcomes. This support encompassed providing the necessary technology for M&E activities and offering incentives to motivate staff. It was anticipated that management support would strengthen the relationship between the independent variables (such as M&E culture, personnel capacity, and stakeholder participation) and the dependent variables (including food security, nutrition, and women's economic empowerment).

By combining numerical data with detailed qualitative insights, the study facilitated a more comprehensive understanding of how various factors, including M&E practices and management support, influenced project performance. Triangulating the two types of data helped validate the findings and provided a clearer picture of the factors contributing to the success or challenges of the project.

3.3 Target population

This study sought to conduct interviews in the three provinces served by B4MCN project interventions (Kirundo, Muyinga and Karusi). Table 3.1 provides the details on the target population made of 1,249 direct beneficiaries of the B4MCN initiative from which the sample was drawn.

Table 3.1 Participants of the B4MCN Project at Community Level: Direct Beneficiaries, Volunteers, and Extension Workers Facilitating M&E.

Direct beneficiaries	**Total**
Food security interventions	444
Nutrition interventions	240
Gender Equality, Disability and Social Inclusion and women's social and economic empowerment interventions.	565
Total	**1,249**

3.4 Sample size and sampling procedures

This section outlines the procedures used to select the study sample for quantitative and qualitative research. As noted by Wambugu, Kyalo, Mbii, and Nyonje (2015), mixed methods research sampling incorporates elements from qualitative and quantitative sampling approaches. For this study, the sample size was determined using Cochran's formula (1977), which is recommended for small, finite populations.

$$n = \frac{n_o}{1 + \frac{n_o - 1}{N}}$$

Assuming

$$\underline{n}_o = \frac{(\underline{t})^2 * (p)(q)}{(\underline{d})^2}$$

$$n_0 = \frac{1.96^2 \cdot 0.5 \cdot (1 - 0.5)}{0.05^2} = 384.16 \approx 385$$

Key considerations:

Considering the alpha level of 0.025 in each tail, t= 1.96. Additionally, the estimate of variance calculated as (p)(q) = 0.25, and the margin of error (d) set at 0.05.

The study included 295 respondents, representing a sample of the total population of 1,249, which was adequate for statistical analysis. Table 3.2 provides the details on the sample population for the quantitative survey.

Table 3.2 Sample population

Domain of intervention	Total	Proportion	Sample size
Food security and interventions	444	36%	**106**
Nutrition interventions	240	19%	**56**
Gender, Disability and Social Inclusion and women's social and economic empowerment interventions	565	45%	**133**
Total	1249	100%	**295**

From the table above, stratified random sampling was applied in proportions to select the 295 individuals to be interviewed, as they were organized into strata.

Key Informant Interviews were conducted with project staff and Government staff members facilitating M&E in the three sectors of B4MCN project's intervention: Food Security, Nutrition and Women Economic Empowerment. These included: Communal Agronomists, Health Promotion Technicians as well as officers in charge of Family and Social Development.

3.5 Research Instruments

This study utilized two research instruments: a questionnaire and a Key Informant Interview (KII) Guide. The questionnaire was selected for its efficiency in gathering standardized, quantitative data from a larger group of respondents, such as the participants of the B4MCN Project involved in facilitating M&E at the community level. Those included Direct Beneficiaries, Volunteers, and Extension Workers Facilitating M&E. the questionnaire allows for a broad perspective on the project's performance and M&E practices across different stakeholders. The Key Informant Interviews**,** on the other hand, are designed to gather deeper, more contextualized insights from individuals with extensive involvement in the project, such as World Vision staff and government employees in technical services. These respondents have specialized knowledge of the project's operations, M&E systems, and implementation challenges, making them invaluable sources of information for this study.

Questionnaire Data: The questionnaire was employed to gather quantitative data on several performance indicators of the B4MCN project, including food production, income generation, dietary improvements, and gender equality. It also assessed the effectiveness of M&E practices in areas such as Task Orientation, Team Orientation, Results Orientation, M&E Competency, Stakeholder Participation, and the Utilization of M&E Information. The data collected was primarily numerical, enabling statistical analysis of trends across different respondents and offering a comprehensive overview of both project performance and M&E effectiveness.

Key Informant Interview Data: The Key Informant Interview **(**KII) guide facilitated the collection of qualitative data from key stakeholders with in-depth knowledge of the project's operations. Respondents provided ratings on various aspects of M&E performance, including task clarity, stakeholder collaboration, and the competency of individuals involved in M&E activities. These ratings were followed by open-ended questions that enabled respondents to share their experiences, insights, and specific challenges related to M&E practices. The qualitative data from the KIIs complemented the quantitative findings, offering context and explaining the reasons behind particular ratings, while providing deeper insights into how M&E practices influenced project outcomes.

3.5.1 Questionnaire

A questionnaire was defined by Mugenda (2003) as a set of questions designed to explore a specific topic. For this study, the questionnaire used a Likert scale with the following response options: Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, and Strongly Disagree = 5. At the end of each section, an open-ended question was included to allow respondents to provide additional comments.

3.5.2 Interview guide

The interview guide was used to collect relevant data from World Vision staff and personnel from government ministries responsible for food security, nutrition, and social affairs, who are involved in managing and monitoring the B4MCN project interventions.

3.5.3 Pilot Testing

Prior to using the questionnaire for collecting data, a test was done on a small group of B4MCN project beneficiaries who were not part of this study. Neuman (2017) suggests a "small set of respondents". Others, such as Monette, Sullivan, and DeJong (2013), are more precise and propose that a small sample around 20 respondents, should be invited and interviewed".

For this study, the respondents were chosen at random to assist determine and refine the level of clarity of the questionnaire items.

3.6 Testing for validity and reliability

Validity and reliability are regarded as key metrics in the research process that are used to assess the quality of the study output.

3.6.1 Testing for reliability

Reliability, as defined by Bruton, Conway, and Holgate (2000), refers to how consistently a measure produces the same results when repeated under identical conditions. The authors emphasized the significance of reliability in both clinical and research environments, stressing that a reliable measure is crucial for ensuring that findings accurately represent the true nature of the phenomenon being investigated. Zohrabi (2013) further noted that using multiple data collection methods and gathering information from diverse sources enhances the reliability and interpretation of data. Methodological triangulation was used to ensure the reliability of the findings by combining both primary quantitative and qualitative data gathered in this study.

The reliability for this study was measured using Cronbach's Alpha, which is a correlation coefficient ranging from 0 to +1. The closer the value of alpha (α) is to 1, the better the internal consistency of the scale. The formula to calculate alpha is: $\alpha = kr / 1 + (k-1)r$. Here, *k* represents the number of items on the scale, and *r* is the average correlation between pairs of items.

$\alpha \geq 0.9$: Excellent; $0.9 > \alpha \geq 0.8$: Good; $0.8 > \alpha \geq 0.7$: Acceptable; $0.7 > \alpha \geq 0.6$: Questionable; $0.6 > \alpha \geq 0.5$: Poor; $\alpha < 0.5$: Unacceptable. (George & Mallery, 2003)

The test results showed a Cronbach's Alpha (α) of 0.83 for the items included in this study.

3.6.2 Testing for validity

The extent to which a research instrument measures what it is intended to measure and functions as supposed is known as validity (Cherry, 2015). A research instrument is considered valid if it accurately measures what it is intended to measure, and if the data collected through it truly reflects the respondents' opinions as expressed. This implies that the questionnaire should include a sufficient number of items that respond to the research objectives and questions. Content validity increases as the scale items accurately reflect what is being measured (Shekaran & Bougie, 2010). Research instruments were evaluated and enhanced in response to supervisors' feedback to guarantee that they are capable of addressing the study's aims and preserving content validity for this research.

3.7 Data collection methods and procedures

The research involved using a combination of survey and interview methods, each with specific procedures and steps. This section outlines the detailed administrative process followed to ensure that the data gathering was conducted systematically and ethically:

Before beginning the data gathering process, a formal administrative procedure was followed to obtain approval and ensure the ethical integrity of the study. This included submitting a detailed research proposal to the relevant authorities, such as the Ethics Committee at Mount Kenya University, for review and approval. The proposal outlined the study's objectives, methodology, and ethical considerations, ensuring all procedures adhered to institutional guidelines. Approval was also sought from World Vision, the organization managing the B4MCN project. The study's objectives and data collection plan were presented to World Vision's management to secure their consent and support. This step was crucial to ensure the study was in line with the organization's priorities and that staff and project beneficiaries would be willing participants. A formal letter of authorization from World Vision was obtained before proceeding with fieldwork. Once all ethical approvals and permissions were in place, data collection began. The fieldwork took place in the three provinces served by the B4MCN project: Kirundo, Muyinga, and Karusi.

3.8 Data analysis techniques and procedures

Findings are what a study is supposed to yield. To achieve this, data has to be examined in order to provide insights. The qualitative raw data from Key Informant Interviews as well as comments from the respondents of the quantitative survey were transcribed and arranged into conveniently accessible categories in order to conduct a content analysis. To get a holistic overview of the context and content, the collected data was revised and the information obtained was used to triangulate with the results of the quantitative survey.

Descriptive statistics were applied to calculate frequencies, means, and standard deviations, while Pearson's correlation was used to measure the strength and direction of the relationship between variables.

3.9 Ethical Consideration

The researcher administered the data collection instruments with great care, following the standards for research involving human participants to ensure the protection of their rights and privacy are safeguarded. Authorization letters from Mount Kenya University and World Vision were obtained before engaging with selected respondents for interviews. The respondents were informed about the objectives of the study before the instruments were administered. Additionally, before giving respondents the study tools, the researcher asked and received their consent. To maintain the highest level of anonymity for the information provided and that no respondents have been pressured into taking part in the study, the surveys were coded numerically rather than using actual names. The writing of this project considered APA referencing across the text as Mount Kenya University recommends, and a Turn-it-in anti-plagiarism check was done before submission.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents an analysis of the data collected from the participants in the study regarding monitoring and evaluation factors, as well as their impact on the performance of development projects, using the B4MCN project in three provinces of Burundi as a case study. Data was processed and presented in descriptive design initially, then inferentially, with an interpretation of variable correlation. The findings of this study are discussed in relation to the empirical literature reviewed in chapter two, and are guided by the objectives outlined in chapter one.

4.2 Questionnaire return rate

For the quantitative survey, the study sample consisted of 286 respondents out of an expected 295, resulting in 9 missing responses. This yielded a response rate of 96.94%, which is considered highly adequate for analysis and drawing conclusions. Mugenda & Mugenda (2003) state that a response rate of 70% or more is considered adequate, indicating that the respondents are adequately representative of the study sample and that the data collected can support meaningful analysis and conclusions. In the qualitative survey, 80% of the targeted key informants provided their responses.

4.3 Respondents Demographic Information

The demographic characteristics of the respondents were analyzed to better understand the profile of individuals involved in the B4MCN project. These characteristics, including gender, education level, and duration of participation, provide valuable context for interpreting the study's results. This section compares the findings with other research on similar topics and explains how these demographic factors affect the study's results.

4.3.1 Profile of the Respondents

The study surveyed a total of 286 people. 207 were directly involved in the B4MCN project at the community level, including beneficiaries, volunteers, and extension workers. The remaining 79 were community volunteers and government workers who helped collect and share data about the project.

This demographic breakdown aligns with similar community-based projects that aim to involve local populations in the development process. For example, research by Chebet (2017) and Njoroge (2018) emphasizes the importance of including both beneficiaries and community-level participants in the process to ensure that project results are understood and relevant to the local context. Therefore, the composition of the B4MCN project respondents represents a diverse and representative sample of community members, volunteers, and government agents, in line with best practices in community-based development programs.

Additionally, the inclusion of key informant responses from World Vision staff and government agents adds valuable insight from stakeholders who play a central role in facilitating and overseeing the project's interventions. This approach strengthens the overall study by providing a more holistic perspective on the project's activities and outcomes.

4.3.1 Respondents Distribution by Gender

The study was interested in exploring the distribution of respondents by gender. The total number of respondents disaggregated by gender is presented in Table 4.3.

Table 4.3. Respondents Distribution by Gender

Category	Values	Frequency	Percent
Gender	Female	155	54.2%
	Male	131	45.8%
	Total	**286**	**100.0**

The gender distribution of respondents revealed that female participants represented 54.2% of the sample, while male participants accounted for 45.8%. This result is notable because it contrasts with findings from many other studies in Africa, where male respondents typically outnumber females. For instance, research conducted by Ahmed et al. (2022) reported a male-to-female ratio of 73.5% to 26.5%, respectively.

The higher proportion of female respondents in this study can be attributed to the B4MCN project's intentional focus on promoting gender equality. This aligns with broader trends in development work that emphasize the empowerment of women, particularly in rural settings. Research by Kabeer (2016) and Mayoux (2019) emphasizes that gender-sensitive interventions in development programs not only promote equity but also improve project outcomes by fostering more inclusive

decision-making and participation. Additionally, the gender distribution in the B4MCN project reflects the shifting dynamics in community-level interventions, where women are increasingly recognized as key agents of change. The higher number of female respondents is indicative of the growing recognition of women's roles in agriculture, health, and education, which have traditionally been overlooked in male-dominated community structures.

4.3.3 Distribution of respondents by Level of Education

The education level attained by the sampled respondents is important as it plays an important role in the capacity to comprehend and use monitoring and evaluation tools as well as adopting M&E best practices. The results regarding the levels of education of the respondents are indicated in Table 4.4.

Table 4.4. Respondents' Education Levels

Education level	Frequency	Percent
Catholic Church "Yaga Mukama" Literacy School	9	3.1%
Primary	190	66.4%
Secondary	86	30.1%
University	1	0.3%
Grand Total	**286**	**100%**

The education levels of the respondents revealed that the majority (66.4%) had attained primary education, followed by 30.1% who had completed secondary school. Only 0.3% had university education, and a small portion (3.1%) had completed non-formal education through the Catholic Church's "Yaga Mukama" Literacy School.

This finding is consistent with other studies in rural development contexts, such as those by Chebet (2017) and Njoroge (2018), which found that the majority of farmers had at least a basic level of education. In many community-based projects, especially in rural areas, educational attainment is often limited to primary or secondary education due to historical and socio-economic factors that restrict access to higher education.

However, despite the relatively low levels of formal education, many respondents in this study demonstrated an ability to comprehend and engage with monitoring and evaluation tools. This is consistent with findings from other research, such as by Long and Van der Ploeg (2016), who argue that non-formal education and practical experience can equip individuals with the skills necessary to participate in development programs, even when formal education is lacking.

The B4MCN project's use of simple, accessible M&E tools may have contributed to this capacity, demonstrating that literacy in M&E does not necessarily require advanced formal education. This also highlights the importance of context-specific training programs that consider local educational backgrounds, as emphasized in the work of Linstone (2005) and others in the field of participatory development.

4.3.4 Duration of the respondents' participation in the Project

The study intended to identify the length of time the sampled respondents had been participating in the activities of B4MCN project. This information is important as it helps to gauge the extent to which their responses could be relied on when making significant conclusions based on their experience with the project. The results on the duration of the respondents' involvement in project M&E are presented in Table 4.5

Table 4.5 Length of the respondent's participation in project M&E

Duration of participation in B4MCN project	Frequency	Percent
<1 year	10	3.5%
1-2 years	121	42.3%
3-4 years	155	54.2%
>4 years	0	0.0%
Grand Total	**286**	**100%**

The findings showed that 54.2% of respondents had participated in the B4MCN project for 3-4 years, while 42.3% had taken part for 1-2 years. Notably, none of the respondents had been involved for more than four years, indicating that the project had relatively recent and ongoing engagement with the community.

This distribution of participation duration aligns with the findings of Chebet (2017), where most farmers had been involved in the assessed project for less than five years. The duration of involvement in a project is crucial because it often correlates with the depth of knowledge and understanding a respondent has about the project's activities and outcomes. Respondents who have been involved for longer periods are generally more likely to provide informed and reliable insights. However, the findings suggest that even respondents with 1-2 years of involvement were able to offer valuable feedback, likely because of the focused nature of the B4MCN project and its consistent engagement with the community.

The research also suggests that the experience gained within this 1–4 year period is sufficient for respondents to offer meaningful contributions to project M&E, as their involvement was long enough to allow them to observe and reflect on the project's impact. This is consistent with other research, such as by Tufte and Mefalopulos (2009), who emphasize that even relatively short-term participants can provide important insights if they are actively engaged and able to reflect on their experiences with the project.

4.3.5 Descriptive Analysis of B4MCN Project Performance

The variables that were considered to assess the project's performance that was considered as the dependent variable included: Increased food production; Increased income from diversified sources for vulnerable households; Improved dietary intake and care practices among women of reproductive age and children Under 5; Enhanced gender equality, disability and social inclusion. To do this, respondents were asked to share their opinions based on how much they agreed or disagreed, using a Likert scale. The scale ranged from 1 to 5, where 1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (D), and 5 = Strongly Disagree (SD). Table 4.6 displays the results obtained.

Table 4.6 Descriptive Analysis of B4MCN Project Performance

Statement	SA Frequency & (%)	A Frequency & (%)	N Frequency & (%)	D Frequency & (%)	SD Frequency & (%)	Mean	Std Deviation
1. Increased food production	114 (39.86%)	92 (32.17%)	76 (26.57%)	4 (1.40%)	0 (0.00%)	**1.90**	**0.84**
2. Increased income from diversified sources for vulnerable households	115 (40.21%)	93 (32.52%)	58 (20.28%)	16 (5.59%)	4 (1.40%)	**1.95**	**0.98**
3. Improved dietary intake and care practices among women of reproductive age and children Under 5	167 (58.39%)	74 (25.87%)	30 (10.49%)	15 (5.24%)	0 (0.00%)	**1.63**	**0.87**
4. Enhanced gender equality, disability and social inclusion	88 (30.77%)	90 (31.82%)	70 (24.48%)	28 (9.79.5%)	9 (3.15%)	**2.23**	**1.09**
Overall composite mean						**1.93**	**0.94**

Increased Food Production: A majority of respondents, 72.03% (114 Strongly Agreed, 92 Agreed) out of 286 , reported that the B4MCN project contributed to increased food production in their households. This finding is supported by a mean score of 1.90 (SD = 0.84), indicating a strong consensus among participants that the project had a positive effect on food production. The data suggests that the agricultural inputs and training provided by the project were highly valued, as confirmed by beneficiaries who expressed satisfaction with the quality of resources received. This aligns with the findings of Chebet (2017), which emphasized the critical role of technical support in boosting agricultural productivity in development projects.

Increased Income from Diversified Sources: Seventy-three percent of respondents 73% (115 Strongly Agreed, 93 Agreed) out of 286, confirmed that the B4MCN project played a role in increasing household income through diversified sources. The mean score for this statement was **1.95** (SD = **0.98**), suggesting that most respondents perceived the project as an effective intervention in improving the economic resilience of vulnerable households. One key informant emphasized the positive changes in vulnerable households, noting that those receiving project support showed marked improvements compared to households in similar situations outside the project's intervention areas. This result aligns with the findings of Sibhatu et al. (2022), who realized that agricultural interventions help increase both household income and food security.

Improved Dietary Intake and Care Practices Among Women of Reproductive Age and Children Under 5: A significant 84.26% (167 Strongly Agreed, 74 Agreed) of respondents affirmed that the project contributed to improved dietary intake and care practices for women and children under five. The mean score of 1.63 (SD = 0.87) reflects strong agreement with the statement, suggesting that the project was particularly effective in improving nutritional outcomes. This finding aligns with the objectives of the B4MCN project to address maternal and child nutrition, which is critical for improving long-term health outcomes. These results are further supported by studies such as Chebet (2017), who noted that agricultural interventions targeting nutrition and care practices are essential for achieving sustainable health improvements.

Enhanced Gender Equality, Disability, and Social Inclusion: While the B4MCN project had a positive impact on gender equality, disability, and social inclusion, this area received a mean score of 2.23 (SD = 1.09), indicating some variability in respondents' perceptions. This suggests that while many respondents agreed that the project contributed to gender equality and inclusion, there was a more mixed response in comparison to the other performance indicators. The 62.59% (88 Strongly Agreed, 90 Agreed) of respondents who expressed agreement with this statement reflect an overall positive sentiment, yet the higher standard deviation indicates a more diverse range of opinions. This finding underscores the challenges that often accompany efforts to promote social inclusion and gender equality, which require sustained attention and resources to be fully realized.

Overall Performance: The overall composite mean score of 1.93 (SD = 0.94) suggests that respondents generally agreed that the B4MCN project had a positive impact across all areas of performance. The project was most successful in improving food production, dietary intake, and income diversification, with a particular emphasis on vulnerable households. However, the variability in responses regarding gender equality and social inclusion highlights the need for continued focus on these areas to ensure comprehensive and sustainable development outcomes.

These findings are consistent with previous research such as Sibhatu et al. (2022), who demonstrated that agricultural and community-based interventions can significantly improve food security, household income, and nutrition. However, as noted by Kabeer (2016) and others, achieving gender equality and social inclusion requires addressing deeper structural challenges and fostering inclusive participation at all levels of project implementation. Therefore, the project must continue to focus on sustainability and the inclusion of marginalized groups to ensure long-term success and equitable development outcomes.

4.3.6 Descriptive Analysis of M&E culture and the performance of B4MCN project

The following variables: Task orientation, team orientation and results orientation were considered to assess M&E culture using Likert scale. Table 4.7 shows the results for the descriptive statistics of the variables considered to evaluate M&E culture.

Table 4.7 Descriptive analysis of M&E Culture and performance of B4MCN project

Statement	SA Frequency & (%)	A Frequency & (%)	N Frequency & (%)	D Frequency & (%)	SD Frequency & (%)	Mean	Std Deviation
Task Orientation							
1. I am aware of my responsibilities for the project's M&E	160 (55.94%)	87 (30.42%)	30 (10.49%)	3 (1.05%)	6 (2.10%)	**1.63**	**0.87**
2. I believe that my contribution to monitoring and evaluation of B4MCN interventions is valued.	104 (36.36%)	96 (33.57%)	83 (29.02%)	3 (1.05%)	0 (0.00%)	**1.95**	**0.83**
3. The project's objectives and	143 (50.00%)	102 (35.66%)	34 (11.89%)	4 (1.40%)	3 (1.05%)	**1.68**	**0.82**

indicators are clear and realistic							
4. Beneficiaries Groups have all gotten tools, training, and direction on how to regularly collect and exchange monitoring data for the B4MCN Project	95 (33.22%)	50 (17.48%)	36 (12.59%)	69 (24.13%)	36 (12.59%)	**2.65**	**1.46**
5. Beneficiaries Groups are aware of when to share achievements and challenges with WV staff and relevant Government technical services and structures	74 (25.87%)	47 (16.43%)	37 (12.59%)	95 (33.22%)	33 (11.54%)	**2.88**	**1.41**
Team Orientation							
6.Government services, beneficiaries' groups, and project staff collaborate to track the achievements and challenges of B4MCN project.	86 (30.07%)	100 (34.97%)	39 (13.64%)	45 (15.73%)	16 (5.59%)	**2.32**	**1.21**
7.Monitoring and evaluation guidelines and deliverables promote team work and collaboration between WV staff, beneficiaries, Local Government services in my province	126 (44.06%)	99 (34.62%)	40 (13.99%)	15 5.24%	6 2.10%	1.87	0.98
8.Strong teamwork in the processes of monitoring and evaluation contributes to the project's success. Performance in terms of expected results (targeted outputs)	160 (55.94%)	102 (35.55%)	16 (5.59%)	3 (1.05%)	5 (1.75%)	**1.57**	**0.79**
Results orientation							

9.Project objectives and expected results for each sector (food security, nutrition, and women's economic empowerment) are available and well defined.	98 (34.27%)	101 (35.31%)	43 (15.03%)	29 (10.14%)	15 (5.24%)	**2.17**	**1.16**
10.Project targets are reasonable and achievable	79 (27.62%)	84 (29.37%)	94 (32.87%)	13 (4.55%)	16 (5.59%)	**2.31**	**1.09**
11.Project targets can be measured	96 (33.57%)	104 (36.36%)	39 (13.64%)	25 (8.74%)	22 (7.69%)	**2.21**	**1.22**
12.Project stakeholders prioritize achievement of project objectives on time.	68 (23.78%)	59 (20.63%)	111 (38.81%)	37 (12.94%)	11 (3.85%)	**2.25**	**1.10**
13.Project stakeholders work towards achieving expected targets	83 (29.02%)	80 (27.97%)	76 (26.57%)	30 (10.49%)	17 (5.94%)	**2.36**	**1.18**
14The results-oriented culture contributes to the improved performance of the B4MCN project.	111 (38.81%)	102 (35.66%)	60 (20.98%)	10 (3.50%)	3 (1.05%)	**1.92**	**0.91**
Overall composite mean						**2.21**	**1.11**

This study found that the B4MCN project demonstrated strengths in several areas of its Monitoring and Evaluation (M&E) culture, but also revealed significant gaps in **task orientation**, **team orientation**, and **results orientation**, which require attention for improved performance.

Regarding **task orientation**, the study indicated that a large proportion of respondents (86.36%) understood the roles and responsibilities assigned to them for the project's M&E, and 85.66% agreed that the project's objectives and indicators were clear and realistic. These results align with Moczydłowska (2021), who emphasized the importance of clearly defined roles and objectives for successful project outcomes. However, a concerning finding was that only 42.31% of respondents reported that beneficiaries were aware of when to share achievements and challenges with stakeholders. This reflects a significant gap in communication and engagement with beneficiaries, suggesting that while beneficiaries may have a general awareness of the project's goals, they are

not sufficiently informed or involved in the M&E process. Additionally, only 50.70% of respondents agreed that beneficiary groups received the necessary tools, training, and direction to regularly collect and exchange monitoring data. This indicates a need for stronger task orientation, particularly around ensuring that beneficiaries have the capacity and clarity to contribute to the M&E process effectively. This aligns with Chebet (2017), who highlighted the significance of involving beneficiaries in the M&E process to enhance project results.

In terms of **team orientation**, 91.61% of respondents agreed that effective teamwork in M&E led to the success of the project, and 78.67% reported that M&E guidelines promoted collaboration between project staff, beneficiaries, and government services. These findings align with Chebet (2017), who also noted that effective teamwork enhances project performance. However, the study also found that only 65.03% of respondents confirmed effective collaboration between government services, beneficiaries' groups, and project staff in tracking the achievements and challenges of the B4MCN project. This indicates that, despite strong internal collaboration, external teamwork remains a challenge. Factors such as poor communication or insufficient stakeholder engagement, as noted by Jumba (2013), may be hindering the development of a more integrated and collaborative approach at the external level.

Regarding **results orientation**, the study found that 69.93% of respondents confirmed that project targets could be measured, but only 44.41% reported that stakeholders prioritized the timely achievement of project objectives. This highlights a significant gap in the results-oriented management aspect of the project, with a clear disconnect between setting measurable targets and ensuring that all stakeholders are actively working toward those targets. The relatively low percentage of respondents (44.41%) who agreed that stakeholders prioritized the achievement of objectives suggests that, while there is an understanding of the goals, the commitment to achieving them may be lacking. This gap may stem from poor communication about results and targets, particularly at the community level, where M&E facilitators may not be fully aligned with the project's expectations. This could be due to limited communication channels, unclear roles, or a lack of regular engagement on progress, resulting in an insufficient focus on achieving the set objectives.

In addition, a relatively low proportion the respondents 56.99%, were in agreement that project stakeholders were working toward achieving the expected targets. This indicates a significant gap in aligning all stakeholders particularly at the community level around the project's results. Eberlein (2008) stressed that simply setting measurable targets is not enough; there must also be a concerted effort to prioritize and work toward those targets. The lack of quarterly or semi-annual review meetings, as mentioned in the study, exacerbates this issue by limiting the opportunities for stakeholders to discuss progress, review performance, and make necessary adjustments. Without these regular review meetings, the ability to track progress and align efforts toward achieving targets is hindered, affecting the overall results orientation of the project. The findings also suggest that the absence of data validation sessions prevents stakeholders from verifying the accuracy and reliability of the data collected, further impacting the results orientation. Addressing these weaknesses in results orientation, particularly through improved communication, regular performance reviews, and better stakeholder engagement, will be essential to enhancing the M&E culture of the B4MCN project and improving its overall performance.

4.3.7 Descriptive Analysis of Personnel Capacity in M&E and the performance of B4MCN Project

Personnel Capacity in monitoring and evaluation was assessed to know if those involved in the implementation of the project have relevant tools to track the progress towards achieving projects objectives and expected results and if those tasked with M&E roles have the capacity to use those tools. Table 4.8 shows the results for personnel capacity in M&E.

Table 4.8 Descriptive analysis of Personnel capacity in M&E and the performance of B4MCN project

Statement	SA Frequency & (%)	A Frequency & (%)	N Frequency & (%)	D Frequency & (%)	SD Frequency & (%)	Mean	Std Deviation
1. The project's M&E personnel has the capacity and expertise to address M&E issues linked to the project	(34.97 %) 100	(33.22%) 95	(22.73%) 65	(6.99 %) 20	(2.10 %) 6	**2.08**	**1.02**
2. Government Technical Services (Health District, DPAE,	(16.08 %) 46	(20.28 %)	(40.21%) 115	(15.03 %) 43	(8.39 %) 24	**2.79**	**1.14**

and CDFC) have the ability and monitoring tools to assist the B4MCN's M&E initiatives.		58					
3. Beneficiary groups (Lead Farmers, CHWs, Mothers Leaders, and anti-GBV theatrical groups) have the ability and monitoring tools to gather and share accomplishments and difficulties in order to support B4MCN M&E efforts.	(17.48%) 50	(15.38%) 44	(25.52%) 73	(30.42%) 87	(11.19%) 32	**3.02**	**1.27**
4. The B4MCN project's accomplishments are being accurately reported on a regular basis.	(17.13%) 49	(18.88%) 54	(39.86%) 114	(18.88%) 54	(5.24%) 15	**2.76**	**1.10**
5. The tools used to monitor the achievements of the project are useful and easy to use.	(21.68 %) 62	(27.97%) 80	(29.02%) 83	(14.69%) 42	(6.64%) 19	**2.57**	**1.17**
6. Project personnel and other stakeholders (government agencies and beneficiary groups) can quickly and continuously address new issues and difficulties because there are feedback and response procedures in place	(15.73%) 45	(22.73%) 65	(24.13%) 69	(20.98%) 60	(16.43%) 47	**3**	**1.32**
7. The effectiveness of the B4MCN project has been influenced by the capacity of persons allocated to M&E activities as they help to track achievement of projected results and communicate emergent challenges immediately.	(38.81%) 111	(26.57%) 76	(14.69%) 42	(7.34%) 21	(12.59%) 36	**2.28**	**1.37**

Overall composite mean and standard deviation	**2.64**	**1.20**

This study found that while the B4MCN project demonstrated strengths in several areas of personnel capacity in M&E, significant gaps were revealed in the availability of tools used for M&E and the ability to use them effectively, particularly among community-level stakeholders.

Availability of Tools used for monitoring and evaluation: The availability and functionality of M&E tools were identified as areas with mixed performance. 49.65% of respondents reported that the tools used for monitoring the project's achievements were useful and easy to use, while others felt that the tools did not fully meet the needs of the project. In particular, Key Informant interviews emphasized the importance of training on M&E tools and the need for smartphones to enable real-time data collection and sharing. This feedback aligns with findings from Ochieng (2018), which highlighted the lack of appropriate tools, including technology, for real-time data monitoring as a major challenge for project personnel. Providing modern tools such as smartphones to community M&E focal persons would significantly improve the data collection process and enhance the overall M&E system.

Personnel Capacity to Use M&E Tools: 68.18% of respondents reported that M&E personnel had sufficient capacity as well as expertise to address M&E-related issues. This suggests that, overall, personnel possess the knowledge and ability required to manage monitoring and evaluation tasks. However, there is still a need for continuous capacity-building initiatives to ensure that personnel at all levels are equipped to handle emerging challenges and use M&E tools effectively. This aligns with Moczydłowska's (2021) findings that effective project outcomes rely on well-trained personnel who can skillfully utilize M&E tools.

The capacity of government agencies (Health District, DPAE, and CDFC) to support M&E activities was reported to be low, with only 36.36% of respondents agreeing that these entities had the necessary tools and ability to assist in M&E initiatives. This reveals a critical gap in government support for M&E, which is crucial for efficiently monitoring project progress and results. This gap highlights the need to strengthen the technical capacity of government agencies, as emphasized by Khan (2018)**,** who discussed the constraints and limitations of M&E systems in developing countries and the need to improve government capacity to support such systems effectively.

Only 32.87% of respondents confirmed that beneficiary groups, such as Lead Farmers, CHWs, and Mothers Leaders, had received adequate tools, training, and guidance to collect and share monitoring data. This finding underscores the need for increased investment in the capacity of community-level stakeholders facilitating M&E. The lack of adequate training and resources for beneficiary groups hinders their participation in the M&E process, which aligns with Jumba's (2013) findings that suggest insufficient training and resources as barriers to effective community-level M&E.

While 38.46% of respondents indicated that feedback and response procedures were in place to address issues quickly, the overall feedback mechanisms appear to be underdeveloped. Without efficient feedback systems, emerging challenges and issues may not be addressed in a timely manner, which could negatively impact the project's outcomes. Strengthening these systems is essential to ensure continuous and effective communication between M&E personnel and stakeholders.

4.3.8 Descriptive Analysis of Stakeholders participation in M & E and performance of B4MCN Project

Engaging stakeholders in the project's monitoring and evaluation tasks is essential to ensuring that activities align with community needs. It facilitates effective data collection and allows for timely adjustments to interventions. By involving stakeholders, the project can better address local priorities, enhance accountability, and improve overall effectiveness. This study aimed to assess whether key stakeholders, including beneficiaries, community leaders, and government services, were involved in the M&E processes, particularly in the needs assessment for project design and during regular review meetings for data validation. Table 4.9 shows the results for Stakeholders participation in M & E and performance of B4MCN Project.

Table 4.9 Descriptive Analysis of Stakeholders participation in M & E and performance of B4MCN Project

Statement	SA Frequency & (%)	A Frequency & (%)	N Frequency & (%)	D Frequency & (%)	SD Frequency & (%)	Mean	Std Deviation
Task Orientation							
1.All relevant stakeholders (Beneficiary groups (Lead Farmers, CHWs, Mothers Leaders, and anti-GBV theatrical groups, relevant Government Services) of B4MCN project have participated or consulted in Needs Assessments and project planning.	(22.73%) 65	(26.92%) 77	(15.04%) 43	(26.57 %) 76	(8.74%) 25	**2.72**	**1.31**
2. The involvement of different stakeholders in M&E leads to a better performance of B4MCN project	(39.16%) 112	(36.37%) 104	(17.13%) 49	(6.64%) 19	(0.70%) 2	**1.93**	**0.94**
3. Beneficiaries Groups (Lead Farmer/CHW/Mother Leader/Women Forum) have the knowledge and tools to record Monitoring data *(Recording achievements and challenges)* and they are involved in project M&E studies	(21.68%) 62	(24.82%) 71	(34.27%) 98	(14.33%) 41	(4.90%) 14	**2.56**	**1.12**
4. M & E training / coaching offered to the representatives of Beneficiaries / groups contribute to regularly track and report on project achievements	(38.11%) 109	(42.66%) 122	(16.43%) 47	(2.45%) 7	(0.35%) 1	**1.84**	**0.81**

5. Monitoring data is gathered in a timely manner.	(17.13%) 49	(32.87%) 94	(39.51%) 113	(9.44%) 27	(1.05%) 3	**2.44**	**0.92**
6. The involvement of stakeholder in M&E is important for the success of B4MCN implementation	(31.12%) 89	(37.41%) 107	(24.47%) 70	(4.20%) 12	(2.80%) 8	**2.10**	**0.98**
7. M&E data collection is difficult and so infrequently gathered.	(8.74%) 25	(21.68%) 62	(27.62%) 79	(27.97%) 80	(13.99%) 40	**3.17**	**1.18**
Overall composite mean and standard deviation						**2.40**	**1.04**

The results of this study revealed both strengths and areas of improvement for stakeholder participation in the B4MCN project's M&E process. A substantial proportion of respondents agreed that training and coaching for beneficiary group representatives helped ensure consistent monitoring and reporting of project achievements. Specifically, 80.77% of respondents confirmed that M&E coaching and training significantly contributed to tracking and reporting project accomplishments. Similarly, 75.52% agreed that the role of various stakeholders in M&E enhanced the overall performance of the project. Furthermore, 68.53% of respondents believed that the implementation and success of the B4MCN project depended on active stakeholder participation in M&E.

Despite these positive results, some areas of concern were also identified. A notable 46.50% of respondents reported that beneficiaries, such as Lead Farmers, Community Health Workers (CHWs), and Mothers Leaders, lacked sufficient knowledge and tools to effectively record monitoring data . This issue may have contributed to the challenges observed in data collection. Additionally, 50% of respondents indicated that relevant stakeholders, including beneficiary groups and government services, were only consulted or involved in Needs Assessments and project planning at later stages of implementation, rather than from the outset. This delay in involvement aligns with the findings of Kitheka et al. (2020), who emphasized the importance of early stakeholder engagement in project planning, particularly during the needs assessment phase.

Early involvement ensures that the perspectives and needs of all relevant parties are considered, leading to a more inclusive and contextually relevant project design. Stakeholder participation from the beginning strengthens the feeling of responsibility and engagement, while also enhancing the accuracy and relevance of monitoring and evaluation efforts.

Regarding timely data collection, 50% of respondents agreed that data was collected in a timely manner , while 39.51% disagreed, and 27.97% indicated that data collection was infrequent. These findings are consistent with those of Khan (2018), who noted that M&E systems in resource-constrained settings often struggle with timely and consistent data collection due to logistical challenges, limited personnel, and insufficient tools. In the case of the B4MCN project, these challenges could be mitigated by streamlining the data collection process and providing more effective tools, such as smartphones, to community-level M&E focal points. This aligns with the feedback from key informants, who highlighted the need for better tools and real-time data-sharing capabilities to improve the speed and accuracy of M&E activities.

Additionally, a significant portion of respondents (27.97%) reported that M&E data collection was difficult and infrequently conducted due to challenges such as lack of proper tools and training. These findings highlight the need for increased investment in capacity-building initiatives for stakeholders, especially at the community level, to ensure they are adequately prepared to meet the demands of effective M&E.

4.3.9 Descriptive analysis of M&E information use and B4MCN project performance

The use of monitoring and evaluation information was assessed to know if M&E information was timely produced and used to improve project implementation. Table 4.10 presents the results regarding the use of monitoring and evaluation information and the performance of the B4MCN Project.

Table 4.10 Descriptive Analysis of M&E information use and B4MCN project performance

Statement	SA Frequency & (%)	A Frequency & (%)	N Frequency & (%)	D Frequency & (%)	SD Frequency & (%)	Mean	Std Deviation
1. Beneficiaries' groups' (Lead Farmer/CHW/Mother Leader/Women Forum) Monitoring information is timely shared with the relevant Government staff (DPAE, Health District, CDFC)	(25.87%) 74	(27.27%) 78	(26.92%) 77	(15.73%) 45	(4.20%) 12	**2.45**	**1.16**
2. Beneficiaries groups' (Lead Farmer/CHW/Mother Leader/Women Forum) Monitoring information *(Recording achievements and challenges)* is timely shared with the relevant World Vision Staff	(29.02%) 83	(33.22%) 95	(27.62%) 79	(8.39%) 24	(1.75%) 5	**2.21**	**1.01**
3. Beneficiaries groups (Lead Farmer/CHW/Mother Leader/Women Forum) monitoring information receives feedback from Government staff (DPAE, Health District, CDFC)	(16.08%) 46	(26.92%) 77	(38.11%) 109	(15.38%) 44	(3.50%) 10	**2.63**	**1.04**
4. Beneficiaries' groups' monitoring information receives review and feedback from World Vision Staff	(27.62%) 79	(36.36%) 104	(19.93%) 57	(11.19%) 32	(4.90%) 14	**2.29**	**1.13**
5. Our Beneficiaries group does not	(13.99%) 40	(16.43%) 47	(14.34%) 41	(31.82%) 91	(23.43%) 67	**3.34**	**1.37**

produce monitoring information or any record of achievements							
6. Our Beneficiaries group regularly produce monitoring information. However, there is no feedback so far.	(18.53%) 53	(19.58%) 56	(29.37%) 84	(17.83%) 51	(14.69%) 42	**2.91**	**1.30**
7. Collection of monitoring and evaluation information is complex and is rarely gathered.	(17.83%) 51	(26.92%) 77	(30.07%) 86	(14.34%) 41	(10.84%) 31	**2.73**	**1.22**
8. M &E information is useful to track the progress of our project towards set targets and results and produce quality progress reports on time.	(41.61%) 119	(38.46%) 110	(15.38%) 44	(2.45%) 7	(2.10%) 6	**1.85**	**0.91**
9. Frequent data sharing allows B4MCN management to make more informed decisions.	(49.30%) 141	(38.46%) 110	(9.44%) 27	(2.10%) 6	(0.70%) 2	**1.66**	**0.79**
10. There are review and planning meetings (Quarterly or Semi-Annually) where current challenges are discussed in order to improve on quality of project implementation and avoid delays	(23.43%) 67	(21.68%) 62	(20.98%) 60	(17.83%) 51	(16.08%) 46	**2.81**	**1.40**
11. There are review meetings for all stakeholders (Monthly, Quarterly, Semi-Annual) where monitoring data is	(18.88%) 54	(22.73%) 65	(20.63%) 59	(17.48%) 50	(20.28%) 58	2.98	1.41

presented for review and validation							
12. The review meetings for all stakeholders offers a good opportunity to discuss current challenges in order to improve on quality of project implementation and avoid delays.	(23.43%) 67	(26.92%) 77	(22.38%) 64	(14.69%) 42	(12.59%) 36	2.66	1.32
13. Information from Monitoring and evaluation is applied to inform decisions , solve issues and enhance project performance.	(26.22%) 75	(36.36%) 104	(30.07%) 86	(5.24%) 15	(2.10%) 6	2.21	0.96
14. The monitoring reports enables stakeholders to address diverse challenges	(32.52%) 93	(32.87%) 94	(25.52%) 73	(5.94%) 17	(3.15%) 9	2.14	1.04
15. M&E information is only useful to people who are in charge of M&E.	(17.13%) 49	(25.87%) 74	(20.28%) 58	(26.92%) 77	(9.79%) 28	**2.86**	**1.26**
Overall composite mean and standard deviation						**2.52**	**1.15**

Timely M&E information is critical for making informed decisions, addressing project challenges, and ensuring smooth project execution. In the case of the B4MCN project, the survey findings indicated varying levels of satisfaction regarding the availability and sharing of monitoring and evaluation information.The survey results indicate that, of those who responded, 25.87% strongly agreed, and 27.27% agreed that monitoring information from beneficiaries' groups was shared promptly with the relevant government staff (e.g., DPAE, Health District, CDFC).

Similarly, 29.02% of respondents strongly agreed, and 33.22% agreed that information was promptly shared with World Vision staff.

However, there was a noticeable gap, as only 63.99% agreed that their beneficiaries' groups received feedback from World Vision staff after submitting their monitoring information. These findings indicate a somewhat efficient process of data sharing but highlight areas for improvement in feedback loops. The significance of timely M&E information is consistent with the findings of Sayyed (2012), who determined that data sharing plays a crucial role in improving project performance, particularly in infrastructure projects. Furthermore, MEASURE Evaluation (2011) advocates for improved data management technologies and participatory approaches to ensure that M&E data reaches stakeholders promptly and effectively.

The findings also shows that 44.19% of respondents noted challenges in data collection, with 30.07% stating that M&E data was rarely gathered due to its complexity. This challenge mirrors the concerns raised by Briceño (2010), who discussed how complex M&E systems can hinder the timely availability of crucial information. Addressing this issue is key to ensuring that data is available when needed, as emphasized by the study's findings.

Data use for quality project implementation was also analyzed under this section**.** The use of monitoring and evaluation data is essential for ensuring efficient project implementation, timely identification and resolution of challenges, and effective allocation of resources. For the B4MCN project, several findings show that monitoring and evaluation data are being utilized to enhance project implementation, but there is also room for enhancing the feedback mechanisms and review meetings.

A notable proportion of respondents (87.76%) agreed that frequent data sharing enabled B4MCN management to make more informed decisions. This aligns with existing literature on the value of data in supporting informed decision-making. For example, Lammert, Heinemeier, and Fiore (2017) emphasized that the strategic sharing of M&E findings enhances organizational performance. This is also corroborated by the positive response in the survey, where 80.07% of respondents affirmed that M&E data helped track project progress and produce timely, high-quality progress reports.

Despite the positive responses regarding the use of data for decision-making, 45.10% of respondents confirmed that review meetings (monthly, quarterly, or semi-annual) where M&E data is presented were not held regularly. This lack of consistent review meetings potentially limits the full utilization of data for continuous improvement. Mutekhele (2018) highlights that engaging stakeholders and providing timely information helps control expectations and boosts ownership. The absence of such review mechanisms in B4MCN may have hindered the effectiveness of data in informing project adjustments and quality improvements. Bryson, Quick, and Slotterback (2013) emphasize the importance of accountability and public participation in decision-making processes, suggesting that feedback loops are essential for ensuring that information flows both upward to decision-makers and back down to community-level stakeholders. This flow of information is critical for fostering trust, cooperation, and a sense of ownership among community members. A key finding from this research highlights the need to improve communication for monitoring and evaluation, particularly at the community level. Improving communication between field-level facilitators and higher project teams would likely amplify the impact of monitoring and evaluation data, thereby enhancing project implementation.

4.3.10. Descriptive Analysis of Management support for M&E and the performance of B4MCN Project

Management support for monitoring and evaluation's impact on the performance of B4MCN was also evaluated, with the results presented in Table 4.11.

Table 4.11 Descriptive Analysis of Management support for M&E and the performance of B4MCN Project

Statement	SA Frequency & (%)	A Frequency & (%)	N Frequency & (%)	D Frequency & (%)	SD Frequency & (%)	Mean	Std Deviation
1.The management is sufficiently supportive of the monitoring efforts.	58 (20.26%)	89 (31.12%)	117 (40.91%)	20 (6.99%)	2 (0.70%)	2.37	0.91
2.The management has given the	45 (15.73%)	42 (14.69%)	96 (33.57%)	71 (24.83%)	32 (11.19%)	3.01	1.22

beneficiary groups (community health workers, lead farmers) sufficient monitoring tools.							
3.The Management meets beneficiary groups on a regular basis to review progress toward goals, existing difficulties, and anticipated solutions.	53 (18.53%)	60 (20.98%)	84 (29.37%)	45 (15.73%)	44 (15.38%)	2.88	1.31
4.Those in charge of documenting monitoring data are compensated financially by management in order to increase employee motivation.	43 (15.03%)	45 (15.73%)	77 (26.92%)	52 (18.18%)	69 (24.13%)	3.21	1.37
5.Financial rewards given to volunteers in charge of recording Monitoring data motivates them to innovate.	106 (37.06%)	85 (29.72%)	52 (18.18%)	29 (10.14%)	14 (4.90%)	2.16	1.17
6.The management encourages data collection using appropriate technology such as Smart phones and other monitoring	64 (22.38%)	52 (18.18%)	31 (10.84%)	61 (21.33%)	78 (27.27%)	3.13	1.54

tools to collect and report on project's achievements							
7.The use of suitable technology, such as smart phones to gather data and computers to summarize and aggregate M&E information, allow timely reporting on accomplishments and obstacles.	122 (42.66%)	46 (16.08%)	24 (8.39%)	40 (13.99%)	54 (18.88%)	2.50	1.54
8.Support from management for monitoring efforts helps ensure that objectives are met on schedule.	111 (38.81%)	86 (30.07%)	76 (26.57%)	10 (3.50%)	3 (1.05%)	1.98	0.94
Overall composite mean						**2.66**	**1.26**

Providing Appropriate Technology for M&E: The results revealed that 58.74% of respondents agreed that management encouraged the use of appropriate technology, such as smartphones and other monitoring tools, for collecting and reporting on project achievements. However, while the provision of technology was seen as beneficial by a significant portion of respondents, there was a notable gap in its widespread application across all project outcomes. Specifically, only Community Health Workers involved in monitoring the outcome related to improved nutrition among women of reproductive age and children under 5 were equipped with smartphones that supported data collection. Other project outcomes, such as increased food production and enhanced gender equality, did not have this critical technological support.

This limited access to technology for data collection in other project outcomes is consistent with findings from Tavakoli and Ranjbar (2017)**,** who highlighted that management's active

participation in M&E activities, including the provision of technology, leads to enhanced project performance. The integration of smartphones and data collection apps facilitates the timely reporting of progress, making it easier for management to track accomplishments and address challenges in real time. As Harrison and Lock (2017) noted, prioritizing technology in M&E can significantly improve a project's ability to identify risks early and deliver intended results more efficiently.

Offering Incentives for Work Motivation: Another key variable assessed in this study was the role of incentives in motivating project staff and volunteers involved in monitoring and evaluation. The results revealed that 37.06% of respondents believed that financial rewards given to volunteers encouraged innovation and improved performance in their monitoring roles. However, the findings also showed that a significant proportion of respondents (24.13%) felt the compensation for those documenting monitoring data was insufficient.

Incentives play a vital role in motivating volunteers and staff, particularly in resource-constrained settings where project teams often have limited access to additional support. The idea of offering financial rewards as a motivational tool aligns with Bryson, Quick, & Slotterback (2013)**,** who emphasized that offering incentives to workers can foster greater motivation and enhance project performance. Offering appropriate rewards helps to encourage data quality, commitment, and a sense of ownership among the stakeholders involved in the project.

Moreover, some volunteers, particularly those involved in activities like theater plays that require travel between communities, expressed the need for better logistical support. The transportation costs associated with their movements to neighboring communities were identified as a barrier to effective monitoring. This reinforces the need for a more comprehensive approach to resource allocation, ensuring that incentives cover not only financial rewards but also logistical support for staff to carry out their duties effectively.

4.4 Correlation Analysis

The Pearson Product correlation coefficient was used to determine the strength and direction of the relationship between M&E drivers and the B4MCN Project's success. A 95% confidence level was and P value of 0.05 were taken into account while evaluating the variables' relationship.

According to Ratner (2009), a Pearson correlation coefficient r value between 0.10 and 0.29 indicates a weak positive correlation, a value between 0.30 and 0.50 indicates a positive moderate correlation, and a value between 0.50 and 1 indicates a strong positive correlation. A value of r between -0.10 and -0.29 indicates a weak negative correlation; a value of r between -0.30 and -50 indicates a moderate negative correlation; and a rank of -1 indicates a perfect negative correlation.

The correlation analysis conducted using the Pearson Product correlation coefficient provided important information regarding relationship between each of the M&E drivers and the project's performance.

The table 4.12 shows the relationship between M&E drivers (Independent variables and B4MCN Project's performance (dependent variable)

Table 4.12 Relationship between M&E drivers B4MCN Project's performance

Performance of B4MCN Project	1		Data interpretation
Personnel Capacity in M&E	*0.592058152*	1	A strong positive correlation suggests that as the personnel capacity M&E increases, the performance of the project improves significantly. Enhanced skills and knowledge among people involved in project M&E, lead to more effective project implementation and monitoring.
Monitoring and Evaluation Culture	*0.551440214*	1	A strong positive correlation suggests that cultivating a robust M&E culture within the organization is closely linked to improved project performance. A positive culture encourages continuous learning and accountability.

Management Support for Monitoring and Evaluation	*0.528079098*	1	A strong positive correlation indicates that robust management support is essential for the success of the B4MCN Project. The dedication of leadership and the provision of necessary resources play a vital role in the project's capacity to effectively track and assess its progress.
Use of Monitoring and Evaluation Information	*0.484034408*	1	A moderate positive correlation indicates that effectively utilizing M&E information contributes to better project outcomes. When data is analyzed and acted upon, it leads to informed decision-making and strategic adjustments
Stakeholders Participation in Monitoring and Evaluation	*0.4315162*	1	This moderate positive correlation highlights the importance of engaging stakeholders in the Monitoring & Evaluation process to boost project performance. Engaging diverse parties promotes a sense of ownership and increases the effectiveness of monitoring activities.

Overall, the person correlation analysis revealed that personnel capacity, a strong culture for monitoring and evaluation, and support from management are critical variables influencing the performance of B4MCN Project. While the use of M&E information and stakeholder participation also play important roles, the strongest correlations lie in building capacity and support systems. Enhancing these areas could lead to significant improvements in project outcomes.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings in relation to the study's objectives. Additionally, it offers recommendations derived from the evidence and highlights the contributions to existing knowledge, along with proposed directions for future research to address the gaps identified in the study.

5.2 Summary of the Findings

The aim of this research was to examine how monitoring and evaluation drivers effect the performance of the B4MCN project, implemented by World Vision in the provinces of Kirundo, Muyinga, and Karusi in Burundi. Management support on M&E was also assessed as a moderating variable.

5.2.1 The performance of B4MCN Project

The level of performance of the B4MCN project implemented in Burundi's three provinces (Kirundo, Muyinga, and Karusi) was evaluated using four outcome variables (increased food production, increased income from diverse sources for vulnerable households, improved nutrition practices and care among women of reproductive age and children under five, and enhanced gender equality, disability, and social inclusion). The results from the quantitative survey as well as the results from Key Informant interviews helped to confirm the performance of the B4MCN project using the four variables considered. This implies that the project's initial objectives were met, particularly in terms of improving the living conditions of the beneficiaries living project's intervention area.

5.2.2 The culture of M&E and the performance of B4MCN project

The study aimed to understand how the prevailing M&E culture influenced key performance indicators of the B4MCN project, focusing on Task Orientation, Team Orientation, and Results Orientation. Overall, the results from the descriptive analysis of the retained variables, combined with insights from key informant interviews, revealed a strong recognition of the value of

collaboration throughout the monitoring and evaluation process, emphasizing the critical role of effective teamwork in ensuring the success of M&E activities.

Concerning team orientation, a significant 91.61% of respondents confirmed that teamwork in M&E is crucial for project success, with 78.67% noting that M&E guidelines promote collaboration among World Vision staff, beneficiaries, and local government services. A strong positive correlation, indicated by a Pearson correlation coefficient of 0.55, further supported the evidence of a significant connection between the M&E culture and the performance outcomes of the B4MCN project.

Regarding task orientation, a large majority (86.36%) of respondents reported clarity about their roles in M&E, and 85.66% agreed that project objectives and indicators were clear and realistic. However, only 42.31% of respondents indicated that beneficiary groups knew when to share achievements and challenges with World Vision staff and relevant government services.

In terms of results orientation, while 69.93% of participants believed that project targets were measurable, only 44.41% felt that stakeholders prioritized the timely completion of project objectives. Key informants pointed out that the focus on immediate activities often detracted from monitoring overall progress, and the lack of regular quarterly or semi-annual meetings to analyze M&E data hindered the ongoing assessment and validation of progress toward achieving the expected results.

5.2.3 M&E Personnel Capacity and B4MCN project's performance

The Capacity the personnel in monitoring and its effect on the performance of B4MCN project was the second objective assessed. A high proportion of respondents 68.18% confirmed that the personnel assigned with monitoring and evaluation activities had enough capacity and expertise to address issues related to the project's M&E and 65.38% of respondents agreed that the persons allocated to the monitoring and evaluation activities had influenced the project's effectiveness. A strong positive Pearson's correlation coefficient of 0.59 was also evidence the association of the capacity of the personnel in M&E and the performance of the project improves significantly. Enhanced skills and knowledge among people involved in project M&E, lead to more effective project implementation and monitoring.

5.2.4 Stakeholders participation in M & E and B4MCN Project's performance

The involvement of stakeholders in monitoring and evaluation (M&E) and its impact on the performance of the B4MCN project was the third objective assessed in this study. A high proportion of respondents (75.52%) agreed that stakeholder involvement in M&E played a key role in enhancing the project's performance. Moreover, 68.53% believed that the implementation and success of the project depended on stakeholder participation in monitoring and evaluation.

However, a low proportion of respondents 46.50% of confirmed that Beneficiaries Groups had the knowledge and tools to record Monitoring data (achievements and challenges)

A moderate positive Pearson correlation of 0.43 emphasized the importance to involve all stakeholders in the M&E process in order to improve project performance. Key informant interviews also highlighted the need for beneficiaries' groups and community leaders to be involved from the initial phase of development initiatives.

5.2.5 Use monitoring and evaluation information and B4MCN Project's performance

The utilization of M&E information and its effect on the performance of B4MCN project was the fourth objective evaluated in this study. The findings highlighted both strengths and areas that require attention.

A high proportion of respondents 80.07% confirmed that M&E information is useful for tracking project progress toward targets and producing high-quality progress reports. An even higher percentage (87.76%) agreed that frequent data sharing enables project management to make more informed decisions. 63.99% of respondents indicated that the monitoring information from beneficiary groups receives review and feedback from World Vision staff. A positive moderate Pearson correlation coefficient 0.48 indicated that there are already efforts in place to involve all stakeholders in the project implementation. But there is also a room for improvement. Areas that might need more attention included: feedback from Government staff with only 43.01% of the respondents who were in agreement that their respective beneficiary groups' monitoring information received adequate review and feedback from Government staff in charge of the sectors related to the outcomes of the project (DPAE, Health District, CDFC). 45.10% confirmed that regular review meetings (monthly, quarterly, semi-annual) occur where monitoring data is presented and validated while 41.61% were aware of planning and review meetings focused on discussing challenges to improve project implementation.

5.2.5 Management support for M&E and B4MCN Project's performance

The findings regarding the support provided by the project's management in M&E. as well as its effect on the performance of the B4MCN Project, revealed mixed levels of satisfaction among respondents. A significant proportion of respondents (68.88%) agreed that management support helps in achieving project objectives on time. A strong positive correlation shows that effective management backing is vital for the success of the B4MCN initiative. Leadership commitment and resource allocation directly influence the project's capacity to monitor and evaluate its progress effectively. However, the findings also highlighted areas for improvement, especially in adopting modern data collection technologies, such as smartphones and other monitoring tools, to track project achievements.

5.3 Conclusions

This study analyzed the influence of monitoring and evaluation (M&E) factors on the performance of the B4MCN project led by World Vision International in three provinces of Burundi (Kirundo, Muyinga, and Karusi). The results highlight the essential function of monitoring and evaluation (M&E) in improving project outcomes, as well as identifying areas for enhancement.

The B4MCN project achieved its core objectives, notably in increasing food production, enhancing income diversity, improving dietary practices, and fostering gender equality. Both quantitative surveys and key informant interviews confirmed these positive outcomes.

Regarding M&E culture, the findings highlighted a strong team orientation and an understanding of the significance of monitoring and evaluation for project outcomes. However, challenges remain in prioritizing the tracking of achievements and issues among those responsible for recording M&E data at the community level. The study identified a strong culture of teamwork, with 91.61% of respondents emphasizing the importance of collaboration in M&E. However, gaps in communication and knowledge sharing were evident, as only 42.31% of respondents indicated that beneficiary groups understood when to share their achievements and challenges.

Concerning Personnel Capacity, a significant portion of respondents (68.18%) felt that M&E personnel possessed adequate skills to effectively implement their roles. This was supported by a strong positive correlation (0.59) between personnel capacity and project performance, suggesting that investing in personnel training can enhance project outcomes.

On Stakeholder Participation, active stakeholder involvement in M&E processes was seen as beneficial, with 75.52% of respondents agreeing on its positive impact on project performance. However, only 46.50% confirmed that beneficiary groups had the necessary knowledge and tools for data collection, highlighting the need for increased training and engagement from the project's start.

Regarding the use of M&E data, the results indicated that 80.07% of respondents found M&E information valuable for tracking project progress. However, improvements are needed in feedback mechanisms, especially from government staff, where only 43.01% of respondents felt their monitoring data received sufficient review.

Effective management support was identified as crucial, with 68.88% of respondents affirming its role in achieving project objectives. Nonetheless, there is potential for better use of modern data collection technologies to enhance M&E practices

5.4 Recommendations

5.4.1 Recommendations to Project Managers and M&E

Based on the findings of the study, it is important for B4MCN projects or similar development interventions to **i**nvest in training of programs personnel to improve capacity in monitoring and evaluation. This should focus on developing skills in data collection, analysis, and reporting to strengthen project performance. Moreover, there is a need for the project's managers to scale up the use modern data collection tools, such as mobile apps and online platforms, to streamline monitoring and evaluation processes and improve data accuracy.

Right from the project planning phase, project managers and M&E personnel should work together and ensure that budgets for projects include specific allocations for M&E activities and relevant tools that can allow real time data gathering and reporting including digital tools whenever applicable. This will enable organizations to implement effective monitoring systems and utilize data for informed decision-making. Moreover, investing in appropriate technologies for all beneficiaries could significantly improve the project's monitoring efforts and outcomes.

Quarterly or semi-annual results analysis meetings should be scheduled to assess progress, validate data, and collaboratively address challenges. These meetings should be also used as opportunities

for stakeholders to share insights and best practices, enhancing collective learning. The project should establish a schedule for regular review meetings that includes all stakeholders to ensure consistent data presentation and validation. In addition to the review meetings, on-going feedback process should be agreed considering the local context and appropriate tools that are accessible by all participants in the project implementation. This will allow project beneficiaries to share challenges with World Vision and Government staff and receive appropriate response to emerging issues. The participation of Government Staff in the review meetings and feedback processes is very important since their insights and feedback will be integrated into project planning and implementation. By focusing on enhancing the structure of review meetings and improving feedback mechanisms, the project can foster greater stakeholder engagement and responsiveness. These actions will help address the gaps identified in government feedback and participation, ultimately leading to improved project outcomes and more effective monitoring and evaluation practices.

5.4.2 Recommendations to Government Technical services

The relevant Government technical services should establish monitoring mechanisms to ensure compliance with M&E guidelines and standards holding all stakeholders accountable for their roles in project monitoring and the evaluation process.

Government Technical Services should also promote centralized data management systems that consolidate information from various sources, including NGOs and community organizations for efficient tracking and reporting on Sustainable Development Goals and Country and local level planning documents.

5.5 Future research opportunities.

The results from quantitative survey and key informant interviews showed that M&E drivers (M&E Culture, Personnel capacity in M&E, Stakeholders participation in M & E, Use monitoring and evaluation information and Management support for M&E) had a positive influence on the performance of B4MCN project implemented in Karusi, Muyinga, Kirundo provinces of Burundi yet there was no other study already conducted with the same variables in Burundi. Therefore, there is a need to conduct comparative studies between different projects with varying levels of M&E capacity and culture. This could provide insights across diverse contexts.

While a high proportion of respondents acknowledged that management support was instrumental in meeting project objectives on time, a relatively low proportion of respondents felt that the support with up-to-date tools for data collection such as smart phones was sufficient. Key informant interviews mentioned that monitoring data from nutrition intervention are timely collected and submitted since community volunteers involved in this sector are equipped with smartphones with tailored data collection forms while other beneficiaries focused on broader project outcomes, including food production and income enhancement do not have such digital tools. Therefore, there is a need for further research on how access to modern data collection tools, such as smartphones, influences the accuracy and timeliness of monitoring and evaluation processes across different project outcomes.

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APPENDICES

APPENDIX I: INFORMED CONSENT FORM

Dear Respondent,

My name is Norbert Nduwayo**,** a master's student in Development Studies at Mount Kenya University. I am currently working on my project with a purpose to assess the effects of Monitoring and evaluation drivers on the performance of development projects in Burundi. A case of B4MCN project by world vision in Karusi, Muyinga, Kirundo provinces of Burundi.

I would like to invite you to take part in my study on a voluntary basis. Your participation is entirely optional. Please review the information provided below about the project, and don't hesitate to ask any questions you may have for further clarification.

I am carrying out this study as requirement for the award of my master's degree and I am interested in investigating how monitoring and evaluation drivers such as: The culture of M&E, personnel capacity in M&E, the participation of stakeholders in M&E, the use of M&E information and management support for M&E impact the performance of development projects such as B4MCN project implemented by World Vision in your community.

You will be requested to complete a survey, which is anticipated to take 10 minutes to complete. All personal information will remain anonymous and confidential. Your name will not be included in any part of the study, and no personal details will be shared. The responses you provide will only be used for research purposes.

The findings of this study are expected to enhance the current knowledge of monitoring and evaluation, while also helping to identify key M&E factors that should be prioritized to improve project success.

If you have any questions about this study, feel free to contact:

Chairman,
MKU-IREC,
P.O Box 342-01000, Thika

If you would like to participate, please sign in the space provided below.

VOLUNTARY PARTICIPATION

Participation in this study is completely voluntary. If you decide not to participate there will be no any negative consequences.

Please be aware that if you decide to participate, you may stop participating at any time and you may decide not to answer any specific question.

By signing this form I am attesting that I have read and understand the information above and I freely give my consent/assent to participate

Signature : ……..

Date: …….

APPENDIX II: LETTER OF TRANSMITTAL

Norbert Nduwayo
Bujumbura,Burundi,
Tel (+257) 79 720030
e-mail: nduwayonorbert@gmail.com

RE: PARTICIPATION IN A STUDY EXAMINING THE EFFECT OF MONITORING AND EVALUATING DRIVERS ON THE PERFORMANCE OF B4MCN PROJECT

Dear Sir/Madam,

I am a student of Mount Kenya University pursuing a Masters' Degree in Monitoring and Evaluation.

The research topic is''Monitoring and evaluation drivers and performance of development projects. A case of B4MCN project by world vision in Karusi, Muyinga, Kirundo provinces of Burundi''

You are requested to participate in this study by giving accurate answers to a questionnaire. The information you provide will help to enhance the operation of the B4MCN initiative, as well as other comparable development programs in your community or elsewhere.

Your contribution will be highly appreciated

Yours faithfully

Norbert Nduwayo
MANE/2020/66370
Mount Kenya University

APPENDIX III: QUESTIONNAIRE FOR DIRECT BENEFICIARIES OF B4MCN PROJECT

CONSENT

Dear participant,

You have been selected to take part in this study as a community member who has participated in at least one activity of the B4MCN project.

Your participation is entirely optional, and any information received from you during this interview will be used solely to improve the monitoring and evaluation of development programs if necessary.

Thanks you for your contribution.

Consent given

Yes…….

No……

Date :

Name of respondent :

Role in B4MCN :

Province :

Commune :

Community (Hill) :

SECTION A: BACKGROUND INFORMATION

Please check the details about yourself that are most relevant.

1. Identification:

- Lead farmer [..]; Community Agricultural Extension worker [..] ; Seeds producer [..] Community volunteers in charge of promoting Saving for Transformation (S4T) [..] , Volunteers promoting Ultra Poor Graduation model ‘‘UPG’’[..]
- Community Health Workers [..]; Mother Leaders who have been trained on Mother and Infant Young Child Feeding (MIYCF) and Positive Deviance/Hearth (PDH) [..]
- Members of theatrical groups in charge of sensitization of community members against GBV [..]; members of Women's Forum at hill level [..]; Imboneza who are members of Family and Community Development Center at hill level [..]

2. Gender. Male[..]; Female [..]

3. Level of education :

- ✓ Primary school completed [..]
- ✓ Secondary school completed [..]
- ✓ University Completed [..]
- ✓ Other (Specify……)

4. How long did you work on B4MCN Project implemented by World Vision

Below 1 year [..]; 1-2 year [..]; 3- 4 years [..]

5. How frequently do you participate in tasks related to monitoring and evaluation? Mark the relevant box

Never []; Low []; Medium []; High [ ]very high [ ]

SECTION B: Monitoring and Evaluation on the performance of B4MCN project

This section contains statements on Performance of B4MCN Project. Please rank as appropriate:

No	Statements	1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1.	B4MCN inputs and trainings have increased food production of diverse, bio-fortified, and high-nutrient foods.					
2.	The B4MCN project has helped needy households receive more money from a variety of sources.					
3.	The B4MCN initiative has helped to improve nutritional intake and care habits among women and children u5 age from.					
4.	Because to the presence of the B4MCN initiative, there are evidence of improved gender equality, disability, and social inclusion.					
5.	The interventions of the B4MCN initiative are relevant to each and every beneficiary.					
6.	All Direct Beneficiaries are satisfied with the quality of inputs and					

	trainings received from B4MCN					
7.	Majority of participants are dissatisfied with the interventions of B4MCN project					
8.	The B4MCN project has had no effect on the beneficiaries' quality of life					

SECTION C: Monitoring and evaluation culture on the performance of B4MCN project

This section contains statements on monitoring and evaluation culture. Please rate them as appropriate:

No	Statements	1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1.	I am aware of my responsibilities for the project's M&E					
2.	I believe that my contribution to monitoring and evaluation of B4MCN interventions is valued.					
3.	The project's objectives and indicators are clear and realistic.					
4.	Beneficiaries Groups; Lead Farmers, CHWs, Mothers Leaders, and theater groups against GBV) have all gotten tools, training, and					

	direction on how to regularly collect and exchange monitoring data for the B4MCN Project.					
5.	Beneficiaries Groups Lead Farmers, CHWs, Mothers Leaders, theatrical groups against GBV) are aware of when to share achievements and challenges with WV staff and relevant Government technical services and structures in the commune					
6.	Government services, beneficiaries' groups, and project staff collaborate to track the achievements and challenges of B4MCN project.					
7	Monitoring and evaluation guidelines and deliverables promote team work and collaboration between WV staff, beneficiaries, Local Government services in my province					
8.	Strong teamwork in monitoring and evaluation plays a key role in					

	ensuring the project's success. Performance in terms of expected results (targeted outputs)					
9.	Project objectives and expected results for each sector (food security, nutrition, and women's economic empowerment) are available and well defined.					
10.	Project targets are reasonable and achievable					
11.	Project targets can be measured					
12.	Project stakeholders prioritize achievement of project objectives on time.					
13.	Project stakeholders work towards achieving expected targets					
14.	The results-oriented culture contributes to the improved performance of the B4MCN project.					

SECTION D: Personnel capacity in M&E and the performance of B4MCN Project

This section contains statements on personnel capacity in monitoring and evaluation. Kindly rate those as appropriate:

No	**Statements**	**1.Atrongly Agree**	**2.Agree**	**3.Neutral**	**4.Disagree**	**5.Strongly Disagree**

1.	The project's M&E personnel has the capacity and expertise to address M&E issues linked to the project.					
2.	Government Technical Services (Health District, DPAE, and CDFC) have the ability and monitoring tools to assist the B4MCN's M&E initiatives.					
3.	Beneficiary groups (Lead Farmers, CHWs, Mothers Leaders, and anti-GBV theatrical groups) have the ability and monitoring tools to gather and share accomplishments and difficulties in order to support B4MCN M&E efforts.					
4.	The B4MCN project's accomplishments are being accurately reported on a regular basis.					
5.	The tools used to monitor the achievements of the project are useful and easy to use.					

6.	Project personnel and other stakeholders (government agencies and beneficiary groups) can quickly and continuously address new issues and difficulties because there are feedback and response procedures in place					
7.	The effectiveness of the B4MCN project has been influenced by the capacity of persons allocated to M&E activities as they help to track achievement of projected results and communicate emergent challenges immediately.					

SECTION E: STAKEHOLDERS PARTICIPATION IN M&E

This section contains information about the stakeholder's participation in monitoring and evaluation and the performance of the B4MCN Project. Please indicate your level of agreement:

No	Statements	1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1.	All relevant stakeholders (Beneficiary groups (Lead Farmers, CHWs, Mothers Leaders, and anti-GBV theatrical groups, relevant Government Services) of B4MCN project have					

	participated or consulted in Needs Assessments and project planning.					
2.	The involvement of different stakeholders in M&E leads to a better performance of B4MCN project					
3.	Beneficiaries Groups (Lead Farmer/CHW/Mother Leader/Women Forum) have the knowledge and tools to record Monitoring data *(Recording achievements and challenges)* and they are involved in project M&E studies					
4.	M & E training / coaching offered to the representatives of Beneficiaries / groups contribute to regularly track and report on project achievements.					
5.	Monitoring data is gathered in in a timely manner.					
6.	The involvement of stakeholder in M&E is					

	important for the success of B4MCN implementation					
7.	M&E data collection is difficult and so infrequently gathered.					

SECTION F: Use of monitoring and evaluation information and the performance of B4MCN Project

The section F, provides statements on the use of monitoring and evaluation information and the performance of B4MCN project. Please rate them as appropriate:

No	Statements	1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1.	Beneficiaries' groups' (Lead Farmer/CHW/Mother Leader/Women Forum) Monitoring information is timely shared with the relevant Government staff (DPAE, Health District, CDFC)					
2.	Beneficiaries groups' (Lead Farmer/CHW/Mother Leader/Women Forum) Monitoring information *(Recording achievements and challenges)* is timely shared with the relevant World Vision Staff					

3.	Beneficiaries groups (Lead Farmer/CHW/Mother Leader/Women Forum) monitoring information receives feedback from Government staff (DPAE, Health District, CDFC)					
4.	Beneficiaries' groups' monitoring information receives review and feedback from World Vision Staff					
5.	Our Beneficiaries group does not produce monitoring information or any record of achievements					
6.	Our Beneficiaries group regularly produce monitoring information. However, there is no feedback so far					
7.	Collection of monitoring and evaluation information is complex and is rarely gathered.					
8.	M &E information is useful to track the progress of our project towards set targets and					

	results and produce quality progress reports on time.					
9.	Frequent data sharing allows B4MCN management to make more informed decisions.					
	There are review and planning meetings (Quarterly or Semi-Annually) where current challenges are discussed in order to improve on quality of project implementation and avoid delays					
	There are review meetings for all stakeholders (Monthly, Quarterly, Semi-Annual) where monitoring data is presented for review and validation					
	The review meetings for all stakeholders offers a good opportunity to discuss current challenges in order to improve on quality of project implementation and avoid delays					

10.	Information from M&E is applied to inform decisions on how to resolve issues and enhance project performance.					
11.	The monitoring reports enables stakeholders to address diverse challenges					
12.	M&E information is only useful to people who are in charge of M&E.					

SECTION F: *Moderating Variables/*

Management Support on M&E activities

This section covers items about the effect of moderating variables on the performance of B4MCN.

Please rate the statements in the table using the following options:

No	**Statements**	1.strongly agree	2.Agree	3.Neutral	4-Disagree	5-Strongly Disagree
1.	The management is sufficiently supportive of the monitoring efforts.					
2.	The management has given the beneficiary groups (community health workers, lead farmers) sufficient monitoring tools.					
3.	The Management meets beneficiary groups on a regular basis to review progress toward					

	goals, existing difficulties, and anticipated solutions.					
4.	Those in charge of documenting monitoring data are compensated financially by management in order to increase employee motivation.					
5.	Financial rewards given to volunteers in charge of recording Monitoring data motivates them to innovate.					
6.	The management encourages data collection using appropriate technology such as Smart phones and other monitoring tools to collect and report on project's achievements					
7.	The use of suitable technology, such as smart phones to gather data and computers to summarize and aggregate M&E information, allow timely reporting on accomplishments and obstacles.					
8.	Support from management for monitoring efforts helps ensure that objectives are met on schedule.					

Any additional comment on the performance of B4MCN project implemented by World Vision in Kirundo, Muyinga and Karusi Provinces .Thank you

APPENDIX IV: KEY INFORMANT INTERVIEW GUIDE

INTRODUCTION

This tool has been developed to collect information about the effect of Monitoring and Evaluation drivers on the performance of World Vision's B4MCN project operating in Kirundo, Muyinga, and Karusi provinces.

You were selected for this interview as one of persons who have participated in the implementation of B4MCN project in one of the three provinces as a World Vision Staff or a Government employee in Technical Services in the one of the three provinces: Kirundo, Muyinga and Karusi

There are no incorrect responses, and participation in this survey is completely voluntary. The collected information will be used only for advancing knowledge in project monitoring and evaluation, the product of this study have the potential to make a significant contribution to improving the performance of the B4MCN project and other developmental efforts carried out by other organizations in Burundi and elsewhere.

Please feel free to express your opinion. What is said from this conversation will be kept anonymous, and no personal information will be associated to any comments made during the discussion.

Consent given

Yes

No

Section A: Identification

Organization	
Province	
Commune	
Background study	
Highest level of education	
How long have you been involved in the implementation of B4MCN project ?	

Section B: Specific Questions on the performance of B4MCN Project

Note: ***Performance can be considered as the capacity to achieve expected results in terms of food production of diversified, bio-fortified and high-nutrient foods, increased income from diversified sources for vulnerable households; improved dietary intake and care practices among women of reproductive age and children Under 5; enhance gender equality, disability and social inclusion due to the presence of B4MCN project?***

1) On a scale of 10 scores, how would you rate the contribution of B4MCN project to increase food production of diversified, bio-fortified and high-nutrient foods in your intervention area? why? (Justify your answer)

2) On a scale of 10 scores, how would you rate the contribution of B4MCN project to increase income from diversified sources for vulnerable households in the intervention area? why? (Justify your answer)

3) On a scale of 10 scores, how would you rate the contribution of B4MCN project to improve dietary intake and care practices among women of reproductive age and children Under 5 (years) from vulnerable households? why? (Justify your answer)

4) On a scale of 10 scores, how would you rate the contribution of B4MCN project to enhance gender equality, disability and social inclusion due to the presence of B4MCN project ? why ? (Justify your answer)

5) Generally, and on a scale of 10 scores, how would you rate the performance of B4MCN project on the above areas (increase food production of diversified, bio-fortified and high-nutrient foods; increase in income for Vulnerable Households; improve dietary intake and care practices among women of reproductive age and children Under 5 and enhance gender equality, disability and social inclusion ? why ? (Justify your answer)

Section C: Specific questions on the impact of drivers of monitoring and evaluation on the performance of B4MCN Project

II.1) On a scale of 10 scores, how would you rate *Task Orientation in Monitoring and Evaluation of B4MCN project?* Why? (Justify your answer) ……

Items to consider when rating Task Orientation

- *Project objectives, indicators are clear and reasonable;*
- *There is clear understanding of roles and responsibilities for those involved in Monitoring and Evaluation of B4MCN project: World Vision staff, staff members of Government technical services (TPS, Provincial Communal Agriculture Officers, CDFC Agents, Beneficiaries group Leaders)* why? (Justify your answer);
- *I am aware of my responsibilities in the project's M&E*
- *I feel that my contribution in the project M&E is valued*
- *Beneficiaries Groups Lead Farmers, CHWs, Mothers Leaders, theatrical groups against GBV) have received training, guidance and tools used to record and share Monitoring data for B4MCN Project on a regular basis;*
- *Beneficiaries Groups (Lead Farmers, CHWs, Mothers Leaders, theatrical groups against GBV) are using monitoring tools to record achievements and challenges on on-going basis*

II.2) On a scale of 10 scores, how would you rate Team Orientation (Cooperation)? Why? (Justify your answer) …….

Some items to consider when rating:

- *Project personnel, beneficiary groups, and government services collaborate as they carry out monitoring and evaluation tasks;*
- ***(****Beneficiaries Groups : Lead Farmers, CHWs, Mothers Leaders, theatrical groups against GBV) are aware of when to share achievements and challenges with WV staff and relevant Government technical services and structures in the commune; There are feedback and response mechanisms in place which allow project staff and other stakeholders(Government services and beneficiaries groups) to answer emerging questions and challenges on-going basis and without delay;*
- *There are review and planning meetings (Quarterly or Semi-Annually) where current challenges are discussed in order to improve on quality of project implementation and avoid delays*

- *M &E guidelines and deliverables promote work as a team and good collaboration between WV staff, beneficiaries, Local Government services in my province*
- *The work as a team on monitoring and evaluation activities contribute to improve project Performance in terms of achieving output targets.*

II.3) On a scale of 10 scores, how would you rate Results Orientation? Why? (Justify your answer) ……

Some items to consider when rating:

- *B4MCN project indicators and targets for expected results per sector (Food Security, Nutrition and Women Economic empowerment) are available and clear*
- *Project targets are reasonable and measurable*
- *Project stakeholders value the timely achievement of project objectives.*
- *Project stakeholders work towards achieving expected targets*
- *Achievements of B4MCN project are progressively and*
- *The results-oriented Culture help to improve performance of B4MCN project.*

II.4) On a scale of 10 scores, how would you rate **M&E Competency for B4MCN Project? Why ? (Justify your answer) ……**

Some items to consider when rating:

- *World Vision's monitoring and evaluation personnel give continuing mentoring and training to beneficiaries' group leaders, and government technical service staff in charge of recording B4MCN achievements and expected results;*
- *Community Volunteers (Lead Farmers, CHWs, Mothers Leaders, theatrical groups against GBV) have capacity and monitoring tools used to collect and share achievements and challenges in order to support M&E activities of B4MCN;*
- *Government Technical Services (Health District, DPAE, CDFC) have capacity and monitoring tools to support M&E activities of B4MCN*
- *The competence of persons assigned with Monitoring and evaluation roles has led to B4MCN project performance in terms of achievement of expected outputs targets and emerging challenges*

***II.5) On a scale of 10 scores, how would you rate* stakeholders' participation the M&E of B4MCN Project? Why? (Justify your answer)**

……

***Note:* B4MCN stakeholders might include: World Vision staff, Beneficiaries Groups: Lead Farmers, CHWs, Mothers Leaders, theatrical groups against GBV; Government Technical Services (Health District, DPAE, CDFC, and the Representatives of Women Forum) etc**

Some items to consider when rating:

- *All relevant stakeholders of B4MCN project have participated in Needs Assessments and project planning.*
- *There are review meetings for all stakeholders (Monthly, Quarterly, Semi-Annual) where monitoring data is presented for review and validation*
- *The participation of all parties involved in M&E has helped improve the performance of B4MCN project*
- *Beneficiaries Groups have the knowledge and tools to record Monitoring data and they are involved in project M&E studies*
- *M & E training / coaching offered to the representatives of Beneficiaries / groups contribute to track and report on project performance.*
- *Stakeholder engagement in monitoring and evaluation is crucial for B4MCN project's performance.*

***II.6) On a scale of 10 scores, how would you rate ''*Availability of M & E information for B4MCN Project'' Why? (Justify your answer) ……**

Some items to consider when rating:

- *Beneficiaries' groups' (Lead Farmer/CHW/Mother Leader/Women Forum) monitoring information is timely shared with the relevant Government staff (DPAE, Health District, CDFC)*
- *Beneficiaries' groups' (Lead Farmer/CHW/Mother Leader/Women Forum) Monitoring information (Recording achievements and challenges) is timely shared with the relevant World Vision Staff*

- *Beneficiaries' groups' (Lead Farmer/CHW/Mother Leader/Women Forum) monitoring information receives review and feedback from Government staff (DPAE, Health District, CDFC)*
- *Beneficiaries' groups' monitoring information receives review and feedback from World Vision Staff*
- *Our Beneficiaries group does not produce monitoring information or any record of achievements*
- *Collecting Monitoring and evaluation information is complex and infrequently done.*

***II.7) On a scale of 10 scores, how would you rate ''*Information Monitoring and Evaluation Use for B4MCN Project Management? Why? (Justify your answer) ……**

Some items to consider when rating:

- *M &E information is useful to track the progress of our project towards set targets and results and produce quality progress reports on time.*
- *Regular data exchange facilitates well-informed decision-making on B4MCN project interventions.*
- *The information from monitoring and evaluation unit assists decision-making to solve issues and enhance project performance.*
- *The monitoring reports enables stakeholders to address diverse challenges*
- *Monitoring and evaluation reports are shared first to WV personnel, then with key beneficiaries and stakeholders.*
- *Monitoring and evaluation information is only relevant to those responsible for it.*

***II.8) On a scale of 10 scores, how would you rate ''*Information Monitoring and Evaluation Use for B4MCN Project Management? Why? (Justify your answer) ……**

Some items to consider when rating:

- *The use of appropriate technology such as Smart phones to collect data and computers to summarize and aggregate the M&E information contributes to timely reporting on achievements and challenges;*

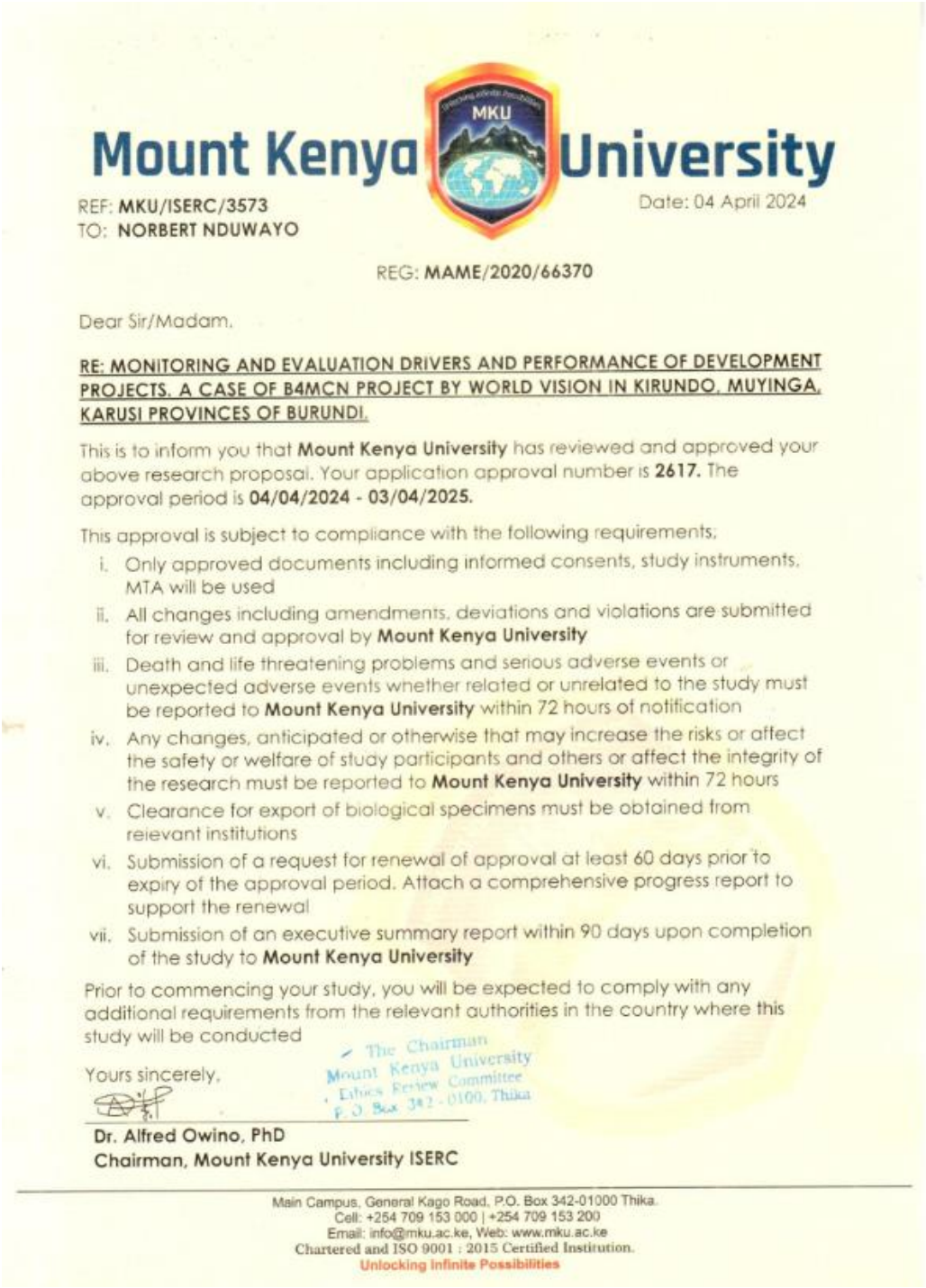
- *Those tasked to collect M&E data are equipped with electronic tools such as smart phones;*

● *It is not always easy to get electronics for timely sharing of B4MCN monitoring and evaluation data.*

Any Additional comments …….

Thanks for your time. I might come back to you if necessary

APPENDIX V: LETTER OF ETHICAL CLEARENCE



Mount Kenya University

REF: MKU/ISERC/3573
TO: NORBERT NDUWAYO

Date: 04 April 2024

REG: MAME/2020/66370

Dear Sir/Madam,

RE: MONITORING AND EVALUATION DRIVERS AND PERFORMANCE OF DEVELOPMENT PROJECTS. A CASE OF B4MCN PROJECT BY WORLD VISION IN KIRUNDO, MUYINGA, KARUSI PROVINCES OF BURUNDI.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2617.** The approval period is **04/04/2024 - 03/04/2025.**

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,

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

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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

APPENDIX VI: LETTER OF INTRODUCTION

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MAME/2020/66370

4th April, 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: NORBERT NDUWAYO – REGISTRATION NO. MAME/2020/66370

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 the research is **"Monitoring and Evaluation Drivers and Performance of Development Projects. A Case of B4MCN Project by World Vision in Kirundo, Muyinga, Karusi Provinces of Burundi."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2024 and June 2024.**

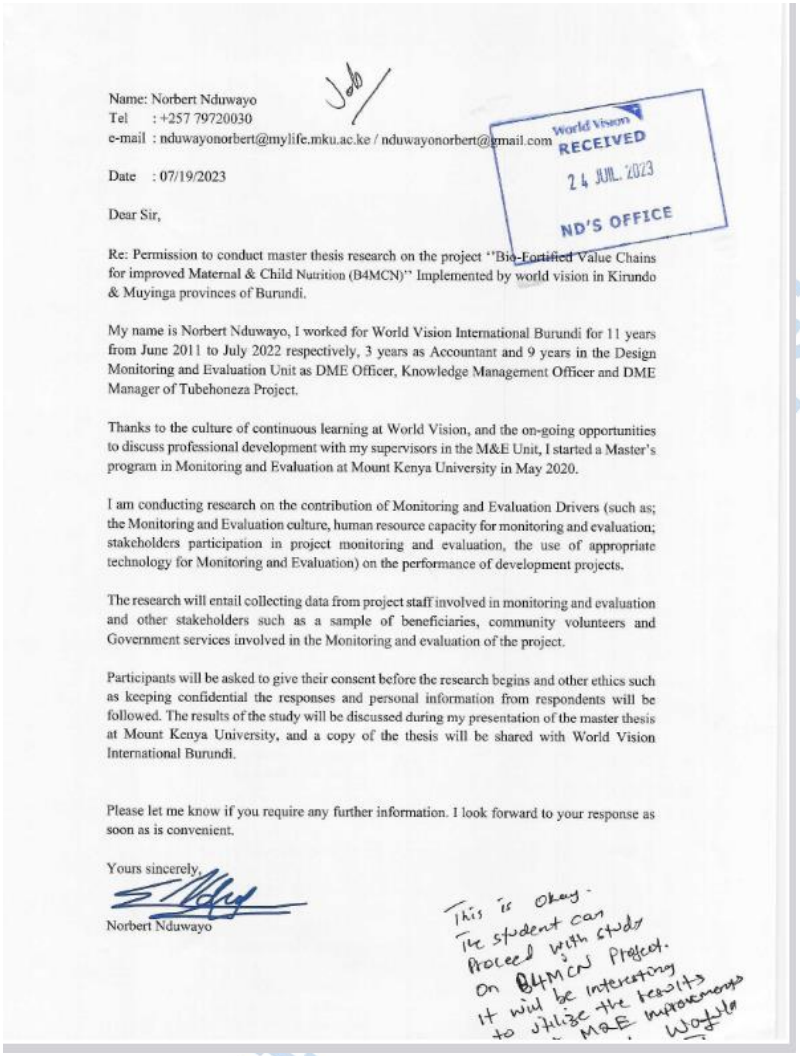
Any assistance accorded to the student will be highly appreciated.

Thank you.

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

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

APPENDIX VII: WORLD VISION'S APPROVAL TO COLLECT DATA IN THE STUDY AREA



Name: Norbert Nduwayo
Tel : +257 79720030
e-mail : nduwayonorbert@mylife.mku.ac.ke / nduwayonorbert@gmail.com

World Vision
RECEIVED
24 JUIL. 2023
ND'S OFFICE

Date : 07/19/2023

Dear Sir,

Re: Permission to conduct master thesis research on the project "Bio-Fortified Value Chains for improved Maternal & Child Nutrition (B4MCN)" Implemented by world vision in Kirundo & Muyinga provinces of Burundi.

My name is Norbert Nduwayo, I worked for World Vision International Burundi for 11 years from June 2011 to July 2022 respectively, 3 years as Accountant and 9 years in the Design Monitoring and Evaluation Unit as DME Officer, Knowledge Management Officer and DME Manager of Tubehoneza Project.

Thanks to the culture of continuous learning at World Vision, and the on-going opportunities to discuss professional development with my supervisors in the M&E Unit, I started a Master's program in Monitoring and Evaluation at Mount Kenya University in May 2020.

I am conducting research on the contribution of Monitoring and Evaluation Drivers (such as; the Monitoring and Evaluation culture, human resource capacity for monitoring and evaluation; stakeholders participation in project monitoring and evaluation, the use of appropriate technology for Monitoring and Evaluation) on the performance of development projects.

The research will entail collecting data from project staff involved in monitoring and evaluation and other stakeholders such as a sample of beneficiaries, community volunteers and Government services involved in the Monitoring and evaluation of the project.

Participants will be asked to give their consent before the research begins and other ethics such as keeping confidential the responses and personal information from respondents will be followed. The results of the study will be discussed during my presentation of the master thesis at Mount Kenya University, and a copy of the thesis will be shared with World Vision International Burundi.

Please let me know if you require any further information. I look forward to your response as soon as is convenient.

Yours sincerely,

Norbert Nduwayo

This is Okay.
The student can
Proceed with study
On B4MCN Project.
It will be interesting
to utilize the results
to ... M&E improvements
... Wayne

APPENDIX VIII: TURNITIN REPORT

EFFECTS OF MONITORING AND EVALUATION DRIVERS ON THE PERFORMANCE OF DEVELOPMENT PROJECTS IN BURUNDI

by Norbert Nduwayo

Submission date: 18-Apr-2025 04:09PM (UTC+0300)
Submission ID: 2468229689
File name: Master_s_Project_MAME_2020_66370_NORBERT_2025-04-18.docx (2.3M)
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EFFECTS OF MONITORING AND EVALUATION DRIVERS ON THE PERFORMANCE OF DEVELOPMENT PROJECTS IN BURUNDI

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APPENDIX IX: MAP OF THE STUDY AREA