

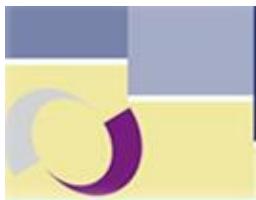


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**EFFECT OF MONITORING AND EVALUATION ON PROJECT GOALS IN NON-GOVERNMENTAL
ORGANIZATIONS: CASE OF SCHOOL FEEDING PROJECT BY ADVENTIST DEVELOPMENT AND RELIEF AGENCY
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ABSTRACT

Monitoring and Evaluation (M&E) has turned into an irrefutably critical move in achieving regular, money related and social practicality. Monitoring and evaluation (M&E) help those involved with projects to assess if progress is being achieved in line with expectations or not so that reasonable measures can be taken in good time to ensure the project success. While the knowledge on monitoring and evaluation of projects exists, the administrative components of monitoring and evaluation seem to be lacking in the management of non-government organizations projects. The purpose of this study was to determine the effect of monitoring and evaluation on project goals achievement in non-governmental organizations in Rwanda: A case of Adventist Development and Relief Agency Rwanda. The study investigated the effect of policy, level of planning, resources and the process adequacy of the projects in Non-Governmental Organizations. The examination embraced a review research plan and the objective populace was 144 respondents dealing with different projects at Adventist Development and Relief Agency Rwanda. A sample size of 106 respondents was determined using Yamane's formula. The study used both essential and auxiliary information, where polls were utilized for information assortment. Cronbach's alpha test was used in evaluating dependability of examination instrument. Information gathered was prepared through SPSS. Data analysis involved statistical computations for averages, percentages, and correlation and regression analysis. Descriptive statistics and Correlation (using the Karl Pearson's coefficient of correlation) was used to analyze the data and establish the relationship between the dependent variables and the set of independent variables. Thematic analysis was used in analysing qualitative data. The study also used simple regressions to analyze the data. From the regression equation, that holding M&E Planning, M&E Training, Baseline overview, Information framework to a consistent zero, project objectives in Non-Governmental Organizations in Rwanda would be at 0.315. A unit increment on M&E Planning would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.750, a unit expansion in M&E Training would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.311, a unit expansion in Baseline study would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.546 and unit expansion in Information framework would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.491. In conclusion, the review showed that observing and assessment impacts project execution and M&E plan ought to be set up if a

positive impact of M&E must be seen. The study recommended that ADRA should ensure that there is adequate early planning for project M&E activities including human resources and involvement of all stakeholders in development and implementation of the M&E system. Also ADRA Coordination Board and the NGO Council should work with NGOs in developing a database of M&E systems information across the sector, where lessons learnt from previous experiences of other NGOs can be documented. Further, M&E should be carried out in full and efficiently to impact project execution. Taking into account that undertakings are carried out by foundations that have structures, it was therefore suggested that M&E unit ought to be important for an establishment.

Keywords: M&E Planning, M&E Training, Baseline survey, Information system, Project goal, Adventist Development and Relief Agency Rwanda

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Background of the Study

Monitoring and Evaluation are fundamental parts giving administrators, strategy creators, contributors methods for gaining from past experience, improving real execution through redistributing assets, if necessary, to more readily accomplish the objective populace (Qaisar & Javid, 2012). These includes intentionally assembling exact proof to know the degree to which proposed results are being accomplished with the goal that alterations to the plan and conveyance of exercises can be made to improve and represent execution in accomplishing expected result (Zvoushe & Gideon, 2013).

Basically, when one does an evaluation, he does it reliant on checking data, and choices can best be made with these pieces of information (Dave, 2014). Before long, the sequencing isn't practically just about as immediate as consistently, yet more remarkable depending upon the situation (Igobkwe & Chibeaka, 2016). As a feature of the more extensive endeavours to organize a way explicit way to fortify the performance (Kinda, 2012).

In United States of America M&E framework vigorously assesses and executes checking devices ensuring results-based organization (Clear, 2013). Besides, the current status of the M&E system has

progressed as time goes on, as the focal producers have seen that the new turn of events and execution (Adek, 2016).

M&E frameworks in developing countries lays different powers in government, all things considered given an outcome driven change plan, motivators can be set up for the proof created to help advancements in conveyance, planning, and checking and assessment are reliably intended to help esteemed change in individuals' lives, especially the oppressed (Jabeen, 2018). In actuality, the devices of administration are adjusted to populace, not inner regulatory longings. The meaning of results arrangement for government is widely pondered, and discovers sign in open administration and improvement writing (Sethi & Philippines, 2012).

In developed countries project checking and assessment has gone through a progression of advancement stages from arrangement of execution reports to a more essential capacity in projects carried out in open elements. African nations have been stirred on the significance of successful undertaking checking and assessment as an answer for expanded lacklustre showing and disappointment of ventures in the two NGOs and

Government associations (Africa Development Bank, 2016).

In Nigeria, project observing and assessment was embraced in 1980s during the times of military guideline because of sensational debasement in government business to the degree that there was an excess of wastage of public assets because of helpless acquisition rehearses with little respect to economy and proficiency (Tarsilla, 2012). In Ghana, following quite a long while of executing the public M&E framework, critical advancement has been clarified (Kissi *et al.*, 2019). Nonetheless, challenges incorporate serious monetary requirements; institutional, operational and specialized limit imperatives; divided and clumsy data, especially at project level (Valente *et al.*, 2012).

In Uganda, an influx of Project Monitoring and Evaluation started in 1990s coming full circle into the crisis of decentralization strategy. The fruitful finishing of ventures across various areas and businesses is quite possibly the main factors that decide the turn of events and development of numerous developing countries (Abdisalan, 2012). Albeit the extent of NGOs in Ethiopia is still little and limited for the most part (Management Agency, 2013). According to Mbiti and Kiruja, (2015) checking and assessment indicated that momentary undertaking goals of NGOs have been accomplished with positive, however frequently dispersed little outcomes. However, numerous examinations say little past the prompter impacts of the tasks, especially they didn't address checking and assessment difficulties (Tulema, 2014).

As a non-industrial nation, Rwanda gets a lot of unfamiliar help, the majority of which is circulated through NGOs. A significant number of these NGOs have workplaces in Kigali and work at all levels. Many direct high-impacts; high-asset projects, and works in the fields of wellbeing, exiles, climate, basic freedoms, schooling, and key parts of global turn of events. At present, the exercises of NGOs in Rwanda are constrained by the NGO Co-appointment Board. NGOs utilize various methodologies in tending to their destinations and

these are classified into three expansive spaces of support, administration arrangement and limit building albeit various GOs utilize more than one procedure. The study focused on Adventist Development and Relief Agency Rwanda with offices located in Gasabo District for easy access.

Problem Statement

For a long term, NGOs have seen project disappointments due to several reasons that are not limited to project observing and assessment is action seen as a giver prerequisite instead of an administration device (Wong, 2012). Consequently, associations particularly NGOs, carry out project M&E just to adapt to requests and pressing factors from financing organizations as opposed to as an action to add to project execution (Ober, 2012). Not very many associations have confidence in M&E somewhat in light of the fact that its effect on project execution isn't surely known notwithstanding numerous examinations having been done (Khan, 2013).

In spite of the fact that M&E is a vital apparatus in overseeing and getting to the proficiency, adequacy and effect of activities, there has been an expanded requirement for advancement local area, state run administrations and organizations to react to calls for ventures to be fruitful with proof of legitimate examinations, (IFAD, 2012).

The national school nutrition and meals strategy for Rwanda report also widely acknowledged that inadequate coordination in planning and implementation process of school meals initiatives results in undue duplication of efforts and loss in efficiency in the use of the acquired resources and furthermore, proper analysis structures were reported to be lacking due to absence of a clear result structure which in this case interrupts the continuous reporting and information flow on school meals initiatives in Rwanda (MINEDUC, 2016). Report by Cassidy and Ball (2018) for instance specifies various difficulties of School Feeding Programme (SFP) at the public level. These includes absence of clear approach on school sustenance programs in the country for all schools;

the manageability of these projects is of extraordinary concern since they generally rely upon contributor financing; openness of the schools for conveyance of the food to the planned recipients, as the vast majority of them is situated in remote pieces of the country with poor infrastructural network staying an incredible test (World Bank, 2018).

Several studies agree that monitoring and evaluation practices are a factor in the performance of the ADRA project (Erasmus, 2018). However, monitoring and evaluation of the project in Rwanda are weak due to poor practices embraced (Kambanda, 2018). Hyvari (2016) found out that over 60% of the substantive project fail to meet targeted goals due to ineffective monitoring and evaluation. This extended point of convergence of patrons and borrowers on influence has achieved an interest for dominance in M&E structures; with NGOs needed to submit M&E results systems and execution the board/observing plans (PMP) as essential to financing. Also, creating and utilizing these executions for undertaking or program staff on the grounds that the idea is somewhat new and faculty might need significant foundation information in the subject. Against this background that the study filled the gap by investigating the influence of monitoring and evaluation on project goals in non-governmental organizations in Rwanda: a case of Adventist Development and Relief Agency Rwanda. Thus, the study examined these factors for NGOs projects using ADRA Rwanda.

LITERATURE REVIEW

Prospect Theory

As indicated by Baumfield (2016) prospect hypothesis helps in dynamic under states of checking and assessment. Choices regularly include interior struggles over esteem compromises. This

hypothesis is intended to help associations and people to more readily comprehend, clarify and anticipate decisions in a universe of vulnerability. The hypothesis clarifies how these decisions are outlined and assessed in the dynamic interaction. Prospect hypothesis is clear and experimental in nature. It focusses on two pieces of dynamic: the outlining stage and the assessment stage (Chikere & Nwoka, 2015).

Consequently, checking and assessment is significant in overseeing projects that are presented to hazards to guarantee that the goals of the tasks are accomplished inside the requirements of the venture (Burns, 2017). Aside from being huge in observing and assessment, possibilities hypothesis is additionally important in checking and assessment, administration and partner cooperation. The assessment period of the possibility hypothesis fuses observing and assessment to decide the important information sources, surveys, and controls that will prompt the accomplishment of further developed outcomes. Prospect hypothesis likewise consolidates administration, which is valuable in clarifying normal examples of decisions by pioneers in explicit circumstances (Keystone, 2013). Dynamic requires the interest of partners to work on the nature of choices. This is upheld by the possibility hypothesis which tends to how decisions are assessed in the dynamic interaction.

Conceptual Framework

Theoretical structure explains the connection among observing and assessment practices and task execution. Figure 1 shows the examination's calculated structure that involves free factor accordingly in this applied system investigating autonomous M & E variables. By suggestion, if something turns out badly with M&E, or is to be sure missing, project execution is contrarily influenced and the opposite is valid.

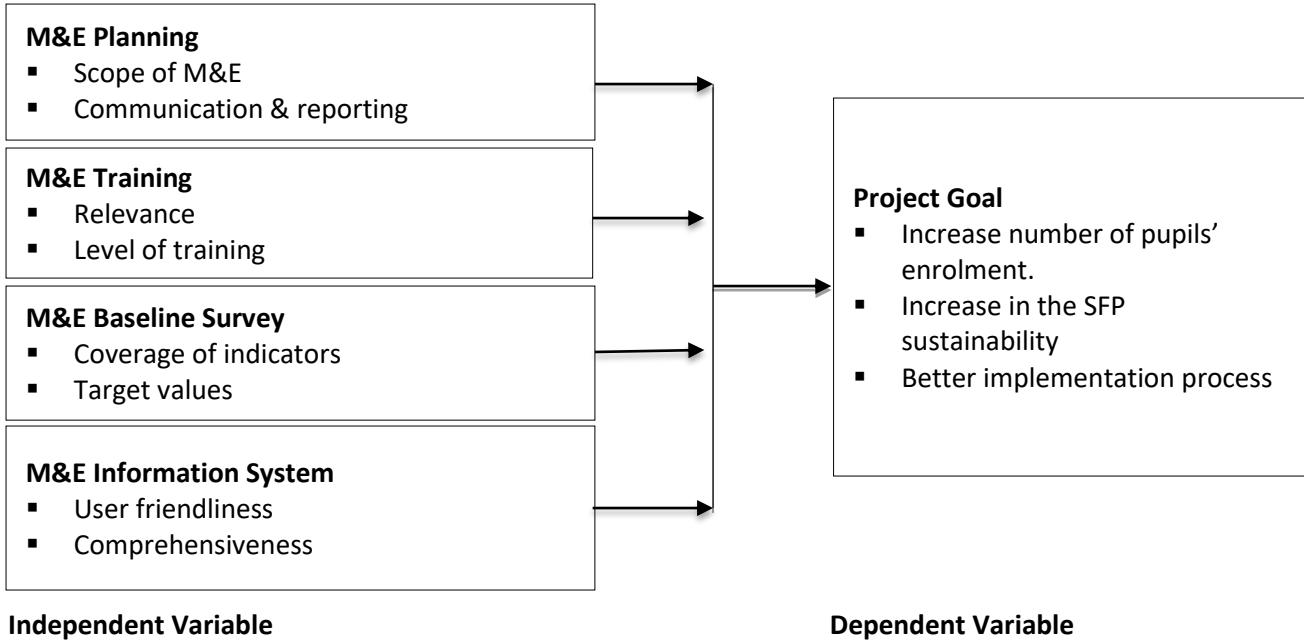


Figure 1: Conceptual Framework

Source: Researcher, 2022.

METHODOLOGY

The exploration configuration alludes to the course of action of conditions for information assortment, estimation and examination with a perspective on accomplishing the examination targets of the review (Creswell, 2014). The research design thus illustrates on the measurement scale, instrumentation and the data analysis aspects of the collected data. This exploration utilized descriptive research design. Descriptive research design was picked on the grounds that, it is a review planned to depict the members in an exact way as per the subject being examined. The assessment fits inside the courses of action of particular outline research plan.

The target population was 144 members dealing with projects at Adventist Development and Relief Agency Rwanda (ADRA HR Department, 2021).

Kothari (2014) refers sampling as the way toward acquiring data about a whole populace by inspecting just a piece of it. Tests can either be likelihood tests or non-liability tests. By and large, sample sizes bigger than 30 and under 500 are proper for most examination. Using Slovin's formula the sample of 106 respondents was determined.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = the desired sample size

e = probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)

N = the estimate of the population size.

$$n = \frac{144}{1 + 144(0.05)^2} = 106$$

Sampling is embraced because of time and cost limitations in the endeavor of the exploration interaction. The example is judiciously picked to address the whole populace with fitting credits (Sekaran & Bougie, 2016). The 106 were chosen purposively from 144. The benefits of these kinds of inspecting are the accessibility and the speed with which information can be assembled.

RESULTS

Correlation analysis

The review utilized Pearson's item snapshot of connection to test the connection between the free factors and the reliant variable. Data from Adventist Development and Relief Agency Rwanda showed positive association between M&E masterminding and task objective with a relationship coefficient of

0.745. M&E planning, Baseline survey and Information system moreover showed positive

relationship with project execution of 0.697, 0.465, and 0.473 separately (Table 1).

Table 1: Spearman Correlation for the NGOs project

	Project goal	M&E Planning	M&E Training	Baseline survey	Information system
Project goal (r) (p) Sig. (2 tailed)		1.000			
M&E Planning (r) (p) (2 tailed)	0.745** 0.025	1.000			
M&E Training (r) (p) Sig. (2 tailed)	0.697** 0.034	0.301 0.417	1.000		
Baseline survey (r) (p) Sig. (2 tailed)	0.465 0.311	0.163 0.019	0.216 0.047	1.000	
Information system (r) (p) Sig. (2 tailed)	0.473 0.301	0.161 0.029	0.233 0.0464	0.462 0.014	1.000

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

Regression Analysis

Regression analysis was done to decide the impact of observing and assessment on project objectives

in non-legislative associations in Rwanda: an instance of Adventist Development and Relief Agency Rwanda.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.889	.868	.130

a. Predictors: (Constant), M&E Planning, M&E Training, Baseline survey, Information system

Table 2 shows that the coefficient of assurance R square is 0.894 and R is 0.942 at 0.05 huge level.

The coefficient of assurance demonstrates that

Table 3 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.575 ^a	3	.192	11.388	.000 ^b
	Residual	1.379	82	.017		
	Total	1.953	85			

a. Dependent Variable: Project goal

b. Predictors: (Constant), M&E Planning, M&E Training, Baseline survey, Information system

Table 3 presents the aftereffects of Analysis of Variance (ANOVA) on monitoring and evaluation on project objectives in non-administrative associations in Rwanda. The ANOVA results for

89.4% of the variety in the reliant variable venture objective is clarified by the autonomous factors.

relapse coefficient demonstrate that the meaning of the F is 0.00 which is under 0.05. This suggests that there is a positive huge connection among monitoring and evaluation on project objectives in

non-administrative associations in Rwanda and that the model is ideal for the information. Hence, the

review dismisses the invalid speculation tolerating the alternative hypothesis.

Table 4: Coefficient results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.315	.231	1.973	.106
	M&E Planning	.750	.009	.444	1.815
	M&E Training	.311	.050	1.231	.036
	Baseline survey	.546	.017	1.075	.3.159
	Information system	.491	.240	.230	.850
					.028

The regression model becomes:

$$Y = 0.315 + 0.750 X_1 + 0.311 X_2 + 0.546 X_3 + 0.491 X_4$$

From the above relapse condition, it was uncovered that holding M&E Planning, M&E Training, Baseline overview, Information framework to a consistent zero, project objectives in Non-Governmental Organizations in Rwanda would be at 0.315. A unit increment on M&E Planning would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.750, a unit expansion in M&E Training would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.311, a unit expansion in Baseline study would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.546 and unit expansion in Information framework would prompt expansion in project objectives in Non-Governmental Organizations in Rwanda by a factor of 0.491.

CONCLUSION AND RECOMMENDATIONS

From the review the study concludes that monitoring and evaluation impacts project execution in that checking, is essentially 'looking after' the venture as it is being carried out while assessment is 'judging' execution of the undertaking corresponding to its objective. This implies that it is just through checking and assessment that project execution can be evaluated, and revisions made to further develop execution. Furthermore, the four

vital exercises of M&E in this review should be executed in full.

From the disclosures of this survey, it might be contemplated that M&E orchestrating is the blue print of undertaking noticing and appraisal that lead to affecting venture execution. Without a M&E plan it would be incredibly difficult to coordinate any critical endeavour checking and evaluation tasks, as there would be no organized strategy for doing that, no recognized key presentation data to accumulate, no schedule to assemble data, no assigned liabilities and no interminable stockpile of data examination.

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

Most of the respondents sampled in the study had some form of M&E experience gained either formally or informally. However, there was need to have more people with technical skills especially in information systems for M&E. The NGOs should ensure that there is adequate early planning for project M&E activities including human resources and involvement of all stakeholders in development and implementation of the M&E system. The project managers and the M&E staff in charge of the M&E systems should ensure that they employ staff with the required technical expertise and offer

them the necessary training to operate the M&E system effectively as well as handle the position.

According to the findings of this research project, most of the respondents in the study were not fully aware of recent developments in M&E especially in information systems. NGOs Coordination Board and the NGO Council should work with NGOs in developing a database of M&E systems information across the sector, where lessons learnt from previous experiences of other NGOs can be documented. They should also develop harmonized training curricula for the M&E staff and conduct training workshops. This will contribute to the induction of local M&E experts, as well as improve the quality and quantity of the experts.

Integration of modern technology into the NGO sector in regards to the improvement of the M&E systems. ICT will provide efficient management of the M&E systems and engage more stakeholders. The management should identify ways to integrate technology in to the project activities as well as ensure a good interaction between the employees, procedures, data and key stakeholders. The study therefore recommends that the management must to be innovative as well as interrelate with all aspects of the M&E system. There is also need for

incentives to the management for M&E to be well executed and its information consumed.

In view of the discoveries of the review, suggestions have been planned which whenever executed would improve. The review suggests that more tough measures ought to be set up to guarantee appropriate observing and assessment processes are followed. Such measures remember steady subsequent meet-ups for reports and criticism, predictable correspondence to partners and carrying out examples gained from past encounters. The review prescribes that to acknowledge further developed execution of school taking care of undertaking, Adventist Development and Relief Agency Rwanda should lead customary preparing for the M&E group and its supervisors so they are outfitted with the applicable abilities. Task initiative abilities join the utilization of information and capabilities to accomplish set goals, and these abilities are procured through preparing.

Suggestions for Further Studies

This review uncovers many fascinating regions where further exploration can be completed. Specifically, the accompanying can be thought of an appraisal of observing and assessment limits required for monitoring and evaluation competencies of a team.

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