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Effect of Project Monitoring and Evaluation practice on Organizational Performance: The case of GIZ-Biodiversity and Forestry Programme

A research project paper submitted to department of Project Management

Presented in partial fulfilment of the requirements for Master of Arts degree in Project Management

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Declaration

I, Nardos Eniyew, hereby declare that this thesis entitled “Effect of Project Monitoring and Evaluation Practice on Organizational Performance: The Case of GIZ-Biodiversity and Forestry Programme” was completed by myself under the guidance and supervision of Mr.Fesseha Afework (Ass. Prof).

I also declare that this research work is my own original work, that all materials and sources used for this thesis have been properly cited, and that this work has not been submitted to any educational institutions for the purpose of receiving an award.

Nardos Eniyew _____ _____

Candidate Signature Date

Approval page

This is to certify that Nardos Eniyew's thesis, titled "Effect of Project Monitoring and Evaluation Practice on Organizational Performance: The Case of GIZ-Biodiversity and Forestry Programme," submitted in partial fulfillment of the requirements for the Master of Arts in project management degree, complies with University regulations and meets accepted standards.

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_____

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Abstract

The purpose of this study is to assess effect of monitoring and evaluation, stakeholder's engagement and capacity management practice on organizational performance. To achieve objectives of the study, the researcher adopted both Primary and Secondary data sources. Quantitative and Qualitative research approaches; Explanatory and Exploratory research design was also applied. Target population of the study were 49 employees of the organisation who took a role in implementation of the programme. Purposive sampling technique was used to identify the organisation and census is applied for data collection. While the quantitative data was analysed using descriptive, correlation and regression analysis by SPSS version 26.0, the qualitative data was analysed, described, and interpreted in the form of statement. Major findings of the study revealed that there is good project monitoring and evaluation practice in the organization, yet relatively there is weak performance of time. Results also revealed that Pearson correlation between engagement of stakeholders, Capacity management of stakeholders and M&E practice of an organisation were strongly positive with organisation performance. Regression results show that among the factors of organisation performance, monitoring and evaluation practice has relatively the highest influence on organisation performance. This means, the practice of monitoring and evaluation with a high level of effectiveness yields a higher level of organisation performance. To be more successful in organisation performance, the study recommends that the organization must focus on fully enhancing monitoring and evaluation practice and give special emphasis to accomplishing activities on time.

Keywords: Project Monitoring and evaluation, Organisational performance

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Acronyms and Abrrivations

ANOVA- Analysis of Variance

BFP: Biodiversity and Forestry Programme

BMZ-German Federal Ministry for Economic Cooperation and Development

GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

M&E: Monitoring and Evaluation

PMBOK: Project Management Body of Knowledge

SPSS: Statistical Package for the Social Sciences

CHAPTER ONE: INTRODUCTION

This chapter provides the study's and organization's background, as well as the problem statement, research objectives, and research question. In addition, it describes the study's significance, scope, limitations, and organization.

1.1 Background of the study

Project management is characterized as application of experience, skills, methodologies, and strategies to meet project requirements. Introduction, planning, execution, control, and completion are some of the procedures utilized for project management. (PMBOK, 2000). Even if the actions to manage a project are known, it might be difficult to complete them (Heagney, 2012).

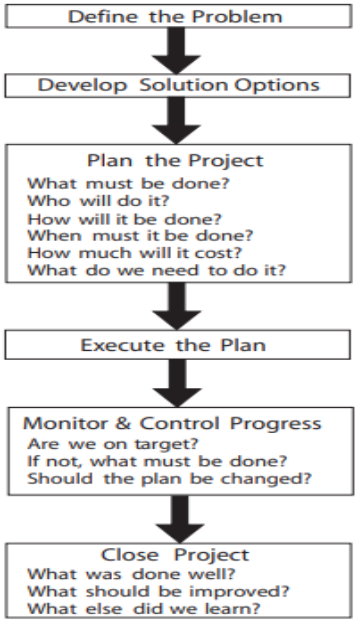

Figure 1: The steps in managing a project (Heagney, 2012, p. 15)

Monitoring and Evaluation (M&E) is a vital management aspect which helps to measure progress and to make decisions. It aims at addressing the demands of a range of contributors, supporters and targeted groups working closely with the organization that most benefit from communication advancement via M&E. Your organization will create plans and activities more efficiently and rapidly, which will give project stakeholders tremendous benefits. The M&E framework supports projects in project controlling and project management, evaluation of project outcomes and effect, learning lessons, best practices and capacity building in a local environment (IFAD, 2012).

As (Iman, 2008) mentioned, the main cause of lower organisational performance is poor project M&E procedure. M&E is key component and critical to success in every project. Several studies were performed to assess the essential success elements contributing to and implementing the project.

An organisation like GIZ needs to increase its organisation performance by giving special emphasis to M&E. It aims to accomplish the organisation aim and objective by implementing different techniques and strategies, therefore, it needs to develop and implement standard project M&E process, method and activities for a successful performance.

This research attempted to assess the effect of project M&E practice on organisational performance with special emphasis to one of GIZ's programme.

1.2 Background of the organization

Since 1964, on behalf of the German Federal Minister for Economic Co-operation and Development (BMZ), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH works in Ethiopia.

A program that promotes forest conservation, restoration and sustainable management, biodiversity and protected areas is part of the GIZ-Biodiversity and Forest Program (GIZ-BFP). Phase I of the initiative (Dec. 2016-July 2019) contributed to the development of conservation organizations' human and institutional capacity and the development of natural value chains. Phase II, which began in August 2019, aims to consolidate, and enhance the best practices and learning learnt in the previous phase.

The overarching objective of the Program is to support Ethiopia in the development of a consolidated natural resource management framework and thereby lead to long-term growth. Aim of technical cooperation is to implement strategies, tools and actions for the protection and sustainable management of biodiversity areas at the local, regional and federal level for the management of natural resources.

1.3 Problem statement

As (Keith Mackay, 2006) stated, There is a dearth of knowledge about the importance of M&E due to inexperience. The chicken and egg conundrum are always there and the remedy is to raise awareness of M&E. Some feel that M&E aims to create a wide range of performance information and evaluation documentation. However, the objective of M&E is to systematically monitor the implementation of a program and to evaluate its efficiency and efficacy. M&E is not known to be crucial to the reputation and objectivity of a project. Countries who have successfully implemented M&E practice have found, on the other hand, that it is a long-term undertaking that requires efforts and patience, but it is beneficial.

Monitoring and Evaluation are two of the most crucial parts of guaranteeing the effective, timely and correct execution of numerous initiatives. Unfortunately, because many

developers are ignorant of them, they are typically given little attention and as such, they are only fulfilled to satisfy the requirements of most funding organizations instead of intending to use them as a tool for ensuring the success of their projects. The findings and suggestions of the evaluation are typically employed to evaluate if the project should be halted or a new step taken. External consultants are typically hired to perform assessments but internal mechanisms should be built in so that assessments continue even if the government, which should take the lead in promoting this component, is unavailable from outside consultants. Also, every project must have its own set of requirements, whereby project managers and developers should endeavor to build acceptable frameworks for supervision and assessment (Tecla Bitwott, Omar Egesah, Javan Ngeywo, 2017).

Moreover, most employees and organization executives do not consider the relevance of M&E to be vital. They believe M&E is grandeur and splendour. They blind themselves to the impact of M&E on organisation performance.

Form the year of establishment to now, GIZ-BFP has been engaged in different parks, forests and green economy activities by investing large amount of budget. however, as per the review of some unpublished documents and preliminary interview with the country office, some projects are not finished timely and as planned and some projects are paused because of the large deviation they showed from the planned one.

Even if the programme has tried to give trainings and implements registration system of M&E, the delay of projects still persists and needs improvement. In addition, there is no research conducted to assess the effect of monitoring and evaluation practice on project performance of GIZ-BFP. Due to all those reasons, the researcher believes that doing the

research: The effect of M&E practice on organisational performance of GIZ-BFP is worth full to test all the above findings.

1.4. Research Objectives

The study is carried out to attain the following general and specialized objectives.

1.4.1 General objective

Investigation on the effect of monitoring and evaluation practice on organizational performance is general objective of the study.

1.4.2 Specific objective

- ✓ To analyze the effect of M&E practice on organizational performance
- ✓ To assess the effect of stakeholders' engagement on organisation performance
- ✓ To assess the effect of capacity management on organisation performance

1.5 Research Questions

In this study, three research questions formulated are as follows:

1. What is the effect of M&E practice on organisation performance?
2. How does stakeholder's engagement affect organisation performance?
3. How does capacity management affect organisation performance?

1.6 Significance of the study

This research will provide an aid to GIZ-BFP by carrying out a tangible and practical examination of the program's present M&E practice, by focusing on its influence on organizational performance. This helps the company to identify the area of weakness and strength related to M&E process, to design strategy that can increase organisation performance, which can complete within the planned time, budget and meet objective, and leads to an enhanced M&E system that improves performance of the company

organization. In addition, the study also includes the impact of stakeholders' engagement and capacity management which is a good input for the programme for future planning and implementation activity.

Moreover, as GIZ-BFP has different government partner offices which closely work with it, this research can help them to see status of their donor organisation and lessons that shall be taken for future implementations.

Therefore, this study will be an input to the studied organisation and partner office of the organisation. The study may also be utilized as a secondary data for future researchers, which implicitly fills some research gaps in M&E and organizational performance.

The researcher tries to review related journals and books basing on the M&E assessment and report of the programme, to assess impact of M&E practice on the organization's performance. Therefore, the researcher believes that it will be a good input for next phase of the programme too.

1.7 Scope of the study

The GIZ-Ethiopia study is carried out in one of the GIZ programs, namely the GIZ-BFP even though 26 programs exist. Moreover, as the program has few employees, the study has limited the number of samples.

The program has management systems such as administration, finance and implementation. The focus of this research is on the M&E system, which is one component of the implementation management system.

1.8 Limitation of the study

The study is limited to generalization of findings for the whole worldwide GIZ because the sample are taken from GIZ-BFP only. The study is also limited with sample size since respondents that can be an input to the study are few.

1.9 Organization of the study

Five chapters are in the study. Chapter one provides an overview of the research background, the problem declaration, the research purpose, questions and importance, the scope, limitations and structure of the study. The literature on the M&E idea and the impact it has on organizational performance are reviewed in chapter two. Details of the research approach are offered in the third chapter. It also offers a research and design strategy, design and size of samples, data gathering, data analysis and ethics issues. In Chapter 4, response rate and population statistics are included, the findings and comments are presented. Summaries, findings, recommendations, limitations, and suggestions for additional research are given in the last chapter of the study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter brings together material from different scholars who have studied in similar subject. The general covered areas are theoretical literature review, empirical literature review and conceptual framework.

2.2 Theoretical literature review

2.2.1 Results Based Management Theory

RBM is a management style in which all actors who participate, both directly and indirectly, to accomplish results guarantee that the result is achieved via their processes, commodities, and services (outputs, outcomes and higher-level goals or impact). The actors, on their part, utilize data and evidence on real results to assist them decide on program design, resources and delivery, and transparency and reporting (United Nations Development Group , 2011).

The most important feature of RBM is to ensure that methods lead to successful growth and significant improvements in life. This requires improved management, whereby managers make sure their resources are commensurate with the results they want. The decision-making based on findings is a key part of RBM not to be neglected. In order to plan, generate and assess performance, managers must be able to identify, develop and control skills (people, procedures, capital, frameworks, culture, leadership and relationships) (United Nations Development Group , 2011).

It is crucial to stress that M&E is important RBM and not merely to determine if the targeted results have been achieved during an intervention (Farrell, 2009).As (International Labor Organisation, 2016) mentioned, better judgments will be taken through M&E evaluation and resources dispersed more efficiently.

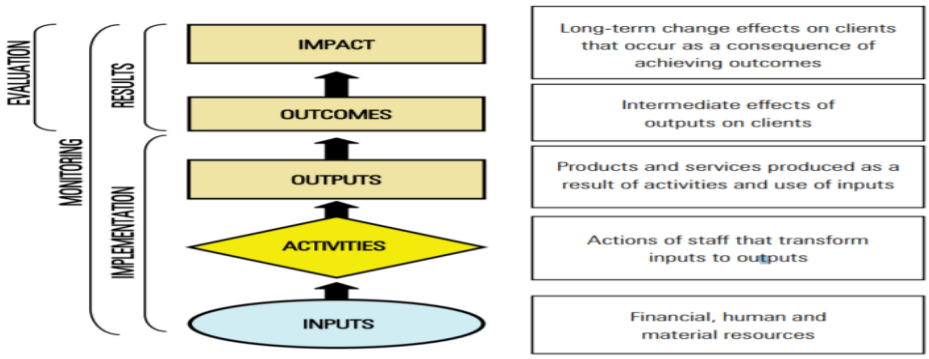

Figure 2: Integration of M&E with RBM logic model (Farrell, 2009, p. 38)

RBM shows us that M&E is an important input in order to achieve increase organisation performance. In addition, the RBM and M&E systems would provide the necessary information to demonstrate the impact of the programme. It also clearly depicts that RBM, M&E and organisation performance are directly proportional.

2.2.2 Project management process

The project life cycle is controlled by a set of project management activities known as project management procedures. Each project management process creates one or more outputs from one or more inputs using suitable project management tools and methodologies. The output or result might be delivered. The results are a process outcome. In a number of areas across the world, project management procedures are applied. How project management is performed is correctly implemented and included in logically organized project management systems (PMBOK, 2017).

According to (PMBOK, 2000) there are five process groups of project management process. These are:

1. Initiating processes: approval of the development of the project or phase.

2. Planning processes: define and refine priorities and select the best potential action routes to fulfill objectives of the project
3. Executing processes: coordinate personnel and other implementing instruments of the plan
4. Controlling processes: Environmental monitoring and progress assessment to determine deviations and take corrective measures as required to ensure that the project objectives are fulfilled
5. Closing processes: Formal approval and end of the project or procedure in a timely fashion.

As we can see, M&E is one of the major steps in project management. The reviewed literature shows that controlling process determine the variation between what was planned and the outcome. In addition to determination, it takes corrective measures that will strength the organisation performance.

2.2.3 Project Monitoring and Evaluation practice

(IFAD, 2012) states that the M&E framework encompasses the stages of preparation, collection of knowledge and synthesis, reflection and reporting as well as the necessary circumstances for M&E to make a significant contribution to planning, decision-making and learning. If the M&E outputs are to be used to enhance implementation, key project stakeholders must jointly design different aspects of the framework (Project Management Institute, 2000) indicates that project output must be regularly tracked and evaluated to spot deviations from the plan. In different fields of knowledge, differences are fed into the control procedures.

More and more governments want to improve their efficiency through the development of surveillance and understanding systems. The systems of M&E examine, as well as the results and impact of these outputs, the volume, consistency and targeting of the state products and services (the outputs). These systems are also used to better understand the reasons why the results are excellent and negative (Mackay, 2007).

The above reviewed literature shows us that project output must be continuously tracked and reviewed to detect deviations from the plan and M&E has a big role in implementing this. In addition, it showed that there is more demand to M&E these days and stakeholders are understanding the importance of M&E.

2.2.4 Project performance indicators

Manufacturers must provide high quality items at reduced prices with an increased range of possibilities in order to win over other market operators in the same sector and keep them competitive. These are only a few of the many valuable objectives of the organizations. Organizations must assess their progress to ensure their aims and objectives are achieved as Ghalayini and Noble 1997 is cited in (Razaq, 2013) mentioned.

The performance of a project is fundamentally three. These are quality, time and cost.

The performance of every organization depends on its quality. Customers and stakeholders demand high-quality products nowadays, with firms who can provide high-quality items at reduced prices wins the game. Input, performance, and process quality are typically evaluated on three levels. Since the majority of organizations devote themselves to their customers on the quality of their services and goods as Heckl and Moormann 2010; Badri et al. 1994 as cited in (Razaq, 2013) mentioned.

Time is an important variable for the success of a company. Global companies deal with time-based production to acquire a strategic edge over their competitors as Koufteros et al. 1998 as cited in (Razaq, 2013) mentioned. De Toni and Tonchia 2001 as cited in (Razaq, 2013) stated that Production lead time, delivery deadline, date efficiency, delivery time and production rate have been recognized as time performance metrics.

External stakeholders are increasingly concerned with cost-based measurements, thus organizations utilize cost accounting systems that implement measures of productivity and efficiency in order to integrate internal and external measures of performance as White 1996 as cited in (Razaq, 2013) mentioned. Neely and Platts 2005 as cited in (Razaq, 2013) determined the cost-effectiveness indicators are utilized for manufacturing costs, added value, selling prices, operational expenses, service costs.

2.3 Empirical Literature Review

2.3.1 Effect of M&E on organizational performance

M&E provides unique information on how government policies, services and projects are implemented. You'll know what's working and what's not, and why. M&E also contain information on the efficiency of the government and on the performance of specific ministries and agencies, managers, and staff. It provides information on the success of co ntributors who assist the government in its activities (Mackay, 2007).

In respect to its objectives and timetable, M&E is the evaluation process for a project. Evaluation assesses the success of activities and their methods. Monitoring primarily aims at controlling risk and assessing the results of the project. The efficiency and quality of project success are determined by the evaluation. Evaluation aids in evaluating the extent to which the goals have been fulfilled; identifies and defines issues related to

preparation and implementation of programmes; and generates data for the purposes of cumulative learning, leading to better programs, improved management, more accurate evaluation of their effect. As a result, assessment is a process that analyzes program/project feasibility and facilitates decision-making on resource engagement Haag 2007; Guba 1989 as cited in (Tecla Bitwott, Omar Egesah, Javan Ngeywo, 2017).

Monitoring and evaluation are two of the most important parts of assuring the success of a number of projects with an influence on organizational performance when done appropriately and in the appropriate place (Tecla Bitwott, Omar Egesah, Javan Ngeywo, 2017).

(Heagney, 2012) mentioned that these are general reasons for conducting periodic project process reviews. You will be able to: Collaborate to optimize project efficiency with project stakeholders; Ensure that due to time and cost restrictions, the quality of the project work does not deteriorate; Make growing problems known, so that efforts to solve them are implemented; Determine the distinct elements of other (current or future) applications; Keep clients informed about the status of the project. This will also verify that the completed project satisfies criteria of the customer.

M&E knowledge is fundamental to the organisation's process of learning. M&E Provide facts and statistics that become knowledge once adopted and assimilated. Overall performance and effectiveness of the existing and future initiatives, programming and strategies may be improved by M&E of organizations. (UNDP, 2009).

2.4 conceptual framework

After examining relevant literature, the researcher created the following conceptual framework. The dependent variable is organisation performance, and the independent variables are stakeholder involvement, capacity management and M&E.

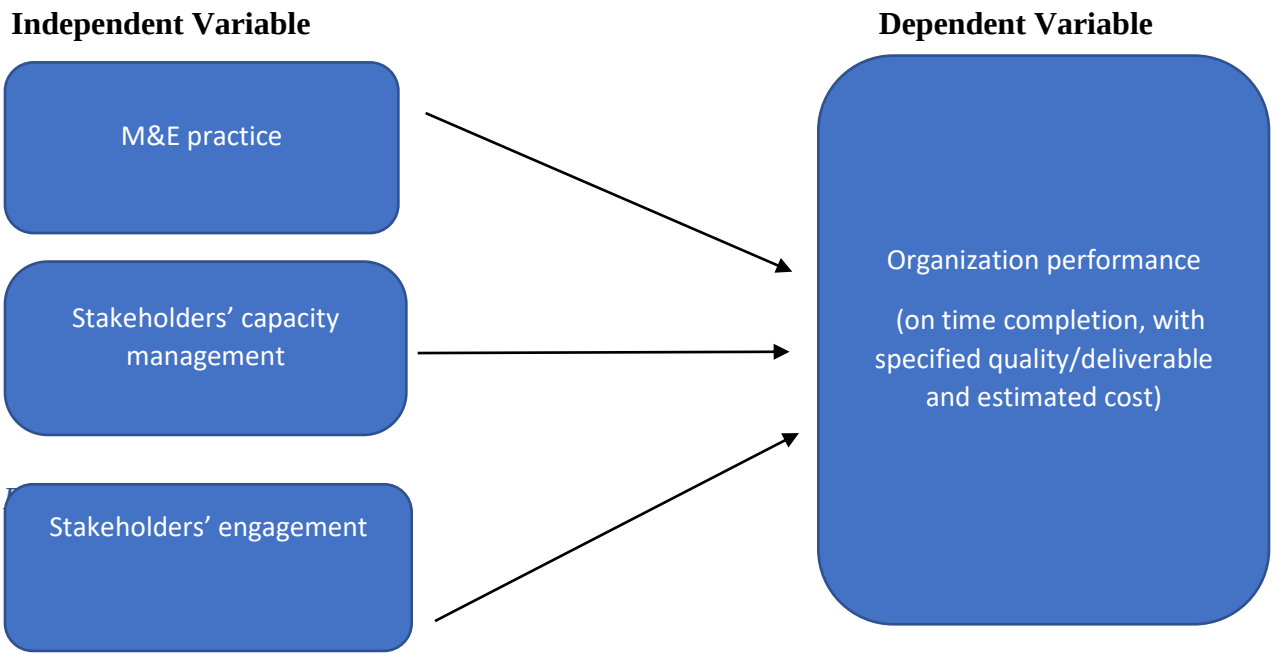

Figure 4: Conceptual framework (source: own basing on review of literatures,2021)

From the above conceptual framework and from the research question presented in chapter one, the study proposes the following three hypotheses to be tested

Alternative hypothesis (H1): M&E practice has positive significant effect on organisation performance

Alternative hypothesis (H2): stakeholders capacity management has positive significant effect on organisation performance.

Alternative hypothesis (H3): stakeholders engagement has positive significant effect on organisation performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The method or approach utilized for classifying, processing, and interpreting information about a subject is known as the research methodology. The study paradigm, methodology, techniques and design to be conducted in this chapter focuses on population and questions regarding sampling, specimen sampling and data collecting instruments. In addition, this chapter covers the method to the collecting and processing of data.

3.2. Research approach and design

3.2.1 Research approach

As (Stuart MacDonald and Nicola Headlam, n.d.) mentioned, two forms of research methodology are qualitative and quantitative research approaches. As the name says, quantitative concerns to quantify things. It tries to measure data and to make the results of a subset of the target population more universal. On the other hand, qualitative concerns knowledge quality. Qualitative techniques try to identify the basic reasons and motivations of people's behavior, and how they interpret the world around them. Qualitative techniques produce ideas and/or hypotheses by explaining the background to a problem.

The researcher used a hybrid (mixed) strategy. The M&E practice and its influence on organization performance will be described through a qualitative methodology. In order to analyze variables, a quantitative technique will be utilized.

3.2.2 Research design

The research design is the general technique you adopt to logically and consistently integrate the many components of your study to ensure that the research topic is resolved efficiently. It is the model to gather, compute, and analyze data. According to (Akhtar,

September, 2016), there are four types of research design. These are exploratory, explanatory, descriptive and experimental.

Explanatory is sort of research design that aims to detail the components of your investigation. On the other hand, the exploratory analysis is used to frame an issue for a precise inquiry or to determine a hypothesis. It is used for the classification and collection of information on specific issues such as culture, group or people (Akhtar, September, 2016).

Exploratory and explanatory research concepts were employed by the researcher. The researcher explained existing M&E practice and aimed to explore factors affecting organisation performance.

3.3 Population and sampling

The study is conducted at one of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)'s programme, Biodiversity and Forestry Programme. The programme is found at Guinea Conakry street, Hisham building 3rd floor.

(Kothari, 2004) stated that all things comprise a 'population' in any subject of enquiry. All things in the 'population' are enumerated in detail as a census query.At Addis Ababa, as well as in several regional sites, there are74 personnel in the GIZ-BFP as per the information from human resources office. Among theses, 25 employees are cleaners, safety guards, coffee servers, and drivers who are unable to contribute to the research. The target population is thus 49 and the researcher has received or gathered data from all 49 personnel since the population is below 100.

3.3.1 Sample design

(Kothari, 2004) explains There are two categories of design sample, i.e. non-probability sampling design and probability sampling design. Non-probability sampling is a type of sampling in which the investigator picks samples on the basis of his/her own subjective opinion instead of random selection. The probability sampling is a sampling method in which a researcher uses the probability-based approach to choose samples from a bigger population.

For the selection of studied organization, the researcher employed non-probability sampling design considering the data availability.

3.3.2 Sample size

The researcher took census. Therefore, the samples taken are equal to the population.

S.no	Department	Number of staffs	Sample taken
1	Management staffs	15	15
2	Non-management staffs	34	34
Total Number		49	49

Table 1: Sample size determination (source: own basing on HR data,2021)

3.4. Data collection

(Kothari, 2004) explains the data collecting methods include two types: Primary and secondary. Primary data is obtained from sources directly, whereas secondary data are previously collected by primary sources and are readily available to other researchers for their own study.

The researcher employed primary and secondary data for sound data input to the study.

3.4.1 Research instrument

The primary data is gathered by interview and questionnaire, while secondary data are acquired by document inspection. The interviewer disseminated a questionnaire to the 34 non-management staffs through paper as the researcher was able to get the personnel in person and made the interview for the 15 management staffs through video call owing to COVID-19. Secondary data are acquired from the program database.

3.5 Data analysis

After collection of data, valuable information, conclusion and decision making was examined and processed. The most important forms of analysis are descriptive and inferential analysis. Descriptive analyzes include the production of specific raw data indices, whereas inferential statistics address the generalization process.

Descriptive analysis and quantitative data are used by the researcher to analyze quantitative data. The researcher described the data in frequencies and proportions. Furthermore, the researcher employed correlation and regression, utilizing version 26 of statistical packages for social sciences (SPSS), as an assessment of the relationship between the independent and dependent variables.

The qualitative data obtained is also analyzed and interpreted in the form of statement.

3.6. Ethical consideration

Ethical criteria are considered during the study. Confidentiality and privacy are also guaranteed. The respondents cannot enter their names on the questionnaire form and brief information on confidentiality is provided before the interview. Respondents can offer genuine replies because of the assurance of anonymity.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents and interprets the descriptive, correlation and regression analysis of the quantitative and qualitative data received from respondents.

4.2 Response rate and demographic data

4.2.1 Response rate

The study was carried out in GIZ-BFP. For collection of data, 34 questionnaires were issued to 34 non-management employees and interview is made with 10 of staff members. All 34 questionnaires provided are filled up and sent back to the researcher. As (Mugenda, 2003) stated, A response rate of 50% is acceptable; 60% is fair, and 70% or more is excellent for analysis and reporting. The following response rate is therefore excellent for the next phase, i.e. analysis.

Total target population	Total Sample size	Distributed questionnaires	Returned questionnaires	Planned interviews	Interviews made	Response rate
49	49	34	34	15	10	89.8%

Table 2: Response rate (source: own,2021)

4.2.2 Demographic data

This section summarizes first section of the questionnaire, containing the socio-demographic features of respondents. In this study, the major objective of socio-demographic analysis is to identify personal and professional qualities of the respondents, which makes the analysis more meaningful and meaningful for readers.

Basic information		Frequency	Percent	Valid percent	Total Frequency	Cumulative Percent
Gender	Female	11	32.4	32.4	34	32.4
	Male	23	67.6	67.6		100
Age	23-29	13	38.2	38.2	34	38.2
	30-45	12	35.3	35.3		73.5

	46-55	6	17.6	17.6		91.2
	Above 56	3	8.8	8.8		100
Educational Background	BA/BSc	11	32.4	32.4	34	32.4
	MA/MSc	17	50	50		82.4
	PhD	6	17.6	17.6		100
Role in the project work	Technical staff	21	61.8	61.8	34	61.8
	Non-Technical staff	11	32.4	32.4		94.1
	Both	2	5.9	5.9		100
Year of Experience	1-- 3	11	32.4	32.4	34	32.4
	4--7	10	29.4	29.4		61.8
	8--10	7	20.6	20.6		82.4
	>10	6	17.6	17.6		100

Table 3: Summary of demographic data (source: own,2021)

Gender: The table above reveals that 11(32.4%) were feminine and 23(67.6%) were masculine. This illustrates that the number of men in the non-management team is higher than women (as all the questionnaire is distributed to the non-management team).

Age: Table 3 reveals that 13(38.2%) of employees were in the age category of "23 to 25," 12(35.3%) of employees belonged to the age category of "30 to 45" and 6(17.6%) were in the age category of employees of "46-55." As seen in the cumulative percentage, 73,5% of the personnel are from the first and second ages, showing us that majority of the non-management workers are adults and young people.

Educational background: As can be seen from Tabular 3, there are 11 (32.4%), 17(50%) and 6 (17.6%) workers that possess BA, MA/MSc and PhD accordingly. 23(67.6%) of the respondents are higher-ranking graduates, which shows that the non-management workforce is well educated and has enough knowledge to understand and answer the questions easily.

Role in the project work: Table 3 indicates that 21 (61.8%) of non-management workers are technical personnel and 11 (32.4%) are non-technical personnel and the rest 2 (5.9%) are both technical and non-technical workers. This demonstrates that most non-management personnel are technical staffs which is quite typical, i.e. the operating team is generally smaller than the technical team.

Year of experience: The table above indicates 11(32.4%) have a '1-3 year' experience; 10(29.4%) have a '4-7 year' experience; 7(20.6%) have a '8-10 year' experience and 6(17.6%) have a 'above 10 year experience.' The cumulative proportion reveals that 61.8% of employees are in the 1st and 2nd experience group. This means that most non-management employees are young and Junior.

4.3 Result and discussion

4.3.1 Descriptive analysis

The participants were asked to evaluate their impressions using the Likert scale, a kind of rating instrument designed to evaluate attitudes and views. The respondents are requested to score declarations on a 1-5 basis based on a level of understanding the M&E practice of the organization and its impact on the organisation's performance. 1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Engagement of Stakeholders

As (Fadhil Alqaisi, n.d.) mentioned, the management of stakeholders' expectations and interests is essential to the success of a project. This will assist to establish an environment that is favourable and act as the driving force for success by recognizing and managing stakeholders early in the project.

As a result, stakeholder engagement is one of the independent variables indicated in conceptual framework. In order to analyse opinions of respondents on the practice of their organization, seven (7) statements are included under the 'engagement of stakeholders' area. The following table displays a descriptive statistical analysis of the responses received using SPSS Version 26 (mean and standard deviation) in one table.

Statement	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**	**Mean**	**S.d.**
	F (F%)	**F (F%)**	**F (F%)**	**F (F%)**	**F (F%)**		
Stakeholders are aware of the program's vision, mission, and goal	21 (61.8%)	11 (32.4%)	1 (2.9%)	1 (2.9%)	0	4.53	0.706
Stakeholders participate actively in planning and implementation of the prorgram	18 (52.9%)	13 (38.2%)	3 (8.8.%)	0	0	4.44	0.66
The management uses strategy to	19 (55.9%)	12 (35.3%)	2 (5.9%)	1 (2.9%)	0	4.44	0.746

increase engagement of stakeholders							
Stakeholder's expectation is met in the implementation of program	19 (55.9%)	11 (32.4%)	3 (8.8%)	1 (2.9%)	0	4.41	0.783
Stakeholders are engaged to address potential problems	18 (52.9%)	13 (38.2%)	2 (5.9%)	1 (2.9%)	0	4.41	0.743
There is a healthy communication between potential stakeholders	18 (52.9%)	11 (32.4%)	3 (8.8%)	1 (2.9%)	1 (2.9%)	4.29	0.97
Combined						**4.42**	**0.76**

Table 4: Summary of 'Engagement of stakeholders' data (Source: Own,2021)

The table above shows that stakeholder statements have a mean value of 4.29 to 4.53 with a standard deviation of 0.66 to 0.97. Even if the standard deviation shows no uniform answer at all, most respondents received affirmative response to all assertions of 32(94.2), 31(91.1%), 31(91.2), 30(88.3%), 3(91.1) and 29 (85.3%) in a progressively consistent manner.

The combined mean value of project progress monitoring is 4.42, which indicates that respondents have agreed on stakeholder's active participation, with a combined standard deviation of 0.77679 which shows that there is no significant difference between respondents as regards to stakeholder involvement.

Capacity management of stakeholders

In the past, management of capacity was evaluated largely with four main performance measures inside organisations. The four criteria included quality, affordability, timeliness and flexibility (Shishank, Septemeber 2009). For assessing organizational effectiveness, the notion of capacity management is significant.

Consequently, stakeholder capacity management is recognized as one of the independent concepts' factor. In order to examine the views of respondents in relation to the practices of their organization, Five (5) statements were included under the "stakeholders' capacity management" part. The following table displays descriptive statistical analysis of the replies acquired by SPSS Version 26 (mean and Standard deviation) and merged into a single table.

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.d.
	F (F%)	F (F%)	F (F%)	F (F%)	F (F%)		
Stakeholders tend to maximize their capacity in order to achieve organizational goal	15 (44.1%)	14 (41.2%)	3 (8.8%)	2 (5.9%)	0	4.24	0.85
New strategies and techniques are introduced to increase capacity	12 (35.3%)	19 (55.9%)	3 (8.8%)	0	0	4.26	0.61
Capacity assessment is made periodically	18 (52.9%)	11 (32.4%)	3 (8.8%)	2 (5.9%)	0	4.32	0.87
More	20	11	3	0	0	4.5	0.66

employees are added when additional budget is released	(58.8%)	(32.4%)	(8.8%)				
Different capacity maximization trainings are delivered periodically	21 (61.8%)	9 (26.5%)	4 (11.8%)	0	0	4.5	0.70
Combined						4.36	0.75

Table 5: Summary of 'Capacity management of stakeholders' data (Source: own,2021)

The mean is between 4.24 and 4.5 while the standard deviation is between 0.618 and 0.878.The corresponded respondents did not agree uniformly as derived from the standard deviation; nonetheless, with all frequencies and percentiles of 29 (85.3%), 31 (91.2%), 29 (85.3%, 31 (91.2%), and 30 (88.3%) consecutively, a greater percentage of respondents received affirmative responses.

The combined mean value of stakeholder capacity management is 4.364, which means that interviewees agree that strong capacity management practice is available. The combined deviation of standard 0.7511 shows that respondents have a fair level of consensus regarding the presence of capacity management approach in the organisation.

M&E practice

M&E is critical for effective project management (Nyonje et al., 2012) as cited in (Ernest Kissi, May 2019). M&E strategies that follow an agreed set of best practices are simple to use and to provide data to enhance program performance continually (Jill Mathis, October,2001).

As a result, M&E practices are mentioned as one of the independent conceptual framework variables. In order to evaluate the respondents' views on their organization's practice, six (6) statements have been presented under the "M&E practice" area. The following table displays descriptive statistical analysis of the replies acquired by SPSS Version 26 (mean and Standard deviation) and merged into a single table.

Statement	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**	**Mean**	**S.d.**
	F (F%)	**F (F%)**	**F (F%)**	**F (F%)**	**F (F%)**		
There is a documented clear M&E system	24 (70.6%)	10 (29.4%)	0	0	0	4.71	0.462
There is specific responsible unit/person for M&E	18 (52.9 %)	16 (47.1%)	0	0	0	4.53	0.507

practice and system							
Stakeholders clearly understand the program's M&E system	19 (55.9%)	14 (41.2%)	1 (2.9%)	0	0	4.53	0.563
Implementation progress data are collected periodically	20 (58.8%)	12 (35.3%)	1 (2.9%)	1 (2.9%)	0	4.5	0.707
Implementation progress data are evaluated and monitored periodically	27 (79.4%)	5 (14.7%)	1 (2.9%)	1 (2.9%)	0	4.71	0.676
M&E data is used as an input for decision making and	24 (70.6%)	9 (26.5%)	1 (2.9%)	0	0	4.68	0.535

future planning							
Combined						**4.61**	**0.58**

Table 6: Summary of 'M&E Practice' data (source: own,2021)

The table reveals that each element has a mean value from 4.5 to 4.71 with a standard deviation range from 0.462 to 0.707 as an answer to questions that are combined to know M&E practice.

While there was a lack of consistent consent among respondents in accordance with the standard deviation between 0.462 and 0.707, for all 6 questions with the frequencies of 34(100%), 34(100%) (33(97.1%), 32(94.1%), 32(94.1%)and 33(97.1%), the greater respondents' responded favourably.

The combined mean value of M&E is 4.61, which means that many respondents agreed with the combined standard deviation of 0.581, which shows a very excellent degree of agreement among respondents on the presence of M&E practice.

Organisational performance

Organizational performance is one of the most significant buildings in management study. Examining past research offers a multimodal picture of organizational achievement which is largely affected by stakeholders, diverse product, and temporal market circumstances. ((Pierre J. Richard, 2009).

Time

Time is one of the dependent factors on the conceptual framework in terms of organizational performance. In order to examine respondents' views of their organisation's practices, three (3) statements were listed under "TIME". The table below displays a descriptive statistical analysis of the response received from SPSS Version26 (mean and standard deviation), merged under one table.

Statement	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**	**Mean**	**S.d.**
	F (F%)	**F (F%)**	**F (F%)**	**F (F%)**	**F (F%)**		
The operational plan estimates realistic time	14 (41.2 %)	16 (47.1%)	3 (8.8.%)	1 (2.9%)	0	4.26	0.75
There is checking mechanism to ensure that tasks are done	12 (35.3%)	19 (55.9%)	2 (5.9%)	1 (2.9%)	0	4.24	0.69

according to planned time							
The whole program is going with the planned time	7 (20.6%)	17 (50%)	7 (20.6%)	2 (5.9%)	1 (2.9%)	3.79	0.94
Combined						**4.096**	**0.82**

Table 7: Summary of 'Organizational performance-Time' data (source: own,2021)

Different questions were asked to assess the efficiency of the program on time. The response of each question, with a mean value of 3.79 to 4.26 and standard deviations of 0.699 to 0.946, is shown in Table 8.

While the respondents did not uniformly agree, as a result of the default deviation of 0.699 to 0.946, for every frequency or percentile value mentioned items of 30(88.3%), 31(91.2%) and 21(70,6%) the greater majority of respondents is positive.

The combined mean value of time is 4.0967, meaning that most respondents agreed upon good time practices, with a combined standard deviation of 0.8261, implying that an average degree of agreement among respondents was reached with regard to the existence of good time practices in the company.

Quality

Quality is one of the dependent factors on the conceptual framework in terms of organizational performance. In order to examine respondents' views of their organisation's practices, three (3) statements were listed under "QUALITY" The table below displays a descriptive statistical analysis of the response received from SPSS Version26 (mean and standard deviation), merged under one table.

Statement	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**	**Mean**	**S.d.**
	F (F%)	**F (F%)**	**F (F%)**	**F (F%)**	**F (F%)**		
The operational plan gives clear deliverables and ways to measure them	21 (61.8%)	10 (29.4%)	3 (8.8%)	0	0	4.53	0.662
There is checking mechanism to ensure that tasks	18 (52.9%)	11 (32.4%)	4 (11.8%)	1 (2.9%)	0	4.35	0.812

are done according to planned quality							
The whole program is going with the specified and planned quality	17 (50%)	12 (35.3%)	5 (14.7%)	0	0	4.35	0.734
Combined						**4.41**	**0.736**

Table 8: Summary of 'Organizational Performance-Quality' data (source: own,2021)

There have been several inquiries to verify the quality practice of the program. The table above shows a mean range of 4.35 to 4.53 and a standard deviation ranging between 0.662 and 0.812.

While the standard deviation ranged from 0.662 to 0.812, the majority of respondents had a favourable answer for all three things mentioned from 1-3, with a frequency or percentile value of 31(91.2 %), 29(85.3 %), and 29 (85.3 %), respectively.

The combined mean value of quality is 4.41, indicating that the majority of respondents agreed on the existence of excellent quality practice. The total standard deviation is 0.7361, indicating that respondents had an average degree of agreement on the existence of good time management practices in the organization.

Cost

According to the conceptual framework, cost is one of the dependent variables under organizational performance. Three (3) statements were listed under the "COST" section in order to analyse the respondents' views in relation to their organization's performance. The table below presents a descriptive statistical analysis (Mean and Standard Deviation) of the replies acquired using SPSS Version 26, merged into a single table.

Statement	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**	**Mean**	**S.d.**
	F (F%)	**F (F%)**	**F (F%)**	**F (F%)**	**F (F%)**		
The operation plan gives realistic cost estimate	17 (50%)	15 (44.1%)	2 (5.9%)	0	0	4.44	0.61
There is checking mechanism	17 (50%)	15 (44.1%)	2 (5.9%)	0	0	4.44	0.61

to ensure that the budget is being spent according to the plan							
The program is going with planned economical cost	19 (55.9%)	10 (29.4%)	3 (8.8%)	2 (5.9%)	0	4.35	0.884
Combined						**4.41**	**0.70**

Table 9: Summary of 'Organisational performance-Cost' data (source: Own,2021)

Various questions were posed in order to assess the program's cost-cutting practices. According to the preceding table, the mean value of each item ranges from 4.35 to 4.44, and the standard deviation goes from 0.613 to 0.884.

While the standard deviation ranged from 0.613 to 0.884, the majority of respondents had a favourable answer for all three things mentioned from 1-3, with a frequency or percentile value of 32 (94.1%), 32 (94.1%) and 29 (85.3%) respectively.

The combined mean value of quality is 4.41, indicating that majority of respondents agreed on the existence of excellent cost spending practice. The total standard deviation

is 0.709, indicating that respondents had an average degree of agreement on the existence of good cost management practices in the organization.

Summary of descriptive analysis

The below table summarizes the responses that are collected from through questionnaire.

Variable	**F**	**Mean**	**S.d**
Engagement of stakeholders	34	4.42	0.7679
Capacity management of stakeholders	34	4.364	0.75111
M&E practice of organisation	34	4.61	0.5817
Organisation practice regarding Time	34	4.0967	0.8261
Organisation practice regarding quality	34	4.41	0.7361
Organisation practice regarding cost	34	4.41	0.709

Table 10: Summary of 'All questionnaire' data (source: own,2021)

The table above shows the descriptive results of all constructs (mean and standard deviation) (total of every individual construct). The stakeholder participation so has an average of 4.42 and a standard deviation of 0.7679. The stakeholder capacity management has a mean of 4.364 and a standard deviation of 0.7511. Organizational M&E practice has an average of 4:61, a default standard deviation of 0.5817. Mean of time, quality and cost regarding organizational practice has been accordingly 4.0967, 4.41 and 4.41, and the standard deviations have been 0.8261, 0.7361 and 0.709, respectively.

A meaning analysis of constructions shows that the mean values of the entire variable are above 3.1 which are regarded as 'agreed' and show that the program has a good practice of 'stakeholder engagement,' 'stakeholder capacity management,' 'M&E practice, 'organisational practice regarding time", "organisational practice regarding quality" and "organisational practice regarding cost".

The standard deviation is between 0.5817 and 0.8261. This demonstrates that the data is closely categorized around the mean, indicating that the data is genuine and credible.

Summary of interview

According to the interviewers, the programme has a good M&E practice. Participants are involved in developing an operational plan that begins from scratch. The operational plan is drawn up with prospective stakeholders and the management team will review the project design. In addition, the Organization created M&E system oversight utilizing the logical framework for the Budgeting and annual work plan development. This therefore greatly assists the program to use M&E information to advise and make decisions about project implementation.

At the beginning of lifetime of the project, the key M&E project activity is to follow processes and achievements and at the conclusion continue to track high-level results and impacts, to concretely evaluate how its actions reached the goal by means of the on-site M&E organizational structure. This system collects information from project documents, formal studies, interviews, direct observations, discussion of focus groups and mapping.

The programme, commencing with planning, engages prospective stakeholders. The program is of the utmost importance for initiatives to be successful to stakeholders.

Therefore, from planning to closing, they are quite active in M&E. Even when the program recruits external assessors, the evaluation committee is established, and the stakeholders are included in the assessment process.

The program monitors the management of capacity from two perspectives: management of human resources and budget management.

The program controls the human resource capacity by providing a diverse training program and implementing a "work reporting and analysis system." The program gives the personnel a team building and other training each year, allowing the personnel to work extensively and to accomplish their job with maximum ability. Each Monday, from 9am and onwards, a meeting will take place and every employee and stakeholder will report on what they did last week. This work is examined and, according on the analysis, extra personnel or tasks are added.

The program maintains its budget with great care. It ensures that purchases are done with cost-effective prices and that the operational strategy reflects "value for money" and spending. Moreover, when more budgets are in place, they recruit new workers as an intern and try to check whether or not they conform to the operational strategy. The program therefore ensures that it maximizes the possible resources and succeeds.

M&E provide information to demonstrate the development of the project, which enables stakeholders to gain knowledge and skills from each other. It produces (written) reports that contribute to openness and accountability and facilitate the sharing of learning. It also shows errors and gives ways to learn and improve. It also offers the means to

evaluate the critical connection between implementers and recipients on the ground and decision makers.

This offers organizations a means of learning from their experiences and incorporating them into policies and practices which allows them to evaluate a critical connection between implementers and recipients on the ground and decision makers.

Cost: The budget is one component when the operational plan is developed. Budget will thus be allotted for the to-be-done activities. In the M&E phase the cost expended is analysed and the report is produced in accordance with the scheduled phase. This monitoring technique will positively affect functioning of the organization. If all costs and expenses are made in accordance with the plan, it will be efficient and effective for the company.

Time: Time period is the other component of the operational plan. All activities are time-bounded. This component will thus be examined when M&E is produced. This will lead to success as stakeholders are more accountable and endeavour to execute the activities on time.

Quality: This component is utilized in the meaning of 'providing quality activities.' The ideal way of the program is to engage possible stakeholders in the planning phase and know how they anticipate delivering quality activity. During M&E, this is tested and the method permits strong organizational performance as it helps a lot to achieve the required milestones.

The researcher understands that GIZ-BFP has a well-structured M&E system that helps it reach its goal and ensures strong organizational results. During an interview conducted

on May 5,2021,One of the interviewee said "GIZ-BFP is one of the programs which execute the M&E system called on-site M&E in which helps the organization to develop its operating plan, and it is the only program which welcomes partners while developing operation plan. GIZ-BFP is quite distinctive and successful in this respect. A sign of its effectiveness is that the budget increases by 45% compared to the preceding phase. This is a record in GIZ-Ethiopia history, and this happened since strong M&E practice is being applicable in every aspect."

4.3.2 Correlation analysis

Correlation is a statistical word which reflects the strong connection between two variables in a linear manner. In this study, the link between the M&E practice of the project and organizational performance utilizing the correlation coefficient of Bivariate Karl Pearson is assessed (coefficient of correlation at time of the product) (r). The value of 'r' ranges from ± 1. While a null value of 'r' implies that no link occurs between the two variables, positive values of r show the correlation of the two variables (i.e. change occurs in the direction of the statement) to the negative values of 'r' (i.e., changes in the two variables taking place in the opposite directions).

r-value	**Correlation**
(0) to (0.29)	Weak positive
(0.3) to (0.49)	Moderately positive
(0.5) to (1)	Strong positive
(0) to (-0.29)	Weak negative
(-0.3) to (-0.49)	Moderately negative
(-0.5) to (-1)	Strong negative

Table 11: Summary of 'r-value' and it's correlation (Source:own basing on (Pallant, 2005)*,2021)*

		Engagement of stakeholders	Capacity management of stakeholders	M&E practice	Organization performance
stakeholders engagement	**Pearson Correlation**	**1**	**.458****	**0.33**	**.471****
	Sig. (2-tailed)		**0.006**	**0.057**	**0.005**
	N	**34**	**34**	**34**	**34**
Stakeholders capacity management	**Pearson Correlation**	**.458****	**1**	**0.295**	**.481****
	Sig. (2-tailed)	**0.006**		**0.09**	**0.004**
	N	**34**	**34**	**34**	**34**
M&E practice	**Pearson Correlation**	**0.33**	**0.295**	**1**	**.473****
	Sig. (2-tailed)	**0.057**	**0.09**		**0.005**
	N	**34**	**34**	**34**	**34**
Organization performance	**Pearson Correlation**	**.471****	**.481****	**.473****	**1**
	Sig. (2-tailed)	**0.005**	**0.004**	**0.005**	

	N	**34**	**34**	**34**	**34**
****. Correlation is significant at the 0.01 level (2-tailed).**					

Table 12: Pearson correlation matrix among all variables (source: Own,2021)

The table above provides Pearson's overall correlation matrix for independent variables from this study article. The table is as follows:

Between stakeholder participation and organizational performance (r=0.471, N=34) there is a modestly favourable association. This signifies that the two variables move together (in the same direction). When the participation of the stakeholders grows, the performance of the organization increases, or the involvement of stakeholders increases. This means that stakeholder participation would lead to the organization's strong performance.

The relationship between stakeholder capacity management and organizational performance (r=0.481, N = 34) is fairly favourable. This signifies that both variables move in conjunction (in the same direction). When stakeholders' capacities are increased, the organizational performance grows or on the other side the organizational performance rates decline when stakeholder capacity management diminishes. This means that stakeholder ability management will result in strong organizational performance.

There is a modestly favourable relationship between M&E practice and organizational success (r=0.473, N=34). This signifies that both variables move in unison (in the same direction). As M&E practice improves, so does organizational performance; conversely,

when M&E practice deteriorates, so does organizational performance. This means that M&E practice would result in improved organizational performance.

In general, the correlation analysis shows that project monitoring and evaluation have a favourable impact on organizational performance. And this finding can be supported by the previous literatures written by (Mackay, 2007).

4.3.3 Regression analysis

A linear regression test examines whether one or more predictor factors explain the dependent (criterion) variable.

In addition to correlation analysis, regression analysis was performed to determine the impact of monitoring and evaluation on organizational performance.

The researcher analysed the data to see if it satisfied or violated the key assumptions necessary for regression analysis. The basic assumptions are:

Sample size: The regression analysis necessitates at least 20 examples for each independent variable in the study. ((Anon., n.d.). This study uses 34 cases for regression analysis, which satisfy the assumption.

Normality: The regression model's variables must have a regularly distributed distribution. To determine the normality of a variable, the researcher utilizes histograms with a normal curve. As demonstrated below, the variables are multivariate normal.

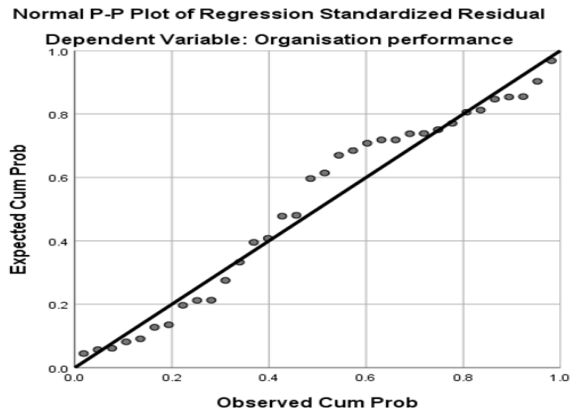

Figure 5: Normality analysis (source: own, 2021)

Homoscedasticity: illustrates a scenario in which the error term for all independent variable values is the same. This approach is useful for determining if points are evenly distributed along a line. The image below resembles a shotgun and lacks a clear pattern, implying that the points are evenly distributed.

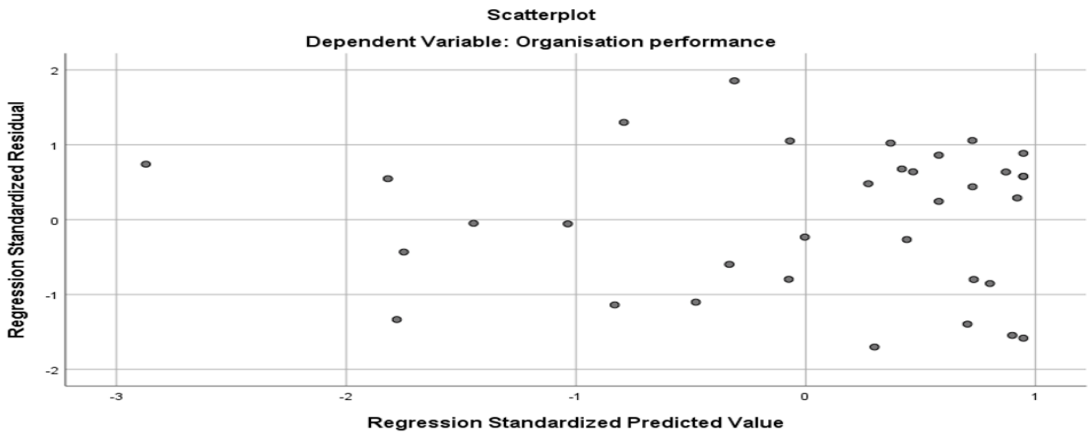

Figure 6: Homoscedasticity analysis (source: own, 2021)

Linearity: Scatter plots and correlations are used by the researcher to determine if the bivariate relationships between the dependent variable and each of the independent

variables are linear. As demonstrated below, linearity exists between the three independent factors (stakeholder engagement, stakeholder capacity management, and M&E practice) and the dependent variable (Organisation performance).

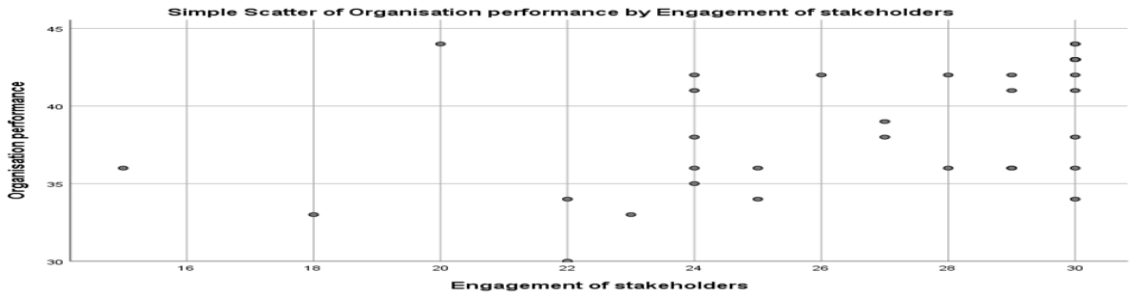

Figure 7: Scatter plot between organisation performance and engagement of stakeholder (source: own, 2021)

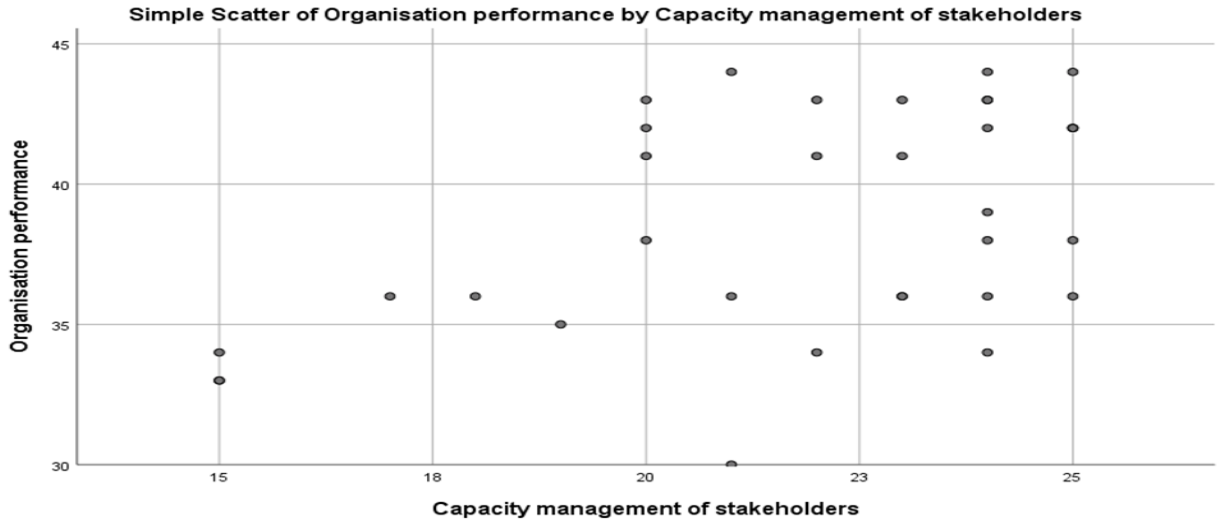

Figure 8: Scatter plot between organisation performance and Capacity management (source: own,2021)

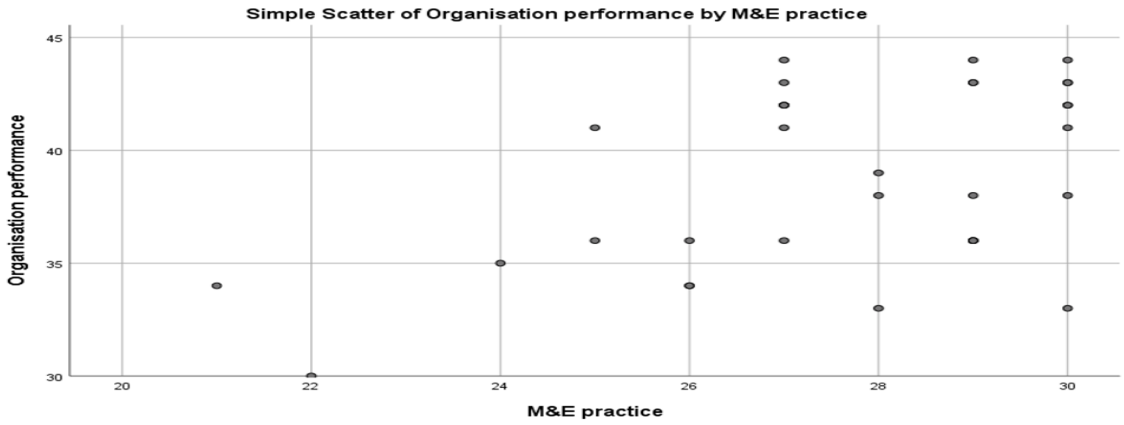

Figure 9: Scatter plot between organisation performance and M&E practice (source: own, 2021)

Multicollinearity: The multicollinearity assumption asserts that the independent variables are not highly associated with one another. To assess this, the researcher looks at bivariate correlations, which should be less than 0.80, and utilizes Variance Inflation Factor (VIF), which should be more than 1, or Tolerance (TOL), which should be more than 0.2.

1	**Model**	**Collinearity Statistics**	
		Tolerance	**VIF**
	Stakeholders capacity management	**0.763**	**1.311**
	M&E practice	**0.77**	**1.298**
	Organization performance	**0.649**	**1.542**
Dependent Variable: Engagement of stakeholders			

2	**Model**	**Collinearity Statistics**	
		Tolerance	**VIF**
	Stakeholders engagement	**0.763**	**1.31**
	M&E practice	**0.762**	**1.313**
	Organization performance	**0.665**	**1.504**
Dependent Variable: Capacity management of stakeholders			
3	**Model**	**Collinearity Statistics**	
		Tolerance	**VIF**
	Stakeholders capacity management	**0.7**	**1.429**
	Organization performance	**0.689**	**1.451**
	Engagement of stakeholders	**0.708**	**1.412**
Dependent Variable: M&E practice			

Table 13: Multicollinearity test (source: own, 2021)

As indicated in the table above, all of the correlation coefficients for this research are less than 0.80, and the VIF value is more than 2, suggesting that there is no multicollinearity.

Given that the data meets (satisfies) all of the above assumptions, the researcher uses multiple linear regression to get a conclusion.

Multiple linear regression analysis

Multiple linear regressions have two or more independent variables and one dependent variable. In this study, multiple regression analysis was utilized to investigate the impact of project monitoring and evaluation practices on organizational performance.

As a result, the multiple linear regression equation for this investigation is as follows:

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \epsilon$

Where:

Y = organisation performance

β0= estimated Y-intercept (the value of Y when all the independent variables (X1through X3) are equal to zero)

β1, β2 and β3 =estimated slope (estimated regression coefficients for X1, X2 and X3 respectively), Each regression coefficient represents the change in Y relative to a one-unit change in the respective independent variable

X1 = Engagement of stakeholders

X2= Capacity management of stakeholders

X3 = M&E practice

ϵ = Standard Error

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.628[a]	0.395	0.334	3.239
a. Predictors: (Constant), M&E practice, Capacity management of stakeholders, Engagement of stakeholders				

Table 14: Summary of combined effect of Monitoring and Evaluation on Organisation performance (source: own, 2021)

linear regressions have been carried out to forecast stakeholder involvement, stakeholder capacity management and M&E practice for organizational performance.

The **model summary** table showed that the independent factors may explain 33.4% of the variety in the dependent variable (organizational performance) (engagement of stakeholders, capacity management of stakeholders and M&E practice).

ANOVA[a]						
	Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	205.357	3	68.452	6.524	.002[b]
	Residual	314.761	30	10.492		
	Total	520.118	33			
a. Dependent Variable: Organisation performance						
b. Predictors: (Constant), M&E practice, Capacity management of stakeholders, Engagement of stakeholders						

Table 15:ANOVA results showing the combined effect of monitoring and evaluation on Organisation performance (source: own, 2021)

The **ANOVA** table of p-value = 0,002 < 5% indicates that regression has an important role in the prediction of how the involvement of stakeholders, stakeholder capacity management and M&E practice have affected performance of the organization.

Coefficients[a]						
1	**Model**	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
	(Constant)	9.49	7.196		1.32	0.000
	Engagement of stakeholders	0.242	0.165	0.241	1.47	0.004
	Capacity management of stakeholders	0.364	0.212	0.279	1.72	0.031
	M&E practice	0.539	0.264	0.311	2.04	0.011
a. Dependent Variable: Organization performance						

Table 16: Coefficient results showing the relationship between the combined effect of M&E and Organisation performance (source: own, 2021)

According to the data, if all variables are set to zero, the organization's performance will be 9.49. Similarly, all other independent variables are maintained consistently, A change in the unit's involvement of stakeholders would impact the performance of the organization by 0.242. A change of unit in stakeholder capacity management will impact the performance of the organization by a factor of 0.364. Changing the M&E practice unit by a factor of 0.539 would lead to changes in organizational performance.

This suggests that project involvement of stakeholders, stakeholder capacity management, and an organization's M&E approach would boost project success by 24.2 percent, 31.75 percent, 36.4 percent, and 53.9 percent, respectively. As a result, all of the independent variables project involvement of stakeholders, capacity management of stakeholders, and an organization's M&E practice had a positive significant influence on the dependent variable organization performance.

Furthermore, based on their contribution to organizational performance, M&E practice ranks first with standardized coefficients (=0.311), capacity management of stakeholders ranks second with standardized coefficients (=0.279), and stakeholder engagement ranks third with standardized coefficients (=0.241).

Because the coefficients for each variable are non-zero, all of the independent factors (project involvement of stakeholders, capacity management of stakeholders, and M&E practice of an organization) impact the response variable (organization performance).

This analysis's fitted model is $Y = 9.49 + 0.242X1 + 0.364X2 + 0.539X3 + \epsilon$ Where:

Y = Organisation performance

X1 = Engagement of stakeholders

X2= Capacity management of stakeholders

X3 = M&E practice

ϵ = Standard Error

4.3.3.1 Summary of hypothesis testing

The above multiple linear regression analysis indicates that:

H1= $\beta 1(0.242) \neq 0$ with p-value $(0.004) < 0.05$. The alternative hypothesis, M&E practice has positive significant effect on organisation performance is accepted.

H2= $\beta 2(0.364) \neq 0$ with p-value $(0.031) < 0.05$. The alternative hypothesis, stakeholder's capacity management has positive significant effect on organisation performance is accepted.

H3= $\beta 3(0.539) \neq 0$ with p-value $(0.011) < 0.05$. The alternative hypothesis, stakeholder's engagement has positive significant effect on organisation performance is accepted.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter offers a summary of the significant results from the preceding chapter. Furthermore, based on the study's findings, conclusions and recommendations are given.

The research questions were:

1. What is the effect of M&E practice on organisation performance?
2. How does time, cost and quality affect organisation performance?
3. How does stakeholder's engagement affect organisation performance?
4. How does capacity management affect organisation performance?

5.2 Summary

5.2.1 Respondent's profile

- ✓ All of the respondents had at least a bachelor's degree, with 67 percent holding a master's degree.
- ✓ 61.8 percent of responders are young and adult professionals with 1-7 years of experience.

5.2.2 Major findings

Finding from quantitative data

In terms of stakeholder involvement, respondents agreed with all of the metrics mentioned for stakeholder involvement. This means that there is solid practice in the organization for engaging stakeholders. Furthermore, the multiple linear regression analysis revealed that stakeholder involvement has a positive significant influence on organizational performance and may be regarded a good predictor of organizational performance. This is corroborated by a substantial positive correlation discovered

between stakeholder involvement and organizational performance (r=0.471, N=34), with an unstandardized coefficient of 0.24.

Concerning capacity management of stakeholders, respondents agreed with all of the indicators mentioned for capacity management of stakeholders. This means that capacity management of stakeholders is practiced well in the organization. Furthermore, the multiple linear regression analysis revealed that stakeholder capacity management has a positive significant influence on organizational performance and may be regarded a good predictor of organizational success. This is backed by a positive significant correlation discovered between stakeholder capacity management and organizational performance (r=0.481, N=34), with an unstandardized value of 0.364.

For M&E practice of organization, the respondents agreed with all of the factors given under M&E practice of organization. This means that the organization employs successful M&E practices. Furthermore, the multiple linear regression analysis revealed that an organization's M&E practice has a positive significant influence on organizational performance and may be regarded a good predictor of organizational performance. This is backed by a positive significant correlation discovered between organizational M&E practice and organizational performance (r=0.473, N=34), with an unstandardized value of 0.539.

In terms of organizational performance, according to the data obtained from respondents, the mean value indicates that the organization's performance is very good. All of the variable means are more than 4, indicating that the organization is performing exceptionally well. Time has the lowest mean if we rank the means. As a result, we can conclude that the program has strong practices in terms of stakeholder involvement,

stakeholder capacity management, and M&E, however there is a lack of practice in terms of completing projects on time.

In general, examination of the obtained data for assessing the practice of M&E's influence on organizational performance reveals that the organization has extremely good M&E practice. However, there is a little shortcoming in completing tasks within the pre-planned timetable.

Finding from qualitative data

Stakeholders are participants who begin from the beginning, i.e. the formulation of an operational plan. The operation plan has been developed in collaboration with possible stakeholders, and the project design has been revised in collaboration with the management team.

The organization has also created an M&E supervision system known as Onsite-M&E, which employs a logical framework as a foundation for budgeting and generating annual work plans, and then performs M&E based on the produced plan.

The key project M&E activity is measuring performance on processes and outputs at the start of a project's existence and then continuing to track high-level outcomes and impacts at the conclusion to concretely analyze how its activities have achieved the goal using the organization M&E system called Onsite-M&E.

The program controls human resource capacity by providing various training and developing a reporting and analysis system for work done. Every year, the program provides team building and other diverse training to the staff so that they may work extensively and accomplish their task to the best of their abilities.

The program carefully maintains its funds. It ensures that purchases are done at the lowest possible cost while considering "value for money," and that costs are incurred in accordance with the operating strategy.

Cost: Budget is one of the components of an operating plan. As a result, funds will be assigned to the actions that must be completed. During the M&E phase, the experienced expenses will be compared to the planned ones, and a report will be generated as a result.

Quality: This component is utilized in the sense of a ‘quality activity deliverable.' The program makes every effort to incorporate possible stakeholders in the planning process so that they can understand their deliverable expectations and ensure excellent delivery.

Time: The time period is another component of the operating strategy. Every action has a time limit. As a result, when M&E is built, this component will be verified.

5.3 Conclusion

The study concluded that the organization has good stakeholder engagement, stakeholder capacity management, and M&E practice, although it has a little difficulty in meeting deadlines, which is one element of organizational performance.

Furthermore, of the identified criteria, M&E practice is ranked first, capacity management of stakeholders is ranked second, and stakeholder engagement is ranked third in terms of their impact to organizational performance.

Finally, the study’s conclusion shows that overall M&E has a significant influence on organizational performance.

5.4 Recommendation

The following recommendations are made in order to increase the impact of M&E on organizational performance based on the primary results reported and conclusions reached:

- ✓ As the summary indicates that there is some lag in completing tasks on time, the program's controlling system in this area needs to be improved.
- ✓ When there is variance, the source of the variance in time, cost, and quality should be determined.
- ✓ Because the majority of respondents agreed with the organization's stakeholder involvement, capacity management, and M&E approach, these elements should be highlighted in the organization when future decisions are made.

5.5 Limitation and suggestion for further study

The purpose of this study was to determine the impact of M&E practices on organizational performance at GIZ-BFP. Because the study is based on one of GIZ's programs, applicability of findings to the GIZ as a whole may be restricted. As a result, future studies should select a sample of respondents from all types of programs performed by the organization in order to generalize the findings.

Furthermore, it would be desirable to undertake further research on other elements that affect organizational performance in order to determine which one has the most effect over organizational performance.

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Appendices

Appendix 1: Questionnaire

Dear respondents,

Thank you for taking part in conducting the research: "**Effect of Project Monitoring and Evaluation practice on Organizational Performance: The case of GIZ-Biodiversity and Forestry Programme**"

I am Nardos Eniyew, currently pursuing my master's in project management at Addis Ababa university school of commerce. By assuring you that your information will be used only for academic research purposes and confidentiality of your response is 100% granted, I kindly request you to answer the entire questions provided below believing that the quality of this research findings highly depends on your honest and accurate information.

Section I

1. Socio-demographic characteristics of respondents

1.1 Gender	Male ☐	Female ☐
1.2 Age	23-29 ☐	30-45 ☐
	46-55 ☐	Above 56 ☐

1.3 Educational background

BA/BSc ☐ MA/MSc ☐ PhD ☐

If other, please specify _____

1.4 Role in the project work

Technical staff ☐ Non-Technical staff ☐

If other, please specify _____

1.5 Year of Experience (total)

1-3 ☐ 4-7 ☐ 8-10 ☐>10 ☐

Section II

The following are statements on project monitoring and controlling practice related to project performance practice. **please indicate your level of agreement by marking in the box.**

S.no	**Statements**	**Level of agreement**				
Engagement of stakeholders		**Strongly agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly disagree (1)**
1	Stakeholders are aware of the program's vision, mission, and goal					
2	Stakeholders participate actively in planning and implementation of the					

	program					
3	The management uses strategy to increase engagement of stakeholders					
4	Stakeholders expectation is met in the implementation of programme					
5	Stakeholders are engaged to address potential problems					
6	There is a healthy communication between potential stakeholders					
Capacity management of stakeholders		**Strongly agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly disagree (1)**
7	Stakeholders tend to maximize their capacity in order to achieve organizational goal					
8	New strategies and techniques are introduced to increase capacity					
9	Capacity assessment is made					

	periodically					
10	More employees are added when additional budget is released					
11	Different capacity maximization trainings are delivered periodically					
M&E practice		**Strongly agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly disagree (1)**
12	There is a documented clear M&E system					
13	There is a specific responsible unit/person for M&E practice and system					
14	Stakeholders clearly understand the program's M&E system					
15	Implementation progress data are collected periodically					
16	Implementation progress data are evaluated and					

	monitored periodically					
17	M&E data is used as an input for decision making and future planning					
Organization performance (TIME)		**Strongly agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly disagree (1)**
18	The operation plan estimates realistic time					
19	There is checking mechanism to ensure that tasks are done according to planned time					
20	The whole program is going with the planned time					
Organization performance (QUALITY)		**Strongly agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly disagree (1)**
21	The operation plan gives clear deliverables and ways to measure them					
22	There is checking					

	mechanism to ensure that tasks are done according to planned quality					
23	The whole program is going with the specified and planned quality					
Organization performance (COST)		**Strongly agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly disagree (1)**
24	The operation plan gives realistic cost estimate					
25	There is checking mechanism to ensure that the budget is being spend according to the plan					
26	The program is going with planned economical cost					

Appendix 2: Interview question

2.1 Introductory questions

2.1.1 Tell me about your role and experience in the project?

2.1.2 How do you see the M&E practice of GIZ?

2.2 Contextual questions

2.2.1 How is the M&E practice of GIZ-BFP?

2.2.2 What is the main project M&E activity?

2.2.3 How is the engagement of stakeholders in the M&E?

2.2.4 How do you manage capacity of the stakeholders?

2.2.5 What is the impact of M&E practice?

2.2.6 What is the effect of M&E on organisation performance with special emphasis to cost, time and quality?

Any points or ideas to add?

Thank you very much!

Appendix 3: Time schedule

Researcher conducted the research as per the below timeframe:

Activity	Time Schedule of research work								
	1st Week	2nd Week	3rd Week	4th Week	5th Week	6th week	7th week	8th Week	9th Week
	March 29-April 4	April 5-April 11	April 12-April 18	April 19-April 25	April 26-May 2	May 3-May9	May 10-May 16	May 17-May 23	May 24-May 30
Preparation and submission of thesis proposal									
Preparation of research (chapter 1-3)									
Data collection									
Data analysis									
Preparation of research (Chapter 4-5)									
Submission of complete final version of research									