MONITORING AND EVALUATION PRACTICES AND WORKERS PERFORMANCE AT BURUNDI UNION MISSION

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A Research Project Report Submitted in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Arts in Monitoring and Evaluation in the department of Monitoring and Evaluation and the School of Business of Africa Nazarene University.

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DECLARATION

I hereby declare that this research project is my original work and has not been submitted to any other university for the academic award.

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DEDICATION

I dedicate this research project to my beloved wife, Anitha Arakaza, and my daughters, Bithiah Irakoze and Anny-Ramiah Irakaza, who always pray for me and give me words of hope and encouragement.

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ABSTRACT

Organisations seek to improve overall performance by being keen on worker performance. Workers are critical in that they control the sequence of routines and processes that are meant to lead to the required output. The success of these processes and routines depends on the decisions made by the workers during interaction with them. Among the ways that worker performance can be enhanced is through engaging in monitoring and evaluation practices. However, the employees face challenges such as serving a huge population with minimal workers, traditional beliefs, being barred by local authority (chief), shortage of financial resources, and hindrances to mission work by an unstable government. Therefore, this study sought to establish whether monitoring and evaluation practices enhance worker performance. The purpose of the study was to assess the influence of monitoring and evaluation on workers' performance in the Burundi Union Mission. While the specific objectives are: to examine how the monitoring and evaluation planning process influences workers' performance in the Burundi Union Mission To examine the monitoring and evaluation of technical expertise on workers' performance in the Burundi Union Mission - To determine the M&E stakeholder engagement on workers' performance in the Burundi Union Mission; - To investigate how monitoring and evaluation management support influences workers' performance in the Burundi Union Mission. The Theory of Change (ToC) and Realistic Evaluation Theory (RET) were used to explain the theoretical relationship between the variables. This research mainly used a census whereby workers and leaders shared their views by filling out a questionnaire on monitoring and evaluation practices and workers' performance. The study population consisted of 63 people. The population comprised leaders, department directors, accountants, district pastors, and other workers. Once the information had been gathered, quantitative data was analysed through descriptive statistics with the help of the computer Statistical Package for Social Sciences (SPSS) version 23. From the study findings, it was deduced that the monitoring and evaluation planning process, monitoring and evaluation technical expertise, monitoring and evaluation stakeholder engagement, and monitoring and evaluation management support had a positive impact on workers performance. The study recommends that the Union Mission ought to keep putting emphasis on and funding a solid monitoring and evaluation planning process. It should institutionalise monitoring and evaluation in policy frameworks by making sure that organisational policy frameworks and standards include monitoring and evaluation planning. The study concluded that the monitoring and evaluation planning process, monitoring and evaluation technical expertise, monitoring and evaluation stakeholder engagement, and monitoring and evaluation management support were positive and significant predictors of workers' performance. The study was conducted exclusively at the Burundi Union Mission. It is advised that the study be repeated in other faith-based institutions. Further research should also be done to examine the difficulties encountered while implementing monitoring and evaluation practices in faith-based organisations.

DEFINITION OF THE TERMS

Monitoring: a continuous process of tracking indicators in an ongoing project to determine progress.

Evaluation: an examination concerning the relevance, effectiveness, efficiency, and impact of activities in light of specified objectives.

Monitoring and Evaluation Planning refers to a process of determining the course of action to track and assess the results of the interventions throughout the program's life.

Workers' Performance is defined as how workers fulfil their duties and execute their required tasks. It refers to the effectiveness, quality, and efficiency of their output.

Effectiveness is the capability of producing the desired result, making the desired output, completing activities, and achieving goals.

Competency: allude to the workers' capacity, knowledge, and skills relating to monitoring and Evaluation.

Participation: Active and broad involvement of the workers of the particular organization in monitoring and Evaluation**.**

ABREVIATIONS & ACRONYMS

ANU	Africa Nazarene University
BUM	Burundi Union Mission
CCP	CSR Communication Productivity
CSR	Corporate Social Responsibility
ECD	East Central Africa Division
KI	Key Informants (KI)
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organization
RET	Realistic Evaluation Theory
SOI	Sustainability Oriented Innovation
SPSS	Statistical Package for Social Scientists
TOC	Theory of Change

CHAPTER ONE

1.1 Introduction

Monitoring and evaluation are vital in enhancing public or private organisations' development and sharpening workers' performance. It helps public or private organisation leaders make a proper pursuit, and it opens the eyes and minds of the leaders and workers on how they can perform professionally in their various tasks.

This proposed research explored the influence of monitoring and evaluation practices on workers' performance. The practices that were examined are the monitoring and evaluation (M&E) planning process, M&E technical expertise, M&E stakeholder engagement, and M&E management support. Chapter One handled the study background, problem statement, purpose, objectives, research questions, significance, scope, delimitations, limitations, assumptions, and the conceptual framework of the research.

1.2 Background of the study

Organisations main objective is to realise superior performance. Performance can be evident through customer satisfaction, profitability, and employee/worker performance. Worker performance is considered crucial since it affects service and product quality, company image, and customer satisfaction (Schutz, 2019). Workers are also critical in controlling the sequence of routines and processes meant to lead to the required output. The success of these processes and routines depends on the decisions made by the workers during interaction with them (Pradhan & Jena, 2017). These decisions would depend on how they understand the structures in place and how they perceive management initiatives meant to support the effective running of the processes. Depending on their interaction with

the processes, workers may perceive these initiatives differently and affect the decisions they make given the situations at hand.

The ability to control a sequence of routines is what determines worker performance. Worker performance relates to how workers execute their roles and duties in a workplace, how they behave, and the quality of their work output. Worker performance is therefore measured under the scope of three major measurements: quantity, quality, and, lastly, efficiency in work. Worker performance is affected and interfered with by certain specific factors, such as economic conditions, management practices, diversity in culture, the education system in place, and monitoring and evaluation (Robbins & Judge, 2017). Workers could emerge from anywhere as any organisation hires according to qualifications and expertise. As a result, it becomes evident that these differences are bound to arise. To manage worker performance at a global level, it, therefore, becomes necessary for organisations to effectively navigate through all these different perspectives in order to successfully manage worker performance (Akhsay et al., 2022). Some practices can be embraced in an organisation within a global organisation to become more inclusive and create a diverse work environment for all. These practices include cross-cultural training that could help workers understand and feel understood, as well as applying cultural intelligence when it comes to the management of worker performance.

Various organisations enhance worker performance by encouraging workers to interact better and seek to find solutions in a peaceful work environment as opposed to competition. A major emphasis is placed on the need to embrace teamwork, as working together yields the best results (Alex & Irechukwu, 2021). Economically, challenges like poor

infrastructure or not enough capital constantly affect access to resources and technology, which consequently affects worker performance.

Worker performance is also influenced by monitoring and evaluation (Robbins & Judge, 2017; Alex & Irechukwu, 2021; Kituyi, 2020). The effectiveness of workers is significantly impacted by monitoring and evaluation. Companies can monitor and evaluate worker performance, convey suggestions, and execute the required changes by putting in place efficient monitoring and evaluation systems (Witter et al., 2018). Workers are driven to operate effectively while striving to reach or surpass goals when clear expectations are established and performance is evaluated against these requirements. There is more accountability during the evaluation stage of a project since organisations schedule, examine, and communicate about it. Stakeholders have unrestricted access to information and can share their opinions, which increases their involvement in the project. Regular monitoring and assessment also give managers and supervisors the chance to provide employees with honest feedback. Feedback encourages achievement and identifies areas for development, enhancing employee inspiration and satisfaction (Sanyal & Hisam, 2018). High performers should be acknowledged and rewarded because this will increase their commitment and satisfaction with their work (Taba, 2018). Additionally, firms can make sure that employees' desired outcomes are in line with the company's overall goals by monitoring and evaluating their performance..

Employee focus and dedication to attaining goals are improved by this alignment, which gives them an impression of a clear goal (Mansaray, 2019).

1.2.1 Monitoring and Evaluation Practices

Monitoring and evaluation are tools to help leaders in decision-making, and they teach workers and leaders how to perform accurately in their various fields of work. Monitoring and evaluation is the tool to assess whether or not the goals and objectives are achieved. Nkonki-Mandleni (2023) states that the process by which the guiding members of an organisation consider its future and develop the necessary procedures and operations to attain that future Organisation leaders need to plan properly by using this monitoring and evaluation tool for better future achievement.

Monitoring and evaluation practices can help the organisation or company pull out helpful information for the project or programme (Sanyal & Hisam, 2018). These practices include the M&E planning process, M&E stakeholder engagement, M&E technical expertise, and M&E management support.

1.2.1.1 M&E Planning Process

A monitoring and evaluation plan is a document that helps track and evaluate the results of the actions taken throughout a program. It is a dynamic document that requires regular review and updating. Even though each programme's M&E plan will have distinct details, they should all have a similar basic structure and include comparable major components. Some files that may have been developed during the programme planning phase would be included in the monitoring and evaluation strategy, while others would need to be prepared from scratch. For instance, the major shareholder and the programme donor may have contributed to the development of elements like the logic scale or logical framework, the theory of the change, and the monitoring indicator. The M&E plan takes those files and develops more plans for their implementation (Maker, 2022). The M&E plan is important

to assist programme staff in choosing how they are going to gather information to trace indicators.

The planning process involves determining programme aims and objectives, defining indicators, describing data-gathering techniques and timelines, determining M&E duties and responsibilities, and planning for dissemination and donor funding. A plan for donor and reporting involves determining how and to whom data would be disseminated. Information data's sake should not be the ultimate target of M&E efforts (Shivambu, 2020). Data should always be gathered for a reason.

1.2.1.2 M&E Technical Expertise

Technical expertise plays a crucial role in any project. With the right expertise, it ensures that the project is delivered on time and also meets its desired standards. It is therefore crucial to ensure that project team members are skilled. Shihemi et al. (2016) pointed out that the hiring of skilled M&E technicians, adequate M&E budget allocation, and regular training of the project workforce increased the performance of projects. The technical expertise would be involved in monitoring through process observation and monitoring conformity.

Process observation is implemented during the project's first stages and goes by the name of "activity monitoring." Its primary goal is to monitor how inputs and resources are used while also assessing how activities and goods are produced (Schneiderbauer et al., 2020). It frequently works in tandem with compliance monitoring and contributes to the assessment of influence. Monitoring of conformity is also conducted. The primary goal of

compliance monitoring is to ensure compliance with donor policies, grant contract requirements, local legal and regulatory requirements (Lopatta, Jaeschke & Chen, 2017), cultural norms, and critical conformity with the project's anticipated objectives.

Technical expertise is also involved in evaluation through formative assessment, results assessment, summative assessment, and influence assessment. Formative assessment is carried out at the project introduction stage. However, depending on the project's nature, it might also continue through the introduction stage. Its primary objective is to gather baseline data to assess the project's requirements, raise employee knowledge of the project's beginning status, identify the area of consideration, and provide recommendations for its introduction and compliance (Villena et al., 2019).

A result assessment is conducted when the project's activities have been introduced; this type of assessment is carried out. It regulates the immediate impact or effects of the activities on the target population and helps to increase the project's effectiveness for workers. Summative assessment is carried out right after the project overview to assess the effectiveness of the project and the immediate modifications brought about by its interventions. Summative evaluation determines whether the project was effective in achieving the planned results or bringing about the intended profits for the target population by comparing the information regarding real results with baseline data (Grosso et al., 2019). Influence assessment measures the long-term character changes brought on by the project's outcomes and its interventions in the target society or population. Instead of concentrating on the project's management and delivery, it assesses the level to which the project achieves the end goal (Grosso et al., 2019). This occurs following the project's

conclusion or at the project cycle's final stage. Hence, for other long projects, this can be performed in a given period at the time of the project implementation cycle.

1.2.1.3 M&E Stakeholder Engagement

The practice of monitoring project shareholder associations and customising plans for involving shareholders through adjustments to involvement plans and strategies is known as shareholder participation or engagement. The success of monitoring and evaluating actions in the growth programmes and regulations is greatly dependent on the shareholders. They contribute significantly to programme design and introduction as well as to the collection, analysis, and use of data for decision-making (Schneiderbauer et al., 2020). The involvement of stakeholders can take many different forms, including internal investors, external investors, and technical expertise.

Internal shareholders are the people or organisations within the corporation who created and disseminated the program. They also consist of the programme's supervisors, staff, and other internal departments. They have a direct interest in the programmeme's success and play a crucial role in ensuring that M&E initiatives are successfully integrated into programmeme design and implementation.

External investors are individuals or organisations from outside the corporation who are interested in the programme or its outcomes. Programme participants, sponsors, funders, implementing partners, government representatives, and some residents are among them (Lopatta, Jaeschke, & Chen, 2017). They provide critical input on programme design and implementation as well as the gathering, analysis, and use of data for decision-making.

1.2.1.4 M&E Management Support

Monitoring and evaluation are the processes by which shareholders at various levels take part in a single project, programme, or regulation's monitoring or assessment. M&E includes outside professionals coming in to control performance against pre-set indicators while applying standardised processes and tools (Schneiderbauer et al., 2020). M&E involves the main project shareholders more actively in reflecting and evaluating the progress of their project, especially the attainment of the outcomes. The main principles of M&E are that the local individual active participants are the origins of the information, the shareholders assess, outsiders facilitate, focus on building shareholder capacity for studies and challenge solving, and the process builds commitment to introducing any recommended corrective actions (Edge & Marchantia, 2019).

Overall worker performance is highly linked to management support; they provide crucial insight into project delivery or overall firm performance, stir the project process in the right direction, and encourage all project teams to have an active role in project delivery (Edge & Marchantia, 2019). Revision of project plans is done to align with management decisions and approval. To provide clear guidance and direction, management is indeed required to have great support in the project monitoring and evaluation activities. Visible support by management is equally important to the workers; they recognise the importance of the project performance along with the repercussions of project failure, and the project team values the project performance in support of management's interest in the project. Management support and commitment can be put into two categories: project sponsorship and project life-cycle management. The main role of the project sponsor is to link the interference that may exist for the managers of the project with constantly reminding the

project team that project performance at the highest levels of excellence is tolerable (Jahaf, 2018). It is imperative that project goals, objectives, and values are understood by the project members throughout the project life cycle. Continuous and positive Management involvement, in the capacity of leadership, will definitely reflect the commitment to project objectives by the top management.

1.2.2 Burundi Union Mission

Burundi Union Mission is a country office in the Seventh-day Adventist Church, representing the worldwide church called General Conference. The Seventh-day Adventist Church is organised like this: Local church, field, union, and general conference. The Seventh-day Adventist Church is a worldwide community of believers who confess Jesus Christ as Lord and Saviour and are united in mission, purpose, and belief. The church defines its internal governance as a representative form with executive responsibility and authority assigned to various entities and institutions and their respective constituencies, boards, and officers through constitutions or articles of incorporation, bylaws, and operating policies and guidelines (Nsabiyaremye, 2022). Burundi Union Mission is the headquarters of the Seventh-day Adventist church in Burundi, located in Bujumbura, Burundi. The Burundi Union Mission of the Seventh-day Adventist Church comprises four fields: East Burundi Field, North Burundi Field, North-West Burundi Field, and South-West Burundi Field.

The research study on the influence of monitoring and evaluation on workers' performance will focus on 63 employees working in the Burundi Union Mission (Astr., 2023). The study will be conducted for better development and growth achievement, transparency, accountability effectiveness, and efficiency in the Burundi Union Mission.

1.3 Statement of the Problem

Burundi Union Mission (BUM) consists of 63 workers who have the opportunity to provide services to over 11 million people in Burundi. The BUM is faced with challenges such as serving a huge population with minimal workers, traditional beliefs, being barred by local authority (chief), shortage of financial resources, and hindrances to mission work by an unstable government (Nsabiyaremye, 2022). The BUM has the potential to improve its performance and development work with the community. This can be achieved by increasing the number of workers to handle the churches and population. As the number of workers increases, there is a need to improve their performance through monitoring and evaluation of various projects.

Monitoring and evaluation practices are widely known as crucial elements of managing and implementing projects, programmes, and policies in both public and private sector organisations (Kaula, 2020). Monitoring and evaluation practices play a significantly influential role in improving accountability and transparency in the Burundi Union Mission, as they are helping other organisations that have already implemented them. Burundi Union Mission leaders would be professional in decision-making and the follow-up of the goals set. Monitoring and evaluation practices would help the employee plan their activities professionally in a short period of time. Monitoring and evaluation practices would play an important role in judging the ongoing project and in planning future programmes because of the relevant information received from past and ongoing activities. Without effective planning, monitoring, and evaluation, it would be impossible to judge if

work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (Kihuha, 2018).

The influence of monitoring and evaluation and workers' performance in the Burundi Union Mission would improve accountability and transparency in the organization. The leaders are being professional in their decision-making and following the goals set. Monitoring and evaluating worker performance would help the employee plan their activities professionally.

However, due to the deficiency of information on monitoring and evaluation practices during this research study, The focus was on monitoring and evaluation planning, worker performance, leaders' participation, and competency in monitoring and evaluation. The research would focus on the mechanisms and practices of how leaders and workers can accomplish their tasks as a team for better achievement, development, effectiveness, and efficiency of the workers, as well as working in transparency and accountability. Monitoring and evaluation practices. During this research study, the focus was on monitoring and evaluation planning, worker performance, leaders' participation, and competency in monitoring and evaluation. The research would focus on the mechanisms and practices of how leaders and workers can accomplish their tasks as a team for better achievement, development, effectiveness, and efficiency of the workers, as well as working in transparency and accountability.

1.4 Purpose of the Study

This research proposal assessed the influence of monitoring and evaluation on workers' performance in the Burundi Union Mission.

1.5 Objectives of the Study

1. To examine how the M&E planning process influences workers' performance in the BUM

2. To examine M&E technical expertise on workers' performance in the Burundi Union Mission

3. To determine the impact of M&E stakeholder engagement on workers' performance in the BUM

4. To assess how M&E management support influences workers' performance in the BUM

1.6 Research Questions

This study sought to answer the following questions:

1. How does M&E planning process influence workers' performance in the Burundi Union Mission?

2. How does M&E technical expertise influence on workers' performance in the Burundi Union Mission?

3. How Does the M&E stakeholder engagement influence Workers' Performance in the Burundi Union Mission?

4. How does M&E management support influence Workers' Performance the Burundi Union Mission?

1.7 Significance of the Study

Monitoring and evaluation practices and workers' performance are crucial for better achievement and development in any organization. The study would help the Burundi Union Mission implement M&E practices, improve workers' performance, and improve their achievement. The study would give information on planning in M&E and workers' performance and how to accomplish it properly. The evaluation of the goals and objectives and the workers' performance would be easy to examine. M&E practices will help leaders as well as workers evaluate themselves. This study will emphasise the influence of M&E practices and workers' performance in the Burundi Union Mission, how they can plan professionally, and how leaders can be involved in M&E and workers' performance in their different capacities.

The research proposal on the influence of M&E on workers' performance would help leaders and workers mitigate the challenges they face while they are accomplishing their work. The study would therefore be a source of insight into the Burundi Union Mission and its fields and institutions. This study would be a resource for the Department of Monitoring and Evaluation in academic areas, and it can help public or private organisations train their employees and leaders on workers' performance. It would be an essential tool for the country of Burundi.

1.8 Scope of the Study

The research is only based on the employees of the Burundi Union Mission. The study examined four M&E practices of the planning process: stakeholder involvement, technical

expertise, management support, and their influence on project performance. The study will restrict itself to Burundi Union Mission guidelines on monitoring and evaluation practices, with little emphasis on other government policies. The study focuses on 63 employees at the Burundi Union Mission. The study was limited to a cross-sectional research design, where data will be gathered at a specific point.

1.9 Delimitations of the Study

This paper sought to find out the influence of M&E practices on worker performance in the Burundi Union Mission. The study in this case focused on employees of the Burundi Union Mission, which is a Seventh-day Adventist mission spot. The monitoring and evaluation practices comprise the M&E planning process, M&E stakeholder engagement, M&E management support, and M&E technical expertise. The study was restricted to Burundi Union Mission employees.

1.10 Assumption of the Study

The assumption of the study is that the respondents will have a clear explanation of the instrument of data collection so that they can understand it clearly. This assumption would be effective in enabling the collection of precise and valid data that would enable the researcher to analyse and draw conclusions and recommendations.

1.11 Theoretical Framework

Theories are a set of principles or ideas that are expressed or stated for better explanation. The Theory of Change (ToC) and Realistic Evaluation Theory (RET) will lead the theoretical framework.

1.11.1 Theory of Change

Weiss (1995) founded the Theory of Change, which emerged in the 1990s. Its aim at that time was to approach some of the problems evaluators faced when examining the impact of complex social development programs. The theory of change is a theory that helps workers learn how to perform effectively, and the techniques can be used to reach goals. The Theory of Change underscores the context and process of change, demonstrating monitoring and evaluation's focus on the significant questions that need to be addressed and for what objective.

Funnel and Rogers (2011) state that this framework means gaining four aspects: a learning process for strategy and intervention improvement, accountability to local communities, accountability to donor institutions, and results as well as impact achievements. The theory of change gives a picture and a description of the strategies, actions, conditions, and resources that would be used to facilitate the change in order to arrive at the desired outcomes.

1.11.2 Realistic Evaluation Theory

Pawson and Tilley (1997) created a realistic evaluation theory. According to them, evaluations must determine ‘what succeeds under what conditions and for whom?’ if they are to be helpful to those making the decisions. Realist evaluations are predicated on the idea that initiatives and programmes succeed in certain environments, and they are greatly influenced by the manner in which various participants react to them (Blamey & Mackenzie, 2007). As a result, managers and practitioners must comprehend why and how different initiatives and programmes succeed in various environments. As a result, they are

going to be better equipped to choose which initiatives and programmes to carry out and how to modify them for various situations (Dale, Frost, & Ison, 2023).

Pawson & Tilley's (1997) work promoted realistic evaluation. They outlined the steps involved in putting realistic methods of assessment into practice when evaluating programmes, highlighting that after ideas have been generated and information has been collected, it is important to examine the scheme's conclusions with special attention to the categories it helped as well as those it did not. Realist evaluation strategies recognise the existence of several interrelated factors that are active at various levels of society (Hawkins, 2016). As a result, this approach to evaluation is appropriate for complicated social change initiatives. Given that people vary and are entangled in various environments, this realistic approach accepts that intervention programmes and policy changes may not be effective for everyone.

Realist assessment can be used to generate thorough performance standards that analyse managerial solutions' effectiveness and under what circumstances. Analysis of the relationships between the intervention, mechanism, and outcome improves the findings' applicability to managers in various contexts, while recognising crucial context components raises their explanatory power (Pawson & Tilley, 2001). A complete human resources management package helps encourage employees' organisational commitment and also fosters their performance. Therefore, realistic evaluation theory becomes a suitable strategy to improve the value of performance standards and state the expectations

for employee roles and responsibilities as they relate to the agency's mission, which helps in motivating and increasing employee performance.

1.12 Conceptual Framework

Figure 1.1 demonstrates the independent and dependent variables of the study and the relationship between monitoring and evaluation and worker performance. It is a symbolic representation of the concept and its interdependence.

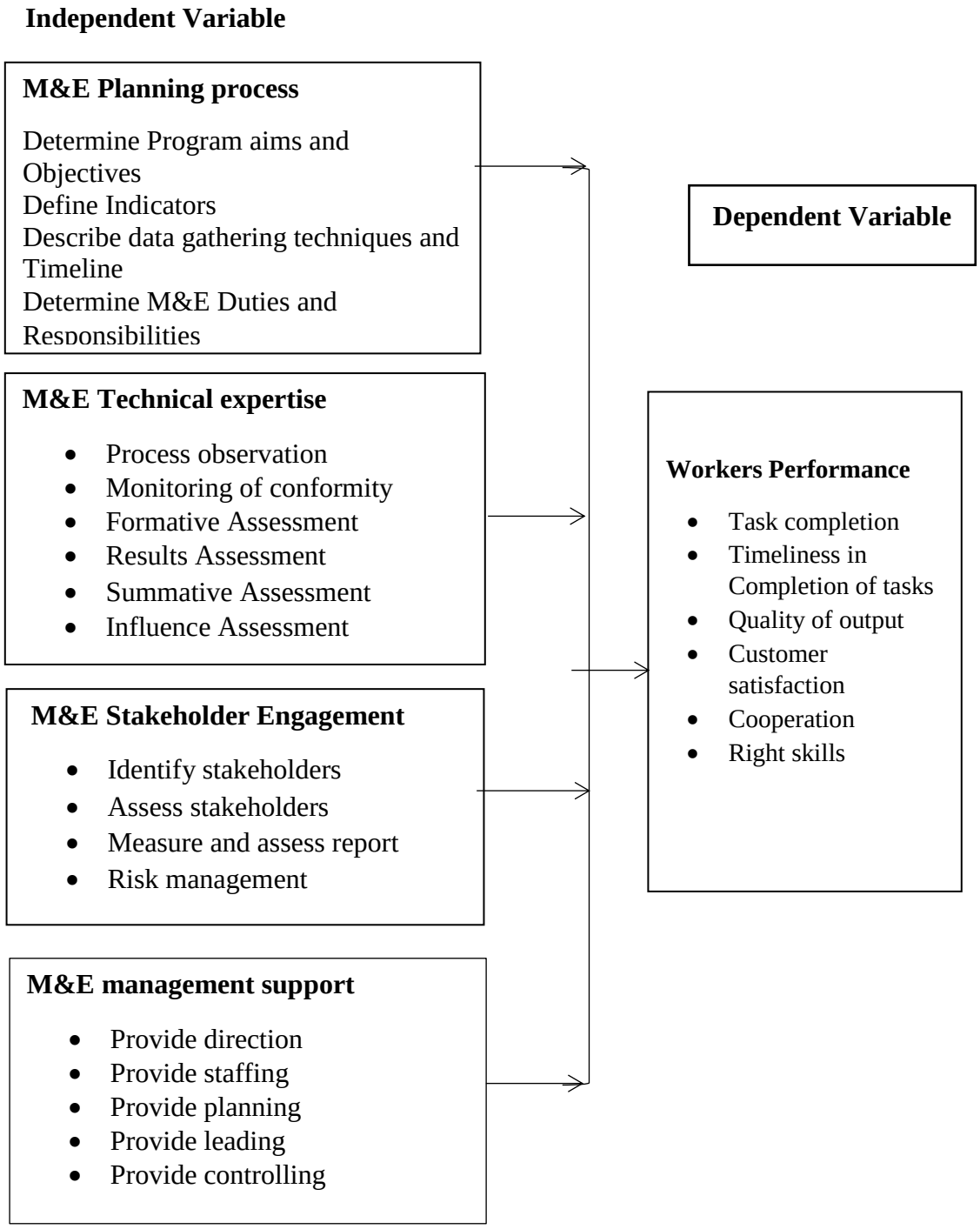


Figure 1.1. Conceptual Framework

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Chapter two examines the theoretical framework and the empirical review. The chapter aims to highlight the empirical review on worker performance, monitoring and evaluation planning processes, M&E stakeholder engagement, M&E technical expertise, and monitoring and evaluation management support. The literature reviews discovered the study's fundamental assumptions and identified possible gaps. The reference is made to scholarly research reports and published journals from global, regional, and country-level perspectives. It further highlights linkages in empirical literature and research gap analysis. Different scholars would make references, and this study seeks to fill the gap.

2.2 Workers Performance

Worker performance is the spark that propels an organisation ahead. Businesses need to figure out how to maintain and maximise worker efficiency if they want to succeed in the competitive marketplace. The organisation may generate a pool of potential leaders by assisting employees in growing within their roles and duties, in addition to helping them recruit, maintain, and cultivate the most qualified personnel (Sikora et al., 2016). Performance is assessed in light of the stated duties, aims, objectives, and acceptable standards that are related to a position, an occupation, and a business. Companies may pinpoint areas for development, offer assistance and training to staff members, and make sure that everyone is pursuing the same objectives by frequently evaluating employee performance (Kosfeld & Neckermann, 2018).

Performance denotes how many outcomes have been accomplished, comprised of practicality, number of expectations accomplished, number of exercises, fulfilled clients, and expenditure of plan (Franz & Messner, 2019). A performance review is an important tool that management can use to assess the quality of an individual's performance in the organization. It can also be used to help identify opportunities for growth and areas where extra training or additional guidance and support may be necessary.

Worker performance is a performance result that can be achieved by a person or group in an organization both qualitatively and quantitatively (Robbins & Judges, 2017). The organisation's productivity, development, and effectiveness depend on workers' performance. The term "worker or employee performance" signifies an individual's work achievement after exerting the required effort on the job, which is associated with getting meaningful work, an engaged profile, and compassionate colleagues or employers around (Sutrisno, 2022). Worker performance is what people actually do, and it can be observed. Performance includes all those actions that are relevant to the goals and can be measured in terms of each individual's proficiency. In other words, work performance is the degree to which an individual executes his or her role with reference to specific, specified standards set by the organisation (Andreas, 2022). The performance-driven objective is expected to align with the organisational policies so that the entire process moves from being event-driven to becoming more strategic from a people-centric perspective (Jena & Pradhan, 2014).

Performance is a multi-component concept, and on a fundamental level, one can distinguish the process aspect of performance, that is, behavioural engagements, from an expected outcome (Franz & Messner, 2019). The behaviour over here denotes the action people exhibit to accomplish a task, whereas the outcome aspect states the consequence of an individual's job behaviour (Andreas, 2022). Performance is a multidimensional concept: task performance, contextual performance, and adaptive performance.

Performance in the form of task performance comprises job explicit behaviours, which include fundamental job responsibilities assigned as a part of the job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having the ability to handle multiple assignments), task skill (application of technical knowledge to accomplish the task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Niati, Siregar, & Prayoga, 2021). Therefore, the primary antecedents of task performance are the ability to do the job and prior experience.

Workers are required to have adaptive performance as an individual's ability to acclimatise The employees are also expected to adjust their interpersonal behaviour in such changed circumstances to work successfully with a wide range of peers and subordinates (Alex & Irechukwu, 2021). Workers' performance will help the leaders and workers work effectively and efficiently by following the goals set. Worker performance is observed based on what outcomes have been achieved and how the company is growing. In other

words, the company's or organisation's outcomes and growth can be indicators and help define the workers' performance.

2.3 M&E Planning Process and Workers Performance

Alex and Irechukwu (2021) sought to determine monitoring and evaluation tools and project performance in Rwanda. The specific objectives were to identify the effect of the M&E planning process on the Busanza Housing Project, identify the effect of the logical framework on the Busanza Housing Project, and identify the effect of a formal survey on the Busanza Housing Project. A mixed-methods approach was used, where quantitative data and qualitative information were gathered. The information gathered was then analysed using a descriptive and inferential approach. The sampled population was selected via stratified sampling techniques. Questionnaires, interview guides, and document analysis schedules were used to collect the data. The analysis findings noted that the M&E planning process affected the performance of the Busanza housing project as indicated by the M&E plan and stakeholders' satisfaction correlated (r =.348**, p =.001), planning for M&E enabled delivery on time correlated (r =.750**, p = 0.002), and planning for M&E facilitated project delivery within the budget (r =.148**, p =.004). On the second objective, it was concluded that the logical framework influenced the performance of the Busanza housing project as indicated by the logical framework and increased stakeholders' satisfaction (r =.323**, p =.002).

A study by Marc et al. (2022) sought to determine the monitoring and evaluation practices for the performance of a program. To determine the objective, a descriptive research design was adopted. A research questionnaire was distributed to a sample of 84 respondents. The

data was then analysed via qualitative and quantitative techniques. The indicators of monitoring and evaluation were M&E planning and the level of participation of experts. The regression analysis was conducted and revealed that every M&E plan had a significant relationship with project performance.

Kaula (2020) reviewed the influence of monitoring and evaluation practices on the performance of county government projects: a case study of market shelter construction projects in Kitui East Sub County. The specific objective was to determine the influence of the M&E planning process on the performance of county projects. The population of the study comprised 72 respondents (2 project managers, 30 top administrative managers, and 40 business people). All 72 respondents were interviewed, hence the census research design. A structured questionnaire was used to collect primary data. Descriptive statistics were used in the study. M&E practices were analysed at three levels: the planning process, budgetary allocation, and stakeholder capacity building. The study found that the M&E planning process significantly influences project performance.

Kituyi (2020) studied the influence of monitoring and evaluation processes on the performance of urban drainage systems in Nairobi County. This was guided by three specific objectives: to establish the extent to which planning for the monitoring and evaluation process influences the performance of urban drainage systems in Nairobi County; to establish the extent to which implementation of the monitoring and evaluation process influences the performance of urban drainage systems in Nairobi County; and to assess whether the implementation of monitoring and evaluation process findings

influenced the performance of urban drainage systems within Nairobi County. Nairobi County was the study context. The study was conducted using a descriptive research design that included both qualitative and quantitative data collection procedures. The findings indicated that the monitoring and evaluation process has little influence on the performance of urban drainage systems. Planning for the M&E process, implementation of the M&E process, and utilisation of the findings of the M&E process were identified as having little influence on the performance of urban drainage systems.

2.4 M&E Technical Expertise and Workers performance

Hassan and Njoroge (2021) reviewed the influence of monitoring and evaluation planning on the performance of the Uganda Women Entrepreneurship Programme in Busoga Sub-Region, Uganda. Using a cross-sectional survey design, information was gathered through a research questionnaire. Quantitative data was analysed via inferential statistics and descriptive statistics. While the qualitative data was analysed via content analysis, The outcome of the study revealed that monitoring and evaluation are significantly related to the performance of government programmes.

A study by Marc (2022) on monitoring and evaluation practices and performance of NGOs in Rwanda A descriptive research design was employed. The population of the study was 107, which was sampled from 84 people using Slovin's formula. A research questionnaire was disseminated to 84 people. Inferential statistics and descriptive statistics were used to analyse the data from the respondents. The study findings show that the level of participation in technical expertise was significant to programme performance.

Mutheu and Perris (2021) reviewed the effect of technical expertise engagement in monitoring and evaluation on the performance of residential construction projects in Kajiado County. A descriptive research design was utilised on 124 registered building projects in Kajiado County. Questionnaires were deployed to gather data, which was utilised via inferential statistics. The analysis outcome revealed a positive correlation between technical expertise engagement and residential construction projects' performance.

2.5 M&E Stakeholder Engagement and Workers Performance

Karimi, Mulwa, and Kyalo (2020) sought to establish the extent to which stakeholder engagement in monitoring and evaluation influences the performance of literacy and numeracy educational programmes in public primary schools in Nairobi County, Kenya. To establish this objective, a descriptive research design and a correlational research design were adopted. Information was gathered from the population through interview guides and research questionnaires. Data was analysed and presented in the form of tables, figures, arithmetic mean, standard deviation, Pearson's moment of correlation, and analysis of variance. The outcome of the study showed that the influence on stakeholder engagement was positive and statistically significant with performance.

Lopatta, Jaeschke, and Chen (2017) reviewed data from 25 countries in Africa to examine stakeholder engagement and corporate social responsibility (CSR) performance. A

descriptive research design was used for the study. The outcome of the study shows that countries with stakeholder engagement showed a positive relationship between state-controlled ownership and CSR performance, whereas other types of controlling ownership have no impact on CSR performance.

Yang and Basile (2021) sought to establish communication of corporate social responsibility through external stakeholder involvement, productivity, and firm performance. The study relied on data collected from and coded from Facebook pages of the Top 100 global brands. The study was analysed, and it was noted that when external stakeholders are involved in an organisation's CSR initiatives, both CSR communication productivity (CCP) and firm performance (Tobin Q) improve. Further, third-party evaluations of CSR performance positively moderate the impact of external stakeholder involvement on CCP.

Ghassim and Boger (2019) focused on linking stakeholder engagement to profitability through sustainability-oriented innovation. Therefore, this sought to test a mediation model to investigate the associations between stakeholder engagement and financial performance among 101 mineral firms in Norway. The gathered data was analysed via SPSS by performing a combined cluster analysis, which increased the validity of the final cluster solutions. The findings revealed that sustainability-oriented innovation (SOI) increased financial performance when stakeholders were involved.

2.6 M&E Management support and Workers Performance

Jahaf (2018) studied the effect of monitoring and evaluation practices on development projects' performance in Yemen and its relation to gender. It also explores the mediating effect of management support on M&E and the performance of development projects, shedding light on gender. To determine the study objective, a mixed-methods research design was adopted. An interview guide was used to gather qualitative data among nine key informants (KI) from programme staff. A closed-ended questionnaire was used to gather quantitative data from a sample of 136 respondents from programme staff (project and M&E). The findings of the study showed that staff with monitoring skills who are practicing M&E technical activities, generating M&E reports in a timely manner, getting support from management, and considering gender in their activities will significantly affect the performance of the development projects. Also, the findings showed that there is a mediating effect of management support on enhanced project performance.

Gatimu, Christopher, and Ndiritu (2021) reviewed the monitoring and evaluation practices and performance of county maternal health programs. The specific objectives comprised planning for M&E, management support, capacity building for M&E, and M&E data use. To establish this relationship, a descriptive survey design was adopted. A structured questionnaire was distributed among a sample of 282 through stratified random sampling, and regression and descriptive analysis were used to analyse the collected data. The study found that management support in M&E and capacity building for M&E influenced the performance of county maternal health programmes in Kenya. The study also found that the respondents agreed that planning for M&E and data management for M&E

Kihuha (2018) studied the monitoring and evaluation practices and performance of global environmental facility projects in Kenya. The specific objectives of the study were to determine the influence of the planning process and management involvement on performance. Research questionnaires were issued to 52 staff. The gathered information was then subjected to inferential and descriptive analysis methods. The study established the adaptability of the planning process for the allocation of funds for M&E, the development of clear M&E plans and tools, and the regular collection and analysis of M&E information. The study concluded that the planning process applied optimally while management support had low-level application. There was a lack of visible support and commitment by management towards project implementation, as well as effective communication that met project objectives, effective use of lessons learned from different projects for future decision-making, and improved project delivery.

2.7 Summary of Empirical Review and Research Gaps

Table 2.1: Summary of Empirical review and research gaps

Author	Title	Findings	Research Gap
Lopatta, Jaeschke and Chen (2017)	Stakeholder engagement and corporate social responsibility (CSR) performance	Stakeholder engagement showed a positive relationship between state-controlled ownership and CSR performance,	The study focused on CSR performance as a dependent variable The gap will be filled by addressing workers performance

Kihuha (2018)	Monitoring and evaluation practices and performance of global environment facility projects in Kenya	lack of visible support and commitment by management towards project implementation led to poor performance	Project implementation performance was the independent variable. This gap can be filled by having workers performance as the dependent variable
Jahaf (2018)	Monitoring and evaluation practices on development projects' performance in Yemen	Staff with monitoring skills, getting support from management and considering gender in their activities will significantly affect the performance of the development projects	The study focused on performance of development project. This study will focus on Burundi Union Mission.
Ghassim and Boger (2019)	Stakeholder engagement to profitability through sustainability-oriented innovation.	Sustainability oriented innovation (SOI) increased financial performance when stakeholders were involved	The study focused on sustainability oriented innovation as independent variable. This gap will be filled by having monitoring and evaluation as the dependent variable

Karimi, Mulwa and Kyalo (2020)	Stakeholder engagement in monitoring and evaluation influences the performance of literacy and numeracy educational programmes in public primary schools in Nairobi County, Kenya.	Influence on stakeholder engagement was positive and statistically significant with performance	The study was conducted in Nairobi county. This gap will be filled by focusing on a Burundi Union mission
Kaula (2020)	Monitoring and evaluation practices on the performance of county government projects: a case of market shelter construction projects in Kitui East Sub County.	The study found out that M&E planning process significantly influences the project performance.	The study was conducted in Kitui East Sub County. This gap will be filled by focusing on a Burundi Union mission
Kituyi (2020)	Monitoring and evaluation process on performance of urban drainage systems case of Nairobi County.	Planning for M&E process, implementation of M&E process and utilization of findings of the M&E process were identified to have	This study focused on the urban drainage systems case of Nairobi County. This gap will be filled by focusing

		little influence on the performance of urban drainage systems.	on a Burundi Union mission
Gatimu, Christopher and Ndiritu (2021)	Monitoring and evaluation practices and Performance of County Maternal Health Programmes	management support in M&E and capacity building for M&E influenced the performance	County Maternal Health Programmes in Kenya was the study context. Our study context will be Burundi Union Mission
Hassan and Njoroge (2021)	Monitoring and evaluation planning on the performance of Uganda Women Entrepreneurship Program in Busoga Sub-Region, Uganda	Monitoring and evaluation is significantly related to performance of government programs.	The study did not focus on technical expertise as an independent variable. This gap be filled by having technical expertise as the independent variable
Alex and Irechukwu (2021)	Monitoring & evaluation tools and project performance in Rwanda	M&E planning process effected the performance of Busanza housing project as indicated by M&E plan and stakeholders' satisfaction	The study focused on project performance. This gap will be filled by having workers performance as the dependent variable

Yang and Basile (2021)	Communicating corporate social responsibility through external stakeholder involvement, productivity and firm performance	External stakeholders involved in an organization's CSR initiatives, both CSR communication productivity (CCP) and firm performance (Tobin Q) improve	The study context was Top 100 global brands. The gap will be filled by focusing Burundi Union Mission
Mutheu and Perris (2021)	Effect of technical expertise engagement in Monitoring and Evaluation on Performance of Residential Construction Projects in Kajiado County	positive correlation between technical expertise engagement and residential construction projects' performance	The study focused on residential construction projects' This gap will be filled by focusing Burundi Union mission
Marc et al. (2022)	Monitoring and evaluation practices on performance of a program.	M&E planning had significant relationship with project performance	The dependent variable is project performance. This gap can be filled by changing the dependent variable as workers performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This section of the chapter presents the proposed method used in the study. The subject discussed is the research design, the research site, the population study, the sampling techniques, the data collection and analysis, and legal and ethical considerations.

3.2. Research Design

The research design is the plan, structure, and strategy of the investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme or programme of the research. It includes an outline of what the investigator would do, from writing the hypotheses and their operational implications to the final analysis of the data (Kumar, 2019).

This research mainly used a quantitative approach through a census approach, whereby all the workers and leaders shared their views by filling out a questionnaire on the influence of monitoring and evaluation on workers' performance. Census approach research allowed the researcher to collect information, sum up, expose, and interpret for intended clarification (Orodho, 2002). This design is deemed appropriate because it assists the researcher in organising his ideas in such a way that flaws and inadequacies can be identified (Kothari, 2004).

According to Abbott and McKinney (2013), research studies that raise questions that require interviewing and questionnaires for data collection should use a census design. The design helped the researcher obtain information concerning the actual status of the influence of monitoring and evaluation on workers' performance in the Burundi Union Mission of the Seventh-day Adventist Church.

3.3. Research Site

The research was conducted at the Burundi Union Mission of the Seventh-day Adventist Church. Burundi Union Mission is a country office in the Seventh-day Adventist Church, representing the worldwide church called General Conference. The Seventh-day Adventist Church is organised like this: local church, field, union, and general conference. BUM is the headquarters of the Seventh-day Adventist church in Burundi, located in Bujumbura, Burundi. The research study on the influence of monitoring and evaluation on workers' performance was on 63 employees working in the Burundi Union Mission (Astr, 2023).

3.4. Population of the Study

According to Sekaran and Bougie (2010), the population is the entire group of people, events, or things of interest that the researcher wishes to investigate. The target populations of the 63 respondents are the workers of the Burundi Union Mission. In the current statistical report of the Burundi Union Mission, the workers are 63 (BUM, 2021). The study population of 63 respondents comprises leaders, department directors, accountants, district pastors, and other workers. A detailed breakdown of the respondents is outlined in Table 3.1.

Table 3.1 population size

	Population	**Sample size**	**Percentage**
Leaders	12	12	100
Department directors	15	15	100
Accountants	10	10	100
District pastors	20	20	100
Other workers	6	6	100
Total	**63**	**63**	**63**

3.5. Data Collection

The researcher used the questionnaire for data collection instruments in this study. According to Kothari (1985), a questionnaire is a set of statements or questions designed to solicit information from respondents to accomplish the objectives of the research. The primary data was collected through the use of a survey questionnaire from selected workers

of the Burundi Union Mission. The use of questionnaires was adopted because the data collection ensured and provided adequate information from each respondent on the critical problems through a research survey. The instrument that was used for this research consisted of five parts: biographic information, planning in monitoring and evaluation, M&E technical expertise, M&E stakeholder engagement, and M&E management.

3.6 Pilot Testing Of the Instruments

10 or 20 percent of the sample size is sufficient to undertake a pilot study (Sekaran, 2002). The piloting of the instrument was done by issuing 13 respondents randomly selected to take part in the pilot survey. The 13 respondents were part of the Burundi Union Mission population. The 13 respondents formed part of the final collection process.

3.6.1 Validity of the Instrument

The ability of a research instrument to evaluate what it is intended to evaluate is called validity. It determines whether full access and knowledge have been gathered from respondents and whether the intended meaning of the responses has been understood by the researcher and for the intended purpose (Schindler, 2003). Content validity was applied. To ensure content validity, the questionnaire was developed in two stages. First, it was developed from existing empirical literature. Secondly, the opinion of the research supervisor was also sought based on the expansive knowledge. They assessed the instrument to establish that the items were representative of the outcome.

3.6.2 Reliability of the Instrument

In research, reliability is about the consistency obtained from findings and is concerned with whether similar observations would be obtained in another study. The research tool

needs to be consistent and stable. For this study, reliability was examined with the Cronbach alpha coefficient, which evaluates the internal consistency and reliability of the factors being analysed across repeated observations; a greater value often indicates a more general scale (Schindler, 2003). A Cronbach alpha coefficient above 0.7 was considered reliable to make decisions about the study variables (Connelly, 2011). The coefficient is considered appropriate since it estimates the reliability of test scores from one set administered through information from the link between the items under test. Further, it provided the reliability test based on the covariation among items internal to the test.

The reliability tests were shown below:

To test for reliability and consistency, a pilot study was conducted. 13 questionnaires were given to respondents to respond to during the pilot study. The findings of the pilot study were fed into SPSS software, and a Cronbach Alpha score of 0.994 was calculated.

This Cronbach Alpha score suggests a very high level of internal consistency or reliability in the scale or set of items being measured. It implies that the items are assessing the same underlying construct with a high degree of consistency.

3.7. Data Analysis

According to Mugenda and Mugenda (2003), data analysis brings order, structure, and meaning to the collected data. It is an ambiguous, time-consuming, creative, and fascinating process. Quantitative data was analysed through inferential statistics with the help of the computer Statistical Package for Social Scientists (SPSS) version 23. This helped identify information relevant to the research questions and objectives. Data

presentation was done using tables and figures to ease understanding and interpretation of the data.

3.8. Legal and Ethical Considerations

Ethics is concerned with moral principles that govern an individual's behaviour when conducting an activity (Arifin, 2018). Therefore, ethics is concerned with an honest way of working with oneself while undertaking research (Schindler, 2003). To carry out the study, research permission and a letter of authorization from Africa Nazarene University were requested and used for data collection. This clarified the aim of the research and the nature of the study, thus improving cooperation from the respondents during data collection. The confidentiality of the information given by the respondents is well upheld. During the data collection, the respondents were advised to avoid mentioning their names on the questionnaires.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

4.1 Introduction

This study was carried out to assess the effect of monitoring and evaluation practices on worker performance at the Burundi Union Mission. The study explicitly investigated the M&E planning process, M&E technical expertise, M&E stakeholder engagement, and M&E management support and their influence on worker performance.

This chapter focused on data analysis, interpretation, and presentation by presenting a discussion of the general information, descriptive statistics, regression analysis, and a discussion of the findings.

4.2 Response Rate

The researcher administered 63 questionnaires to all the workers of the Burundi Union Mission that made up the study population. Based on the questionnaires that were administered, 63 were duly filled out and returned. The results of the study are shown in table 4.1 below.

Table 4.1 Response Rate

	Frequency	**Percentage**
Response	63	100
Total	**63**	**100**

Source: (Primary Data, 2023)

From the table, it was clear that the study was able to achieve a response rate of 100%. The 100% rate was obtained since I work for the same organization. Therefore, all employees were notified of the existing data collection instrument. The respondents were readily available to fill out the questionnaire. The data gathered from the study was used for data analysis, interpretation, and inference.

4.3 Demographic Information

The study's goal was to investigate the characteristics that the participants had in common. Gender, age group, educational background, length of employment with the organisation, category in the organisation, and the effect of monitoring and evaluation (M&E) on the organisation's success were among the key areas of inquiry. The study's findings related to general information are presented in this section.

4.3.1 Gender

The researcher sought to determine the gender composition of the respondents. Findings from the study are shown in the figure below.

Table 4.2: Gender Distribution

	Frequency	Proportion
Female	23	37%
Male	40	63%
	63	100

Source: (Primary Data, 2023)

From table 4.2, it can be deduced that most of the study participants (63% were male), while females accounted for 37% of the study participants. A gender disparity among the study participants can be inferred from the study's findings. This raises the possibility that there may be an imbalance or underrepresentation of women in the population under study.

4.3.2 Age Bracket

The study also sought to establish the various age groups of the study participants. Table 4.3 shows the results of the study.

Table 4.3: Age Distribution

Ages	Frequency	Proportion
18 - 30 years	4	6%
31 - 40 years	27	42%
41 - 50 years	19	30%
51 - 60 years	10	15%
61 & above	4	6%
	63	100

Source: (Primary Data, 2023)

Table 4.3 indicates that most of the study participants (42.42%) were aged between 31 and 40 years, 30.30% of the respondents were aged between 41 and 50 years, 15.15% of the respondents were aged between 51 and 60 years, and 6.06% of the respondents were aged between 18 and 30 years and 61 and above, respectively. The implication of these findings is that all age groups were represented in the study. Consequently, it will be expected that the study's conclusions will have unique perspectives, experiences, and features.

4.3.3 Education Level

The study sought to establish the various educational attainments of the study participants. The results of the study are presented in Table 4.4 below.

Table 4.4: Level of Education

	Frequency	Proportion
Master’s Degree	11	18%
Bachelor's degree	34	55%

Diploma degree	17	27%
	63	100

Source: (Primary Data, 2023)

From table 4.4, it can be deduced that most of the study participants (55.5%) had a degree as their highest educational attainment, 27.27% had a diploma as their highest educational attainment, and 18.18% of the respondents had masters as their highest educational attainment. This implied that all the study participants were educated enough to understand the topic under study.

4.3.4 Experience at the Organization

The study also wanted to inquire how long the various study participants had worked at the Burundi Union Mission. Table 4.5 reveals the study findings.

Table 4.5 Experience

	Frequency	Proportion
Over 20 years	10	15%
16 to 20 years	10	15%
11 to 15 years	11	18%
6 to 10 years	17	27%
Less than 5 years	15	24%
	63	100

Source: (Primary Data, 2023)

Table 4.5 shows that a majority of the study participants (27.27%) had work experience in the Union Mission for a period of 6 to 10 years. 24.24% of the respondents had worked in the Union Mission for a period less than 5 years; 18.18% of the study participants had work experience in the Burundi Union Mission for a period between 11 and 15 years; and 15.15%

of respondents had worked in the Burundi Union Mission for a period between 16 and 20 years and over 20 years, respectively.

These results show that the majority of research participants had employment histories that were at least six years long. This shows that most of the employees have a lot of background and familiarity with the Burundi Union Mission. This means that most employees are knowledgeable of how monitoring and evaluation impact their jobs, making them excellent providers of data for the study.

4.3.5 Category of Department

The researcher also wanted to know the category in which the respondents worked in the organization. Table 4.6 shows the findings of the study.

Table 4.6 Department category

	Frequency	Proportion
Department directors	15	24%
Leaders	12	19%
District Pastors	20	32%
Accountants	10	16%
Other Workers	6	9%
	63	100

Source: (Primary Data, 2023)

Table 4.6 demonstrates that most of the respondents (32.32%) were district pastors. 24.24% were department directors, 19.19% were leaders, and 16.16% were accountants, while 9.9% were other workers.

The results indicate that the data was drawn from various departments within the Burundi Union Mission. Hence, the findings imply that the study was able to get different perspectives on how monitoring and evaluation affected performance across different areas within the Burundi Union Mission.

4.4 M&E Planning Process and Workers Performance

The study sought to investigate the Burundi Union Mission's M&E planning process. A Likert scale was applied to the participants' responses to collect data. The respondents were instructed to submit scores for the study based on how they perceived the organisations' M&E planning process. The Likert scale employed five points, representing the following: 1: strongly agree, 2: agree, 3: neutral, 4: disagree, and 5: strongly disagree. The results of the study are shown in Table 4.7 below.

Table 4.7 M&E Planning Process

Statements	SD f(%)	D f(%)	N f(%)	A f(%)	SA f(%)	Mean	STD
Program aims are determined at the beginning	30(47.62)	22(34.92)	6(9.52)	2(3.17)	3(4.76)	1.88	1.11
Indicators are defined	15(23.81)	28(44.4)	12(19.05)	4(6.35)	4(6.35)	2.24	1.09
Data gathering techniques described	10(15.87)	29(46.03)	14(22.22)	6(9.52)	4(6.35)	2.33	1.05
Program timelines are defined	12(19.05)	30(47.62)	13(20.63)	4(6.35)	4(6.35)	2.33	1.05
M&E duties are determined	12(19.05)	32(50.79)	12(19.05)	4(6.35)	3(4.76)	2.30	1.045
Composite Mean and Standard Deviation						2.22	1.07

Source: (Primary Data, 2023)

Five statements were developed to examine how the M&E planning process influences worker performance in the Burundi Union Mission. Statement (1) programme aims are determined at the beginning. Out of the 63 respondents who participated in the study, (47.62%) s strongly disagreed with the statement, 22 (34.92%) disagreed with the statement, (9.52) w were neutral towards the statement, 2 (3.17) agreed with the statement, and (4.76) s strongly agreed with the statement. The item had a mean of 1.87 and a standard deviation of 1.11, which is lower than the composite mean of 2.218 and a standard deviation of 1.069, implying that the statement does not positively influence workers performance.

Statement (2) indicators are defined: out of the 63 respondents who participated in the study, 15 (23.81%) strongly disagree with the statement, 28 (44.4%) disagree with the statement, 12 (19.05%) were neutral towards the statement, 4 (6.35) agreed with the statement, and 4 (6.35) strongly agreed with the statement. The item had a mean of 2.242 and a standard deviation of 1.09, which is higher than the composite mean of 2.218 and a standard deviation of 1.069, implying that the statement positively influences workers performance.

Statement (3) data gathering techniques described: out of the 63 respondents who participated in the study, 10 (15.87%) strongly disagreed with the statement, 29 (46.03%) disagreed with the statement, 14 (22.22%) were neutral towards the statement, 6 (9.52%) agreed with the statement, and 4 (6.35) strongly agreed with the statement. The item had a mean of 2.33 and a standard deviation of 1.05, which is higher than the composite mean of 2.218 and a standard deviation of 1.069, implying that the statement positively influences workers performance.

Statement (4): programme timelines are defined. Out of the 63 respondents who participated in the study, (19.05) s strongly disagreed with the statement, 30 (47.62) disagreed with the statement, (20.63) w were neutral towards the statement, 4 (6.35) agreed with the statement, and (6.35) s strongly agreed with the statement. The item had a mean of 2.33 and a standard deviation of 1.05, which is higher than the composite mean of 2.218 and a standard deviation of 1.069, implying that the statement positively influences workers performance.

Statement (5) M&E duties are determined. Out of the 63 respondents who participated in the study, 12 (19.05) strongly disagreed with the statement, 32 (50.79) disagreed with the statement, 12 (19.05) were neutral towards the statement, 4 (6.35) agreed with the statement, and 3 (4.76) strongly agreed with the statement. The item had a mean of 2.303 and a standard deviation of 1.05, which is higher than the composite mean of 2.218 and a standard deviation of 1.069, implying that the statement positively influences workers performance.

4.5 M&E Technical Expertise and Workers Performance

The study examined the organisations M&E technical expertise approaches. To conduct the examination, the study collected data on M&E technical expertise using a Likert scale by asking respondents to grade comments about the M&E technical expertise practices they used. The Likert scale was divided into five points: 1 strongly agree, 2 agree, 3 neutral, 4 disagree, and 5 strongly disagree. The results of the study are shown in Table 4.8 below.

Table 4.8 M&E Technical Expertise

Statements	**SD f(%)**	**D f(%)**	**N f(%)**	**A f(%)**	**SA f(%)**	**Mean**	**STD**

Experts are involved in process observation	4(6.35)	21(33.33)	26(41.27)	6(9.52)	6(9.52)	2.82	1.01
Experts are involved in monitoring conformity	4(6.35)	16(25.40)	31(49.21)	6(9.52)	6(9.52)	2.88	0.99
Experts are involved in formative assessment	2(3.17)	20(31.75)	29(46.03)	6(9.52)	6(9.52)	2.88	0.96
Experts are involved in results assessment	2(3.17)	19(30.16)	30(47.62)	6(9.52)	6(9.52)	2.91	0.95
Experts are involved in summative assessment	2(3.17)	19(30.16)	30(47.62)	6(9.52)	6(9.52)	2.91	0.95
Experts influence assessment	2(3.17)	23(36.51)	26(41.27)	6(9.52)	6(9.52)	2.88	0.96
Composite Mean and Standard Deviation						2.88	0.97

Source: (Primary Data, 2023)

Six statements were developed to examine M&E technical expertise on worker performance in the Burundi Union Mission. Statement (1): Experts are involved in process observation. Out of the 63 respondents who participated in the study, 4 (6.35) strongly disagree with the statement, 21 (33.33) disagree with the statement, 26 (41.27) were neutral towards the statement, 6 (9.52) agreed with the statement, and 6 (9.52) strongly agreed with the statement. The item had a mean of 2.818 and a standard deviation of 1.014, which is lower than the composite mean of 2.8787 and a standard deviation of 0.97, implying that the statement does not positively influence workers performance.

Statement (2) experts are involved in monitoring conformity. Out of the 63 respondents who participated in the study, 4 (6.35) strongly disagreed with the statement, 16 (25.40) disagreed with the statement, 31 (49.21) were neutral towards the statement, 6 (9.52) agreed with the statement, and 6 (9.52) strongly agreed with the statement. The item had a

mean of 2.8787 and a standard deviation of 0.992, which is the same as the composite mean of 2.8787 and a standard deviation of 0.97, implying that the statement is neutral towards the influence of worker performance.

Statement (3): Experts are involved in formative assessment. Out of the 63 respondents who participated in the study, 2 (3.17) of the respondents strongly disagree with the statement, 20 (31.75) of the respondents disagree with the statement, 29 (46.03) of the respondents were neutral towards the statement, 6 (9.52) of the respondents agree with the statement, and 6 (9.52) of the respondents strongly agree with the statement. The item had a mean of 2.88 and a standard deviation of 0.992, which is the same as the composite mean of 2.88 and a standard deviation of 0.96, implying that the statement is neutral towards the influence of worker performance.

Statement 4: Experts are involved in results assessment. Out of the 63 respondents who participated in the study, 2 (3.17) of the respondents strongly disagree with the statement, 19 (30.16) of the respondents disagree with the statement, 30 (47.62) of the respondents were neutral towards the statement, 6 (9.52) of the respondents agree with the statement, and 6 (9.52) of the respondents strongly agree with the statement. The item had a mean of 2.909, which is higher than the composite mean of 2.887, implying that the statement positively influences workers performance.

Statement 5: Experts are involved in summative assessment. Out of the 63 respondents who participated in the study, 2 (3.17) of the respondents strongly disagree with the statement, 19 (30.16) of the respondents disagree with the statement, 30 (47.62) of the respondents were neutral towards the statement, 6 (9.52) of the respondents agree with the statement, and 6 (9.52) of the respondents strongly agree with the statement. The item had a mean of 2.909 and a standard deviation of 0.947, which is higher than the composite mean of 2.8787 and a standard deviation of 0.96, implying that the statement positively influences workers performance.

Statement (6): Experts Influence Assessment Out of the 63 respondents who participated in the study, 2 (3.17%) of the respondents strongly disagree with the statement, 23 (36.51) of the respondents disagree with the statement, 26 (41.27) of the respondents were neutral towards the statement, 6 (9.52%) of the respondents agree with the statement, and 6 (9.52%) of the respondents strongly agree with the statement. The item had a mean of 2.8787 and a standard deviation of 0.992, which is the same as the composite mean of 2.8787 and a standard deviation of 0.96, implying that the statement is neutral towards the influence of worker performance.

4.6 M&E Stakeholders Engagement and Workers Performance

The study aimed to investigate the impact of M&E stakeholders' engagement on workers performance. The study used a Likert scale to conduct this evaluation, in which respondents were asked to score their feelings towards numerous statements related to M&E stakeholders' engagement. The Likert scale employed five points, representing the

following: 1: strongly agree, 2: agree, 3: neutral, 4: disagree, and 5: strongly disagree. The results of the study are shown in Table 4.9 below.

Table 4.9: M&E Stakeholders Engagement

Statements	SD f(%)	D f(%)	N f(%)	A f(%)	SA f(%)	Mean	STD
The goal of engagement is specified	18(28.57)	30(47.62)	4(6.35)	8(12.70)	3(4.76)	2.091	0.98
Stakeholders are identified	6(9.52)	22(34.92)	23(36.51)	4(6.35)	8(12.70)	2.76	1.12
Stakeholders are assessed for viability	6(9.52)	19(30.16)	26(41.27)	4(6.35)	8(12.70)	2.79	1.11
Risks from corporate activities are managed	6(9.52)	17(26.98)	28(44.44)	4(6.35)	8(12.70)	2.89	1.09
The report is measured and assessed	6(9.52)	15(23.81)	30(47.62)	4(6.35)	8(12.70)	2.85	1.09
Key concern of stakeholders are identified	6(9.52)	16(25.40)	31(49.21)	4(6.35)	6(9.52)	2.88	1.08
Composite Mean and Standard Deviation						2.70	1.08

Source: (Primary Data, 2023)

Six statements were developed to determine the M&E stakeholder engagement and worker performance in the Burundi Union Mission. Statement (1): The goal of engagement is specified. Out of the 63 respondents who participated in the study, 18 (28.57%) strongly disagree with the statement, 30 (47.62%) disagree with the statement, 4 (6.35) of the respondents were neutral towards the statement, 8 (12.70%) agreed with the statement, and 3 (4.76) strongly agreed with the statement. The item had a mean of 2.09 and a standard deviation of 0.9799, which is lower than the composite mean of 2.702 and a standard deviation of 1.079, implying that the statement does not positively influence workers performance.

Statement (2): stakeholders are identified out of the 63 respondents who participated in the study: 6 (9.52) of the respondents strongly disagree with the statement, 22 (34.92) of the respondents disagree with the statement, 23 (36.51) of the respondents were neutral towards the statement, 4 (6.35) of the respondents agree with the statement, and 8 (12.70) of the respondents strongly agree with the statement. The item had a mean of 2.7575 and a standard deviation of 1.1188, which is higher than the composite mean of 2.702 and a standard deviation of 1.079, implying that the statement positively influences workers performance.

Statement (3) Stakeholders are assessed for viability out of the 63 respondents who participated in the study: 6 (9.52) of the respondents strongly disagree with the statement, 19 (30.16) of the respondents disagree with the statement, 26 (41.27) of the respondents were neutral towards the statement, 4 (6.35) of the respondents agree with the statement, and 8 (12.70) of the respondents strongly agree with the statement. The item had a mean of 2.7878 and a standard deviation of 1.1112, which is higher than the composite mean of 2.702 and a standard deviation of 1.079, implying that the statement positively influences workers performance.

Statement 4: Risks from corporate activities are managed Out of the 63 respondents who participated in the study, 6 (9.52) strongly disagreed with the statement, 17 (26.98) disagreed with the statement, 28 (44.44) were neutral towards the statement, 4 (6.35) agreed with the statement, and 8 (12.70) strongly agreed with the statement. The item had a mean of 2.8484 and a standard deviation of 1.093, which is higher than the composite mean of 2.702 and a standard deviation of 1.079, implying that the statement positively influences workers performance.

Statement (5): The report is measured and assessed. Out of the 63 respondents who participated in the study, 6 (9.52) strongly disagree with the statement, 15 (23.81) disagree with the statement, 30 (47.62) were neutral towards the statement, 4 (6.35) of the respondents agree with the statement, and 8 (12.70) strongly agree with the statement. The item had a mean of 2.8484 and a standard deviation of 1.093, which is higher than the composite mean of 2.702 and a standard deviation of 1.079, implying that the statement positively influences workers performance.

Statement (6): key concerns of stakeholders are identified out of the 63 respondents who participated in the study: 6 (9.52) of the respondents strongly disagree with the statement, 16 (25.40) of the respondents disagree with the statement, 31 (49.21) of the respondents were neutral towards the statement, 4 (6.35) of the respondents agree with the statement, and 8 (12.70) of the respondents strongly agree with the statement. The item had a mean of 2.8787 and a standard deviation of 1.082, which is higher than the composite mean of 2.702 and a standard deviation of 1.079, implying that the statement positively influences workers performance.

4.7 M&E Management Support and Worker Performance

The study also sought to determine the impact of M&E management support on worker performance. To make the determination, the study used a Likert scale in which respondents were asked to score their feelings towards numerous statements related to M&E management support. The Likert scale employed five points, representing the following: 1: strongly agree, 2: agree, 3: neutral, 4: disagree, and 5: strongly disagree. The results of the study are shown in Table 4.10 below.

Table 4.10: M&E Management Support

Statements	SD f(%)	D f(%)	N f(%)	A f(%)	SA f(%)	Mean	SD
Management provide the engagement with direction	6(9.52)	28(44.44)	17(26.98)	8(12.70)	4(6.35)	2.64	1.03
Management provide engagement with staffing	4(6.35)	30(47.62)	17(26.98)	6(9.52)	6(9.52)	2.67	1.06
Management provide engagement with planning	6(9.52)	33(52.38)	12(19.05)	8(12.70)	4(6.35)	2.52	1.03
Management provide engagement with leading	6(9.52)	28(44.44)	16(25.40)	7(11.11)	6(9.52)	2.63	1.09
Management provide engagement with controlling	6(9.52)	31(49.21)	14(22.22)	6(9.52)	6(9.52)	2.63	1.07
Composite Mean and Standard Deviation						2.62	1.06

Source: (Primary Data, 2023)

Five statements were developed to assess how M&E management support influences worker performance in the Burundi Union Mission. Statement (1) management provided the engagement with direction. Out of the 63 respondents who participated in the study, 6 (9.52) strongly disagreed with the statement, 28 (44.44) disagreed with the statement, 17 (26.98) were neutral towards the statement, 8 (12.70) agreed with the statement, and 4 (6.35) strongly agreed with the statement. The item had a mean of 2.6363 and a standard deviation of 1.025, which is higher than the composite mean of 2.61969 and a standard deviation of 1.055, implying that the statement positively influences workers performance.

Statement (2) management provides engagement with staffing. Out of the 63 respondents who participated in the study, 4 (6.35) strongly disagreed with the statement, 30 (47.62) disagreed with the statement, 17 (26.98) were neutral towards the statement, 6 (9.52) agreed with the statement, and 6 (9.52) strongly agreed with the statement. The item had a mean of 2.67 and a standard deviation of 1.045, which is higher than the composite mean of 2.62 and a standard deviation of 1.055, implying that the statement positively influences workers performance.

Statement (3) Management provides engagement with planning. Out of the 63 respondents who participated in the study, 6 (9.52) strongly disagreed with the statement, 33 (52.38) disagreed with the statement, 12 (19.05) were neutral towards the statement, 8 (12.70) agreed with the statement, and 4 (6.35) strongly agreed with the statement. The item had a mean of 2.5151 and a standard deviation of 1.034, which is lower than the composite mean of 2.61969 and a standard deviation of 1.055, implying that the statement does not positively influence workers performance.

Statement 4: Management provides engagement with leading Out of the 63 respondents who participated in the study, 6 (9.52) strongly disagreed with the statement, 28 (44.44) disagreed with the statement, 16 (25.40) were neutral towards the statement, 7 (11.11) agreed with the statement, and 6 (9.52) strongly agreed with the statement. The item had a mean of 2.625 and a standard deviation of 1.0998, which is higher than the

composite mean of 2.61969 and a standard deviation of 1.055, implying that the statement positively influences workers performance.

Statement 5: Management provides engagement with controlling Out of the 63 respondents who participated in the study, 6 (9.52) strongly disagreed with the statement, 31 (49.21) disagreed with the statement, 14 (22.22) were neutral towards the statement, 6 (9.52) agreed with the statement, and 6 (9.52) strongly agreed with the statement. The item had a mean of 2.625 and a standard deviation of 1.070, which is higher than the composite mean of 2.61969 and a standard deviation of 1.055, implying that the statement positively influences workers performance.

4.8 Worker Performance

The study investigated the workers performance on the Burundi Union Mission. To collect data on worker performance, the study asked the respondents to rate statements about their performance using a Likert scale. The Likert scale employed five points, representing the following: 1: strongly agree, 2: agree, 3: neutral, 4: disagree, and 5: strongly disagree. The results of the study are shown in Table 4.11 below.

Table 4.11 Workers Performance

Statements	**SD f(%)**	**D f(%)**	**N f(%)**	**A f(%)**	**SA f(%)**	**Mean**	**STD**
Are customers satisfied with your services?	14(22.22)	34(53.97)	8(12.70)	4(6.35)	3(4.76)	2.12	0.93
Do you always finish tasks within the timeline?	14(22.22)	34(53.97)	9(14.29)	4(6.35)	2(3.17)	2.15	0.94

Do you always finish your tasks?	16(25.40)	30(47.62)	10(15.87)	4(6.35)	3(4.76)	1.97	0.68
Do you corporate with your superior?	12(19.05)	40(63.49)	2(3.17)	7(11.11)	2(3.17)	2.03	0.88
Do you have the right skills for the tasks?	14(22.22)	39(61.90)	6(9.52)	2(3.17)	2(3.17)	2	0.79
Do you provide quality work?	10(15.87)	40(63.49)	8(12.70)	2(3.17)	2(3.17)	2.03	0.81
Composite Mean and Standard Deviation						2.05	0.87

Source: (Primary Data, 2023)

Six statements were developed to help evaluate workers' performance. Statement 1: Are customers satisfied with your services? Out of the 63 respondents who participated in the study, 14 (22.22) of the respondents strongly disagree with the statement, 34 (53.97) of the respondents disagree with the statement, 8 (12.270) of the respondents were neutral towards the statement, 4 (6.35) of the respondents agree with the statement, and 3 (4.76) of the respondents strongly agree with the statement. The item had a mean of 2.12 and a standard deviation of 0.9272, which is higher than the composite mean of 2.0505 and a standard deviation of 0.8390, implying that the statement positively influences workers performance.

Statement (2): Do you always finish tasks within the timeline of the 63 respondents who participated in the study? 14 (22.22%) of the respondents strongly disagree with the statement, 34 (53.97%) of the respondents disagree with the statement, 9 (14.29%) of the respondents were neutral towards the statement, 4 (6.35) of the respondents agree with the

statement, and 2 (3.17) of the respondents strongly agree with the statement. The item had a mean of 2.15 and a standard deviation of 0.9294, which is higher than the composite mean of 2.0505 and a standard deviation of 0.8390, implying that the statement positively influences workers performance.

Statement (3): Do you always finish your tasks? Out of the 63 respondents who participated in the study, 16 (25.40%) of the respondents strongly disagree with the statement, 30 (47.62%) of the respondents disagree with the statement, 10 (15.87%) of the respondents were neutral towards the statement, 4 (6.35) of the respondents agree with the statement, and 3 (4.76) of the respondents strongly agree with the statement. The item had a mean of 1.96966 and a standard deviation of 0.6839, which is lower than the composite mean of 2.0505 and a standard deviation of 0.8390, implying that the statement does not positively influence workers performance.

Statement 4: Do you corporate with your superior? Out of the 63 respondents who participated in the study, 12 (19.05%) of the respondents strongly disagreed with the statement, 40 (63.49%) disagreed with the statement, 2 (3.17%) were neutral towards the statement, 7 (11.11%) agreed with the statement, and 2 (3.17%) strongly agreed with the statement. The item had a mean of 2.0303 and a standard deviation of 0.883, which is lower than the composite mean of 2.0505 and a standard deviation of 0.8390, implying that the statement does not positively influence workers performance.

Statement 5: Do you have the right skills for the tasks? Out of the 63 respondents who participated in the study, 14 (22.22) of the respondents strongly disagree with the statement, 39 (61.90) of the respondents disagree with the statement, 6 (9.52) of the respondents were neutral towards the statement, 2 (3.17) of the respondents agree with the statement, and 2 (3.17) of the respondents strongly agree with the statement. The item had a mean of 2 and a standard deviation of 0.7905, which is lower than the composite mean of 2.0505 and a standard deviation of 0.8390, implying that the statement does not positively influence workers performance.

Statement (6): Do you provide quality work? Out of the 63 respondents who participated in the study, 10 (15.87%) strongly disagreed with the statement, 40 (63.49%) disagreed with the statement, 8 (12.70%) were neutral towards the statement, 2 (3.17%) agreed with the statement, and 2 (3.17%) strongly agreed with the statement. The item had a mean of 2.0303 and a standard deviation of 0.883, which is lower than the composite mean of 2.0505 and a standard deviation of 0.8390, implying that the statement does not positively influence workers performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter represents the discussions, conclusions, and recommendations about the influence of monitoring and evaluation on workers' performance in the Burundi Union

Mission. In addition, the chapter further elucidates areas for further studies based on the findings from the investigated objective.

5.2 Discussions

The study examined four research questions regarding how Burundi Union Mission personnel's performance is affected by monitoring and evaluation, as discussed below.

5.2.1 M&E Planning Process and Workers Performance

On how the M&E planning process influences worker performance, based on the statements that were used to evaluate the objective, the study found that, on average, the M&E planning process positively influences worker performance.

The findings of the study agree with those of Alex and Irechukwu (2021), who, in their study to determine how monitoring and evaluation tools affect the performance of the Busanza Housing Project in Rwanda, explicitly investigated the M&E planning process. Findings from the study showed that the M&E planning process did have a positive influence on the performance of the housing project in Rwanda.

Similarly, the findings of the study concur with those of Kaula (2020), who, in his review of the influence of monitoring and evaluation practices on the performance of county government projects in Kitui East Sub County, investigated how the M&E planning process did have an impact on the performance of the projects. Conclusions from his study indicated that the M&E planning process significantly influences project performance. The findings of the study disagree with those of Kituyi (2020), who studied the influence of

monitoring and evaluation processes on the performance of urban drainage systems in Nairobi County. From the Kituyi study findings, it was noted that the M&E process, particularly the planning side of it, had little influence on the performance of urban drainage systems.

5.2.2 M&E Technical Expertise and Workers performance

Based on the statements utilised by the study to investigate the impact of M&E technical expertise on worker performance, it was shown that most of the statements indicated that M&E technical expertise did have a positive influence on the performance of workers at the Burundi Mission Union. The findings of the study coincide with those of Hassan and Njoroge (2021), who conducted a cross-sectional study to investigate the influence of monitoring and evaluation planning on the performance of the Uganda Women Entrepreneurship Programme in Busoga Sub-Region. Based on their analysis, it was concluded that M&E technical expertise is significantly related to the performance of government programmes. The findings of the study are also in agreement with those of Marc (2022), who conducted a study on the monitoring and evaluation practices and performance of NGOs in Rwanda. Descriptive and inferential statistics from his study concluded that technical expertise was significant to programme performance.

5.2.3 M&E Stakeholder Engagement and Workers Performance

Findings of the study revealed that M&E stakeholder engagement positively influenced workers performance. These findings collaborate with those of Karimi, Mulwa, and Kyalo (2020), who examined to what extent stakeholder engagement in monitoring and evaluation influenced the performance of literacy and numeracy educational programmers

in public primary schools in Nairobi County, Kenya. From the inferential statistics in the study, it was concluded that the influence on stakeholder engagement was positive and statistically significant with performance.

The results of the study also agree with those of Lopatta, Jaeschke, and Chen (2017), who conducted a study across 25 countries in Africa to investigate the relationship between stakeholder engagement and corporate social responsibility (CSR) performance. The outcome of the study revealed that countries with stakeholder engagement showed a positive relationship between state-controlled ownership and CSR performance.

The findings of the study also concur with the findings of Ghassim and Boger (2019), who conducted a study focusing on the link between stakeholder engagements and profitability through sustainability-oriented innovation. The conclusion from their study revealed that sustainability-oriented innovation (SOI) increased financial performance when stakeholders were involved.

5.2.4 M&E Management support and Workers Performance

On management support, the study found that it positively influenced workers performance. These findings agree with those of Jahaf (2018), who studied the effect of monitoring and evaluation practices on development projects' performance in Yemen and its relation to gender. Their study probed the mediating effect of management support on M&E and the performance of development projects, shedding light on gender. From the

analysis of the data, the study concluded that a mediating effect of management support enhanced project performance.

The study findings also concur with those of Gatimu, Christopher, and Ndiritu (2021), who explored how M&E management support, capacity building for M&E, and M&E data use affect the performance of county maternal health programmes in Kenya. Conclusions drawn from their study indicated that management support in M&E and capacity building for M&E influenced the performance of county maternal health programmes in Kenya.

5.3 Conclusion

The study concluded that the M&E planning process was a positive and significant predictor of workers' performance. Thus, the Union Mission would benefit from maintaining its emphasis on and investment in a strong M&E planning process to further improve employees' performance. This entails periodically assessing and improving programme goals, metrics, data collection procedures, timetables, and M&E responsibilities to make sure they are in line with the Union Mission’s goals and objectives.

The study concluded that M&E technical expertise was a positive and significant predictor of worker performance. It follows that in order to increase employee performance, the Union Mission must concentrate on improving or offering more effective training and support in M&E technical skills.

The study concluded that M&E stakeholder engagement was a positive and significant predictor of worker performance. Thus, the Union Mission should emphasise the value of stakeholder engagement and encourage improved communication and collaboration with stakeholders to maximise their influence on performance outcomes in order to improve employee performance.

The study concluded that M&E management support was a significant and positive predictor of employee success. The Union Mission's objective should be to improve management support effectiveness and make sure that it meets the unique requirements and problems of the workforce in order to improve employee performance.

5.5 Recommendation

Based on M&E planning process findings, the study recommends that the Union Mission ought to keep putting emphasis on and funding a solid M&E planning process. This entails routinely reviewing and enhancing the program's objectives, KPIs, methods for gathering data, schedules, and M&E duties. These elements can be reviewed and improved on a regular basis to make sure they adhere to the Union Mission's aims and objectives. The Union Mission can further enhance worker performance by continuously improving the M&E planning.

In addition the union should institutionalize M&E in policy frameworks by making sure that organizational policy frameworks and standards include M&E planning. This entails incorporating M&E regulations into program implementation instructions, strategic plans, and policy documents. It is more likely that M&E will get ongoing support and resources if it is institutionalized within the organization's policy.

5.6 Suggestions for Further Studies

The study was conducted exclusively at the Burundi Union Mission. It is advised that the study be repeated in other faith-based institutions to make sure the findings are generalizable and to validate the findings. Replication in various faith-based institutions would give researchers a deeper knowledge of the effects M&E practices have on employees' productivity in the faith-based industry.

Further research should be done to examine the difficulties encountered while implementing M&E practices in faith-based organizations. These studies can pinpoint and investigate the precise challenges, impediments, and constraints involved in successfully putting M&E practices in place. Understanding these issues can help in the development of solutions and best practices, resulting in more effective and significant M&E adoption in faith-based organisations.

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APPENDICES

Appendix I: Questionnaire

AFRICA NAZARENE UNIVERSITY
MONITORING AND EVALUATION PROGRAM

Research on Monitoring and Evaluation Practices and Workers Performance at Burundi Union Mission

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Dear friend in Christ, the present questionnaire is designed to collect information and perceptions for an ongoing research on Monitoring and Evaluation Practices and Workers Performance at Burundi Union Mission. You are therefore kindly solicited for your perceptions and information as indicated in each question. Your answers will be handled with maximum confidentiality and will be appropriately disposed off after the research.

Please note:

- DO NOT WRITE YOUR NAME anywhere on the questionnaire.

Instructions: Please tick in the brackets (√) as appropriate.

SECTION A: BACKGROUND INFORMATION

1 Gender

Male	[ ]	Female	[ ]	

2 Age bracket

18 to 30 years	[ ]	31 to 40 years	[ ]	41 to 50 years	[ ]
51 to 60 years	[ ]	61 and above	[ ]		

3 Educational level

Certificate level	[ ]	Diploma level	[ ]	Degree level	[ ]
Masters level	[ ]	PhD level	[ ]		

4 Numbers of years worked in your organization

Less than 5 years	[ ]	6 to 10 years	[ ]	11 to 15 years	[ ]
16 to 20 years	[ ]	Over 20 years	[ ]		

5 Indicate your category in your organization

Department directors	[ ]	leaders	[ ]	Other	[ ]
District pastor	[ ]	Accountants	[ ]		

6 Do you think monitoring and evaluation contributes to the success of workers in your organization?

Yes	[ ]	No	[ ]	I don't know	[ ]

SECTION B: MONITORING AND EVALUATION PRACTICES ON WORKER PERFORMANCE

The responses will be based on a 5 point Likert scale: 1-Strongly agree; 2-Agree; 3-Neutral; 4- disagree; 5-Strongly disagree. Tick as appropriate

	MONITORING AND EVALUATION PRACTICES	1	2	3	4	5
	M&E PLANNING PROCESS					
7	Program aims are determined at the beginning					
8	Indicators are defined					
9	Data gathering techniques described					
10	Program timelines are defined					
11	M&E duties are determined					
	M&E Technical Expertise	1	2	3	4	5
12	Experts are involved in process observation					
13	Experts are involved in monitoring conformity					
14	Experts are involved I formative assessment					
15	Experts are involved in results assessment					
16	Experts are involved in summative assessment					
17	Experts influence assessment					
	M&E Stakeholder Engagement	1	2	3	4	5
18	The goal of engagement is specified					
19	Stakeholders are identified					
20	Stakeholders are assessed for viability					
21	Risks from corporate activities are managed					
22	The report is measured and assessed					
23	Key concern of stakeholders are identified					
	M&E management support	1	2	3	4	5
24	Management provide the engagement with direction					
25	Management provide engagement with staffing					
26	Management provide engagement with planning					
27	Management provide engagement with leading					
28	Management provide engagement with controlling					
	Worker performance	1	2	3	4	5

29	Are customers satisfied with your services?					
30	Do you always finish tasks within the timeline?					
31	Do you always finish your tasks?					
32	Do you corporate with your superior?					
33	Do you have the right skills for the tasks?					
34	Do you provide quality work?					

APPENDIX II: Letter of Introduction

IRAKOZE Paul
Africa Nazarene University
Master of Arts in Monitoring and Evaluation

November 16, 2022

Dear Executive Secretary for Burundi Union Mission of Seventh-day Adventist Church

RE: REQUEST FOR AUTHORIZATION TO CONDUCT AN ACADEMIC RESEARCH PROJECT

It is my pleasure and honor to request your permission to carry out my research project in Burundi Union Mission for the Seventh Day Adventist Church for which you are responsible.

In fact Sir, I am a student in Master of Arts in Monitoring and Evaluation at Africa Nazarene University. As the requirement of the study, I am required to conduct an academic research project on: "**Monitoring and Evaluation practices and Workers Performance at Burundi Union Mission**." The information you will provide will be purely for academic purposes and will therefore be treated with the utmost confidentiality.

Your consideration will really be appreciated.

Yours Sincerely

IRAKOZE Paul



APPENDIX III: Data Collection Acceptance Letter

Eglise Adventiste du Septième Jour
Union Mission du Burundi
Secrétariat

Siège Social : Bujumbura
B.P. 1710 Bujumbura-Burundi
Afrique Centrale
Tel : (257) 22 22 31 30
E-mail :
union@bumadventiste.org

March 15th, 2023

TO Paul IRAKOZE
AFRICA NAZARENE UNIVERSITY

RE: YOUR REQUEST FOR AUTHORIZATION TO CONDUCT AN ACADEMIC RESEARCH PROJECT

Dear Paul Irakoze

I have received your letter requesting to conduct academic research among the workers of the Burundi Union Mission. Therefore, I am very pleased to inform you that you are authorized to conduct the research. You must fulfill all your commitments regarding professional secrets.

Sincerely yours

The Executive Secretary of Burundi Union Mission

Pastor Dieudonné Nshimirima