

**"THE EFFECT OF MONITORING AND EVALUATION PRACTICES
ON DEVELOPMENT PROJECTS' PERFORMANCE IN YEMEN AND ITS
RELATION TO GENDER"**

"Case Study on the Yemen Social Fund for Development (SFD)"

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ABSTRACT

This study aims to examine the effect of monitoring and evaluation practices on the performance of the development projects in Yemen and its relation to gender. It identifies the extent to which monitoring and evaluation practices in the form of (monitoring skills, technical activities, information system, reports and gender) affect the performance of the development projects. It also explores the mediating effect of the management support towards M&E and the performance of the development projects shedding the light on gender. In order to achieve the objectives of the study, the researcher employed descriptive research design in which mixed method approach was used. Qualitative data was gathered through interviews that were conducted with nine Key Informants (KI) from program staff at SFD. Quantitative data was gathered from the sample of 136 respondents from program staff (project and M&E), using close-ended questionnaire and analysed with the help of SPSS (version 25). The findings of the study showed that staff with monitoring skills in SFD, who are practicing M&E technical activities, generating M&E reports in 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 by the management support between This study is one of the gender and the project performance, indicating that the management of SFD is gender sensitive. first studies which has focused on gender relations in the field of M&E.

Keywords: Monitoring, Evaluation, Development Projects, Management Support

INTRODUCTION

Monitoring and evaluation process is one of the contributing components to the project success. Other practices implemented in M&E process like management support, involvement of stakeholders, skills of employees, perfect training programs, the successful use of the information technology and the production of timely and useful reports lead to successful and sustainable development objectives (Kamau, & Bin Mohamed, 2015). All monitoring and evaluation process have proved that SFD could improve its involvements over time. The institutional assessments added other dimensions to understand how SFD is operating in its unstable environment and how it's practices contribute to country's institutional developments.

Studies regarding the effect of M&E practices in the form of planning process, financial resources, stakeholder's involvement, Staff trainings and their monitoring skills, information system and use of technology, the reports production, the support of management and gender consideration on the project performance in Yemen are limited. Although proper monitoring and evaluation practices lead to project success, there are still projects not have been successful in Yemen, despite the presence of monitoring and evaluation activities according to the World Bank Information Center (BIC, 2013).

This study tried to investigate the effect of monitoring and evaluation practices on the performance of the development projects in Yemen in the light of the practices of gender during the process. It also, explores the mediating effect of the management support between M&E and the performance of the development projects following the conceptual model suggested by Kamau and Mohammed in 2015. This study focuses on gender because it influences on performance of the development projects. Furthermore, it could open a door for further future research, to clarify the extent to which M&E practices in a given institution adequately addresses women and men in both their M&E practices and on their projects. Thus, men and women are the main players in affecting the performance of the development projects in terms of failure and successes.

PROBLEM STATEMENT

Several donors support Yemen's development in various fields. This amount of support has been provided by either in the form of grants or loans to contribute to the assistance, which can play a crucial role in the development of the country. Adequate attention to the implementation of projects is necessary to use the funds provided by donors through institutions to ensure the success of the projects in general and development projects in particular. To improve the project performance, these institutions need to apply one of the most efficient project management tools; monitoring and evaluation which is one of the critical elements of the project management that could affect the performance of the project. Therefore, controlled monitoring and evaluation practices including the advent of new tools and techniques in project monitoring and evaluation methodologies lead to great results. Until now, few projects have been reviewed for the specific aspects of the practice of M&E and its effect on performance of the development projects in Yemen.

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1.1 OBJECTIVE OF THE STUDY

The main objective of this study was to examine the effect of monitoring and evaluation practices on the performance of the development projects in Yemen and its relationship with gender.

1.2 SIGNIFICANCE OF THE STUDY

Theoretical Significance

It explains the role of monitoring and evaluation practices as a powerful management tool to improve the performance of development projects of Institutions and organizations and helped them to find ways of achieving the success.

Practical Significance

The study helps monitoring and evaluation practitioners, including project managers and the head of the units to review and improve their approaches to development assistance and revise the current new strategies and policies in improving the performance of the projects implemented in Yemen. It also serves as a guide to development practitioners and donors, to design and implement sustainable development projects and determine which areas of projects need to be emphasized to bring about the necessary growth and improvement in the development areas in Yemen.

1.3 QUESTION OF THE STUDY

This study aimed to answer the main question “What is the effect of monitoring and evaluation practices on the performance of the development projects in Yemen and its relationship with gender?”

1.4 DEFINITION OF KEY TERMS

Monitoring: Monitoring is defined as “a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results” (OECD, 2010, pp. 27-28).

Evaluation: Evaluation is defined as “the systematic and objective assessment of an on-going or completed operation, program or policy, its design, implementation and results. The aim of the evaluation process is to determine the relevance and fulfillment of objectives, including the efficiency, effectiveness, impact and sustainability, and it should provide information that is reliable and useful to enable the incorporation of lessons into management decision-making” (IFRC, 2011, p.13).

Development Projects: Development projects are defined as temporary endeavors to achieve certain objectives relating to the development with time frames which they should have achieved their set objectives within fixed budgets, usually funded by the donors and implemented through organizations (PMI, 2004).

Management Support: The Management support is a visible commitment by the management towards M&E activities. In such a way that sufficient communication channels within M&E unit and management, play significant role in the delivery of the project success and ensuring effective use of lessons learned, to improve project delivery and sustainability, considering gender sensitivity and that both men and women could participate in M&E decisions.

1.5 LIMITATION OF THE STUDY

- The researcher found difficulty during the data collection process in terms of accessibility and data collection from sub-offices due to the security situation in Yemen and the difficulties of travelling into the governorates therefore participation of some sub-offices was with a very weak percentage.
- As the topic is about monitoring and evaluation, it is somehow considered a sensitive topic within the organizations in

Yemen and so the researcher faced a lot of difficulties to receive the approval to disseminate the questionnaire among SFD staff.

LITERATURE REVIEW

2.1 M&E and Project Performance

This section explores the existing studies that link the effect of M&E to project performance and success in light of the M&E practices mentioned in this study. A study carried out by Hwang and Lim (2013) mentioned that monitoring and evaluation could lead to project success which was further analyzed statistically by Ika et' al (2012) through conducting regression analysis, and from which results showed that there was a statistically significant positive relationship between five critical success factors out of which is the monitoring and evaluation (Kamau & Mohammed, 2015, p. 1). According to (Molapo Lebogang, 2019) monitoring and evaluation (M&E) has become a global rational practice across organizations including NGOs and governments.

Studies carried out in Kenya showed a quite number of projects that have been successful. For example, the project of the Youth Enterprise Development Fund, the objective of this project was to increase the economic opportunities for the youth in order to enable them to participate in building their nation (Kimando, 2012). Another successful project was the Self-Reliant Agriculture (SRA) projects which were meant to help the villagers become self-reliant by growing their own food. Hence this project sought success since it achieved its goals through training the local community on how to cultivate their own food (Ward, 2010).

There seems to be consensus across M&E and project performance in such a way that monitoring, and evaluation affects the performance of the projects and contributes towards their success (Kamau & Mohammed, 2015). Therefore, monitoring and evaluation of project could be of great importance to numerous players including project officers, M&E officers, and all program staff (Marangu, 2012). This study will explore the effect of the M&E practices on the performance of the development projects in relation to gender.

2.2 Gender from M&E Perspective

Despite on the increased demand for gender-sensitivity, the link between gender and M&E has not been sufficiently developed. Both are relatively "recent" matters and are often given low priority in development practices. The number of academic references on this subject is limited. Although there are some key articles on feminist evaluation, the majority of the contributions come from general evaluation methodologies, gender-sensitive planning frameworks and meta-M&E studies. Experiences has demonstrated that M&E is an essential tool in ensuring that the intention to attend to gender issues does not evaporate during policy implementation. Gender-sensitive M&E implies the measurement of the different starting situations of women and men and the analysis of how the development actions contribute to reducing gender inequalities.

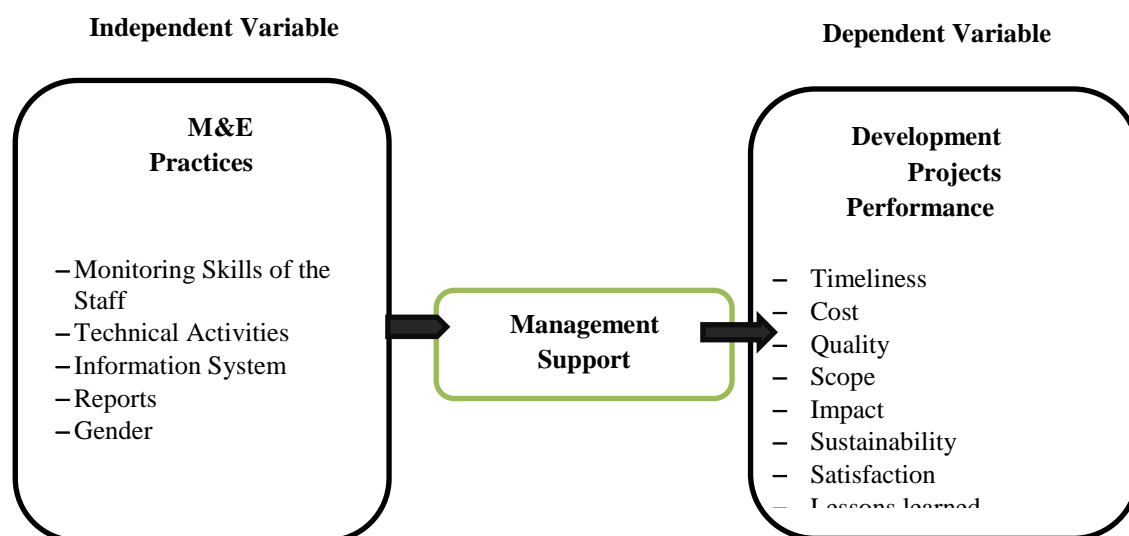
2.3 Theoretical Review

Result Based Management Theory

This theory as the name suggested, is results oriented. It is one of the strategies in management. All the ground actors, supporting directly or indirectly towards the achievement of specified development results, making sure that their processes, products along with output contribute to the attainment of sustainable results. This theory helps to develop performance-monitoring tools that influence the performance of the projects.

2.4 Conceptual Framework

The framework is summarized in a schematic diagram that presents the variables and their hypothesized relationship. It shows the relationship of the variables under study and helps to keep the research work focused on the objectives of the study. This study followed the conceptual framework suggested by Kamau and Mohammed, (2015) on the efficacy of the monitoring and evaluation function in achieving project success in Kenya, which was adapted in order to cover the RBM theory and to further follow the suggested concept of the mediating variable in the form of the management support



2.5 M&E Practices

Monitoring and evaluation practices ensures that project/program results at the levels of impact, outcome, output, process along with input can be quantified so as to offer a framework for accountability and in assisting in making informed decisions at program and policy levels (Kihuha, 2012). Monitoring and evaluation are mostly important practices to any project stage, it allows for an ongoing review of the project performance. Several variables affect the project performance, these variables which follows the RBM theory includes: monitoring skills of the staff, technical activities, information system (use of technology), reports and gender, in addition to the management support acting as a mediate variable in the study.

2.5.1 Monitoring Skills of the Staff

M&E practices cannot function effectively without the presence of skilled people who successfully execute the M&E tasks for which they are responsible (Kiura, 2017). It is therefore necessary to have officials or consultants who are highly skilled in M&E in order to ensure effective practice of M&E. Understanding the skills required and the capacity of people involved in the M&E practices including addressing capacity gaps through structured capacity development programs is the heart of the M&E system (Gorgens & Kusek, 2010).

2.5.2 Technical Activities

The effectiveness of M&E depends on its technical activities. In a study conducted by Dayson (2010), the importance of M&E technical activities was confirmed by defining monitoring as the collection along the analysis of information regarding a given program or intervention, while evaluation is an assessment whose focus is to answer the questions related to program or intervention. These general activities of M&E support keeping all the work on track and can let the management know whether things are not running as expected. The technical activities of M&E support project managers and staff undertaking whether the projects are processing as predetermined (Houston, 2008). In addition, Shenhar (2011) pointed that M&E technical activities should bring a resonate way of considering achievements, as this overtime will help meeting the community needs which indicate good performance of the project, leading towards successful projects.

2.5.3 Information System (Use of Technology)

Information collection on project performance during monitoring and evaluation leads to accumulation of data depending on how complex the project is. If this large amount of information has to add value to project management, there is a need to decide how to make it useful or to analyze it. As stated by Shapiro (2001), data analysis is the process of

turning the detailed information into an understanding of patterns and interpretations. The starting point for analysis in a project is to have arranged set of data, thus the concept of information system as an M&E activity (Technopedia, 2013).

2.5.4 Reports

Although, reports submission and sharing of M&E information is an important practice during project implementation, only few studies focused on this manner. However, in this study, the researcher was keen to explore the effect of M&E reports in project performance based on the RBM theory. As stated by SIDA (2014), people often think of reporting when they think of RBM. As RBM supports management and accountability which are also related with report production on results and resources.

In a survey by KPMG (2014), stated that there is a need for stronger and more timely feedback loops to synthesize and act on lessons learned, explaining this further that reports produced which are not in timely manner misses the opportunity to share the results and obtain the lessons learned. This was also explained by Hubert and Mulyungi (2018), that M&E activities have significant impact on the success of the projects because the regular reporting on the project allows opportunities to measure project performance against the project plans (Hubert & Mulyungi, 2018).

2.5.5 Gender

In 2001, a report conducted by the WorldBank, discussed the importance of integrating the gender dimension into monitoring and evaluation, stating that M&E sensitive to gender addresses the different needs of men and women and has made an impact on their lives. In addition gender sensitive M&E in result based management framework reveals the extent to which a project has achieved improvements during the implementation period, allowing for corrections and deriving lessons learned for future projects (WorldBank, 2001). To conclude, incorporating gender in M&E system is crucial, in order to ensure that they are addressed in the project and not exacerbating gender inequalities nor neglecting certain social group, but rather reducing them (Gumucio, et al., 2018). The researcher in the study is interested to seek the relation of gender in the studies of M&E practices and the performance of the development projects.

2.6 Project Performance

Project performance has been defined by the criteria of the time, budget and deliverables. It can be defined as the overall quality of a project in terms of its impact, value to all stakeholders, the effectiveness of its implementation, efficiency and sustainability. The ultimate significance of project performance is achieved through preventing project's failure. The project performance ensures that organizations and institutions minimize the consequence risk of not achieving the project's objectives (Tong'I, Oteino, & Osoro, 2019).

2.7 Mediating Effect of the Management Support

Management support in this study is a mediating variable in the relationship between monitoring and evaluation practices and the project performance. Giving by Pequegnat et al (1995) a mediating variable is the intervening variable that must change in order to see change in the dependent variable. According to PMBOK (2001), project management operates those processes that organize, manage and lead the project team. There seems to be a consensus among the literature reviewed that management support plays a major role in achievement of project success. Literature reviewed points out several measures that can be used in assessing the management support to the project teams, including M&E team). (Kamau & Mohammed, 2015). In this study management support will be used as a mediating variable between both; the independent variables (M&E practices) and the dependent variable (development project performance). This mediating variable will explore further these practices towards the performance of the development projects. Following the conceptual framework established by Kamau and Mohammed (2015), this study tried to apply this framework practically by investigating the effect of M&E practices performed by SFD staff from the program unit on the performance of the development projects, focusing on gender relation and how the support of their management would affect.

METHODOLOGY

This chapter discussed the methodological approach adopted in the study. It illustrates the methodology, participants, and instruments used. It also demonstrated the validity and reliability of the research instruments, the procedures followed by the researcher to collect data, and the statistical means in this study.

3.1 Methodological Approach

This study is based on mixed method approach (qualitative & quantitative) because there is more insight to be gained from the combination of both researches. Their combination provides an expanded understanding of the research

problems (Creswell, 2009). The researcher targeted the Yemen social Fund for Development (SFD) for the population of the study. The qualitative approach was applied through conducting key informant in-depth interviews with purposively selected participants from the study population (SFD). According to Patton (1990), it is noteworthy to select “information – rich “cases for study in depth. This means, the selection shouldn’t be random nor left to chance, as the main concern here is not how much data is gathered or from how many sources but whether the collected data is adequately rich to understand an experience (Polkinghorne, 2005, p. 4). The qualitative research must often use a small number of participants in their studies in order to provide accounts from different perspective about an experience through comparing and contrasting the given perspectives from which within a small number it will be easier for the researcher to recognize the variation from the experiences of the respondents. It is also thought that attainment of saturation might appear if more participants are added because the results starts to not result in additional information or perspective.

For the quantitative approach, A purposive sampling was conducted, focusing mainly on a particular subset of the population (project staff), who could be project officers, M&E officers, head of the programmes, head of the M&E units including project assistants and technical officers, i.e. including all those who are familiar with the projects of each of the different sectors in SFD. A total number of 136 of the population were taken as the sample for this study. The questionnaire was directed to project staff in SFD in all of the ten sub-offices in Yemen (Coordination office in Sana’a, Sana’a, Amran, Hajjah, Al- Hodaydah, Dhamar, Ibb, Taiz, Aden and Al-Mukala).

3.2 Data Collection Instrument

In this study, both open-ended and close-ended questionnaires were designed to achieve the objectives of the study through the qualitative and quantitative methods. The open-ended questionnaire was prepared for the interviews which were conducted with nine KIs from SFD. The questionnaire contained twenty-one questions relevant to the variables of the study. It is through these questions; the researcher was able to confirm, build and adapt the close-ended questionnaire of the quantitative study.

The close-ended questionnaire for the survey of the quantitative study was designed based on the RBM: Results-Based Management Approach proposed by (Meier, 2003), for monitoring and evaluation practices that realize better performance in organizations. The questionnaire of the survey was built into three parts; part one was for the demographic data, part two was for the M&E practices and part three was for the performance of the development projects. Respondents answered to the questions of the independent variables based on likert’s five-point scale; a scale designed to examine how strongly respondents agree with the statement using the following anchors: (1=strongly Disagree, 2= Disagree, 3= Agree to some extent, 4= Agree, 5= strongly agree) (Sekaran & Bougie, 2016, P.233). In addition, the level of performance (dependent variable) of the development projects (part three) was classified into the following questions (timeliness, cost, quality, scope, impact, sustainability, satisfaction, lessons learned and gender) (Q50-Q59) using the Likert’s five-point scale for answering the survey questions as the following: (1= not at all, 2= small extent, 3=moderate extent, 4=great extent, 5= very great extent).

The questionnaire was designed in English language and then translated into Arabic language following a forward – backward procedures. It was disseminated to two translators who helped translating the questions into Arabic Language. Their translations were submitted to a third consultant from which discrepancies were assessed and solutions were reached by consensus (Kulis, Bottomley, Greimel, Velikova, & Koller, 2017, p. 6).

3.3 Instruments Validity

Content validity of the questionnaires was done through consultations with a group of purposively selected (twenty-one) researchers who are either having monitoring and evaluation background, business management, gender and development or statistical background. Out of the twenty-one, only ten of the respondents sent back their comments which were taken into consideration and from which the researcher modified the questionnaire according to what would help attaining the objectives of the study. The researcher also conducted pilot test in order to test the questionnaire and make sure that SFD (targeted population) understand the questions appropriately. A total number of 12 questionnaires were distributed with program staff of SFD in both the coordination office and Sana’a sub-office. Respondents were not only asked to answer to the questions, but also, to write down their comments where they found ambiguous questions. Results from this pilot test has shown that respondents understood the questions clearly and that the questions are applicable to the target population.

3.3 Instruments Reliability

the researcher developed the questionnaire based on the study objectives, theory, and conceptual framework. It was developed on facts and understanding of the process that are involved in coming up with a questionnaire. Thus, the reliability of this study was assessed through testing the questions statistically using alpha Cronbach test. The threshold for acceptance of reliability of the questionnaire was set at 0.7 as was used by Gliem (2003); variables below this threshold were removed (Kihuha, 2018), Thus the higher the coefficients, the better the measuring instrument (Sekaran & Bougie, 2016, P.250).

3.4 Data Collection Procedures

The researcher disseminated the questionnaires to the target respondents through Kobo collect toolbox link which was built to help sending the questionnaire to project staff in the different sub-offices in different governorates. In addition to the physical distribution which helped ensuring that everyone received a copy of the questionnaire. The respondents were followed by either phone calls or visits at their offices to make sure that they have allocated adequate time to respond and submit or send back the questionnaire. The researcher on the other hand applied the data entry process of the received hardcopies questionnaires in order to extract a complete sample from the kobo application. The study experienced a total number of 92% response rate from the target population.

3.5 Data Analysis and Statistical Methods

The data was collected, extracted from the Kobo application, reviewed, coded, and inserted in SPSS (version 25). Descriptive statistics such as mean and standard deviations were used to summarize the data. The coefficient correlation and regression were employed in this study to investigate the relationship between M&E practices and project performance in addition to exploring gender relation.

Hierarchical regression was also used to examine the mediating effect of the management support between M&E practices and the performance of the development projects. The reason as to why the coefficient correlation model was used is to measure the strength of the relationships between the variables of the study. In addition, the regression was also used because it is effective in determining the effect of the dependent variables over changes in the independent variable.

DATA ANALYSIS AND RESULTS

4.1 Qualitative Data Analysis

The aim of carrying the KIIs was to better understand how the program staff in SFD practice M&E in their projects to further help the researcher developing the instrument of the survey. All the participants interviewed described the importance of the planning process in SFD, they also mentioned the active involvement of the stakeholders. In addition, all participants practice M&E technical activity using several M&E tools like the logical framework. It was also clear from the interviews that all participants understand the importance of gender perception and its integration in the development projects. Such a result highlights the fact of the role of management in supporting gender and that the management in SFD is gender-sensitive ensuring that both men and women are equally considered in their projects. In general, they all reported following three main indicators for assessing the performance of their project (social, financial and technical indicators). Thus, for SFD to ensure project success in the long run, they must be able to make sure that all of the analyzed themes are practiced in their project's lifetime. In conclusion, the results of the interview have been very valuable for the purpose of this study.

4.2 Quantitative Data Analysis

The quantitative data in this study has been gathered from primary data source, through survey which was conducted among SFD program staff (project and M&E members) working in different sub-offices in Yemen. The findings and analysis of this part was derived from the online survey Kobo1 collect platform. A total number of 46 respondents who answered to the survey questions using the Kobo link directly without having had the researcher to perform the data entry process. The remaining 90 were paper-based questionnaires that were disseminated to SFD sub-Offices. The researcher then entered the received questionnaires via kobo link in order to analyze the data using the SPSS software (version 25). Out of the 136 questionnaires dispensed, 125 were valid responses. Thus, the response rate is (92%). According to Mugenda and Mugenda (2003) a response rate that is greater than (70%) is considered to be very good, therefore the response rate was acceptable.

¹ Kobo Toolbox is a free open-source tool for mobile data collection.

Questionnaires administered	Questionnaires with valid responses	Percentage
136	125	92%

Source: Developed by the researcher based on the data surveyed.

The gender distribution of the respondents indicates that there are more males (77.23%) than females (22.77%) involved in the practices of the monitoring and evaluation in SFD. The findings also indicated that most of the respondents who answered the questionnaire were from Sana'a sub-office (22.8%) and the least were from Al-Mukala sub-office (1%), the remaining (76.2%) were from Hajjah, Amran, Ibb, Al-Hudaydah, the coordination office in Sana'a, Taiz and Aden. The majority of the respondents (31.7%) have their age range between 36 to 40 years old, 25.7% between 31 to 35, 23.8% were between 26 to 30, 14.9% over 40 years of age and 4% between 20 to 25. This explains why most of the respondents' positions were officers or managers (66.3%) as this is the ideal range of age for this position. 12.87% were M&E officers, 1% were head of the project and the remaining (19.8%) reported others. This has also proved that respondents had the capacity, skills and management expertise to practice M&E with majority (78.2%) had bachelor's degree, 12.9% had master's degree, 5.9% had diploma, 1% had PhD and 1% had secondary school, whereas the remaining (1%) mentioned others. The respondents were experienced enough to provide valuable responses with (39.6%) having a working experience between 1-5 years, 22.7% had work experience between 6-10 years, 15.8% had work experience between 11-15 years, 17.9% between 16-20 years old, 5% had more than 20 years of experience and the remaining (4%) had less than a year of experience respectively.

4.2.1 Descriptive Data Analysis

Variable Name	Mean	STD
Independent Variables (M&E Practices):		
1. Monitoring Skills	3.839	0.475
2. Technical Activities	4.072	0.446
3. Information System	4.231	0.456
4. Reports	3.962	0.567
5. Gender	3.613	0.603
Overall mean of M&E practices	3.953	0.402
Mediating Variable:		
6. Management Support	4.026	0.523
Dependent Variable:		
7. Performance	4.206	0.413

Correlation Coefficient

The correlation matrix implies that the independent variables: management support, reports, gender, monitoring skills, technical activities, and information system are very crucial practices which affects the performance of the development projects as shown by their strong and positive relationship with the dependent variable (the performance).

Variable Name	1	2	3	4	5	6	7	8	9
1. Monitoring Skills	.512**	.655**	1						
2. Technical Activities	.570**	.585**	.603**	1					
3. Information System	.454**	.489**	.466**	.646**	1				
4. Reports	.513**	.500**	.526**	.534**	.537**	1			
5. Gender	.566**	.513**	.437**	.382**	.422**	.565**	1		
6. Management Support	.377**	.462**	.438**	.424**	.525**	.480**	.569**	1	
7. Performance	.120	.089	.333**	.318**	.210*	.403**	.386**	.410**	1

*Correlation is significant at the 0.05 level.

Source: Developed by the researcher

**Correlation is significant at the 0.01 level.

Multiple Regression

V	B	SE B	β
Constant	2.479	0.369	
1. Monitoring Skills	0.232	0.102	0.276*
2. Technical Activities	0.264	0.120	0.287*
3. Information System	-0.116	0.105	-0.129
4. Reports	0.181	0.085	0.250*
5. Gender	0.270	0.077	0.395**

Note: R² = 0.36, F = 7.230**

*. Regression is significant at the 0.05 level. (P<0.05)

Source: Developed by the researcher

** . Regression is significant at the 0.01 level. (P<0.01)

The regression results show that the R² is 0.36, indicating 36% of the variance in performance can be explained by all the seven variables and the model is significant (F= 7.230, P < 0.01). A closer examination reveals that monitoring skills ($\beta = 0.287$, P < 0.01), technical activities ($\beta = 0.284$, P < 0.01), reports ($\beta = 0.250$, P < 0.01) and gender ($\beta = 0.395$, P < 0.05) were positively related to performance.

Hierarchical Multiple regression Mediating Effect of Management Support

In order to test the mediating effect of the management support on the relationship between project performance and the M&E practices, the researcher followed Baron and Kenny's (1986) classical casual steps approach. Four conditions should meet to establish mediation:

- First, a direct link must be established between the independent and dependent variable.
- Second, the independent variable must be related to the mediating variable.

- Third, the mediator variable must be significantly related to the dependent variable when both the independent and mediating variable are predictors of the dependent variable.
- Fourth, the relationship between the independent variable and dependent variable must be significantly reduced when the mediator is added.

A complete mediation is occurred when the path coefficients for the independent variables in condition one are significant, and the same coefficients are not in condition four (Barron & Kenny, 1986).

Table 5: Hierarchical Regression

V	B	SE B	β
Mediation test: Step 1- Independent variables to outcome variable			
1.Monitoring Skills- performance	0.232	0.102	0.276*
2.Technical Activities- performance	0.264	0.120	0.287*
3.Information System- performance	-0.116	0.105	-0.129
4.Reports- performance	0.181	0.085	0.250*
5.Gender- performance	0.270	0.077	0.395**
Note: $R^2 = 0.36$, $F = 7.230^{**}$			
Mediation test: Step 2- Independent variables to mediator			
1.Monitoring Skills- management support	0.131	0.113	0.123
2.Technical Activities- management support	0.148	0.124	0.127
3.Reports- management support	0.108	0.100	0.117
4.Gender- management support	0.354	0.86	0.407**
Note: $R^2 = 0.40$, $F = 15.7^{**}$			
Mediation test: Step 3&4- Independent variables and mediator to outcome variable			
1.Gender- performance	0.154	0.075	0.225*
2.Management Support- performance	0.223	0.087	0.282*
Note: $R^2 = 0.15$, $F = 17.31$ $\Delta R^2 = 0.054$, $\Delta F = 6.63^{**}$			

Regression is significant at the 0.01 level. ($P < 0.01$)

Hypotheses Test

H#	Hypothesis	Result
H1	There is a significant relationship between monitoring skills and the performance of the development projects.	Accepted
H2	There is a significant relationship between the technical activities and the performance of the development projects.	Accepted
H3	There is a significant relationship between information system and the performance of the development projects.	Rejected
H4	There is a significant relationship between the reports and the performance of the development projects.	Accepted
H5	There is a significant relationship between gender and the performance of the development projects.	Accepted
H6	There is a significant relationship between management and the performance of the development projects.	Accepted
H7	There is a mediating effect of management support between M&E and the performance of the development projects.	Partially accepted

SUMMARY OF THE OVERALL FINDINGS

The purpose of the study was to examine the effect of monitoring and evaluation practices on the performance of the development projects in Yemen and its relation to gender. The study objectives were to identify the extent to which each of the monitoring skills of the staff, technical activities, information system (use of technology), reports, gender and management support affect the performance of the development projects of SFD in Yemen. The study targets the development projects of SFD which has ended in 2019 in order to examine their performance. The research questions were used to guide the collection of the required data from program staff at SFD. The main findings of the study revealed that there is significant positive relationship between each of management support, reports, gender, monitoring skills, technical activities and information system, with the performance of the projects respectively (see table 3 in chapter4 for details).

Having the management support with the highest positive significant relationship with project performance (Pearson correlation coefficient = 0.410). The results of the regression showed that gender has the highest significance positive impact on the performance of the development projects with $\beta = 0.395$. This has explained that SFD involves gender in M&E and they are considering gender issues carefully. The regression results showed that the R^2 is 0.36, indicating 36% of the variance in performance which can be explained by all seven variables and that the model is significant ($F=7.230$, $P < 0.01$). The model supported the conceptual framework adapted from the study of Kamua and Mohammed (2015) using the mediator variable management support to test the relation with the significant variables and from which the results has shown that gender is the only variable affected by the mediator management support. This has indicated that there is visible support and commitment by SFD's management towards gender in M&E activities.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations for the Yemen Social Fund for Development (SFD) on the effective practices of M&E for a successful performance of developments projects are as follows:

- SFD should continue working through the RBM approach in order to meet the needs of their beneficiaries, developing transparent reporting policies and ensuring successful projects.
- M&E practices contributes by 36% in the project success of SFD, therefore, SFD should continue developing their M&E system which will further support in conducting successful projects.

- The management support in SFD should focus in gender consideration as the results of the study presented that gender is highly affected by the involvement of the management and their support.
- SFD should practices M&E technical activities in regular basis, with clear action plans, using specific tools and methodologies which helps the project achieve its objective
- SFD should always ensure that the reports are accurate and consistent with the plans. In addition, they are shared in timely in order to support programme lessons learned.

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