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# Monitoring and Evaluation Resource Availability and the Performance of Mosaiko Human Rights Empowerment Project in Cafunfu Community, North-East Angola

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***Abstract:*** *The purpose of this study was to investigate the influence of Monitoring and Evaluation resource availability on the performance of Mosaiko Human Rights empowerment project in Cafunfu Community, North-East Angola. The research was guided by Resource-Based Theory (RBT) as advanced by Penrose (2009). The study employed a convergent parallel mixed-methods design. Data were collected from 85 Mosaiko employees and 15 project donors through structured questionnaires and interview guides. Quantitative data were analyzed using descriptive statistics, correlation, and regression analysis, while qualitative data were subjected to thematic analysis. The study findings revealed that resource availability contributed meaningfully to project outcomes. Correlation analysis results show that, there was a strong correlation of resource availability with the performance achievements of the project (r = 0. 550). After carrying out this research, it was concluded that, resource availability on monitoring and evaluation practices were essential in the performance of development projects. For effective project performance, financial resources, human resources and technological resources should be enhanced.*

***Key Terms:*** *Monitoring and Evaluation, Resources, Performance, Human Rights, Empowerment Projects*

## 1.1 Background of the Study

The need to initiate community-funded projects benefiting the needy and the poor communities living in different corners of the world has changed and empowered people, especially in the 21st Century. The implementation of M&E system is believed to be a major determinant of effectiveness, efficiency and success of donor funded projects as far as reaching project set targets are concerned (Smith & Hamel, 2023). Monitoring and Evaluation allows organisations to review the success of their interventions to make informed decisions in order to enhance the results (Toepler et al., 2020). Parameters like availability of resources hold immense significance to the success of the said project.

On the same note, resource availability entails the financial, human and technical resources required to conduct resourceful M&E. Sufficient resources also imply that the M&E activities are carried out

efficiently and effectively (Ba, 2021). On the contrary, lack of resources might as well lead to inadequate or erroneous data gathering, an aspect that lowers the chances of making sound decisions. This may cause the project to be delayed, project cost increase, and even failure to reach the project objectives. Obino (2021) mention an example when the underfunded M&E elements resulted in low staffing and consequent slow project reporting, which overall impacted the impact of the project. According to Kimambo (2022), the projects that had been less abounded in M&E resources were not able to perform in-depth data analysis, which led to inferior corrections done in the course of the projects and poor usage of the available resources.

Throughout the world, developed countries like the United States, Canada, Russia, and China have developed the strong measures to decentralise the resources distribution. Such a practice resulted in the development of rigorous and innovative M&E processes and measurements (Lahey, 2021). In addition to that, implementation of ample resources at the local levels has also helped M&E to become an institutionalised process. As a result, it has established a platform on which monitoring and evaluation systems are carefully monitored and evaluated through the results-based monitoring and evaluation system. The system offers a proper way of monitoring the project systematically to reduce the chances of fraud and undependable projects.

According to Banteyirga (2018), in Uganda, most of the projects have never been monitored and evaluated. The impediments as identified in the research involved scarce finances, absence of policy framework, minimal experience, and poor understanding of the procedure of employing monitoring and evaluation by the project workforce. Banteyirga (2018) suggests incorporating the participatory approach in implementing M&E, increasing funding spent on M&E, staff capacity development, and the creation of a clear M&E plan as the options to enhance the situation in terms of the M&E system in not-for-profit organisations.

There are a number of issues and obstacles to practical M&E in Angola as identified by research. These are inadequate institutional capacities and experiences in M&E practices (Smith, 2017), insufficient data collection and data processing system (Santos et al., 2019), and issues of data quality and access (Gomes et al., 2018). Other factors that might affect implementation of strong M&E systems are political and socio-economic factors like corruption and political instability (Silva, 2020). Monitoring and evaluation, when adopted as part of the culture of community-based organisation in Angola, have resulted in improved performance, participation, transparency, and accountability, which is the reason why most of the donor-funded projects have become successful (World Bank, 2014). At present, Mosaiko is implementing human empowerment projects on human rights in Angola. The projects aim at increasing the awareness on the human rights within the community members. This included the holding of workshops, seminars, and public campaigns so that people can be knowledgeable about what is and is not their rights and duties.

### 1.2 Statement of the Problem

Civil society organisations are essential in solving the issues affecting the society such as human rights abuse and empowerment. Nonetheless, the performance of their projects differs, and there is the necessity to improve their work (Abiddin et al., 2022). The case of Cafunfu community in Lunda Norte Province in Angola highlights the cases of human rights infringements which seem never to fade, exemplified by indiscriminate killings, arbitrary arrests and imprisonment of people and acts of violence

against women and minority ethnic groups, all of which makes community capacity building a priority. In this regard, Mosaiko Civil Society has been running human rights empowerment projects, where different challenges have been experienced. Although monitoring and evaluation (M&E) practices are acknowledged as an important method to manage and enhance projects these efforts have been coupled with resource limitation. This research is aimed at contributing knowledge on resource availability for M&E performance in Mosaiko human rights empowerment project in Cafunfu community, North-East Angola.

### 1.3 Research Objective

To assess the role of resource availability for Monitoring and Evaluation on the performance of Mosaiko human rights empowerment project in Cafunfu community, North-East Angola.

### 1.4 Significance of the Study

This research may be of significant importance to various institutions including but not limited to not-for-profit organisations, marginalised and needy communities, donor-funded projects and the agencies offering grant-based support to charitable organisations. The findings may be important to government organizations in Angola specifically on enforcing their policies on development programs within the country.

### 1.5 Conceptual Framework

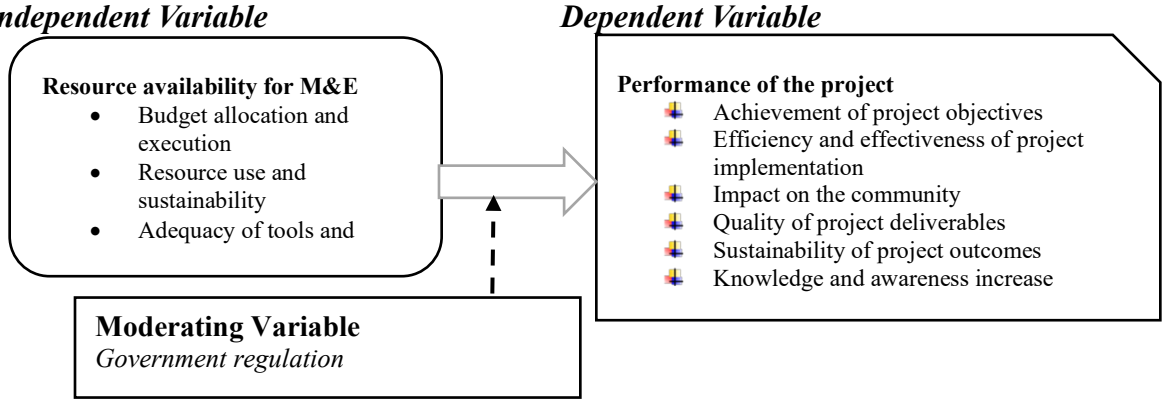


**Figure 1:** *The Conceptual Framework*
**Source:** *Own Conceptualization, 2025*

### 1.6 Literature Review

This session presents theoretical and empirical review on the influence of monitoring and evaluation resource availability on the performance of Mosaiko human rights empowerment project in Cafunfu community, North-East Angola.

#### *1.6.1 Theoretical Review*

The Resource-Based Theory (RBT) is a strategic management framework that emphasizes the importance of internal resources and capabilities in achieving sustainable competitive advantage. The theory was first put forward by Penrose (2009), who proposed a model on the effective management of firms' resources, diversification strategy, and productive opportunities. In the context of project

management, RBT can contribute to effective monitoring and evaluation (M&E) by focusing on the strategic utilization of resources. RBT addresses an internally-driven approach by focusing on internal organisation resources, as opposed to externally driven approaches to understanding the accomplishment or failure of leveraging organisational activities (Kozlenkova, Samaha & Palmatier, 2014). It aims to elaborate on imperfectly imitable firm resources that could potentially become the source of sustained competitive advantage (Barney, 1991). There are two underlying assumptions of the RBT related to the explanation of how firm-based resources generate sustained competitive advantage and why some organisations may continually outperform others by gaining higher competitiveness (Helfat & Peteraf, 2003). First, the bundles of resources owned by firms are different from each other (Helfat & Peteraf, 2003). One of the cornerstones of RBT is the heterogeneity of resources and capabilities in a population of firms, which differentiate the competitive advantage of each firm. The heterogeneity of resources assumes that a firm possesses unique resources in a specific situation can potentially be more skilled to perform particular activities and create competitive advantage. Second, the complexities of trading resources across firms may create persistence in differences in resources (the assumption of resource immobility). The Resource-Based View (RBT) theory can enhance M&E in project management through: - Identifying and leveraging key resources; Enhancing project capabilities; Fostering innovation and adaptability; Ensuring resource sustainability; and Supporting Strategic Decision-Making.

### 1.6.2 Empirical review

***Monitoring and Evaluation Resource Availability on Performance of Human Rights Empowerment Projects***

Harris (2019) investigated how access to resources determines the success of the monitoring and evaluation of the urban institutions. The researcher characterized four of the M&E departments as purposively selected by different allocation of resources. It indicated that there were discrepancies in resource allocation among the personnel and this fact affected on the performance of the project. This implies that resource allocation has a vital role in effecting worthwhile changes in work. Nevertheless, the issue of the influence of the availability of resources on M&E is insufficiently explored.

Research by Lemarleni (2017) evaluated the impact that the availability of resources has on the process of carrying out monitoring and evaluation and its success. The results were that there was a positive correlated relationship between resource availability and the performance of M&E. Whereas Harris (2019) reflects on inequality in resources allocation among the personnel, Lemarleni (2017) consists of various categories of resources and their connection to the M&E performance. Nonetheless, the factors surrounding resource allocation on the performance of M&E as well as resource interaction need to be studied. This would help to bring out a better picture dealing with the resource availability and M&E outcomes.

Many resources that include financial, technological and human resources have been cited as vital in successful implementation of M&E activities. Lately, studies have highlighted the significance of sufficiency of resource on multiple contexts of project evaluation. On the one hand, sufficient resources are linked to the improved data collection and analysis process, which allows the organisations to introduce the innovative data collection techniques and methods, and develop complex data analysis procedures that can result in more precise evaluations of project progress and final results (Smith, 2019). Second, resource availability is associated with the timeous communicability of M&E results, which aids sound and timely decision-making by stakeholders and project managers. The capability to

recognize and make adjustments in real-time will help in adaptive management thus leading to better performance of projects (Johnson et al., 2018).

Moreover, the issue of resource adequacy encourages accountability as well as transparency in the process of implementation of projects since organisations can have sound internal controls to curtail chances of mismanagement or misappropriation of project funds. This builds more confidence in stakeholders in the project (Brown et al., 2020). Also, resources enable organisations to invest in capacity building such as training and developing skills by project employees involved in the M&E. This kind of capacity building has been found to improve the efficiency of M&E endeavors, which end up leading to a better performance of projects (Garcia et al., 2017). Nevertheless, the issue of resource limitations must not be overlooked since the only recently conducted studies have revealed that the lack of sufficient resources may prevent the processes of data collection, analysis, and reporting due to possible deceleration and quality diminution of M&E activities (Jones et al., 2018).

Organisations are increasingly aware that efficient M&E activities are a key to showing impact of the projects, fulfilling the expectations of the donors or other stakeholders as well as helping to attract funds or investments in future (OECD, 2018). This tendency of the change of focus has resulted in the increased demand on resources that are allocated to M&E activities. In addition, the latest literature suggests that resource availability does not refer only to financial means. The technology and human resources are also an important ingredient in the determination of the success of the M&E practices. As an example, it is essential to have experienced staff that will be able to develop M&E frameworks, make sense of data, and share findings (ECDPM, 2017). Moreover, as technologies such as data management systems and data collection tools are improved, M&E processes can become more efficient and cost-effective (Bamberger et al., 2016).

Although there are obvious benefits of having resources with regard to M&E, organisations have to cope with issues of resource allocation. The recent studies have revealed that proper planning and an allocation of the available resources are significant in maximising the available resources (Brown et al., 2020). One aspect that may be difficult to balance is the deployment of resources between the implementation of the project and the M&E operations in the project in a harmonizing way that has an equal benefit on the execution and evaluation of the project.

### 1.7 Research Methodology

***Research Design:*** Convergent parallel mixed design was used in this study. Triangulation of both quantitative and qualitative data defined the research approach.

***Target Population:*** The stakeholders of Mosaiko Civil Society-funded human rights empowerment projects in the Cafunfu Community, Angola may be considered as the key unit of analysis of the proposed study. These included Mosaiko employees and project donors. The quantitative information was acquired among the employees of the Mosaiko civil society. In this instance, the researchers did a census of the employees, whose number is 100 and who are directly engaged in the project. On the same note, donors of the projects were also interviewed.

***Sample Size and Sampling Technique and data collection techniques:*** The quantitative unit of analysis in this study used census sampling techniques (the entire 85 Mosaiko employees). With regard to the qualitative phase, purposive sampling was used to pick 15 project donors who were interviewed making the target population of 100 participants. This was because of their active participation and the ability to give helpful recommendations concerning the implementation and success of the project.

**Figure 1: Target population**

| Categories | Target population | Sample size | Sampling procedure |
|---|---|---|---|
| Mosaiko employees | Mosaiko employees | 85 | Simple Random Sampling |
| Project donors | Project donors | 15 | Purposive sampling |
| Total | | 100 | |

**Source:** *Field data, 2025*

***Data Analysis Procedures:*** The study employed both quantitative and qualitative data analysis techniques in line with its mixed-methods design. Quantitative data collected through structured questionnaires were analyzed using descriptive statistics, including means, frequencies, percentages, and standard deviations. Additionally, inferential statistics such as Pearson correlation and regression analysis were used to examine relationships between variables. The Statistical Package for the Social Sciences (SPSS) version 25 was utilized to facilitate the statistical analysis. For qualitative data obtained through interviews with project donors, thematic analysis was applied. This involved transcribing the interview responses, coding the data, and identifying recurring patterns and themes relevant to the study objectives. Thematic analysis enabled the researcher to interpret the underlying meanings, perceptions, and experiences shared by participants, thereby enriching the understanding of the quantitative findings and providing contextual depth to the study.

## 1.8 Research Findings

***Response Rate:*** The data collection instruments were sent to 85 respondents to measure their response on the role of Monitoring and Evaluation resource availability on the performance of projects in the area of study. The response rate was 100%, which is in line with Mugenda and Mugenda (2003), who emphasized that the response rate of 70% or over is excellent for analysis and reporting.

**Table 2: Return Rate for the Questionnaire**

| Response Rate | Frequency | Percentage |
|---|---|---|
| Complete questionnaire | 85 | 100 |
| With no response | 0 | 0.0 |
| **Total** | **85** | **100** |

**Source:** *Field data, 2025*

**Interview Response Rate:** The interviews response rates in the study were 100%. This indicates that every key informant who was chosen to take part in the study interviews took part in the study.

***Respondents' level of education***.

According to the findings majority of the respondents were bachelor degree holders at 43(53.8), the post graduate holders were 30 (37.5) and the diploma holders were 7 (8.8). This shows that, majority of the respondents are educated and were in a position to comprehend study questions and responded as required in the objectives. The results fulfilled the conditions because the majority of the participants could read and write and, consequently, all the participants of the study were literate.

***Duration at the workplace***

An inclusion of the years worked by the respondents at the construction sector was found to be a vital point. The first category worked between 5-10 years who were 64(35.6%) then 2-5 years were 61(33.9%). Age range below10 years was 20 per cent, the third group was over10 years (36 per cent). The final group was of people who had been working less than a year at 19 (10.6 %). According to the study, the former category assumed the leadership role of the groups because they were largely working on the very project under development and possessed the appropriate information requiring. This kind of distribution is pertinent to this study since it shows the diverse levels of experience within the workforce that might affect the perception of occupational health and safety practices, its difficulties, and the prevalence of accidents in the construction industry.

**Resource availability on performance of human rights empowerment projects**

Resource availability on performance of human rights empowerment projects had five statements that are covered in this section, involved in the performance of projects in Mosaiko Human Rights Empowerment Project in Cafunfu community, North-East Angola.

**Table 3: Resource availability for M&E on performance of human rights empowerment projects**

| Statements (Resource availability for M&E ) | SD % F | D % F | N % F | A % F | SA % F | Mean | Std Dvt |
|---|---|---|---|---|---|---|---|
| 1.The project outcome exceeded expectations, and the final product was of high quality | 6 (7.5%) | 20 (25.0%) | 3 (3.8%) | 27 (33.8%) | 24 (30.0%) | 3.54 | 1.35 |
| 2.The Stakeholders were impressed with the project outcome and their functionality | 2 (2.5%) | 27 (33.8%) | 7 (8.8%) | 28 (35.0%) | 16 (20.0%) | 3.36 | 1.21 |
| 3.The project outcome added significant value to the organization | 17 (21.3%) | 25 (31.3%) | 5 (5.3.0%) | 20 (25.0%) | 13 (16.3%) | 2.84 | 1.43 |
| 4.The final product had significant issues which made most projects fail to deliver their objectives | 2 (2.5%) | 13 (16.3%) | 4 (5.0%) | 36 (45.0%) | 25 (31.3%) | 3.86 | 1.11 |
| 5.There are enough equipment which are used by the staff implementing the projects | 4 (5.0%) | 26 (32.5%) | 7 (8.8%) | 26 (32.5%) | 17 (21.3%) | 3.33 | 1.27 |
| Overall composite Mean and standard deviation | | | | | | 3.38 | 1.71 |

**Source:** *Field data, 2025*

The above table shows responses of Likert scale statement on the influence of the independent variable indicators on the dependent variable. The results regarding the data of the statement indicating that the project result was better than the expectation and the final product was of a good quality had a mean of 3.54 and standard deviation of 1.35. The information obtained with the help of the respondents showed that 6(7.5% strongly disagreed, 20(25%) disagreed, 3(3.8%) were neutral, 27(30%) agreed, and 10(12.5%) strongly agreed. These results reveal that the mean of 2.96 computed is less than the overall mean of 3.38. These results reveal that the outcome of the project surpassed the expectations of the final product, which was of high standards, a fact that left the stake holders satisfied. Furthermore, the standard

deviation is 1.35, which is lower than the overall standard deviation of the opinions of 1.71, that is, there is agreement in opinions with the study participants.

The results of the statement that the Stakeholders were impressed with the outcome of the project and their operations averaged 3.36 and a standard deviation of 1.21. The responses obtained provided the information that 2 (2.5%) strongly disagreed, 27(33.8%) disagreed, 7(8.8%) were neutral, 28(35%) agreed and 16(20%) strongly agreed. The results of doing this show that the mean which was computed is lower than the total mean of 3.38. The results reveal that the stakeholders were astonished by the outcome of the project and their functionality hence production of good products. In addition, SD of 1.35 is less than the total standard deviation of 1.71, which signifies concurrence of views by the research subjects. The results of the statement regarding the result of the project that it contributed substantial value to the organization took an average of 2.84 with a standard deviation of 1.43. Using the data obtained with the respondents, it was found that 17(21.3) strongly disagreed, 25(31.3) disagreed, 5 (5.3) were neutral, 20(25) agreed, and 13(16.3) strongly agreed. The results demonstrate that the means which were calculated (2.84) are lower as compared to the general means (3.38). The results show that the project deliverable has created a considerable amount of value to the organization; hence, it would be industrial to say that everybody concerned is optimistic about the products delivered. In addition, the Standard Deviation of 1.43 is less than the standard deviation of all respondents of 1.71, which shows that there is no variance in views held by the respondents in the study. The results of the statement of the final product suffered extensively in terms of defects as most of the projects failed to deliver on its provision, 3.86 average score and standard deviation of 1.11. Information obtained through the respondents indicated that 2(2.5% strongly disagreed, 13(16.3%) disagreed, 4(5%) were neutral, 36(45%) agreed and 25(31.3%) strongly agreed. These results show that the mean calculated of 3.86 is above the total mean of 3.38. The results show that the product could not be finalized with potential problems that contributed to most of the projects not delivering the objectives and therefore failed to bring the desired outcomes of the project. In addition, the Standard Deviation 1.11 is smaller than the total standard deviation 1.71 meaning that there was some concurrence of views held by the participants in the study.

The numbers on the statement, that there were sufficient equipment utilized by the employees undertaking the implementation of projects, averagely scored on 3.33 and had a standard deviation of 1.27. The data obtained during the inquiry of the respondents showed that 4(5% strongly disagreed, 26(32.5%) disagreed, 7(8.8%) were neutral, 26(32.5%) agreed, and 17(21.3%) strongly agreed. The above results suggest that the calculated mean (3.33) is less than the overall mean (3.38). The results show that they have sufficient equipments that are being utilized by the personnel executing the initiatives implying that the work is underway as intended. Additionally, the Standard Deviation of 1.11 is less than overall standard deviation of 1.71 which means that there is an agreement of the opinions among the participants in the research.

Correlation analysis results show that, there was a strong correlation of resource availability with the performance achievements of the project (r = 0. 550). These findings gained meaning based on the interview data which demonstrated that whereas adequate funds and resources are availed to finance and equip the project activities, doubt was cast on the manner in which the sustainability and appropriateness of the tools and structures were used. Such mixed outcomes mean that despite the importance of obtaining the necessary resources, their effective deployment is also significant to the effectiveness of a

project to a great degree (Vrchota et al., 2020). Additionally, concerning the provision of resources, financial, human, and technological resources will be regarded as the resources that should be essential to the successful imposition of M&E processes (Masvaure & Fish, 2022). The absence of resources can result in a speed delay in the data collection exercise and eventual analysis hence entry into the project undertakings will be poor. Nonetheless, Patton (2011) concurs that it does not concern the intensity of how many but how these resources are utilized. Although it should be mentioned that financial or material resources do not always suffice in relation to M&E, effective management of M&E resources contributes to filling the gap due to the lack of resources.

## 1.9 Conclusion

After carrying out this research, it was concluded that, resource availability on monitoring and evaluation practices were essential in the performance of development projects. It was also concluded that, apart from ensuring that funding is dedicated towards the development of M&E capacities, future projects must also strive to come up with clear and context relevant resource management frameworks or designs and engagement models that consider the views and needs of communities.

## 1.10 Recommendations

The researcher drew the following recommendations for research and policy implementers. ***Financial Resources****:* Adequate financial resources should be allocated specifically for M&E activities. This ensures that all necessary components of M&E, including tools, data collection, and reporting, are effectively covered. Funding should also be directed toward the acquisition of advanced technologies that facilitate real-time data collection and analysis.

***Human Resources:*** Mosaiko Civil Society should ensure that there are sufficient human resources dedicated to M&E. This includes not only hiring qualified personnel but also ensuring that they are adequately supported and have access to the necessary tools and technologies.

***Technological Resources****:* Investing in modern M&E tools, such as data analytics software, mobile data collection platforms, and real-time reporting systems, can significantly improve the efficiency and accuracy of M&E activities. Mosaiko should explore cost-effective solutions for integrating technology into their M&E processes.

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