

Role of Monitoring and Evaluation and the Performance of Projects in Rwanda. A Case of Road Construction Project in Nyarugenge District.

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ABSTRACT: - *The study was about role of monitoring and evaluation and the performance of projects in Rwanda, a case of road construction project in Nyarugenge district. The study was achieved through specific objectives of the study. The research questionnaires was used to collect primary data and was answered by 72 respondents was participated in collecting primary data source. According to findings made research project aimed on specific objectives and was achieved as presented in the following: Monitoring practices. Therefore 58% of respondents strongly agreed and 42% of respondents agreed that monitoring plan influence Nyarugenge District to understand project expectations. 85% of respondents and 15% of respondents agreed that monitoring Designing. The second objectives were achieved, the study presents respondents were trained in monitoring and evaluation. Therefore, 25% of respondents confirmed work place training, 8% of respondents confirmed from school, 22% confirmed personal initiative and 35% of respondents confirmed gained monitoring training in the process of working. From these a researcher examined how mid time evaluation influence performance of roads construction project in Nyarugenge District. The second objective was achieved; therefore, end-of-term evaluation might need to be undertaken well before the end if it is intended to inform a decision about whether or not to continue the funding or scale up an intervention. The findings from respondents explain how the end term contributes on performance of road construction project in Nyarugenge District. Therefore, the respondents strongly agreed and others agreed that the end of project evaluation a researcher used SPSS soft to analyses the relationship between Monitoring and evaluation and the performance of projects in Rwanda in Rwanda. Referring to the provided information, the recommendations have been formulated which if implemented would enhance further Therefore, this study reveals many interesting areas where further research can be carried out. In particular, the following can be considered: An assessment of monitoring and evaluation capacities needed for an M&E officer and an investigation into the various types of monitoring and evaluation among NGOs.*

GENERAL INTRODUCTION

Background of the study

Monitoring and Evaluation (M&E) is a process that helps to improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly, programs and policies set up by governments, international organizations and NGOs (UNEG, 2006).

M&E itself as a management function, consists four key activities: M&E Planning, M&E Training, Baseline surveys and Information systems. Monitoring and Evaluation will take place at three

Levels: project execution, project performance, and impact evaluation (UNICEF, 2002).

Globally, during the past 50 years, organizations worldwide in the public and private sectors have established Monitoring and Evaluation (M&E) functions to improve their sustainability outcomes. Due to the growing importance of the monitoring & evaluation all-over the world, many projects identified the benefits and they are trying to establish it in their operations (Baker, 2011). Government projects have been occupying the role of main service providers over the past few years (Ashbaugh,

2004). At national and international scales, sustainability criteria and indicators for M&E were important tools for project management towards goals, and influencing policy and practices.

Over the last decade, monitoring and evaluation (M&E) processes have become an important source of knowledge management and organizational learning in the public sector. Today, many organizations are realizing the benefit of 'knowing what they know' and being able to extract that knowledge and improve their operations. Success and survival in today's increasingly competitive environment critically depends on the quality of knowledge management and learning that public entities employ. In the M&E domain, knowledge means the utilization of information, combined with the potential of people's skills, technical competencies, insights, thoughts, commitments and motivations (Center for Global Development, 2013).

At regional and sub-regional scales, M&E is important for assessing the performance of local practices, and can be an important tool to assist with management planning in Non-Government Projects (Margoluis, & Salafsky, 2010). Monitoring and evaluation (M & E) in Spain has become an increasingly important tool within global efforts toward achieving environmental, economic and social sustainability (Schleifenbaum, 2006). The evolution of Monitoring and Evaluation in France has been grouped into several distinct phases for the purpose of clarity, and it does help to show how ideas have generally evolved and how expectations have expanded over the years (Roger & Tim, 2008). In China, there were special officers in the government to control the duties of Monitoring and Evaluation (UNEG, 2006).

This study therefore seeks to establish specifically, the role that monitoring and evaluation activities play on project performance. The study analyzed M&E plans, M&E training, baseline surveys and information systems for possible influence on project performance. The study will use Nyarugenge District as a case study.

Statement of problem

Monitoring and evaluation (M&E) is an important strategy or techniques employed if private or public initiatives/programs are to be successfully implemented (Schelber, 2014).

In many organizations, project monitoring and evaluation is activity For this reason, organizations especially NGOs, implement project M&E just to cope with demands and pressures from funding agencies rather than as a measure to contribute to project performance (Kusek & Rist, 2004). Very few organizations have faith in monitoring and evaluation partly because its influence on project performance is not well understood despite many studies having been done (Khan, 2012). There is inadequate information on how the key activities of monitoring and evaluation: monitoring and evaluation planning, monitoring and evaluation training, baseline survey and information systems singularly and severally influence project performance. Simply put, the influence of monitoring and evaluation on project performance is not adequately established making organizations view the practice of monitoring and evaluation an extra burden of little or no benefit at all.

Without monitoring and evaluating the implementation of the organization projects thoroughly and throughout all its implementation stages, results would be doubtful or may not yield the desired results or deliverables. Projects which are monitored and evaluated at their closure or final stages are rarely successful due to unrealistic and undesired outputs/outcomes, impacts and sustainability.

The present study therefore seeks to establish specifically, the role of monitoring and evaluation activities play on project performance. The study analyzed M&E plans, M&E training, baseline and information systems for possible influence on project performance.

Specific objective of the study

The study has the following specific objectives.

1. Examine role of monitoring on the performance of road construction project in Nyarugenge District.
2. To evaluate the influence of mid-term evaluation on the performance of road construction project in Nyarugenge District.
3. To assess the contribution end-term evaluation on performance of road construction in Nyarugenge District.

LITERATURE REVIEW

Theoretical review

Resource based theory

Penrose is credited with establishing the foundations of resource-based view as a theory (Roos&Roos, 1997). Barney (1991) states that a firm is a collection of physical capital resources, human capital resources and organizational resources. The above theory relates to human resource on performance of public organizations projects. The resource-based view (RBV) used to determine the strategic resources with the potential to deliver comparative advantage to an organization. These resources can be exploited by the organization in order to achieve sustainable competitive advantage.

Agency Theory

Agency theory asserts that a key activity for boards is performance by reducing agency costs (Amy & Thomas, 2003). Boyd (1990) states that the monitoring function of boards is also referred to as the control role (Boyd, 1990). According to Amy& Thomas (2003), the monitoring function refers directly to the responsibility of directors to monitor managers on behalf of shareholders.

This theory emphasizes the significance of the relationship between training of employees with performance at the work place. Specifically, managers should understand the success of the projects can be influenced greatly by training employees on monitoring and evaluation.

Empirical Review

Monitoring and evaluation systems in the World Globally,

Monitoring and evaluation systems have been in existence since the ancient times Kusek (2004), however today, the requirements for M&E systems as a management Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010)., In Yemen, M&E functions of a project were carried out by the M&E department of a government agency responsible for M&E in several projects using national guidelines. This agency had much experience and was able to commence project M&E activities at an early stage. However, the agency did not have direct access to the project's M&E resources and had limited funds. Obtaining authorization for activities and resources was a lengthy procedure. This affected M&E budgeting and adoption of M&E systems recommended by the project. The government agency did not prioritize M&E for this project and so the organizational structure was hindering effective adoption of M&E systems (Furman, 2001).

Monitoring and evaluation systems in Africa

The Kenya social protection sector review (2012), that focused on main programmers in the social protection sector in Kenya, conducted through literature review, landscape survey and in-depth interviews with project implementers, states that not many programmers in Kenya have a functional M&E systems, despite it being accredited for promoting transparency and accountability. This was attributed to programmers. The review also established that although M&E rarely influenced the decision making process, its information was being used to inform project and programmer designs as well as inform policies. The review also notes that the country relies much on M&E international consultants and therefore recommends capacity building of national and progressive wean programmer of civil servants (locals) because they will stay in the sector over the long term.

The study by Koffi-Tessio (2002), on Efficacy and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through desk review and interviews, for projects approved between 1987 and 2000. The poor acquisition of the appropriate M&E systems by NGOs is also attributed to the organizations over emphasis on the physical road construction (for instance computer equipment's, working capital etc.) rather than methodological and conceptual training.

Monitoring and Evaluation Planning and Project Performance

Most scholars of project monitoring and evaluation argue that planning for M&E should be done just at the very point of project planning (Kohli & Chitkara, 2008) almost all scholars agree that the plan should include information on how a project should be assessed (Cleland & Ireland, 2007).

Of great importance to this study, is what the M&E plan outlines that influences project performance. From the studies reviewed, it has been noted that an M&E plan generally outlines the underlying assumptions on which the achievement of project goals depend, the anticipated relationships between

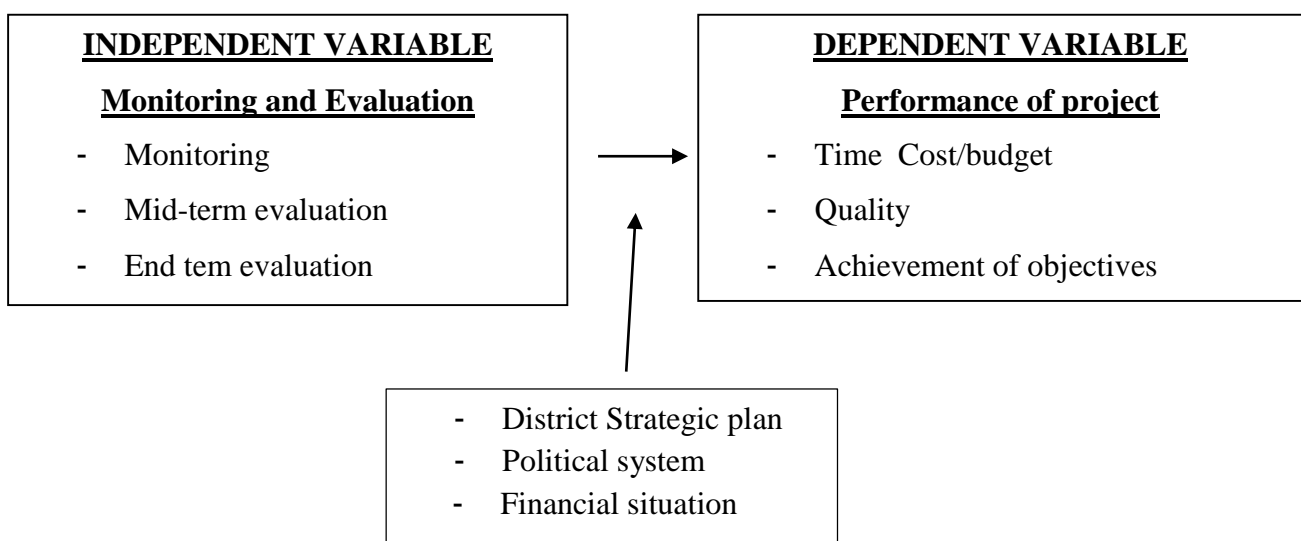
activities, outputs, and outcomes- the logical framework. Other contents of an M&E plan are well-defined conceptual measures and definitions, along with baseline data needed; the monitoring schedule; a list of data sources to be used; and cost estimates for the monitoring and evaluation activities.

Literature also reveals that there are important considerations for an M&E plan: Brignall & Modell (2010) categorizes these considerations into resources - how much money and time will be needed to conduct the activities. Capacity - does the project have internal capacity to carry out the proposed monitoring and evaluation activities; including analysis of data collected? Other considerations made and also acknowledged by Armstrong & Baron (2012) are Feasibility-committee? With these considerations, it can be said that M&E planning is complete in terms of coverage for the purposes of giving an oversight on project direction during implementation.

Conceptual framework

According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Jabareen (2008). It showed the dependent and independent variable of the study as presented below.

Figure 1. Conceptual framework



Source. Researcher 2021.

The figure identifies the relationship between independent and dependent variable in order to

describe on how monitoring and evaluation played a role on the performance of projects. The framework

shows that the independent variables in the study is monitoring and evaluation conceptualized, M&E training, M&E plan, Information system to which contribute on performance of the project as a case of the study. The two above variable, has supported with others moderate variable which are: Government environment, Global economy, Political environment, Skills of project staff and appropriate technology.

RESEARCH METHODOLOGY

Research Design

The research design may be defined as

The study design based on a descriptive research design which used both qualitative and quantitative research strategies. A case study and a survey strategy was used in this study.

This helped the researcher to have a triangulation of different strategies. According to Bryman and Bell (2003), a descriptive research design occurs when more than one research strategy and data source are used in a study of social phenomena.

A descriptive research design can be undertaken within a single research strategy by using multiple sources of data or across research strategies (Bryman and Bell, 2003; Marlow and Carter 2006). The combination of qualitative and quantitative design strategy has been recommended and used by researchers in situations where one of the approaches is insufficient to reveal all that is required to be known about a phenomenon (Bryman et al. 1996).

The importance of using different sources data and methodological approaches is indicated by Yin, (1994), Saunders et al (1999), Kothari (2000) who stipulate that the rationale for using multiple sources of data is to triangulate evidence in order to increase the reliability of the data and the process of gathering it and hence corroborate the data gathered from different sources.

Saunders et al. (1999) points out that a multi-method approach enables the researcher in cross checking of validity of findings from different research strategies as well as allowing access to different levels of reality thereby enhancing induction of meaning from the findings. They further point out that by using the approach the researcher is able to collect different types of data that enable examination of different

aspects of the study as well as the development of multiple measures to improve confidence in the findings.

In pursuit of these virtues of multi-method approach, a qualitative study strategy involving interviews and in-depth unstructured and semi structured interviews with the project coordinators. The qualitative study design is deemed appropriate because the phenomenon. The adoption of a qualitative study design is consistent with the recommendations of Kasomo (2006:67), Mugenda (2008) and Kothari (2000) who assert that when studying situations characterised by insufficient knowledge, an inductive research strategy using qualitative analysis is essential to uncover underlying themes of knowledge about the phenomenon.

In addition to the qualitative study strategy, a quantitative design is intended to provide deeper understanding of the results that were obtained from qualitative analysis. The results of qualitative analysis cannot be taken at face value (Kakuru 2008). A quantitative study design strategy will be used to supplement the findings from the qualitative study in order to show the extent to which results of the qualitative study can be generalized across the country.

Target population

A researcher targeted to use 92 people from 8 sectors that compose District projects achieved from planed priorities in the Vision 2020 in Nyarugenge District,

Sample size

According to Williams et al, (1990), a sample is deemed necessary because it is not possible to carry out and investigation over the whole population due to inadequate resources (time and money). This study used universal sampling technique hence having 92 respondents. These included monitoring and evaluation officers, program managers, project officers, field officers and road construction project managers.

GENERAL CONCLUSION AND RECOMMENDATION

Summary of Major Findings

According to findings made research project aimed on specific objectives as shown below.

Influence of monitoring and performance of loads construction projects in Nyarugenge District.

Monitoring practices is the continuous routine in tracking of key elements of project implementation performance that is: inputs (resources, equipment) activities and outputs, through recordkeeping and regular reporting through assessment of an ongoing or completed project to determine its actual impact against the planned impact in relation to its design, implementation and results. The study identified the influence of monitoring contributing on performance of road construction in Nyarugenge District. Therefore 58% of respondents strongly agreed and 42% of respondents agreed that monitoring plan influence Nyarugenge District to understand project expectations. 85% of respondents and 15% of respondents agreed that monitoring Designing

Monitoring Modifications.

The findings from 47% of respondents and 53% of respondents agreed on how monitoring plan outlines that influences project performance. The study identified planning monitoring whereby 68% of respondents strongly agreed and 32% agreed that planning for monitoring takes care of all aspects that need to be in place so that there is early detection of progress of project achievement and performance. 82% of respondents were strongly agreed and 18% of respondents agreed that monitoring plan generally outlines relationships between activities, outputs, and outcomes. 56% of respondents strongly agreed and 44% agreed that monitoring planning is complete in terms of coverage for the purposes of giving an oversight on project direction during implementation. According to the study analysis, a researcher concludes that monitoring practice influence performance of project in Rwanda. This was supported by another who said that the performance of the project is considered as a source of concern to both public and private sector clients. Project success requires creating a well-planned project schedule as well as understanding of the key success factors also. It helps the project manager and the stakeholders to take the right decisions and act towards the project success. Most popular determinants of project

Research findings according to the influence of mid-time evaluation on performance of road construction projects in Nyarugenge District.

The study presents the research findings showing were the respondents were trained in monitoring and evaluation. Therefore, 25% of respondents confirmed work place training, 8% of respondents confirmed from school, 22% confirmed personal initiative and 35% of respondents confirmed gained monitoring training in the process of working. From these a researcher examined how mid time evaluation influence performance of roads construction project in Nyarugenge District.

Mid-time evaluation of the project depend on a summary of the roads project execution, including whether the project met its objectives. As indicated the table above, 39% of respondents strongly agree and 61% of respondents agreed that midterm evaluations (MTEs) aim to assess the continued relevance of an intervention and the progress made towards achieving its planned objectives. 82% of respondents strongly and 18% agreed that mid-term evaluations in Nyarugenge District should take place approximately halfway through the implementation of projects, programmes, strategies or policies. 51% of respondents strongly agreed and 49% agreed that involved of Staff management of NYARUGENGE District in mid-time evaluation influence performance of load construction project in Nyarugenge District. 94% of respondents strongly agreed and 6% of respondents agreed that to ensure effective performance of road construction project in Nyarugenge District, Stakeholders are involved in preparation of evaluation timetables and work plans. 58% of respondents strongly agreed and 42% of respondents agreed that staff Management of Nyarugenge District decisions are considered during mid-time evaluation process; the study as confirmed by 83% of respondents who were strongly agreed and 42% of respondents who agreed that training and capacity building for mid-time evaluation reporting is important in Nyarugenge District in order to ensure performance of its project. And finally, 94% of respondents strongly agreed and 6% of respondents agreed that mid-time evaluation is deliberately participatory to ensure that those responsible for implementing and using the system are familiar with

its design, intent, focus, and how to use the monitoring tools.

Research question regarding the contribution of end-term evaluation on performance of road construction project in Nyarugenge District.

An end-of-term evaluation might need to be undertaken well before the end if it is intended to inform a decision about whether or not to continue the funding or scale up an intervention. Or, it might need to be undertaken sometime after an intervention ends in order to follow up longer-term impacts and the sustainability of results achieved during implementation.

strongly agreed and 32% agreed that monitoring practices are the continuous routine in the tracking of key elements of project implementation performance; 82% of respondents strongly agreed and 18% of respondents agreed that the effectiveness of end-time project monitoring is also dependent on the techniques practices used. Finally, 85% of respondents strongly agreed and 15% of respondents agreed that end time monitoring techniques that may have been applied by project managers and monitoring teams include: basic research; accounting and certification; status assessment; and effectiveness measurement.

Conclusion

The study was about the role of monitoring and evaluation on the performance of projects in Rwanda. The study was achieved through specific objectives of the study. The research questionnaires was used to collect primary data and was answered by 72 respondents was participated. Basing to the provided information of the study, monitoring and evaluation play an essential contribution on performance of loads construction project in Nyarugenge District.

Recommendation further research

Based on the findings of the study, recommendations have been formulated which if implemented would enhance further the influence of monitoring and evaluation on project performance. Therefore, this study reveals many interesting areas where further research can be carried out. In particular, the following can be considered:

1. An assessment of monitoring and evaluation capacities needed for an M&E officer
2. An investigation into the various types of monitoring and evaluation among NGOs

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