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ASSESSMENT OF MONITORING AND EVALUATION PRACTICE AND PERFORMANCE OF AKAZIKANOZE ACCESS PROJECT, NYARUGURU DISTRICT RWANDA

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Postgraduate Studies in Partial Fulfillment of the Requirements for the Award of Master of Project Management of the University of Kigali

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ABSTRACT

Monitoring and evaluation practices in projects are crucial in identifying the organization's achievements and effectiveness of its projects, the practices account for greater transparency and accountability. The study entitled "Assessment of Project Monitoring and Evaluation on Project Performance of Akazikanoze Access Project" the study was guided by four objectives: to determine the effect of monitoring planning on the performance of Akazikanoze Access Project, to analyze the effect of capacity building of on the performance of Akazikanoze Access Project, to find out the effect of budgeting on the performance of Akazikanoze Access Project and to assess the effect of monitoring tools and techniques practices on the performance of Akazikanoze Access Project. The study used descriptive research design and inferential research design. The sample size of the study was 67 employees of Akazikanoze Access project. The study used universal sampling techniques because the sample size equals to the population of the study. Questionnaire was used to collect data and descriptive statistics and inferential statistics as method of data analysis were also used. For the first objective, the study revealed that monitoring planning have significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta 1= 0.267$, $p=0.012<0.05$, $t= 2.6$. For the second objective, the study revealed that capacity building has significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta_2=0.218$, $p=0.025<0.05$, $t=2.195$. For the third objective, the study revealed that budgeting has a significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta_3= 0.243$, $p=0.002<0.05$, $t= 3.177$. For the fourth objective, the study revealed that tools and techniques have significance positive effect on the performance of

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Akazikanoze Access project as indicated by β_4= 0.411, p=0.003<0.05, t= 3.072. Based on the finding, the study indicated that there is a relationship between monitoring and evaluation practices such as planning, capacity building, budgeting, tools and techniques and the performance in Akazikanoze Access project where 70.1% of respondents stated that monitoring facilitates transparency and accountability of the of project resources and 64.2% reported that the project gives regular project progress reports on its performance. The study suggests that capacity building practice should be encouraged by the organizational management because most development organizations are involved in the practice for achieving development goals and contributing to sustainability in terms of specific skills through planned interventions, such as technical assistance, training courses and other actions.

1. INTRODUCTION

Project monitoring and evaluation is an integral part of the project cycle and of good management practice (Olive, 2019). Monitoring and Evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects.

In the 1950s, monitoring and evaluation (M&E) practice was dominated by a strong emphasis on prudent utilization of resources, reflecting the social scientific trend of the era. Monitoring and Evaluation sought to concentrate on lived experiences and give voice to as many stakeholders in a consensus-shaping evaluation process (Nyonje, Ndunge & Mulwa, 2019).

Developed countries' Government projects, particularly those of the Organization for European Cooperation and Development (OECD), have had as many as 20 or more years of experience in M&E, while many developing countries are just beginning to use this key public management tool. The experiences of the developed countries are instructive, and can provide important lessons for developing countries (World Bank, 2018).

Countries such as the United States of America have been able to achieve successful development because they have put in place effective and efficient systems that track achievement of development objectives. In the United States of America, the last two decades have noted an increased interest in outcomes based performance monitoring of policies and development programs under the administrations of three successive Presidents, namely, Bill Clinton, George W. Bush and Barrack Obama (Nyang'ara, 2019).

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In China, there were special officers in the government to control the duties of Monitoring. As of date, the M&E function has grown in its importance, partly because it helps the management to compensate for the loss of control as a result of increase in organization complexity, but most importantly it helps management to detect and manage ris s which is a crucial part o corporate governance process (Mohammed, 2014).

Developing countries are performing some kind of regular monitoring activities, these ranges from comprehensive national evaluation systems in countries such as India and Malaysia to basic monitoring of selected projects in many countries in Africa and the Middle East (Kemunto, 2018). The imperative is to focus and strengthen monitoring and evaluation capacity across all spheres of government (Mackay, 2007). Similarly, project sustainability is a major challenge in many developing countries, Large number of projects are implemented at huge costs often tend to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter (Simister and Smith, 2020).

In African context especially in Botswana, the government plays a huge role by bringing the much-needed services to the communities in which they operate. A lot of funds and other resources have been committed in the project of fight against HIV/AIDS. The donors and other stakeholders expect transparency, proper accountability and project performance from them. This has demanded the use of M&E tools to enhance transparency and accountability as well as demonstrate results. Additionally, the effect of the NGOs has greatly increased over the years. They currently participate officially in government working groups, policy making and serve as watchdog (Kensek & Noble, 2014).

In East Africa, especially in Kenya, there are a number of various challenges faced by the public sector when trying to enhance the ability to advance performance and responsibility to encounter the requirements of Vision 2030. Promulgation of the constitution of Kenya in 27th august 2020 gave a new era two levels of government that is the National and 47 County governments. With devolution, as visualized in the Constitution of Kenya entails distribution of political, governmental and economic duties concerning the national and the county governments. Political reorganization involved the transmission of political power to resident level through the

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launching of county governments including democratic and administrative party restructurings (Riserurande, 2018).

In Rwanda, it has been cited as one of the best performing country in East Africa by the World Bank in its internalization of M&E in the projects' success in every sector of the economy. The role of M&E in the completion of government funded projects in the health and education sector in Kigali, level of expertise of the personnel handling the construction projects, the availability of the personnel, the attitudes and perception of the projects handlers on M&E, the financial resources and geographical locations had an effect (Dansoh & Amoah, 2020). Institutionalized M&E has served as an integral part of the development policy programmed cycle in improving the performance accountability to provide effective feedback.

2. Statement of the Problem

In Rwanda, the project and program success is a critical to achieve the development agenda in the local communities in the worldwide. It is also understandable that M&E of projects carried out by an organization is a fundamental because the project objective is achieved through it. M&E of project helps to improve an overall efficiency of project planning, management and implementation.

Project monitoring and evaluation practices are crucial in identifying the organization's achievements and effectiveness of its projects, the practices account for greater transparency and accountability (World Bank, 2019). According to Simister and Smith (2020), most organizations lack effective monitoring and evaluation practices due to misuse of resources, poor planning, conflict of interest and poor communication in meeting obligatory requirements; hence failing to deliver results that don't meet stakeholders needs despite monitoring and evaluation practices being in place. Without effective monitoring and evaluation, it is therefore difficult to know the progress of the project or program implemented in organizations. Poorly designed monitoring and evaluations has led to the poor management performance hence affecting the project successfulness (World Bank, 2019). With references to the above statements, the study sought to find out whether Akazikanoze project performance was resulted to project monitoring and evaluation practices.

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3 .Objectives of the study

i. To determine the effect of monitoring planning on Akazikanoze Access Project;

ii. To analyze the effect of capacity building on Akazikanoze Access project;

iii. To find out the effect of budgeting on Akazikanoze Access Project;

iv. To assess the effect of effect of monitoring tools and techniques practices on Akazikanoze Access Project.

4. LITERATURE REVIEW

This chapter discusses literature which is associated with the study. The chapter reveals theoretical and conceptual framework

4.1. Theoretical Review

The study was guided by the following theories: Program Theory and Dynamic Capabilities Theory

Program Theory

Program theory was developed by Bickman (2011) which consists of a set of statements that describe a particular program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects. The program theory has been used to guide evaluation for many years; it shows the capability of the program to fix a problem by addressing the needs in the need assessment.

Program Theory guides an evaluation by identifying key program elements and articulating how these elements are expected to relate to each other (Donaldson & Lipsey, 2014). Data collection plans are then made within the framework in order to measure the extent and nature of each element's occurrence. Once collected, the data are analyzed within the framework. First, data that have been collected by different methods or from different sources on the same program element are triangulated (Donaldson & Lipsey, 2014). The data on the program in operation are compared to what was intended and to what the standards are for that kind of program.

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Dynamic Capabilities Theory

The Theory of Dynamic capability was established by Teece, Pisano and Shuen, (1997) which states that the organization's ability to integrate, build upon and reconfigure internal and external organizational resources and functional competencies to deal with the environment which is constantly evolving. The theory further indicates that an organization's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantages

According to the dynamic capability theory the organization's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource base (Barreto, 2010). In M&E practices building dynamic capabilities relate especially to the environmental and technological sensing apparatus that the organization has established the choice of organizational form and the ability to strategize.

Dynamic Capability Theory was relevant to this study because NGOs with strong strategic positions have more options and a higher probability of success in times of misunderstanding for example, in times of budget allocation. This is because the returns of the management are not only higher than the followers, they are also more stable. This theory will be of importance to this study in anchoring how the organization is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation. Further, this theory helps conceptualize how the organization deals with external issues such as regulatory and compliance in enhancing its M&E practices and ensure successful project implementation

4.2. Conceptual framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Mugenda and Mugenda (2003) define a conceptual framework a hypothesized model identifying the model under study and the relationship between the dependent and independent variable:

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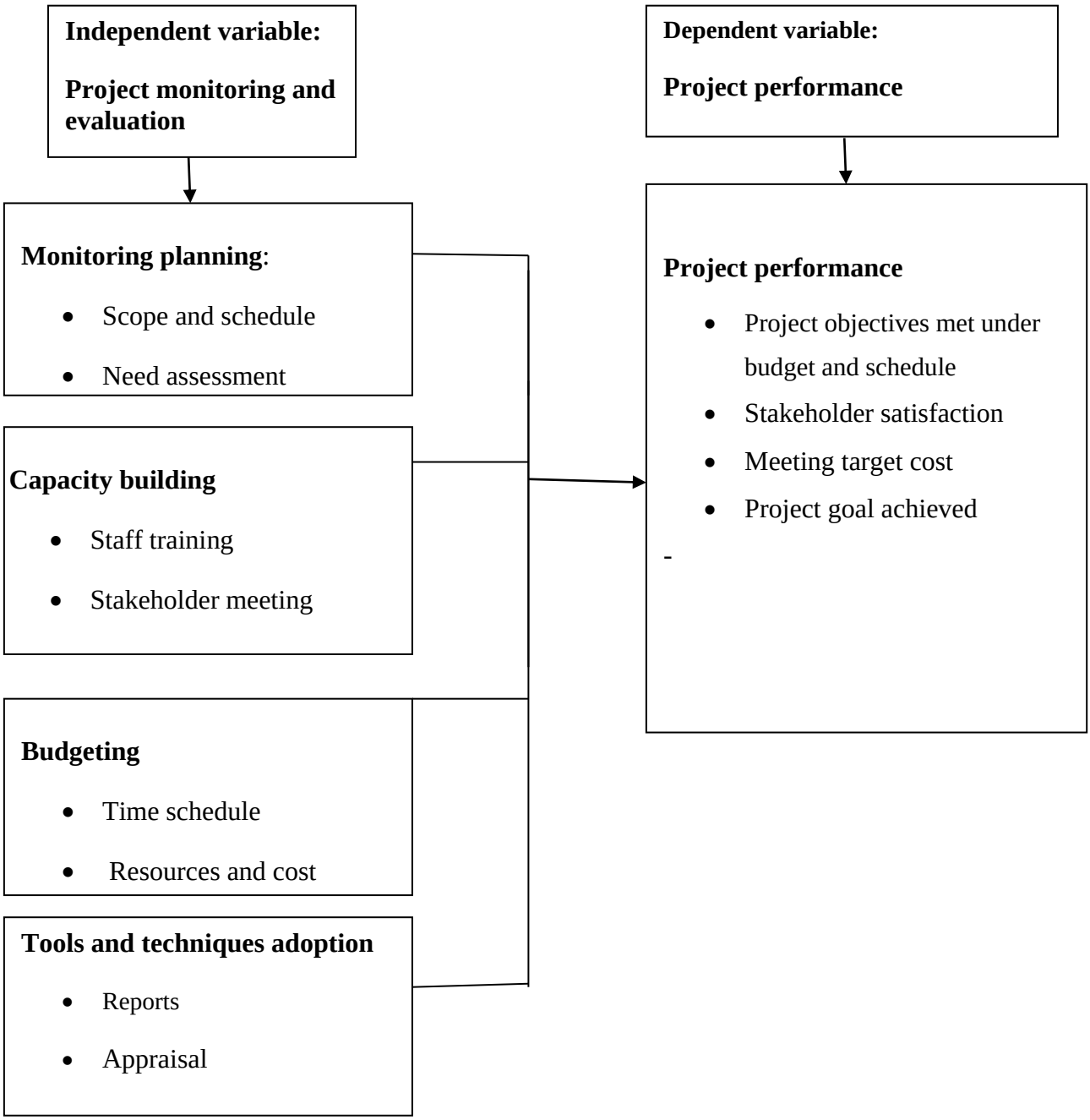
Figure 1: Conceptual Framework



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S**ource**: Researcher's compilation, 2022

5. MATERIALS AND METHODOLOGY

5.1. Research Design

According to Kombo and Tromp (2014), a research design can be regarded as an arrangement of conditions for collection in a manner that aims at combining relevance with the research purpose. The study used descriptive and correlational research design. The data collected from surveys were then statistically analyzed by using descriptive statistics. Descriptive research design will be aiming at collecting data without manipulating the research variables or the respondents in an attempt to describe the project monitoring and evaluation such as monitoring planning, capacity building, budgeting and monitoring tools and techniques and also were used to describe the performance of project. Correlational research design especially multiple linear regression was used to establish the relationship between project monitoring and evaluation and the performance of Akazikanoze Access Project.

5.2. Population of the study

According to Kothari (2011), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The population of interest of this study comprised of 67 employees of Akazikanoze Access Project.

Table 3.1: Population size

Departments/Units	Population size
Department of finance and accounting	4
Department of human resource	6
Monitoring departments	5
Operational departments	52
Total	67

Source: Primary data, 2022

5.3. Sample size

Cooper & Schindler (2011) define sample as the process of selecting participants for the study from the total population so as to save available time and money. Based on the population of the

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study, the sample size equals to total population (67 employees). Therefore, the researcher used universal sampling technique to select 67 employees of Akazikanoze Access Project.

5.4. Data collection instruments

The researcher therefore compounds the use of questionnaire in the process of collecting primary data.

Questionnaire

Oppenheim (2016) defined a questionnaire as a set of questions which are asked to get information from a respondent. It is also currently used to mean a set of questions, which are self-administrated. For this study, a questionnaire was designed and pre-tested before administering it to all selected respondents. The questionnaire was developed in line with objectives of this study, research questions were answered and indicators were tested. The questionnaire was comprised of three categories such as profile of respondent, project monitoring and evaluation as Akazikanoze Access Project and project performance A questionnaire is a pre-formulated written set of questions to which the respondents record the answers usually within rather closely delineated alternatives. A Likert scale of five responses were used: Likert scale is an interval scale that specifically uses five anchors of strongly disagrees, disagree, neutral, agree and strongly agree. The researcher initially contacted the respondents, ranging from an initial letter of introduction giving notice of the study and handing paper questionnaires to the respondents and also the study used telephone contact.

5.5. Reliability and validity of the measurement instruments

Before data collection it is important to test for reliability and validity of research instruments as shown in the section below.

Validity of the measurement instrument

Validity is the degree to which tools measure what they are designed to measure. The validity of this research instrument was measured through the opinion of experts especially the research supervisor, who is knowledgeable in this field.

The validity was tested using Content Validity Index (CVI).

$$\text{CVI} = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items}}$$

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For this study the calculated CVI was

CVI= 26/36=0.742

If the calculated CVI is greater than 0.60 (Newing, 2018) the questionnaire was considered valid. Hence, this study is greater than 0.60, the questionnaire is valid.

Reliability of the measurement instrument

According to Mugenda & Mugenda (2003) reliability is done using Cronbach's Alpha Model on SPSS and that consistency is the assessment of the degree to which study instrument gives reliable results or data after repetitive trials. Reliability: The estimation of reliability used ascertained by pilot testing the instrument and applying a statistical package for social science (SPSS) and Cronbach's alpha coefficient test was used to measure internal consistency of the research questionnaire. Should Cronbach's alpha coefficient>0.7 therefore the instrument was considered reliable (Orodho & Kombo, 2002).The pilot study was carried out at SEAD project.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
0.789	36

The findings indicated that al variables had a coefficient of 0.789. All constructs depicted that the value of Cronbach's Alpha are above the suggested value of 0.7 thus the study was.

5.6. Data analysis

According to Creswell (2009), the analysis of data allows the researcher to organize the data collected during the study in order to assess and evaluate the findings so as to arrive at some reasonable, valid and relevant conclusion. This study employs a descriptive statistical method for representing and summarizing of the bio data and inferential statistics such correlation analysis and multiple regression analysis.

Descriptive statistics: Descriptive statistics was used to describe the activities of Akazikanoze Access Project such as training, agriculture intervention, and marketing information and

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financial services and level of standard of living of beneficiaries of Akazikanoze Access Project by using percentages, frequencies, mean and standard deviation.

Multiple linear regressions: With multiple regression analysis, we can assess the effects of multiple predictor variables (rather than a single predictor variable) on the dependent measure. A multiple regression model was used to test the significance of the effect of the independent variables on the dependent variable. The present study adopted the following model:

$Y = \beta 0+\beta_1 x_1+\beta_2 x_2+\beta_3 x_3+ \beta_3 x_{4+} e$

Where: Y = Performance of Akazikanoze Access Project.

{βi; i=1,2,3 and 4} = The coefficients representing the various independent variables. B_0 = the Y intercept

{Xi; i=1,2,3 and 4} = Values of the various independent (covariates) variables.

e = the error term which is assumed to be normally distributed with mean zero and constant variance, Y = Performance of Akazikanoze Access Project.

X_1 = Monitoring planning

X_2 = Capacity building

X_3= Budgeting

X_4= Monitoring tools and techniques

Inferential statistics measures were used to test statistical hypothesis (specific objectives). This study adopted the customary confidence level in many statistical tests of 95%, which means a customary significance level (p-value) of 5%. That is, statistically significant correlations between variables are only those with p-value below 5%. Pearson's correlation coefficient has been used to measure the strength of the association between dependent and independent variables. Regression coefficient was used to establish the significance of this correlation coefficient.

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The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable which the performance of Akazikanoze Access Project and independent variable which are monitoring planning, capacity building, budgeting and monitoring tools and techniques from the model were accepted at 5% significance level.

6. FINDINGS

6.1. Multiple linear regression analysis

Multiple linear regression analysis is used to find out the influence of project monitoring and evaluation such as monitoring planning, capacity building, budgeting and tools and techniques used on Akazikanoze access project performance. Multiple linear regression was computed at 95 percent confidence interval to establish the relationship between independent variables and dependent variables. Based on the model summary, the coefficient of determination (R squared) shows the overall measure of strength of association between independent and dependent variables.

Table 3:Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860[a]	.739	.723	.44191

a. Predictors: (Constant), monitoring planning, capacity building, budgeting and tools and techniques

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A multiple linear regression analysis was done to examine the relationship of the independent variables with the dependent variable. The adjusted R2 is the coefficient of determination. This value clarifies how project performance varied with monitoring planning, capacity building, budgeting and tools and techniques. The model summary table shows that four predictors can explain 0.723(72.3%) of change in project success implementation was namely due to monitoring planning, capacity building, budgeting and tools and techniques; an implication that the remaining 27.7% of the variation could be accounted for by other factors not involved in this research.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.340	4	8.585	44.025	.000[a]
	Residual	12.108	62	.195		
	Total	46.448	66			

a. Predictors: (Constant), X4 = Tools and techniques , X2 = Capacity building X3= Budgeting and, X1= Monitoring planning

b. Dependent Variable: Y = Akazikanoze access project performance

The regression analysis also yields an F-statistic where if the calculated F-value is greater than the critical or tabled F-value, the prediction will be rejected. In this study, the significance value is .000 which is less that 0.05 thus the model is statistically significant in monitoring planning, capacity building, budgeting and tools and techniques. The F critical at 5% level of significance was 2.50. Since F calculated is greater than the F critical (value = 44.025), this shows that the overall model was significant. This means that the model used was appropriate and the relationship of the variables shown could not have occurred by chance.

Table 5: Regression coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.593	.308		1.925	.059
	X1= Monitoring planning	.267	.103	.297	2.600	.012
	X2 = Capacity building	.218	.084	.010	2.195	.025
	X3= Budgeting	.243	.077	.291	3.177	.002

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X4 = Tools and techniques	.411	.134	.370	3.072	.003

a. Dependent Variable: Y = Performance of Akazikanoze Access project

Source: Computed by researcher from field data, 2022

The equation ($Y = \beta 0+\beta_1 x_1+\beta_2 x_2+\beta_3 x_3+\beta_4 x_4$) becomes:

Performance of Akazikanoze Access project $=0.593+ 0.267X_1+ 0.218X_2+ 0.243X_3+ 0.411X_4$

The regression equation above has established that taking all factors into account (monitoring planning, capacity building, budgeting and tools and techniques) constant at zero; performance of Akazikanoze Access project will be 0.593.

The regression results revealed that monitoring planning have significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta 1= 0.267$, $p=0.012<0.05$, $t= 2.6$. The implication is that an increase of one unit in monitoring planning would lead to an increase in the performance of Akazikanoze Access project by 0.267 units.

The regression results revealed that capacity building has significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta_2=0.218$, $p=0.025<0.05$, $t=2.195$. The implication is that an increase of one unit in capacity building would lead to an increase in the performance of Akazikanoze Access project by 0.218 units.

The regression results revealed that budgeting has a significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta_3= 0.243$, $p=0.002<0.05$, $t= 3.177$. The implication there is sufficient evidence that an increase of unit in budgeting would lead to the performance of Akazikanoze Access project by 0.243 units

The regression results revealed that tools and techniques have significance positive effect on the performance of Akazikanoze Access project as indicated by $\beta_4= 0.411$, $p=0.003<0.05$, $t= 3.072$. The implication is that an increase of unit in tools and techniques would lead to an increase in the performance of Akazikanoze Access project by 0.411 units.

7. CONCLUSION AND RECOMMENDATIONS

7.1. Conclusion

Based on the finding found in chapter four, the study indicated that there is a relationship between monitoring and evaluation practices such as planning, capacity building, budgeting,

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tools and techniques and the performance in Akazikanoze Access project where 70.1% of respondents stated that monitoring facilitates transparency and accountability of the of project resources. 64.2% reported that the project gives regular project progress reports on its performance and 74.6% of respondents argued that seeking project feedbacks from stakeholders improves performance. About monitoring planning, the researcher concludes that monitoring planning in Akazikanoze Access project is used for the purposes of management and good practice. It is a critical tool for planning, managing and documenting data collection. The M&E Plan keeps track of the progress we are making, monitors the indicators being used as well as their results. In this way it contributes to the effectiveness of the monitoring and evaluation system by assuring that data will be collected and on schedule. The study implied that monitoring and evaluation design & planning in Akazikanoze Access project has made the organization meet its objectives, establish the policies well, has made project planning to be flexible enough to handle unique activities where it speaks accurately to the monitoring and plan and operations. The findings on M&E capacity building indicated that capacity building and budgeting affect the performance of Akazikanoze Access project. The M&E system leads to project success when by identifying information needs to guide the project strategy, ensure effective operations and meet external reporting requirements .Then decide how to gather and analyze this information and document a plan for the M&E system.

7.2. Recommendations

Based on the research findings, the recommendations are afddressed to Akikanoze access project in particulars and organizations in general for effective project performance:

Akazikanoze Access project should dispose resources that will help the completion of project on time.

Akazikanoze Access project should have good collaboration at different manager's level and review the M&E tools.

Akazikanoze Access project should to keep on more training and enhancing the capacity for staff or refresh training to implementing partners

Budgeting practice affects the project to perform, therefore there budgeting should be adhered to in organizations for it ensures timely provision of funds with quality performance that has led to successful project implementation process.

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Organizational managers should use M&E planning practice to make adjustments to the project because it is the best function of selecting the organization objectives and establishing the policies, procedures, and programs necessary for achieving the organizational goals

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