

Monitoring & Evaluation Practices and Performance of Health Development Initiative in Rwanda.

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Abstract:

This project assessed the influence of monitoring and evaluation practices on performance of Health Development Initiative (HDI) in Rwanda. The objectives of the study were; to determine influences of M&E budget on performance of Health Development Initiatives (HDI) in Rwanda, to assess influences of M&E stakeholders 'involvement on performance of Health Development Initiatives (HDI) in Rwanda and to examine influence of M&E organization's leadership on performance of Health Development Initiatives (HDI) in Rwanda. This project used a descriptive research design in answering the research questions. Target population was 300 beneficiaries of HDI Rwanda. The sample size for this study was 75 beneficiaries of HDI Rwanda. The study used the questionnaires to collect main information. Data analysis was done by using Statistical Package for Social Science (SPSS) version 20 through which the census method was applied, and the descriptive method was used to make the conclusion and has been applied to determine the reliability and validity at 0.8%. The findings were analysed by descriptive statistic such as standard deviation and means as well as inferential statistic such as regression and correlation analysis. This was a potential problem that could affect the performance of the projects available in the organization. Inferential statistics were also performed using the field data and tested at 5% level of significance and it resulted the followings: The finding shows M&E stakeholder involvement had have strong positive relationship ($r= 0.769$ and $sig=.000$), M&E Organization leadership had had strong positive relationship ($r= 0.932$ and $sig=.000$) while M&E budget have strong positive relationship ($r= 0.950$ nd $sig=.000$).By using the regression analysis method, it indicated that M&E practices affect HDI performance. Therefore, the regression analysis (R^2) of 0.841 means that reveals that M&E budget, M&E Organization leadership, M&E stakeholders contribute 84.1% to HDI performance and 15.9% is contributed by other factors. Then, the calculated F statistics is (3,45) was 79.220 with P value of 0.00 which was less than 0.005 which showed that overall multivariate regression model adopted in this study was appropriate. According to hypothesis

testing results indicated that H_{01} was not rejected and concluded that findings reveal that stakeholder's involvement has no significant influence on HDI performance, H_{02} M&E budget was rejected and concluded that M&E budget has significant influence on HDI performance, and H_{03} M&E organization leadership was also rejected and concluded that M&E budget has significant influence on HDI performance. The researcher recommended that the public institution in charge of granting operating license for NGOs must review if the applicant indicated that the organization has M&E unit prior to approval the requested operating license.

Key Words: *Monitoring and Evaluation, Performance of Health Development Initiative, Rwanda*

1.0 Introduction

The project focused on influence of monitoring and evaluation practices on performance of Health Development Initiatives in Rwanda. This part is contained by date related to background, statement of the study, objectives of study, significance of the study, hypothesis, limitation, scope and organization of the research Project.

1.1. Background of the study

According to WHO, (2016), process monitoring is the continuous process of collecting and analyzing data to compare how well a project or intervention is being executed against intended results. It is utilized alternation to mention to the regular collection, review and examination of information, either produced by technological system or objectively put together, which estimate an execution accuracy and advance towards accomplishing interventional goals. Evaluation is the systematic and objective determination of continuous or ended project with the target of determining the achievement of objectives, efficiency, effectiveness, impact and sustainability. It is also adopted to refer to estimates considered and evaluation done to evaluate the connections of adopters or a health system with the e-project strategies or alters applicable to the technological health interventions. (WHO,2016). M&E is also a procedure which supports ameliorating performance and to accomplish results (Florin ,2011).

According to Emmanuel (2015), project M&E is of great contribution to different project players such as sponsors, stakeholders and it goes beyond to certify the same programmes are duplicated elsewhere and not only turning around a few areas. It gives continuous response which supports the organizational track values, individual, organizational development, and execution time, monetary and economic results as well as compare what was planned to current performance.

Moreover, it is very essential in the project as it gives the single integrated origin of information showcasing program development, it permits the performers to share experience, building on expertise and knowledge, it produces written statement that provide an accountability and transparency and permits for studies to be split very easy. It gives out some errors and provides the ways for studying and improvement, gives a basic for demanding and measuring expectations and gives a means for institutions looking for learning from their working and academic backgrounds and incorporating them into policy and practice, gives a method to determine the important connection among stakeholders on the ground and decision makers and provide a more powerful foundation for increasing project grants and influencing policy. Furthermore, M&E system contributes a lot a project success by providing the information required to determine and

guide the project strategy, ensure effective operations, comply with internal and external reporting requirements and inform future programming (Sahara, 2016).

Then, setting a resulted based M&E system is a need for the growing pressure to improve performance which is also one of the requirements by the NGOs and donor agencies to examine the rational use of the donor funds, benefit, outcomes, impacts brought by the projects. Therefore, there is a need for the rules for setting the minimum parameters for M&E of projects that can be used to track project progress and effectiveness.(Jha, 2010)

Adequate financial resources and qualified project staffs are noticeable ingredients in developing an effective M&E system. Despite M&E is adopted principally for examining the long-term consequences of a program and establishing if it complies with its goals, it is also a compulsory necessity for many of project funded by donor agencies where they utilize them to assess a successful utilization of their funds by recipient establishment (Njama, 2015).

According to (Wrong, 2012), nowadays, The China Ministry of Finance who is leader in the global economic rise expressed the willingness to promote M&E mechanism to certify that funds are well spent. In addition, USA government has used enormously M&E system to determine its performance at different levels (Pfeiffer, 2011). Based on these histories that this study intends to explore the influence of monitoring and evaluation practices on performance of digital health projects in Rwanda for a case of blood supply by drones 'project in Rwanda.

1.2. Problem Statement

According to Ika, (2012) stated that more than 50% of projects is marked with poor performance. A study done by the Standish Group International indicate that the project success reduced from 34% in 2004 to 32% in 2010. The problem of the failure of projects is not new and so is the frustration of project proponents that involves all beneficiaries and partners (Ika,2012). Assessment of influence of Monitoring and Evaluation practices and performance of health projects in Rwanda would mitigate the issue.

The Health Development Initiative is an independent, non-governmental, non-profit organization which is striving to improve both the quality and accessibility of healthcare for all Rwandans through advocacy, education and training.HDI, with funding from development partners is executing 3 programmes (sexual and reproductive health and rights, community health and development, human rights and right to health) in order to improve healthcare in Rwanda. A recent McKinsey-Devex survey 2013, indicates that 64% of donor-funded projects decline (Hekala, 2012). According to the World Bank, one organization with a good project monitoring and evaluation system, a survey by the United.

Stated of America Meltzer Commission (2000) found that more than 50% of the World Bank's various projects are marked with failure. The Independent Evaluation Group (IEG), in an independent rating, claimed that in 2010, 39% of World Bank projects were failed (Chauvet,2010). According to the World Bank report (2016) indicated that 60% of the projects in Rwanda undergo poor performance due to absence of sustainable M&E services.

Therefore, the researcher was motivated by this above background to carry out this project of assessing the influence of Monitoring and Evaluation practices on performance of Health Development Initiative in Rwanda.

1.3 Objective of this study

The general objective of this study is to assess the influence of monitoring and evaluation practices on performance Health Development Initiative in Rwanda.

The specific objectives used in this study were:

- i. To determine influences of M&E budget on performance of Health Development Initiatives in Rwanda.
- ii. To assess influences of M&E stakeholders 'involvement on performance of Health Development Initiatives in Rwanda.
- iii. To examine influence of M&E organization's leadership on performance of Health Development Initiatives in Rwanda.

2.0. Literature Review

This chapter described all the sources theories in relation with the research variables by describing a dependent variable of this study which is the performance of HDI in Rwanda. It outlined the empirical theories related to the independent variable which is M&E Practices. After a description of empirical theories related to the gaps related to the goals of the research will be indicated. This part provided an illustrational depiction of a connectivity between dependent and independent parameters in the images of a conceptual frame work.

2.1. Theoretical literature review

This section considered the key terms of this study. This focused on factors of M&E practices and HDI performance. In this concept, the section described those key terms pf theoretical literatures in order to get the evidences of factors of HDI performance.

2.1.1. Monitoring and Evaluation Practices

M&E practice is relevant to the organization to ensure its independence and reliability and its potential aspects are the position of the structure, executing it and including all project contributors and informing the solutions of M&E procedure (Guarder, 2010).

Productive M&E practice is very crucial in project management because it suited to provide incontrovertible data that is successful be used with regard to better program accomplishment. Additionally, it helps the projects 'stakeholders to find out the fundamental merits of the projects, methods of promoting screening and tracking of the project, providing guideline of project successes, weaknesses and opportunities as well as strengths of the next projects undertakings (Guarder, 2010).

Effective M&E activities help the stakeholders to assess if the body performing program execution has sufficient official and practical mandate to execute the programmes on their behalf. It supports the performance of post completion assessment of a project that is performed to ensure correlation between plans and impact of a program. Then, examination focuses on project manager plans done,

their achievements, as well the way, they accomplished them. This evaluation can be performed prior to the phases of the project life or end of project execution (Njama, 2015).

Then, the use of M&E structure is a foundation for evaluating the effectiveness of project delivery process. M&E structure is presented as the determination of program success, and utilize fair determinants namely time, financial value and good standard objectives, and subjective determinants that focused on the determination of stakeholders 'satisfaction level. Hence, successful project manager regular review progress in line with the project schedule, quality and budget items of the program. Permanent reviews permit the challenges to be found out early so that correctional accomplishments may be considered to retain the intervention on course. This review can give an understandable and sufficient providing for M&E occurrences. These facts make that everything is under monitoring and evaluation and will help the program employees to identify before an adequate when divergences happen. When project control is carried out as intended, it is worthwhile guidance instrument that proceeds even as a foundation for program examination. Seeing that, sufficient available resources is assessed (Njama, 2015)

2.1.2 HDI performance

Health Development Initiative-Rwanda is an independent, non-governmental, non-profit organization based in Kigali and registered with the Rwandan government. HDI strives to improve both the quality and accessibility of healthcare for all Rwandans through advocacy, education and training. Its mission is to empower individuals, communities, and institutions to improve community health and development in Rwanda. Using a rights-based approach, HDI builds sustainable alliances to advocate for and support, inclusive, health-friendly policies and services for everyone regardless of social, cultural, economic or any other status.

In its structure it has department of M&E which help to monitor the performance of the different projects conducted in the organization. It has 4 potentials programmes which are; Community health and Development, sexual and reproductive health and rights (SRHR), Human Rights and right to health and Center for Health and Rights (HDI Annual Report,2017). According to HDI report 2016 indicated that project performance is project success. The delivery of a project is within budget, on time, to scope and to the satisfaction of partners. This report suggested that there are so many factors including M&E practices which influence the excellent performance of any project at any country.

2.2 Empirical Review

2.2.1. M&E Budget

Musomba, (2013) carried out study on Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects in Changamwe Constituency, Kenya. The research had five guiding objectives namely level of training, budgetary allocation, stakeholder participation, politics and institutional framework on effective monitoring and evaluation of CDF projects. The project budget should give a comprehensive and sufficient provision for M&E tasks. Control and examination budget can be demonstrated in the entire program estimated plan to provide the control and examination use the due recognition it contributes in project governance. Then, M&E

budget should be between 5-10% of the total planned project estimated spending plan which will provide the monitoring and evaluation department enough resources to achieve its successfulness.

Hassan & Gitonga, (2019) Institutional determinants influencing implementation of hunger safety net programme in Marsabit Country, Kenya. Hassan & Gitonga found that have not any standard fraction to be distributed for monitoring and evaluation yet commonly alters between 2.5% and 10% relying on the global total spending plan and the program and the more participatory monitoring and evaluation is, the higher its budget.

Mugambi and Kanda (2013) studied determinants of Effective Monitoring and Evaluation of Strategy Implementation of Community Based Projects. Mugambi and Kanda found that stating that resources distribution should be performed in an entire organization towards their M&E system in monitored way to certify that they can induce an issue to the execution of their strategies. This needed to be determined excitedly for donor-funded initiatives where the presence of the grants is not under control of the establishment. Absence of sufficient assets is a strong blockage to the effectiveness of the Monitoring and Evaluation system and organization should certify that there are adequate funds to support M&E tasks.

Oluoch (2012) studied Determinant of Effective Monitoring and Evaluation systems A Case Study of National Youth Service empowerment Projects. Oluoch found that absence of enough funding prohibits productive conduct of control and examination systems of the project. Chaplowe (2008), study on Monitoring and Evaluation Planning established that there is no grants attributed for M&E tasks even if they have sufficient grant for the program. Therefore, this may lead to substandard conduct of the M&E system resulting to the both substandard conduct and decline of the projects.

Mushori (2015), study done on Determinants of effective M&E of county government funded infrastructural development projects, Nakuru East constituency, Nakuru Country, Kenya and found that monitoring and evaluation practice is usually estimated and funded for but there is no particular distribution for its tasks.

Njama, (2015), study indicated that most less advanced countries are being confronted with the concern of executing an effective M&E because of absence of monitoring on their economic resources. The donor agencies desire to focus on the introduction of sound monitoring and evaluation structures via taking into account this in financing. This is unique method to secure those projects accomplish set intentions and present a durable impact on their recipients.

2.2.2. Stakeholder's involvement

Njoki, (2008) study on determinants of Effective Monitoring and Evaluation System of Public Health Programs: A Case Study of Community Based Projects in Nyeri Town Revealed that stakeholders will be more focused on monitoring and evaluation process if there is started from the beginning of the project while Otieno, (2012) study on impact of monitoring and evaluation systems on sustainability of community based projects: case of Women's voices project revealed, there was unanimous assistance for the process. The data collected by M&E exercise can only be dependable and credible if it will at the end meet both the needs of the stakeholders and those of the program.

Njama (2015) study determinants of effectiveness of a monitoring and evaluation system for projects: a case of AMREF Kenya WASH program referred to partners in monitoring and evaluation are referred as those who have stake or risk in a project and decide to use monitoring and evaluation data and findings. Those involve funders, project manager; project staff's supporters, communities and other stakeholders who have an influence on a project. Njama added that strategically including partners and stakeholders, participative control and examination can be importantly affecting the scale of proprietorship of the answers and durability. Hence, working nearly the key partners via the monitoring and evaluation procedure strengthens divided proficiency establishment and mastering, assist convey ability, and advance of capability of monitoring and evaluation system and entire project

2.2.3. Organizational leadership

Khan (2013) carried out a study on Strengthening of monitoring and evaluation system in Pakistan Poverty Alleviation Fund The study found that organizational governance is highly being considered as a notable subject on the successfulness of M&E. The principals and managers should assist and be engaged in control and examination action of the project in order to achieve effectiveness as well as success of M&E process. Khan suggested that project managers should participate immediately in monitoring and evaluation activities because they conduct some controlling actions as their duties and regularly control and examine project's activities. However, the organizational senior management involve indirectly as it is aimed at strengthening the acceptability of M&E system and reliability of the discoveries.

World Bank, (2011) stated that the management plays a great contribution in developing the system, resources allocations, sharing of research answers and making effective decision for the projects and M&E procedures as well as their excellent commitment to the proper execution of M&E system. Sufficient assets are distributed to control and evaluation system because of their commitment. Therefore, monitoring and evaluation system may be poorly performed and become ineffective with absence of willingness and assistance from establishment's governance.

According to the study done by Wanjiru (2013), stated the contributions of managers in M&E system is worthwhile in certifying a monitoring and evaluation procedure to be productive. The guidance should use M&E statistics in doing a conclusion and they should perform rapidly to the interventions inquiries and ameliorations.

Oke *et al.*,(2018)studied revaluation of UFPA quality assessment criteria for monitoring and evaluation system in the Ghanaian construction industry The study found that institution's principals participation in the execution and all over the program activities certifies proprietorship, mastering and durability of the answers and establish proper communication, assemblage of assets to bridge the challenges .Then, they ensure utilization of assembled data and lesson studied in the next programs and conclusion establishment.

2.3. Critical review and Gap identification

The critical review deals with the deep analysis of different literatures as being conducted by the researcher concerning the topic dealt with. And this done throughout weighing the success and failures and identifies the gap. Rochart (1979) defines critical success factors as "the restricted number of areas in which results, if they are satisfactory, will ensure successful competitive

performance for the organization”. He indicates that CSFs (critical success factors) is a useful approach for identifying information requirements for the management.

Table 2.1 Showing the critical side of different empirical studies

Variables	Authors/ Year	Title of study research	Results	Identified gaps
1.M&E budget	Ali Dastgeen et Al, 2012	Evaluation of the SIDA and DFID funded Public Policy Information, Monitoring and Advocacy (PPIMA) project in Rwanda	Sufficient financial resources for capacity building of M&E capacity are needed to be allocated	Did not introduce if the fund allocated for M&E are only for monitoring and evaluation activities.
2.M&E Stakeholders 'involvement	Hacking, (2006)	Sustainable development objectives in impact assessment	Participation relied on evaluation issues and conditions. For example: participation in the program, stakeholders ameliorate program quality and assists on addressing the local development desires.	This research study didn't find out the level of participation of the stakeholders.
3.M&E Organization leadership	World Bank, (2011)	Monitoring and Evaluation Digital health interventions	Found that leaders role played by the management in allocation of the resources in M&E recommended that management should ensure that enough resources are allocated in monitoring and evaluation activities	This study is focused only on management functions in resources allocation.

From the table:2.1 above, shows the different literatures, and empirical reviews from different researchers whereby most of the researchers indicated focused on lack of effectiveness of M&E in regard to presence of grants, shareholders involvement and organization's governance in monitoring and evaluation signifies that there is a great level of possibility of effect by these determinants in M&E system on digital health projects.

For example, evidence from literature set out that there is a scarcity of the substantial M&E achievement on the ground in Sub-Sahara Africa. Several researches performed in EAC emphasize on distinct objectives, particular parts and consequently, make it very hard to the projects of sizeable organization and this investigational survey tries to bridge the issue. The three independent variables of this research study had high tendency of influence of M&E practices on performance of Health Development Initiative, Rwanda (HDI).

2.4. Theoretical framework

The study relied on Program theory and theory of change that are being discussed as follow:

2.4.1. Program theory

According to Donaldson, (2012), program theory of evaluation has grown in use over the past ten years. It determines if the program is developed in method which it can fulfil its expected outcomes or impacts. It is a guiding theory in examination of program because it indicates an ability of the intervention to participate to particular issues that require revision in the entire projects. Moreover, it provides orientation to the focused parties during the evaluation procedures.

Program theory is a model how the intervention is understood, present how changes should occur, set realistic objectives (intended results, changes, impacts). It reflects on this understanding or the direct outcomes that need to be achieved for a program to perform. (Karin,2018). Then, it provides accurate information that could result additional clarifications focusing on the problem, resolutions and alternatives activities to be performed so that it can achieve the expected answers. Program theory can be adopted to strengthen the effective conclusion and enlarge the formation of resolutions to issues of any interventions (McClintock, 2010).

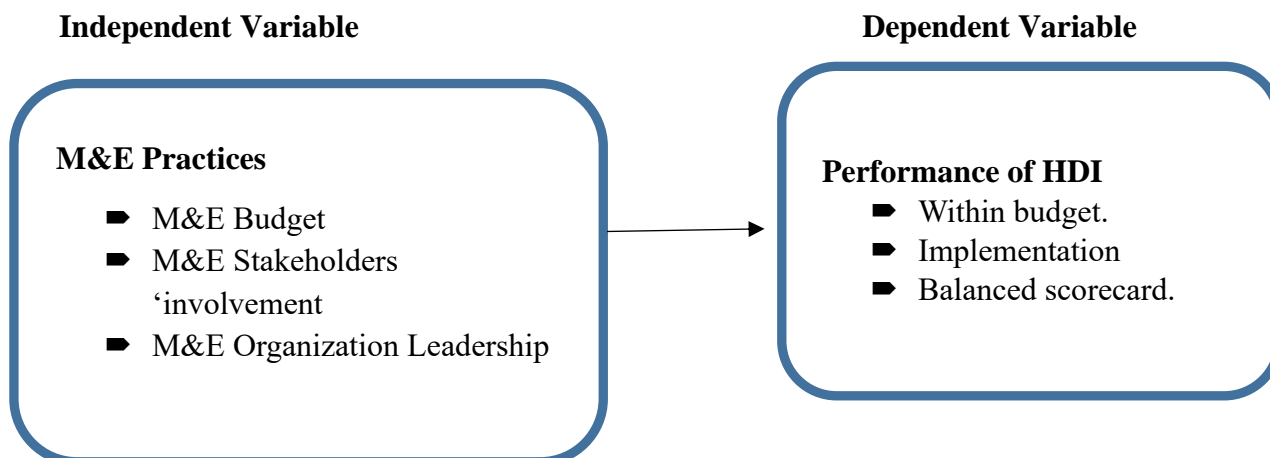
On contrast, this concept is blocked by its methods because it needs immoderate dependence on information assemblage to direct in the examination procedures and this should be expensive for the programs that are performing below rigid distributive budget. It is also restricted in concept of it only over focus on the consequences of the program to the expected population, however, it doesn't notify what to perform in a program implementer if they are able and capable to put together information expected for the examination (Abelang,2016).

2.4.2. Theory of change

It is referred as steps important to come with the durable goals and depict the sorts of programs that generate the intended answers (Perls, 2005). According to Rogers, (2008) stated that modification theory is composed of a set of presumptions and theoretical predictions focusing on the way partners accept the truth could be untold in the next years. This is relied on reasonable examination of actual background, self-determination on their ability of procedure assistance and describe revision of the investigational survey, presumptions of group participations in M&E, a procedure which supports control intentionally and critically individuals as well as cumulative methods of reflecting.

Concept of change supports to talk in detail how arguments may happen the various steps of a program regardless the accurate predictions being done. Then, it outlines the ways these modifications can be modified via tactical interventional strategies. This concept is a strong point of the research because it helps all partners to emphasize on particular next actualities that are important to the effectiveness of the project features.

2.5. Conceptual framework



Source: Developed by Researcher (2021)

Figure 2. 1: Conceptual framework

According to Ivy Mukami (2018), absence of Monitoring and evaluation strategies including budget may delay the effective performance of any project. This issue is observed in many health organizations in Rwanda where shortage of budget and its ineffective allocation may lead to delaying of implementation of some activities planned in their programmes. This may have negative impact on excellent performance of any organization or project to not achieve its planned needs with a real budget.

According to Baker (2019), stakeholders participation plays a useful and critical contribution in both M&E activities and entire project performance. Lack of involvement of stakeholders in M&E practices is a big issue existing in many health operating projects or organizations where there is no inclusion of stakeholders in planning and designing of M&E annual activities, decision making or to be assigned the clear duties.

According to Lategan (2015), lack of organization leadership in the activities of any organization including M&E may lead to poor performance where organization will be unable to achieve its goals at planned time. Most of time, leaders are not involved in M&E activities, no continuous guidance or supervision, capacity building on M&E practices, communication and team work etc. These issues may also delay indirectly operational services of entire organization.

Robin (2018), the balanced scorecard was an indicator or a framework for assessing the degree of performance. This tool depends on 4 perceptions that were linked to financial, customer, business,

and learning and growth. It measured the level of performance for the organization to achieve its goals. Each strategy presented a key performance indicator (KPI) which identified and tracked over time and indicated progress toward a desirable outcome.

This study summarized the conceptual framework by showing M&E practices as the independent variable and HDI performance as dependent variable. This figure demonstrated that Monitoring and evaluation practices were influencing HDI performance in Rwanda. It cleared that the result of independent parameters had a negative influence on dependent variable, where by each performance indicator had been straight connected to its related effect was shown by the projectile diagrams. (Robin, 2018).

2.6. Summary

As the literary works showed, they existed numerous researches done by various investigators. The investigational survey determined the influence of monitoring and evaluation practices on performance of HDI Rwanda. Correlated research studies in Rwanda and other countries have been analyzed and find out that there exist the knowledge gaps in assessing the influence of M&E practices on project conduct. Empirical study focused on the effects of fund availability, organization's leadership and stakeholders 'involvement in M&E on HDI performance.

In summary, based on the literature review carried out and revision of theoretical researches which have been performed, it indicates that a great power has been executed to possess a resolution-relied on and influence of M&E structure. The practical researches indicated that there is a desire for M&E as guidance instrument necessary for performing a conclusion. In contrast, a few actions have been achieved in the areas of influence determination of M&E system for a project. The effect of available funds in monitoring and evaluation is high, the stakeholders 'involvement in M&E system and Organization's leadership for monitoring and evaluation has not completely taken course on project.

Generally, most of academic works have emphasized on Non-Governmental Organizations monitoring and evaluation and many of them relied on donors, apparatus and methods, finance and expertise on influence of M&E system for health project. With this identified gap, the searcher is keen in assessing the effect of M&E practice on performance of Health Development Initiative (HDI) in Rwanda so as to give a solution for a great intervention.

3.0 Methods

This project used a descriptive research design in answering the research questions. According to Herbert (2013), descriptive survey research design is a study design for researchers to investigate the ideas, opinions and comments on the problem. This research on M&E practices and performance of HDI in Rwanda used the descriptive survey research design to gain insight or perception into a phenomenon as a way of providing basic information. The descriptive research design enabled to determine the relationship between the dependent variables and the independent variables throughout the application of quantitative method. The descriptive method enabled the researcher to collect, present and interpret the data collected from the respondents. The data

collection method was done through questionnaire in order to answer questions amongst the selected population.

Target population was 300 beneficiaries of HDI Rwanda. According to Edward (2014), the target population is defined as all the elements, individuals, objects and events that meet the sample criteria for inclusion in a study. According to Carole (2018), the sample design was calculated through the application of Solvin's formula in the population and to provide information that might be verified scientifically. According to HDI Rwanda website, the organization had 300 beneficiaires in Rwanda who were the target population in this research however; the researcher used the Solvin's formula to calculate the sample size. The sample size for this study was 75 beneficiaries of HDI Rwanda.

The researcher utilized a systematic random sampling technique that if sample frames was available and therefore, the simple random sampling technique was used after determining sample size. The researcher distributed the questionnaire to 75 beneficiaires by using proportionately techniques whereby the researcher multiplied the population of each category made up target population by the sample size and divide by the target population. This study sampled the group of beneficiaires of HDI Rwanda, and it applied the census method, which facilitated the researcher to sample the information provided by respondents. This study used the census methods in order to mitigate the research standard.

According to Adnan (2017), data collection is a precise method of gathering information that will be relevant to the study objectives. This study included the methods of data collection in order to distinguish the field data from secondary data that were gathered from questionnaires. According to Shukla (2013), the validity is determination of how well the instrument represented the various elements of the research variables. The respondents indicated simply in the way which they interpreted and understood the research objectives to set up the significance. This research was marked by the evaluation of the truth of the results gained and the decision-making on the generalized answers. Then, the questions were designated strictly to monitoring and evaluation practices and HDI performance in Rwanda in order to get positive answers related to the objectives of the study.

According to Shukla (2013), qualitative research is involving a descriptive, interpretative, theoretical and generalizable validity. Descriptive validity was linked with degree to which there will be real description of the outcomes. The interpretative validity was related to the description of goodness. The theoretical validity was referred to how adequate the theory suggested was, such as whether the theory really supports the study subject. Generalizable validity was defined to what extent the results of the study can be generalized and were the results of this study true for other organization so in the same services.

The collected data were inputted into statistical packaging for social sciences (SPSS) software version 20. This process was performed by applying descriptive statistics that input data from frequency to percentage of results, and this supported the researcher to assess the correlation between two variables that will be M&E practices and HDI performance. Then, multivariate regression analysis was used to determine the relationship between the dependent and the independent variables. The algebraic expression of the regression model took the following form:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where X_1 =M&E budget

X_2 = M&E stakeholders' involvement

X_3 =M&E organization's leadership

Y= performance of Health Development Initiative (HDI) in Rwanda

4.0 Results

4.2 Demographic Characteristics of Respondents

The demographic data of the respondents was studied in part one of the research questionnaire. Respondents' demographic data was outlined in this section in the form of tables under the following headings: gender, age, educational level and working experience.

Table 4. 1. Gender of respondents

Gender	Frequency(F)	Percentage (%)
Female	55	73
Male	20	27
Total	75	100

Source: Primary data, (2021)

Table 4.1 indicated that the number of females of HDI Rwanda was dramatically leading at a percentage of 73% against the number of males HDI Rwanda that was determined at a percentage of 27% at HDI Rwanda.

Table 4. 2: Ages of Respondents

Ages	Frequency(F)	Percentages (%)
15-25years	12	16
25-35	35	46.6
35-45	24	32
45-55	3	4.1

Above 55	1	1.3
Total	75	100

Source: Primary data, (2021)

Table 4.2 showed that the proportion of age of respondents in this study:16% is for under 25years,46.6% for the beneficiaires of 25-35,32% for 35-45 and 4.1% for 45-55 as well as 1.3% above 55years old. The young beneficiaires for this organization is from 15-45 years that represent 94.6% whereas the old staff are above 45years with 5.4%.

Table 4. 3. Education level of the Respondents

Education levels	Frequency(F)	Percentages (%)
Primary Education	0	0
Secondary Education	0	0
Graduate	65	87
Post-graduate	10	13
Total	75	100

Source: Primary data, (2021)

Table 4.3 indicated that the number of workers with a bachelor’s level are at a percentage of 87% while 13% were with a master’s level. The table showed that those 87% are on their job due to their education level and they were assumed to look for further employment as well as they furthered their educational levels. Therefore, the HDI Rwanda might rise up the number of employees who are mostly educated because were likely know to remain and upsurge the operational performance based on their high academic qualification.

Table 4.4 . View on M&E Budget.

M&E Budget	Strongly agree	Agree	Un certain	Disagree	Strongly disagree	Mean	SD
	%	%		%	%		
HDI Rwanda gives adequate budget for M&E activities (about 5 to 10% of project budget).	13.3	46.7	13.3	20	6.7	2.9067	1.00234
Project budget provides a comprehensive and sufficient provision for M&E tasks	13.3	46.7	13.3	20	6.7	3.4000	1.15079
Presence of sufficient M&E budget influence performance of HDI services.	33.3	40	6.7	20	0	3.8667	1.09462
HDI Rwanda gives on time budget for M&E activities.	6.7	26.7	20	42.7	4	2.8933	1.06000
HDI Rwanda ensures regularly provision of budget for monitoring and evaluation activities.	12	21.3	22.7	37.3	6.7	2.9467	1.16124
Overall,	9.7	36.28	15.2	34	4.82	3.20268	1.093798

Source: Primary data, (2021)

Table 4.4 above indicated that 21.3% of the respondents accepted HDI Rwanda ensures regularly provision of budget for monitoring and evaluation activities whereas 37.3% of the respondents not disagreed and 6.7% were strongly disagreed. It was clear that 26.7% of the respondents accepted HDI Rwanda gives on time budget for M&E activities. whereas 42.7% of them disagree this statement. It was shown that 46.7% of the respondents agreed that HDI Rwanda gives adequate budget for M&E activities (about 5 to 10% of project budget) where as 20% disagreed. The findings indicated that SD was 1.093798 this showed that the data are closer to the mean which was 3. 20268.It was shown that 9.7% of the respondent were strongly agreed the statement of M&E organizational leadership whereas 36.28% agreed,15.2% were neutral and 34% disagreed the above statement.

Table 4. 5: M&E Stakeholders involvement

M&E 'Participation	Stakeholders	Strongly agree	Agree	Un certain	Disagree	Strongly disagree	Mean	SD
		%	%	%	%	%		
	The partners of HDI Rwanda participate in planning and designing of monitoring and evaluation actions.	26.7	20	40	26.7	10.7	2.7733	.98053
	The stakeholder's participation in M&E activities influence performance of HDI programmes.	33.4	40	13.3	13.3	0	3.9545	1.04413
	HDI Rwanda assigns the clear duties to Stakeholders during the Monitoring and Evaluation activities.	8	18.7	26.7	40	6.7	3.9333	1.00449
	The performance of assigned duties to partners during M&E services influence the performance of HDI activities.	5.3	21.3	26.7	40	6.7	3.5600	1.10576
	The stakeholders involve in Monitoring and Evaluation decision making procedures.	20	40	20	16	4	2.8133	1.03576
Overall,		13.84	28	25.34	27.2	5.62	3.40688	1.034134

Source: Primary data, (2021)

Table 4.5 indicates that 26.7% of the respondents disagreed that the partners of HDI Rwanda participate in planning and designing of monitoring and evaluation actions whereas 10.7% were strongly disagreed, 20% agreed and 40% were neutral. It was shown that 18.7% of the respondents agreed that HDI Rwanda assigns the clear duties to Stakeholders during the Monitoring and Evaluation activities whereas 40% disagreed the statement. The findings indicated that SD was 1.034134 this showed that the data are closer to the mean which was 3.40688. It was clear that

13.84% of the respondent were strongly agreed the statement of M&E stakeholders ‘participation whereas 28% agreed,25.34% were neutral and 27.2% disagreed the above statement.

Table 4. 6: M&E Organization leadership

M&E Organization leadership	Strongly agree	Agree	Un certain	Disagree	Strongly disagree	Mean	SD
	%	%	%	%	%		
There are any regular supportive guidance and supervision from HDI leaders to M&E activities.	10.7	16	40	26.7	6.7	3.0000	1.02667
HDI Leaders ensure that the staff are continuously trained on M&E activities.	6.7	20	26.7	42.7	4	2.9467	1.21803
HDI Leaders are engaged in M&E activities in order to achieve effectiveness and success of M&E processes.	13.3	26.7	13.3	40	6.7	2.9867	1.10885
The HDI administration make sure that adequate resources are distributed to Monitoring and Evaluation system and activities.	12	18.7	26.7	40	2.6	3.9467	1.11371
The involvement of HDI Leaders in M&E activities affects positively the performance of HDI programmes.	40	33	6.7	20	0	3.3333	3.58048
Overall	16.54	22.88	22.68	33.88	4	3.24268	1.609548

Source: Primary data, (2021)

The table 4.6 indicated that 26.7% of the respondents disagreed that there are any regular supportive guidance and supervision from HDI leaders to M&E activities whereas 16% agreed the statement. It demonstrated that 42.7% of the respondents disagreed that HDI Leaders ensure that the staff are continuously trained on M&E activities whereas 20% agreed the statement. The findings indicated that SD was 1.609548 this showed that the data are closer to the mean which

was 3. 24268. It was shown that 16.54% of the respondent were strongly agreed the statement of M&E organizational leadership whereas 28% agreed, 25.34% were neutral and 27.2% disagreed the above statement.

4.4 Inferential Statistics

In order to ascertain the nature of the relationship between the independent and dependent variables of the study and establish the statistical significance of the hypothesized relationships, multiple regression analysis was used. This was performed using the field data and tested at 5% level of significance.

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a. Correlation between monitoring and evaluation practices (M&E budget, stakeholders' involvement and organization's leadership) on HDI performance.

Table 4. 7 Correlation between monitoring and evaluation practices and performance of Health Development Initiative

		Correlations			
		Project performance	ME stakeholder	ME Organization leadership	M&E budget
Project performance	Correlation	1.000	.769**	.932**	.950**
	Coefficient				
	Sig. (2-tailed)	.	.000	.000	.000
	N	75	75	75	75
M&E stakeholder	Correlation	.769**	1.000	.818**	.845**
	Coefficient				
	Sig. (2-tailed)	.000	.	.000	.000
	N	75	75	75	75
M&E Organization leadership	Correlation	.932**	.818**	1.000	.956**
	Coefficient				
	Sig. (2-tailed)	.000	.000	.	.000
	N	75	75	75	75
M&E budget	Correlation	.950**	.845**	.956**	1.000
	Coefficient				
	Sig. (2-tailed)	.000	.000	.000	.
	N	75	75	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, (2021)

The findings in Table 4.7 prove that there is a relationship between monitoring and evaluation practices and performance of Health Development Initiative. The finding shows M&E stakeholder involvement had strong positive relationship ($r= 0.769$ and $sig=.000$), M&E Organization leadership had strong positive relationship ($r= 0.932$ and $sig=.000$) while M&E budget have strong positive relationship ($r= 0.950$ and $sig=.000$)

b. Regression analysis results

Another inferential statistic that the study computed was multivariate regression analysis. Regression analysis involves determining the magnitude and direction of change of dependent variable due to a unit change in independent variable. Regression analysis involves computation of three tables which include the model summary table, ANOVA table and coefficients table.

Model summary table shows the R square value which determines the percentage of change of dependent variable explained by the independent variable. The ANOVA table shows whether there is a significant association between the variables under study and if the model used is appropriate. The coefficients table shows the magnitude of change of dependent variable due to a unit change in independent variable. These findings are presented below.

Table 4. 8 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917 ^a	.841	.830	0.30313

a. Predictors: (Constant), M&E budget, M&E Organization leadership, M&E stakeholder

Source: primary data (2021)

The findings in table 4.8 revealed that M&E practices (M&E budgets, M&E Organization leadership, M&E stakeholder involvement) affect the performance of Health Development Initiative therefore the regression analysis (R²) of 0.841 means that reveals that M&E budget, M&E Organization leadership, M&E stakeholders contribute 84.1% performance of Health Development Initiative 15.9% is contributed by another factors.

Table 4. 9 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	403.583	3	134.528	79.220	.000 ^b
	Residual	76.417	45	1.698		
	Total	480.000	48			

a. Dependent Variable: project performance

b. Predictors: (Constant), M&E budget, M & Organization leadership, M&E stakeholder involvement

In the ANOVA table, the calculated F statistics is (3,45) was 79.220 with P value of 0.00 which was less than 0.005 which showed that overall multivariate regression model adopted in this study was appropriate.

Table 4. 10 Regression Coefficient

Model	Coefficients			t	Sig.
	Unstandardized		Standardized		
	B	Std. Error	Beta		
(Constant)	4.805	2.410		1.994	.052
M&E stakeholder	-.045	.214	-.023	-.210	.835
1 M&E Organization leadership	.078	.042	.133	1.868	.068
M&E budget	.828	.108	.856	7.640	.000

a. Dependent Variable: project performance

The regression equation $y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Become performance of Health Development Initiative (HDI) in Rwanda = -4.805 - 0.045 M&E budget + 0.078 stakeholders' involvement + 0.828 organization's leadership

The interpretation of this is that when M&E budget, M & Organization leadership, M&E stakeholder involvement are held constant performance of Health Development Initiative (HDI) in Rwanda is 4.805. Unit of M&E budget will lead to decrease of 0.045 performance of Health Development Initiative, unit of stakeholders' involvement will lead to 0.078 increase in performance of Health Development Initiative while unit increases in M&E organization's leadership will lead 0.828 increase in performance of Health Development Initiative.

Hypothesis Testing

The first null hypothesis was to H₀₁ Stakeholders involvement has no significant influence on performance of Health Development Initiatives (HDI) in Rwanda. According to table 4.11 the results show that Stakeholder's involvement had p = 0.00 > 0.05 hence we fail to reject null hypothesis and conclude that findings reveal that stakeholder's involvement has no significant influence on performance of Health Development Initiatives (HDI) in Rwanda

The second null hypothesis was to H₀₂ M&E budget has no significant influence on performance of Health Development Initiatives (HDI) in Rwanda. According to table 4.10 the results show that Stakeholder's involvement had p = 0.068 < 0.05 hence reject null hypothesis and conclude M&E budget has no significant influence on performance of Health Development Initiatives (HDI) in Rwanda

The third null hypothesis was H_{03} Organization's leadership has no significant influence on performance of Health Development Initiatives (HDI) in Rwanda According to table 4.10 the results show that Stakeholder's involvement had $p = 0.835 < 0.05$ hence reject null hypothesis and conclude M&E budget has no significant influence on performance of Health Development Initiatives (HDI) in Rwanda.

The findings shown that M&E practice is not well implemented in many health projects in Rwanda. The case of HDI Rwanda was more concerned due to less implementation of monitoring and evaluation practices which may result the slow performance of the programmes implemented by Health Development Initiative in Rwanda. The study revealed that HDI Rwanda allocates inadequate budget to M&E services. The results from the table 4.5 indicated that there was a slow focus on budget allocation on M&E practices at the level of 55%. The findings from the respondents showed that the stakeholders' participation in M&E practices were denied at the percentage of 51% while organization leadership in monitoring and evaluation activities was disagreed at the level of 60%. The study found out that there was a non-satisfactory consideration to M&E Practices due to low attribution of adequate budget, organization leadership and stakeholders 'participation in M&E activities.

The study concluded that Monitoring and evaluation practices affect positively the performance of HDI Rwanda. Table 4.9 indicated the regression analysis (R^2) of 0.841 means that reveals that M&E budget, M&E Organization leadership, M&E stakeholders contribute 84.1% performance of Health Development Initiative 15.9% is contributed by other factors. The finding (see table 4.7) shows M&E stakeholder involvement had have strong positive relationship ($r = 0.769$ and $\text{sig} = .000$), M&E Organization leadership had had strong positive relationship ($r = 0.932$ and $\text{sig} = .000$) while M&E budget have strong positive relationship ($r = 0.950$ and $\text{sig} = .000$).

The researcher recommended that the management team of HDI Rwanda should revise the Single Project Implementation Unity (SPIU) strategies in order to strengthen the M&E Practices in operationalization of a projects. Complying to the benefits of effective SPIU will make the HDI manager and staff to promote monitoring and evaluation services in the organization in to ensure efficient performance of Health Development Initiative in Rwanda. In addition, the researcher recommended that the public institution in charge of granting operating license for NGOs must review if the applicant indicated that the organization has M&E unit prior to approval the requested operating license.

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