



THE EFFECT OF MONITORING AND EVALUATION ON PROJECT PERFORMANCE

**A Case of 110KV Jabana-Mt. Kigali-Gahanga and associated substation in Rwanda energy
group project.**

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ABSTRACT

Efficiency of electricity infrastructure projects is essential for the economic growth and development of any country. These projects play a critical role in the economy in terms of wealth creation and provision of employment opportunities. Infrastructure covers a range of services, from public utilities such as power, telecommunications, water supply, sanitation and sewerage, solid waste collection and disposal, and piped gas; to public works such as roads, dams and canal works, railways, urban transport, ports, waterways and airports. Massive investments are put into electricity infrastructure projects. Throughout the world, the business environment within which construction of electricity project operate continues to change rapidly for betterment of citizens. Today electricity project management are still failing to adapt and respond to the complexity of the new environment tend to experience survival problems. With increasing users of the electricity requirements, environmental awareness and limited resources and high competition, lack of skills of contractors have to be capable of continuously improving the performance of the electricity project during implementation Efficient performance of electricity infrastructure projects is essential for economic growth and development of any country. Local electricity provider firms contribute significantly towards realization of this goal. However, electricity projects experience challenges in completing within the budgeted cost, time schedule and attaining the desired quality. This research sought to establish the effects of electricity project monitoring and evaluation on project performance in Rwanda. The study carried out on 110KV Jabana-Mt. Kigali-Gahanga and associated substation in Rwanda energy group project. The general objective of this study was to analyze the effect of monitoring and evaluation on performance of donor funded projects in Rwanda and specific Objective of this study were to establish the influence of accountability on performance of donor funded projects in Rwanda; This study was guided by the theory of change, contingency theory and classical theory.

The target population was 110, where a census was used. The research used an explanatory research design to establish the causal relationship of the variables under study. Data were

collected using questionnaire and analysed using SPSS version 22. Accountability of staff, during monitoring and evaluation was not statistically significant on met target cost vis a vis the estimated cost. This is due to the fact that costs when incurred it can be used for other purposes rather than the intended objective (monitoring and evaluation). Accountability of staff do not influence the project to be completed on time as per the planned period.

Definition of operational key terms.

Accountability: Is defined as the obligation of an individual or organization to account for its activities, accept responsibility for them, of money and other entrusted property; and to disclose the results in a transparent manner.

Effective Information: It refers to the application of management techniques to collect information, communicate it within and outside the organization, and process it to enable managers to make quicker and better decisions

Evaluation is defined as an inward or external administration action to survey the fittingness of a program's design and implementation techniques in accomplishing both specified goals and more advancement goals; and to evaluate a program's outcomes, both planned and unintended and to evaluate the elements influencing the level and appropriation of advantages realized.

Monitoring refers to steady assortment and scrutiny of data in order to understand the progress over the laid plans and check consistence to build up guidelines Monitoring it is the continuous, efficient assortment of data to survey progress towards the achievement of objectives, results and impacts.

Monitoring and evaluation are methods of aiding in improvement of routine and accomplishment of outcomes.

Project performance refers to the capacity of a project to deliver its intended benefits and achieve its goals over an extended period of time.

INTRODUCTION

Over the last five decades' numerous organizations have grasped and applied the functions of Monitoring and Evaluation (M&E) to support their performance results. With the expanding significance of Monitoring and Evaluation everywhere in the entire world, numerous projects perceived the advantages and they are attempting to build up it in their tasks (Baker, 2011).

Donor funded projects in developed nations explicitly, have had upwards of over two decades of involvement with M&E, conversely with the many third world nations which are just inaugurating the use of monitoring and evaluation. The results have been acknowledged by developed nations as informative giving significant astute exercises to developing nations (World Bank, 2012).

Globally, significant tools for project management towards objectives, impacting policy and practices have been used in determining performance criteria and indicators for M&E (Khandker, Koolwal & Samad, 2010). According to Margoluis and Salafsky (2010) the scales of monitoring and evaluation are significant in surveying project performance which can be distinguished as an instrument in helping the management in project planning for Non-Government Organizations, public and private Projects.

In African context, governments have sited expanding Monitoring and Evaluation to improve efficiency in terms of democracy (Florin, 2011). Basically, the main aim of strengthening monitoring and evaluation has been to build capacity for service delivery (Merin & Carmenado, 2012). Correspondingly, performance of any project has been an uphill task for many third world countries, important is that the enormous quantities of tasks executed at vast expenses.

Over the last two decades Rwanda has made good progress since the tremendous difficulties, thought the Genocide against the Tutsi 1994 that destroyed the nearly the whole social and economic fabric of the country and through to differences. Swift growth of the economy with poverty reduced and equal gender presentation are among the numerous advantages that Rwandans have profited from the donor funded organizations. The concerted efforts have solidified the belief that Rwanda's development ambitions towards the Vision 2020 can be accomplished with through civic empowerment (International Monetary Funds [IMF], 2013).

Many projects identified the benefits of M & E all-over the world and they are attempting to assimilate it in their operations (Zvoushe & Gideon, 2013). But there are poor M&E operations of donor funded projects that should be due to ineffective and inappropriate of data communication during evaluation, the expected benefits of many donors funded project investments had not materialized following the completion of various projects (Andove & Mike, 2015).

The general objective of the study

To analyse the effect of monitoring and evaluation on performance of donor funded projects in Rwanda.

Specific Objectives of the study

To establish the influence of accountability on performance of donor funded projects in Rwanda.

Research Hypothesis

1. **H₀**: Accountability is not statistically significant on performance of donor funded projects in Rwanda.

LITERATURE REVIEW

Theory of Change

Theory of change augments comprehension of stakeholders with thoroughly considering adoption of M&E information and exercises and boost the resulting awareness.

The theory of change helps M&E to have lucidity result chain(s) and clarifies which strategies have been chosen, why this arrangement of techniques and no different methodologies, and how they are relied upon to unfurl. Theory of change help to plan and centre the M&E structure in a beginning phase of the project phase and not in the early implementation stage as is regular situation. It conveniently viewed from observational guide to assist professionals with perusing and in this manner explore cycles of social change (Reeler, 2011).

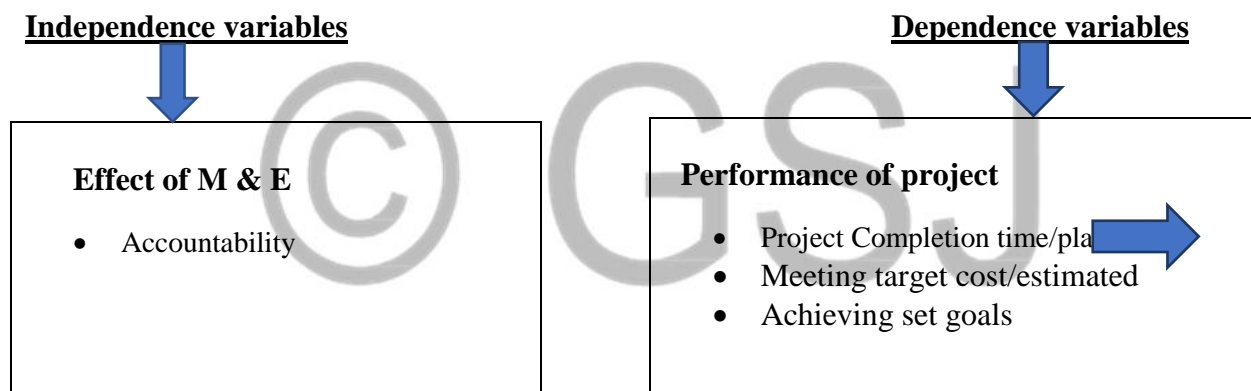
Contingency Theory

Contingency theory is a behavioral theory dependent on the perspectives that there is no most ideal approach to lead an organization, organize cooperation or to make a decision. Contingency theory expresses that these activities are reliant (unexpected) to the interior and outside variables. Along these lines, it expresses that there is no single theory of contingency management. Contingency theory of leadership underscores that the effectiveness of administration relies (contingent) on coordinating its leadership style to right circumstances. This hypothesis was initially developed by Fred in 1960 (McCormack, 2017).

Classical organization theory

This research is likewise founded on the classical organization theory, by breaking down each assignment independently; Taylor was able to locate the correct mixes of variables that yielded huge increments in monitoring and evaluation. Taylor's scientific management theory demonstrated fruitful in the straightforward tasks when the new century rolled over (Mark, 2010) The hypothesis speaks to the merger of scientific management, bureaucratic theory, and administrative theory. Presumably management is a very significant thing in any organization. Projects can never accomplish its goals without appropriate administration. The management is craft of completing tasks with the assistance of others. There jungle of management theories which are classified as Classical, Behavioral and Situational Management Theories (Ziarab & Muhammad, 2012).

Figure.1: Conceptual framework



Source: Researcher, 2021

Research Design

The study used explanatory research design. Both qualitative and quantitative research approaches were used. The researcher chosen this design, because it helped the researcher to establish relationship between independent variable and dependent variable. This type of design enabled the researcher to find out the effect of M&E on the performance of 110KV Jabana-Mt. Kigali-Gahanga and associated substation in Rwanda energy group project in Rwanda.

Target Population

The target population was 110 project staff of 110KV Jabana-Mt. Kigali-Gahanga and associated substation in Rwanda energy group project in Rwanda.

Sample Size

The sample size was all the 110-project staff of 110KV Jabana-Mt. Kigali-Gahanga and associated substation in Rwanda energy group project. Census was used due to the fact that the target population was small.

Data Collection Methods

Questionnaire as primary data collection technique was utilized in this study.

Data Collection Instruments

This study adopted the structured questionnaire as data collection instruments. Both open and closed ended questions in the questionnaire were used to gather respondents view on the monitoring and evaluation.

Administration of Research Instruments

The questionnaires were taken to the study participants where cross-examination was done first. For busy project managers appointments were scheduled where the researcher dropped the questionnaire and picked them later after being filled. Study participants were requested not to indicate their names on the questionnaire.

$$Y = a + bX_1 + cX_2 + dX_3 + \epsilon$$

Where;

Y= Dependent variable; project performance

a = Constant or Intercept

ϵ = Error term (Residual)

b, c, d = Coefficients or Slopes

X are Independent (explanatory) variables

X₁ = Accountability

X₂ = Effective Communication

X₃ = Partnership and Supervision

FINDINGS

Table 1 Descriptive Statistics on obstacles in M&E

	N	Mean	Std. Deviation
Lack of accountability	110	2.1818	.63797
Valid N (listwise)	110		

This study sought to examine the effect of monitoring and evaluation on project performance. In this study, monitoring and evaluation obstacles were assessed for the purpose of examining the effects of any selected factor, indicator or technique on the overall project performance. Findings as indicated showed that respondents responded with a great extent that Lack of accountability is a M&E obstacle by 2.1818, Lack of partnership by 2.2545, and Lack of communication by 2.1727. The study findings corroborate with literature review by (Tache, 2011) who observed that main obstacles of monitoring and evaluation includes Lack of accountability, Lack of partnership and supervision, and Lack of communication.

Table 2 Lack of accountability

		Frequency	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	5.5	5.5
	Agree	86	78.2	83.6
	Neutral	10	9.1	92.7
	Disagree	8	7.3	100.0
	Total	110	100.0	

The respondents' views on affirmation regarding to lack of accountability being an obstacle to monitoring and evaluation indicated that 5.5 % of the total respondents (6 respondents) strongly agreed; 78.2 % (86 respondents) agreed; 9.1 % (10 respondents) were not sure whether lack of accountability is an obstacle to monitoring and evaluation or not and 7.3 % (8 respondents) disagreed as illustrated in table above.

4.3 Correlation analysis table of the variables

		Accountability of staff during M&E	Project completion time/planned period	met target cost/estimated	set goals achieved
accountability of staff during M&E	Pearson Correlation	1	.134	-.012	-.239*
	Sig. (2-tailed)		.164	.902	.012
	N	110	110	110	110
project completion time/planned period	Pearson Correlation	.134	1	-.091	.125
	Sig. (2-tailed)	.164		.344	.195
	N	110	110	110	110
met target cost/estimated	Pearson Correlation	-.012	-.091	1	.146
	Sig. (2-tailed)	.902	.344		.128
	N	110	110	110	110
set goals achieved	Pearson Correlation	-.239*	.125	.146	1
	Sig. (2-tailed)	.012	.195	.128	
	N	110	110	110	110

Field data (2021)

The predictors under study, accountability in project monitoring and evaluation, had not high correlation between the project completion time/planned period, project met target cost/estimated and set goals during as dependent variables therefore all the variables under study should be used as they are not correlated as per the PPM (Pearson product moment coefficient presented above in the table 4.15)

Test of research hypotheses (ANOVA Analysis)

The table 50 below indicates that accountability of staff during the monitoring and evaluation help project to achieve its set goals. Their significance level is 0.022 <0.05 respectively

Table 3: Coefficients predictors and set goals are achieved between

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.137	.344		9.112	.000
	accountability of staff during M&E	-.312	.134	-.216	-2.327	.022

a. Dependent Variable: set goals achieved

The table 51 below reveals that Accountability of staff is not statistically significant on met target cost vis a vis the estimated cost. $P=.941 > 0.05$. This is due to the fact that costs when incurred they can be used for other purposes rather than the intended objective (monitoring and evaluation)

Table 4: Coefficients between predictors and set Meet project target cost/estimated cost

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.823	.183		4.490	.000
	accountability of staff during M&E	-.005	.072	-.007	-.074	.941

a. Dependent Variable: met target cost/estimated

The table 52 below, indicates that accountability of staff do not influence the project to be completed on time as per the planned period. P. value .097

Table 5.: Coefficients between predictors and project completion on time

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	.546	.230		2.368	.020
1	.150	.090	.160	1.673	.097
	(Constant)				
	accountability of staff during M&E				

a. Dependent Variable: project completion time/planned period

CONCLUSION

This research recommended that it was paramount to identify components of mutual ground in the preliminary planning, for they are the elements that accountability ought to be based on during M & E activities. With poor accountability during M&E resulting to improper handling of vital projects, company’s innovation and capacity can be crippled limiting its positive contributions towards success of the project.

The capability to innovate is proportionate to its capacity of accountability instructions, and stimulate ideas and improvements. In case the worst comes to the worst, there may be need to disband the present form of accountability in order to allow fresh rearrangement. Most community business accountability is based on different attitudes including respect, honesty, trust and commitment in numerous ways. If attitude issues come to the fore front of accountability, it could be a result of actions of either one or the two parties. The best way to deal with these sorts of issues is by engaging in an open and honest dialogue while handling an

issue of concern other than engaging in insults and cheap shots. Its paramount for partners to have some shared ground or philosophies as a base of their relationship on, otherwise, Accountability is doomed to fail. In a situation where accountability is struggle due to a lack of a mutual ground, there is need for that project management and your partner to rediscover the common objectives fast, to avoid ending or seriously modifying the partnership.

Managers can limit poor supervision in the business by considering supervisors to be other employees and support rather necessarily viewing them as rule enforcers. Supervisors are the right people on how their work can be improved employing diverse techniques. They play the role of imparting safety knowledge and are the individuals' employees can run to when faced with queries and concerns about their tasks. A good supervisor should be easy to approach, a good people-person who knows the different equipment and jobs required by the employees, and is willing to help employees achieve. On the other hand, lack of loyalty leads to employees deviating from acceptable project practices. These activities can include theft, decreased employee effort, using equipment without approval, and fabricating documents, among other things.

At the beginning of the research the research had started the following research hypotheses:

1. **H₀** Accountability is not statistically significant on performance of donor funded projects in Rwanda. This hypothesis based on the findings form the ANOVA (regression analysis), is supported.

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