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# THE EFFECT OF MONITORING AND EVALUATION ON THE LOCAL GOVERNMENT PROJECTS' PERFORMANCE: A CASE OF MODERN MARKET BUILDING PROJECT IN MUSANZE DISTRICT

**BY**



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**A Dissertation Submitted to Graduate School in Partial Fulfillment of The Requirements for the award of Master of Business Administration in Project Management of the University of Kigali**.

**SEPTEMBER 2023**

# DECLARATION

I, MUKAMANA Jacqueline, do here by declare that this dissertation is my original work and that it has not been submitted to any other institution of higher learning for any academic award.

..... .....

MUKAMANA Jacqueline Date

# APPROVAL

This dissertation has been submitted to the school of graduate studies for examination with approval as supervisor.

..... .....

Dr. SIKUBWABO Cyprien Date

# DEDICATION

I dedicate this dissertation to:

My husband RUKARA Gabriel and my children Ayan, Dasha, Axion without whom this dissertation would have been completed.

My parents, who took me to the school!

My lecturers and close friend, who supported me a lot during my Master's studies.

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# LIST OF ABBREVIATIONS AND ACRONYMS

**APA** American Psychological Association

**DDP** District Development Plan

**DHS** Demographic and Health Survey

**EDPRS** economic development and poverty reduction

**FGD** Focus Group Discussion

**GDP** Gross Domestic Products

**GoR** Government of Rwanda

**GS** Graduate Studies

**ICT** Information Communication Technology

**JADF** Joint Development Action Forum

**LODA** Local Entities Development Agency

**M&E** Monitoring and Evaluation

**MINICOM** Ministry of Trade and Industry

**MTEF** Mid-Term Expenditure Framework

**MTR** Midterm Review

**NGO** Non-Governmental Organizations

**NISR** National institute of statistics of Rwanda

**PFM** public finance management

**PME** Participatory monitoring and Evaluation

**RWF** Rwandan Francs

**SDG** Sustainable Development Goal

**SMART** Specific, Measurable, achievable/attainable, relevant, time bound

**SOP** Standard Operating Procedures

**SPSS** Statistical Package for Social Sciences

**USAID** U.S. Agency for International Development

**VUP** Vision 2020 Umurenge Program

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# OPERATIONAL DEFINITION OF KEY TERMS

**Accountability**: is an obligation for individuals/organizations to accept responsibility, account for its activities, and disclose the results in a transparent manner.

**Adverse audit opinion:** under financial audit, the auditor issues a conclusion that there are material and pervasive misstatements found in the financial statements. In the context of compliance audit, the auditor concludes that there are material and pervasive instances of non-compliance with laws and regulations.

**Development Strategy:** A multi-dimensional process involving reorganization and reorientation of entire economic, social and governance system.

**Disclaimer audit opinion:** this opinion is issued when auditor in unable to obtain and access the audit evidence for individual items or in aggregation. The auditor believes that those items may materially or pervasively be misstated. In the context of compliance audit, this opinion is issued when the auditor is unable to obtain sufficient appropriate evidence to form a conclusion on the subject matter.

**Evaluation:** This describes an objective analysis of current or completed policies, programmes or projects to determine their relevance, effectiveness and efficiency during the project completion

**Financial monitoring:** it accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring.

**Local Government institutions**: May comprise of boards of education, municipal government agencies, school boards, district health boards, and several other institutions with specialized functions. These organizations offer the services that the locals require, including land use planning, transportation, public utilities, economic development promotion, education, health care, and entertainment.

**Monitoring:** Regular observation and follow up of project implementation to find out if the project is on track with respect to objectives, budget, time and other

criteria. Routine and systematic collection of information from programmes and projects for four main purposes, learn from experiences to improve practices and activities in the future, internal and external accountability of the resources used and the results obtained, take informed decisions on the future of the initiative and promote empowerment of beneficiaries of the initiative.

**Performance:** Project valuation involves a systematic assessment of the performance of the project with respect to the goals and objectives set originally. The performance of the project in respect to financial budget, timelines, benefits and cost objections and other aspects are examined and suggestion for any necessary adjustment improvements or control is made.

**Project:** a project is a collection of organizational resources together to produce something new that will have performance capacity in the development and implementation of organizational initiatives. A project is the process by which a new final outcome is obtained.

**Qualified audit opinion**: in the context of financial audit, the auditor issues a conclusion that they are no material misstatements found in financial statements due to error or fraud found in the financial statement. In the context of compliance audit, the auditor makes a conclusion that there is no material instance of non-compliance with laws and regulations.

**Qualified audit opinion:** underfinancial audit, the auditor issues the conclusion that there are material misstatements found in financial statements. However, those misstatements are not pervasive. In the context of compliance audit, the auditor makes a conclusion that there are material instances of non-compliance with laws and regulations. However, those instances are not pervasive.

**Strategy:** A decision of an organization's fundamental long- or medium-term goals and objectives, adoption of action plans, and resource allocation for achieving these goals.

**Transformation:** A process of profound and radical change that orients an organizational in a new direction and takes it to an entirely different level of effectiveness.

# ABSTRACT

Some of the local government projects fail or delayed due to the fact that monitoring and evaluation of those projects was not effectively done on time. With this challenge, the researcher decided to carry out this study aimed to examine the effect of monitoring and evaluation on the local government projects performance in Musanze District. Four specific objectives served as the basis to this study, namely: to assess the influence of process monitoring and evaluation on the performance of local government projects in Musanze District, to examine the influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District, to assess the influence of financial monitoring and evaluation on the performance of local government projects in Musanze District and to evaluate the influence of results monitoring and evaluation on the performance of local government projects in Musanze District. This study adopted a descriptive and correlational research design. The study used both quantitative and qualitative approaches. The population of this study was 386 employees of Musanze District involved in Monitoring and Evaluation. The sample size was determined using Yamane formula to choose 197 respondents as the sample and the techniques used include simple random sampling and stratified sampling method. The data was collected through a structured questionnaire, interview guide, observation and documentation as data collection instruments. The validity of the instruments was checked by involving experts' views and the reliability was tested by determining Cronbach Alpha coefficient. The data collected was analyzed using descriptive and inferential statistics for quantitative data and thematic approach was used to analyze quantitative data. The findings indicated that 93.4% changes in performance of local government projects in Musanze district is explained by variation in monitoring and evaluation practices. Therefore, monitoring and evaluation practices are statistically significant factors to the performance of local government projects in Musanze district with $R^2$ of 0.934. In addition, it was found that an increase in one unit of process monitoring and evaluation, increases performance of local government project in Musanze District by 0.798, an increase in one unit of compliance monitoring and evaluation, increases performance of local government project in Musanze District by 0.602, an increase in one unit of financial monitoring and evaluation, increases performance of local government project in Musanze District by 1.081, and an increase in one unit of the results monitoring and evaluation, increases performance of local government project in Musanze District by 0.949. The study recommends that the policy makers should formulate policies that encourage the compact application of monitoring and evaluation approaches in their projects.

**Key words**: Monitoring, evaluation and project performance.

# CHAPTER ONE: GENERAL INTRODUCTION

## 1.0. Introduction

This chapter cover the background to the study, statement of the problem, general objectives, specific objectives, research question, and hypothesis, significance of the study scope and limitation of the study.

## 1.1. Background of the Study

To achieve sustainable socioeconomic development, a state must be effective. The demands of internal and external stakeholders for good governance, accountability and transparency, increased development effectiveness, and the delivery of tangible results are being met with increasing pressure on governments and organizations around the world as a result of globalization. Among the stakeholders interested in improved performance are governments, parliaments, people, the commercial sector, nongovernmental organizations (NGOs), civil society, international organizations, and donors. Enhanced results-based monitoring and evaluation of policies, programs, and projects are required as a result of growing need for greater responsibility and tangible results.



According to the (Office of the Auditor General, 2022) analyses the trend of financial audit opinions issued over the last three years, the percentage of entities that got unqualified financial increased from 55% in 2019 to 57% in 2021. The percentages of entities that got qualified audit opinion increased from 30%in 2019 to 35% in 2021. The percentage of entities that got adverse opinions decreased from 15% in 2019 to 8% in 2021. This shows a positive trend in the overall level of accountability and transparency over the period.

According to(Jody & Ray, 2004)Monitoring M&E) is a potent public management tool that may be utilized to enhance how enterprises and governments achieve outcomes. Governments require effective performance feedback systems in addition to financial, human resource, and accountability systems.(Santos, 2023). There has been an evolution in the field of monitoring and evaluation involving a movement away from traditional implementation based approaches toward new results-based approaches. The letter help to answer the “so what” question. In other words, governments and organizations may successfully implement programs or policies, but

have they produced the actual, intended results. Have governments and organizations truly delivered on promises made to their stakeholders?

Governments and organizations all over the world are grappling with internal and external demands and pressures for improvements and reforms in public management. These demands come from a variety of sources including multilateral development institutions, donor governments, parliaments, the private sector, NGOs, citizens 'groups and civil society, the media, and so forth.

Globally, practices of M&E are the best tools to measure the success and performance of both private and public projects through involvement of key stakeholders with the process (Buttrick, 2007). Consequently, most of the organizations to make any success, they desire to make it wonderful that their initiatives succeed first because of practices used in control and contrast. There should be a larger effort of Linking M&E plan to Action& Strategic plans to embellish the splendid administration of task activities, accountability and transparency in the work of tasks than to effectiveness of allocation of equipment, the timely completion of the task and the achievement of greater challenge results. According to Porter& Goldman (2013), monitoring and evaluation is made up of best practices such as the ability to link the M&E plan to the Strategic plan and work plan, employing participatory approach, dissemination of M&E results to stakeholders and use of M&E data for Project Improvement (Kusek, 2010),(Manoharan, Melitski, & Holzer, 2023). It is very important to note the benefits of monitoring and those of evaluation of government projects given the reason that the resources channeled by the country and other donors have to be well managed to ensure performance of projects.

In a developing economy, markets are vital to make the business environment vibrant. In many places around the world, the market place is the heart of economic activity. All organs of business tend to grow around the market place. As such, it is not uncommon to find banks,
Wholesalers, retailers or transport activities next to a market. We at MINICOM believe that by enhancing the infrastructure of markets, we will be able to make economic activity permeate through the deeper reaches of the Rwandan community particularly as MINICOM is implementing the Private Sector Development Strategy, which supports market infrastructure development(MINICOM, 2014).In Rwanda

there are few common meeting places that really bring everyone from all walks of life together. The market in Rwanda serves that purpose and therefore plays a significant role in bringing together social fabric. It is a unifying factor. Provision of modern market infrastructure, particularly in small towns that act as nodal points for rural communities, is essential for the development of the private sector and helps Rwanda work towards becoming a middle-income.

In 2014, In Rwanda there were 520 markets with 10143 traders. This figure does not include roadside kiosks and makeshift markets along the roadside where local produce is sold. Each district had on average 3381 traders registered to work in markets. Some districts like Nyaruguru had only 615 registered traders while Gasabo had 9791 traders. 55 % of those markets were not covered, 57% of the total markets were not paved and have no stands. Above65% had no electricity, 61% had no water and lastly 55% had no toilet facilities. This is an issue particularly as a huge proportion of vendors in markets are women. These figures also mean that there are a large proportion of open-air markets in Rwanda. As the country prepares for middle income status, it is very urgent that these infrastructures be upgraded. The minimum should be that all markets be covered (MINICOM, 2014).

On average, districts have about 17 markets serving with average around 20300 people. By FAO norms, markets should serve on average a population of 25000 people. While the National Average is within FAO benchmarks, District average is not always within the norms. One extreme example is Ruhango with only 10 markets and serving on average 32200. On the other extreme, there is a district like Nyanza, which has 30 markets and each market serves on average only 10780 people. Around the country, there are many sectors that are without a market. This means that farmers have to commute a long way to take their product to the market. The consumer on the other hand has to rely on trade centres for the purchase of food and non-food items. It is a fact that and the cost of products at trade centres is much higher than at markets. While there are almost 97863 registered vendors, many of markets have a large number of unregistered vendors working outside the premises of these markets. Markets on average operate only 4 times a week. This means than premises are unutilized for the rest of the week. Many markets have amenities, which could be used for alternative activities on non-fair days e.g. practice centres for TVETs,

performing arts location for local youth or wholesale of livestock or other agricultural commodities(MINICOM, 2014).

Musanze, formerly known as Ruhengeri, is currently Rwanda's fourth-largest town and is gradually developing into a thriving metropolis. One of the five districts in the Northern Province is the Musanze district. Aside from the capital city of Kigali, the Northern Province is the smallest province in Rwanda. Musanze is the area outside of Kigali that is the most densely populated, with 695 people per Km2 (as of 2012). The Busogo, Cyuve, Gacaca, Gashaki, Gataraga, Kimonyi, Kinigi, Muhoza, Muko, Musanze, Nkotsi, Nyange, Remera, Rwaza, and Shingiro sectors make up the Musanze district.(Musanze District, Musanze District Development Strategy 2018 - 2024, 2017).

Musanze is the only location visited where there are two markets, one specifically for clothing and the other for vegetables and fresh produce. The clothing market is very successful and is now being renovated. It is a wealthy district with very developed tourism activities around the gorilla trekking and Volcano National Park (MINICOM, 2014). Agriculture is the mainstay of the district economy with the main crops grown including maize, beans, potatoes, and sorghum blesses with volcanic soil, this area is very fertile. The UN is one among the stakeholders and supporting Mutobo area community with an affordable approach to rural energy development, through a Mini Hydro power plant, operational from 2009and currently serving approximately 800 household including a primary school , a health centre as well as small business . In the health sector , the UN is supporting a number of intervention in Musanze district estimated at over $300,000: these include: maternal health package institutional capacity building to render a service .(infrastructural rehabilitation of maternity threats and equipment , health workers skills straightening , modering the mother and the new-born care at home initiative(master trainers course and adaptation of training tools ) , rapid SMS modelling to track pregnancies and new born life cycle ,fighting malnutrition ,population based events , mother and child health week and measless catch up campaign.

The proximity of Musanze with Goma makes it that Musanze town is always buzzing with activity (MINALOC, Project to Support the rwanda integerated

DevlopmentInitiative, 2012).the UN is supporting the GoR to achieve goals related t socioeconomic development. The district also has very fertile land, which is well known for the production of potatoes, pyrethrum, wheat, beans. Musanze has 17 markets, of which 6 are covered, paved and have stands, 5 have water and electricity, and 5 have water. 3 of the markets operate the full week, while 8 operate once or twice a week. The district has many open-air markets such as in Nyirabundi&Nyirabisekuru. Hence new &more appropriate market infrastructure should be set up in those locations. In addition, the district faces transport issue to some locations and markets. There are 6 markets that do not have electricity(MINICOM, 2014).

Rwanda has made impressive progress in economic, environmental, human and social development during the implementation phase of Vision 2020 and Economic Development Poverty Reduction Strategy 2. The District development Strategy for Musanze District aims at ensuring the district vision of being ”An excellent centre of Tourism Industry” with three goals; improve attractive Touristic Sites, Promote sustainable Agro processing, promote sustainable Basic infrastructure and eight objectives; identification of seven new touristic sites, put in place new tourism facilities, increase local revenues; increase food security extend basic infrastructure, facilitate the accessibility to clean water, promote exportations, facilitate the creation of new off farm jobs(Musanze District, Musanze District Development Strategy plana 2018 -2024, 2017),(Torres-Delgado, Lopez Palomeque, ElorrietaSanz, & Font Urgell, 2023).

Some of the challenges that have been identified through this DDS are Limited access to affordable and social housing units, lack of an appropriate solid waste treatment facilities and lack of centralized sewerage system, Lack of tourism infrastructures, unemployed youth(Musanze District, Musanze District Development Strategy plana 2018 -2024, 2017). Reference is made to NST1 priorities and the existing potentialities in the District which have been defined in the Local Economic Development Strategy as to promote new eco-tourism development which will boost the growth of the District by establishing new off farm employment and increase income revenues of the District. The key strategic interventions to be focus on the six upcoming years are: Promote Urban Development (Musanze District, Musanze District Development Strategy plana 2018 -2024, 2017). by reducing urban

agglomerations; diversify and create new sites for Ecotourism Development, ensure efficient and effective & affordable infrastructure (water, energy and IT), accelerated human settlement habitat; Increase agricultural product and livestock productivity ; Empowering youth in professional; Develop and promote partnership between Public and Private Sector, Increase access to sanitation facilities and Ensure the recycling of Waste water(Musanze District, Musanze District Development Strategy plana 2018 - 2024, 2017).

The monitoring and evaluation of the Musanze District development Strategy will ensure an effective monitoring and evaluation system. The following are some of the sources of funds for the Musanze District Development Strategy; the government transfers, District own revenues from taxes and non-taxes fees, the private sector, local and external NGOs and development partners and finally contribution from local population. All projects and program will require the budget estimated to 201.247.768.000 Rwandan Francs.



**1.2. Statement of the Problem**

There is no comprehensive information about the Performance Contract planning process and extend to which priorities at lower administrative levels (village, cell and sector) are reflected in the final and signed district Performance Contract(Never Again Rwanda, 2020).understanding the process of integrating sub district target into district Performance Contract is critical for insuring that information flow is streamline and that district Performance Contract is a reflection of community perspective and experience. A bottom-up planning approach would mostly importantly steering transparency and accountability and nurture a culture of openness on the party of duty bearers on one hand, while strengthening ownership on the party of right holders on the other hand(Lindstrand, et al., 2023).

At district level, most Performance Contract that involves big infrastructural projects are derived from both the central government and sectorial ministries. District Performance Contract are also partly derived from bottom-up citizen’s consultation through the planning and budgeting process at sub district levels. The approach for developing Performance Contract is mainly top down. Priorities to be included in sub district Performance Contract are transmitted from higher authorities (Districts and

Government through MINALOC, MINECOFIN, and LODA)(Never Again Rwanda, 2020).sub district level government authorities play mainly an implementing role.

Given that the two processes are separate and the sub district Performance Contract are only developed after the district Performance Contract are finalized and approved, the transmission and embedding of Performance Contract priorities identified at lower administrative level into the final and approved District Performance Contract is week and almost nonexistent. The current Performance Contract development process at district and sub district levels does not cater for the possibility of sub district Performance Contract feeding into District Performance Contract.

The 2019-2020 MINALOC guidelines states that planning of Performance Contract at sector, cell and village should focus on activities that have not been considered in either the district action plan or in the district Performance Contract and which respond both to the national priorities and the needs of citizens expressed during the planning process(MINALOC, Guidelines for sub-district entities Imihigo for 2019/2020 fiscal year, 2019).while this appears to empower sub district entities to develop their own context specific Performance Contract, it does not support alignment between sub district and district Performance Contract, furthermore, sub district entireties do not have budgets to implement any activity apart from those approved by district. And therefore, their own targets are limited to those which do not require budgets(MINALOC, Guidelines for sub-district entities Imihigo for 2019/2020 fiscal year, 2019).Luck of genuine a meaningful citizen consultation in the planning and budgeting process results in district Performance Contract that are not aligned to citizen needs.

A problem is always created by people through their interpretations of a reality they are operating in. This phenomenon (how things appear to people and how people experience the world) is called problematizing(Jonker & Pennink, 2010). Problematizing is a process in which people in organization interpret a situation in such a way that it can be referred to as a problem. In the past twenty nine years, despite the 1994 genocide against Tutsis, which decimated the nation's economy and population and aggravated a number of development issues, Rwanda has achieved enormous strides in a wide range of areas.(Ministry of Health, 2015).A performing project is the very significant proof that the funds allocated for the project have been

used in the best manner towards delivering the targets and goals for the projects(Kivuva & Sang, 2022).The most of projects fail in achieving and realizing the benefits expected(Shaklee & Baily, 2012)that resulted to delays and overrunning cost in the projects. For example, Report of Auditor General, DUBAI Village, Burera Diary and Milk Collection Center (Project) meeting with president in Burera and Musanze.

Governments spending on public services accounts range between 15- 45 % of GDP which has a high impact on the economy. The Global Consultation on Agricultural Extension observed that monitoring and evaluation are important yet frequently neglected functions in most organizations. Best practice requires that projects are monitored for control because stakeholders require transparency, accountability for resource use and its impact, worthy project performance and organizational learning which assist in forthcoming projects.

In Africa, the 62% of road construction projects wouldn't end as per the scope of work, 32.8% not completed and reasons where lack of financial resources 32%, un expected activities added during the project implementation 15% and due to lack of monitoring and evaluation of 53% (work bank report, 2007).

Majority of Local Government Institutions do not have or have not found the need to have a full-fledged M&E department with firm structures to support its functions irrespective of monitoring and evaluation playing a critical role in the effectiveness and success of such institutions.

Like other African nations, Rwanda has struggled to ensure improved efficiency and effectiveness in the delivery of services. 1 The main reason for this issue has been identified as, among other things, poor M&E system source use and its influence, commendable project performance, and organizational learning that help with future projects. (IPAR report, 2010). To respond to this challenge, government developed and implemented the Public Sector M&E Strategy in the Ministry of local government (MINALOC) with the view of enhancing accountability, transparency, management decision, organizational learning and promoting good governance (RGB, 2015). However, there has been a contention that a number of MDAs, including the Ministry of Local Government, have not been able to achieve the objectives of the national M&E arrangement (National Evaluation Study, 2013). ACODE in monitoring and

assessing performance of Local Governments (ACODE, 2013) 14 established that accountability mechanisms for good governance and public service delivery were either non-existent or malfunctioned. The Ministerial Policy Statement of Financial Year 2014/15, the Government Performance Report 2014/15 and the Auditor General's Report 2013/2014 confirmed the fact that the Ministry still continued to post bad governance results in the areas of accountability and budget performance.

A number of studies have been undertaken to understand the effectiveness of Public Sector M&E in Rwanda. Ojambo (2012) while studying decentralization in Uganda agreed with the fact that Public Sector M&E System is not geared towards understanding causality and attribution between the stages of development change; while Hauge (2003) in studying the Development of Monitoring and Evaluation Capacities to Improve Government Performance in Uganda established that the quality of public service delivery is less than desirable and the M&E system has remained overly centered on compliance with government requirements and regulations rather than end-results of policy, programme and project efforts. However, none of these focused on the role of M&E on performance of Local Government. This study was undertaken to contribute to addressing this gap.



### 1.3. Purpose of the Study

The research purpose is a statement "why "the study is being conducted or the goal of the study. In this research, the purpose of the study is to access the influence of monitoring and evaluation on the performance of Local government in Rwanda.

### 1.4. Objective of the Study

#### 1.4.1. General Objective

To examine how monitoring and evaluation influences the performance of local government projects in Rwanda.

#### 1.4.2. Specific Objectives

1. To assess the influence of process monitoring and evaluation on the performance of local government projects in Musanze District.
2. To examine the influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District.
3. To assess the influence of financial monitoring and evaluation on the performance of local government projects in Musanze District.

4. To evaluate the influence of results monitoring and evaluation on the performance of local government projects in Musanze District.

### 1.5. Hypotheses

1. There is no significant influence of process monitoring and evaluation on the performance of local government projects in Musanze District.
2. There is no significant influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District.
3. There is no significant influence of financial monitoring and evaluation on the performance of local government projects in Musanze District.
4. There is no significant influence of results monitoring and evaluation on the performance of local government projects in Musanze District.

### 1.6. Scope of the Study

#### 1.6.1. Geographical Scope

The study will be carried out in Musanze District, (district, sector and cell), in the Northern Province of Rwanda. This is because it is accessible by the researcher.


**Figure 1: Study Area, 2023**

Busogo, Cyuve, Gacaca, Gashaki, Gataraga, Kimonyi, Kinigi, Muhoza, Muko, Musanze, Nkotsi, Nyange, Remera, Rwaza, and Shingiro are the 15 sectors (imirenge) that make up the Musanze district. But Musanze district is not entirely covering the whole area of former Ruhengeri province. 68 cells, and 432 imidugudu/villages, with

a population of 398,986. Musanze District is one of the six secondary cities and one of the 5 districts comprising in the Northern Province of Rwanda. Musanze City is about 110 km from Kigali on the major Kigali-Musanze-Rubavu-Goma Road and it borders with Uganda and DR Congo in the North, Gakenke District in the South, Burera District in the East and Nyabihu District in the West.

Rwanda's mountain gorillas (Gorilla beringeiberingei) are found in the Volcanoes National Park, making Musanze District the most popular tourist destination in the country. Musanze District is one of the six secondary cities and one of the 5districts comprising in the Northern Province of Rwanda. The total area of the district is 530, 4 km², 60 $km^2$ of the Volcanoes National Park and28 $km^2$by Lake Ruhondo. Musanze City is about 110 km from Kigali on the major Kigali-Musanze-Rubavu-Goma Road and it borders with Uganda and DR Congo in the North, Gakenke District in the South, Burera District in the East and Nyabihu District in the West. Musanze district has 15 administrative sectors, 68 cells and 432 villages. Musanze City is about 110 km from Kigali on the major Kigali-Musanze Rubavu-Goma Road.

### 1.6.2. Content Scope

The study was examining an effective M&E in terms of its role of promoting accountability, decision making and organizational learning and performance of local government institutions in terms of effectiveness in M&E system, transparency and ethical compliance in good governance.

### 1.6.3. Time Scope

The Time Scope of the study covered the period of 7yearsfrom 2016 to 2022. This period will be chosen since it provides update information to consider in this research and grants the researcher easy comparison over the period of study.

## 1.7. Significance of Study

The outcome of the study is useful to various people. The study benefits government entities involved in monitoring and evaluation and other stakeholders. Ultimately, the study contributes to improving Monitoring &Evaluation through recommendations towards more performance of Local government agencies.

### 1.7.1. To the Researcher

The study helps a researcher to acquire a Master's Degree in Master of Business Administration (Project Management) at university of Kigali as it is the one of the potential requirements for the award.

### 1.7.2. To University of Kigali

The copy of research will be put in Library of University of Kigali (UoK) as a reference to other students and researchers

### 1.7.3. To Police Makers and Public

This study provides the data that will assists decision makers include government planners, policy-makers and implementers in order to come out with proper decision and policies based on reliable data about the contribution of M&E on performance of Local government agencies. Moreover, the central Bank of Rwanda could employ the findings of this research in the establishment of guidelines that helps in management of interventions of the local Government,

### 1.7.4. To the Scientists and Scholars Researchers

The study shall be useful for references by other researchers and academicians interested in the topic for it shall clearly show realities on performance of local Government with specific reference to the contribution of Monitoring and Evaluation.

# CHAPTER TWO: LITERATURE REVIEW

## 2.0. Introduction

This chapter reviewed the theoretical and empirical literature on Monitoring and evaluation affecting the performance of projects.

## 2.1. Conceptual review

### 2.1.1. Monitoring and Evaluation

Generally, involves tracking progress with respect to previously identified plans or projective using data easily captured and measured on ongoing basis. While monitoring most frequently make use of quantitative data. Monitoring qualitative data is also possible and some agencies do this regularly(Perrin, Linking monitoring and evaluation to impact evaluation, 2012). The role of monitoring is to provide trustworthy information so that decision-makers can "do the right thing”(Transform, 2017) .

The logical and monitoring &Evaluation framework summarises logical interventions indicating outcomes, output, and activities objectively verifiable indicators, means of verifications actors responsible for implementations, time frame and sources needed in framework of implementing the strategic plan(NPSC, 2018).The monitoring and evaluation of implementation of this strategy will thus require to be done in across-sectoral approach with shared responsibilities and subsidiarity principles(MININFRA, 2018).

Urbanization is a multi-faceted process involving the combined activities of many institutions contractors. The absence or non-performance of existing institutions as well as the failure to coordinate among them account for the under-performance of the urbanization and rural settlement sector. Thus, it is critical to achieve close collaboration and effective coordination of the activities and programmes of various institutions as they relate to urban development.

The Urbanization and Rural Settlement Sector is in charge of all issues related to urban and rural development. An overlap of responsibilities, and gaps in action, however, exist between the sector and various other government institutions. In addition, responsibility for urban management is at District government level, while the human resources are still limited and procedural provisions still insufficient to

properly carry out the required tasks. Also, sectoral measures are handled through the respective Ministries and a uniform and coordinated implementation at local level is needed(MININFRA, 2018).

### 2.1.2. Monitoring

According to (MININFRA, 2018)Urban and rural settlement development must be effectively monitored for the timely response to challenges and for well-managed urbanization and rural settlement development.Monitoring helps improve the understanding of how livelihoods of different population groups in human settlements are impacted.In addition to the indicators of the SSP and valid policies, a specific District Development Index shall be used for the overall monitoring of the urbanization process and quality of life, referencing social, environmental, economic, and administrative advancement. Monitoring entails the regular and systematics assessment of performance, allowing an understanding of where programmes are in relations to planned results, and enabling the identification of issues requiring decision making ta accelerate progress. Monitoring allows real-time learning and feeds into evaluation (United development group, 2017).



Monitoring is a continuous process is a constant process of gathering and examining data about a program and comparing actual to anticipated results in order to assess the effectiveness of the intervention (International Labor Organisation, 2011). Sector monitoring is essential to guide adjustment of actions based on methodologically legitimate information, and may also help understand stakeholder satisfaction, determine innovative improvement measures and inform debate. Regular data updating mechanisms through cyclic reporting must be established (MININFRA, 2018).

Monitoring is the Regular observation and follow up of project implementation to find out if the project is on track with respect to objectives, budget, time and other criteria. the monitoring is the continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds(OECD).The monitoring is the tracking of project outputs and outcomes as indicators of project effectiveness, or extent to which the project achieves its stated objectives(Sundet, 2004) .

Monitoring and evaluation of the implementation process is important phase through which relevant institutions ensure that the Performance Contract process is effective(Rwanda, 2018).monitoring is necessary for efficient administration and decision making for improving quality of service provision and for the dissemination of information to bolster institutional leaning and accountability(Transform, 2017).

**Table 1: Monitoring, Evaluation and Impact Evaluation.**

| Sno | Monitoring Evaluation and Impact Evaluation | | |
|---|---|---|---|
| | **Monitoring** | **Evaluation** | **Impact evaluation** |
| 1 | Periodic, using data gathered routinely or redly obtainable, generally internal usually focused on activities and output, although indicators of outcome /impact are also sometimes used. | Generally episodic, often external | A specific form of evaluation |
| 2 | Assume appropriateness of programs, activities, objectives, indicators | Goes beyond output to assess outcomes | Sporadic, infrequent |
| 3 | Typically tracks progress against a small number of pre-established target /indicators | Can question the rationale and relevance of the programs, objectives and activities | Mostly external |
| 4 | Usually, quantitative | Can identify both unintended and planned effects | Generally, a discrete research study |
| 5 | Cannot indicate causality | Cat address “how” and “why” question | Specifically focused on attribution (causality) in some way, most of often with a counterfactual. |
| 6 | Difficulty to use by itself for assessing impact | Can provide guidance for future directions | Generally focused on long term changes, such as in the quality of life of intended beneficiaries. |
| 7 | | Can use data from different sources and from a wide variety of methods | Need to take into account what was actually done as well as identify impact. |

### 2.1.2.1. Evaluation

Evaluation involves systematic, evidence-based inquiry that can describe and assess any aspect of a policy, program or project. evaluation uses a wide variety of both quantitative and qualitative method, providing more comprehensive information about what is taking palace, why and whether it is appropriate r not and to provide guidance for future direction(Perrin, Linking monitoring and evaluation to impact evaluation, 2012) .

Evaluation refers to a systematic and impartial assessment of a policy, program, strategy or other intervention, to determine its relevance, efficiency, effectiveness, impact and sustainability to support decision making(United development group,

2017). It seeks to strengthen programme accountability and learning. Drawing from a solid development of theories of change and results frameworks, monitoring establishes the foundations for credible evaluations.

According to (International Labor Organisation, 2011)evaluation is a process the systematically and objectively access all of a program's components to assess its overall value or importance. The goal is to give decision-makers reliable information so they can find more ways to get the outcomes they want, desired results. There two mainly types of evaluation (performance evaluation and impact evaluation)(Ming, et al., 2023),(Nielsen, Tangsig, & Lemire, 2023).

Evaluation is necessary to increase in-depth knowledge about one or several aspects of intervention for learning, informing, and decision-making process, and enhancing legitimacy. Sometimes, the term evaluation refers to assessing changes in outcomes resulting from an intervention(Transform, 2017)

In broad strike there are two main types of evaluation, evaluation for formative purpose aimed to inform decision about programmes or policy improvement and valuation summative purpose aimed to assess of the merit and worth of programmes or a strategy in order to inform decision about expending or downscaling, merging, phasing out or redesigning it.

Performance reviews concentrate on how well services are delivered and what results a program has produced. Typically, they encompass short- and medium-term results. They are completed based on data that is regularly gathered from the program monitoring system. Monitoring is just one aspect of performance evaluation. It makes an effort to ascertain whether the intervention's progress (results) are the outcome of the intervention or whether there is another explanation for the observed changes**.** It attempts to determine whether the progress (results) achieved is the results of the intervention, or whether another explanation is responsible for the observed changes(International Labor Organisation, 2011).

**Impact evaluation** when evaluating a program's impact, researchers seek for shifts in outcomes that can be traced back to it. The main characteristic that sets impact evaluation apart from other types of assessment interventions is the determination of

causation, or whether another explanation is to blame for the observed changes.(International Labor Organisation, 2011).

Project evaluation involves a systematic assessment of the performance of the project with respect to the goals and objectives set originally. The performance of the project in respect to financial budget, timelines, benefits and cost objections and other aspects are examined and suggestion for any necessary adjustment improvements or control is made(Watsema, Agume, & Arthur, 2023).

Monitoring and evaluation usually include information on the cost of the programme being monitored or evaluated. This is intended to judge the benefits of the programme against the costs and identification of the intervention which has the highest rate of return, by which the two common tolls are used (cost benefits analysis and cost effectiveness).

a) **Cost benefits** analysis estimates the total benefits of a program compared to its total costs. The most difficulty is to assign a monetary value to "intangible" benefits
b) **Cost effectiveness** analysis compares the cost of two or more programs in yielding the same outcome.



Monitoring and Evaluation (M&E) are important aspects in the implementation of strategic plan .The purpose of monitoring is to insure that the strategic plan is implemented according to schedule and if there are any deviation, appropriate, and timely action are taken(NPSC, 2018).The strategic plan evaluated at after its implementation in order to gauge the extent of achievement of the intended results(Pringle, 2011).

### 2.1.2.2. Monitoring and Evaluation matrix

**Table 2: Monitoring and Evaluation matrix**

| Performance questions | Information's needs and indicators | Baseline information requirements status and responsibilities | Data gathering methods, frequencies and responsibilities | Required forms, planning, training, data management, expertise, resources and responsibilities | Analysis, reporting, feedback and Change Process, and Responsibilities. |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |

**Table 3: Logical and M&E framework of the strategic plan and budget, secondary data 2022**

**Table 4: Monitoring and Evaluation Matrix**

| Expected Outcome | Indicator to Track outcome | Unit of measure | Baseline | Targets & Milestones | | | | | Responsible Entity | Data Sources (Means of verification) |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Y 1 | Y 2 | Y 3 | Y 4 | Y 5 | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

### 2.1.2.3. Participatory Monitoring and Evaluation

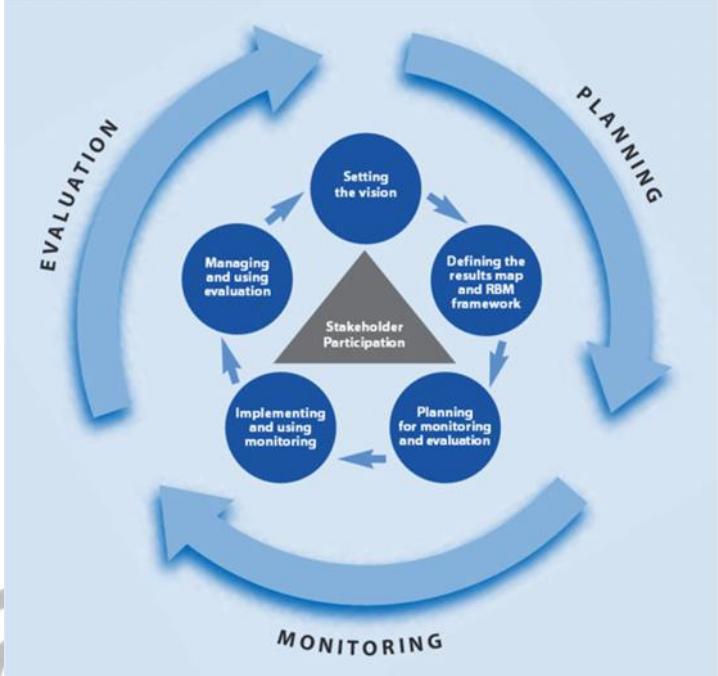
In his book whose reality counts?(Chambers, 1997)Describes the new approach which starts with people's knowledge as the basis for planning and changes. The growing recognition that M&E of development and other community-based initiatives should be participatory.as the institutions become more inclusive I the "front end" of the project development that is in promoting participation in appraisal and implementation. The question "who measures results" and who defines success become critical(Kathongo, 2018).

Several approaches have been used to enhance civic engagement and incorporate the views of the programmes beneficiaries into programme monitoring and design, promoting transparency and accountability(Transform, 2017). In South Africa, the department of performance, Monitoring and evaluation in presidency (DPME) has initiated a framework for strengthening citizen-government partnership for monitoring frontline service deliveries .involving citizen-based monitoring (CBM) pilot(Transform, 2017). The most common tools to carry out participatory monitoring include:

i. Citizen report card and Beneficiary satisfaction survey
ii. Community score cards

The participatory monitoring and evaluation is part of a wide historical process which has emerged over the last 20years of using participatory research in development. Participatory Monitoring Evaluation (PM&E) draws from participatory research traditions which include participatory action research (PAR) spearheaded by the work of (Khan, Bawani, & Aziz, 1972), (Borda & McTaggart, 1985), and others;

Participatory Learning and action including Rapid Rural Appraisal (RRA) and later participatory Rural Appraisal (PRA) drawing on the work of (Chambers, 1997)and many others ;and farming system research(FSR) or Forming participatory research (FPR) developed by(Amanor, 1990)(Farrington & Martin, 1988)and others.




Intentionally there was observed the greater interest in participatory approaches to research and development alts it is observed that increased concern with monitoring and evaluation by donors, government, NGOs and others. It is affected by several factors: the trend in many management circles toward Performance Based Accountability and Management by Results, growing scarcity of Fund, leading to a demand for the demonstrated success, a move toward decentralization and devolution. Providing a need of new oversight and the growing capacity of the NGOs and community based organization as actor in the development process(Marisol & Gavanta, 1997).The coordination of plans between divisions, departments, units, and the organizations is best practice for any organization to achieve success(Office of the Auditor General of state Finance, 2021).

### 2.1.2.4. Types of indicators

Each country should develop their indicators based on country /policy/program specific information needs. While different countries develop very different system, a comprehensive M&E system will track indicators capturing inputs, process, outputs, and intermediate, final outputs, and performance of its programs(Transform, 2017).

Once asset of goal has been agreed on through participatory process, the next step is to identify indicators also in participatory way to measure progress toward those goals. In general, the indicators can be classified into two categories, intermediate and final indicators. If an indicator measures the effect of an intervention on individual's well-being it is called a final indicator. Sometimes final indicators divided into "outcome" and "impact" indicators (Giovanna, Gloria, & Khalanidhi, 2013).Impact evaluation can draw on variety of data sources that include surveys, administrative records, management information system.

i. Input indicators (what is made available to the project)
ii. Output indicator-process indicators
iii. Activities (what the project does)
iv. Output (achievement which will lead to the outcomes, changes external to the projects)
v. Outcome-impact indicators (long run impact on well-being)

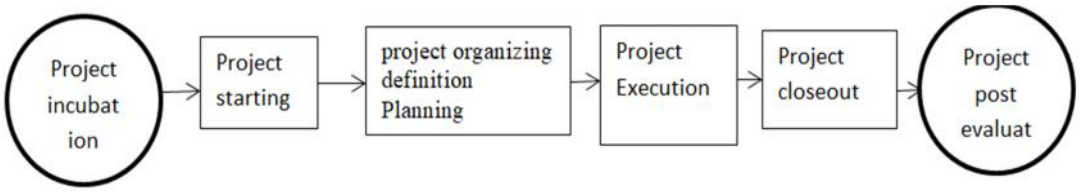
**2.1.2.5. Defining the Data Source**

Original data collection for M&E Evaluation can be an extremely the time consuming and costly activity. For instance, identifying existing data source, establishing their usefulness for M&E purpose and planning them carefully to deliver exactly the indicator needed is an important task.

**2.1.2.6. Network Calculation (Critical Path, Total Float, Free Float)**

The network calculation is based on the concepts of 1. Critical path definition, 2.how to calculate the early start dates, and how to calculate total and free float.

The critical path is the longest path for a project; this is the minimum amount of time needed for completion of the project. The critical path identification and analysis is a critical aspect of schedule management(Massimo, Cost Estimation,managemet and Effectiveness in Construction projects, 2015).The activities along this path mast is accelerated in order to speed up the project. In the other hands, delays in these activities would cause delay in the project(Yan, Zhang, & Zhang, 2023).




## 2.2: Theoretical Review

### 2.2.1: The Theory of change

The theory of change describe show intervention will deliver the planned results. A logical framework or causal/results outlines how the sequences of inputs, activities, and output of a programme will attain specific outcomes (objectives) (International Labor Organisation, 2011)

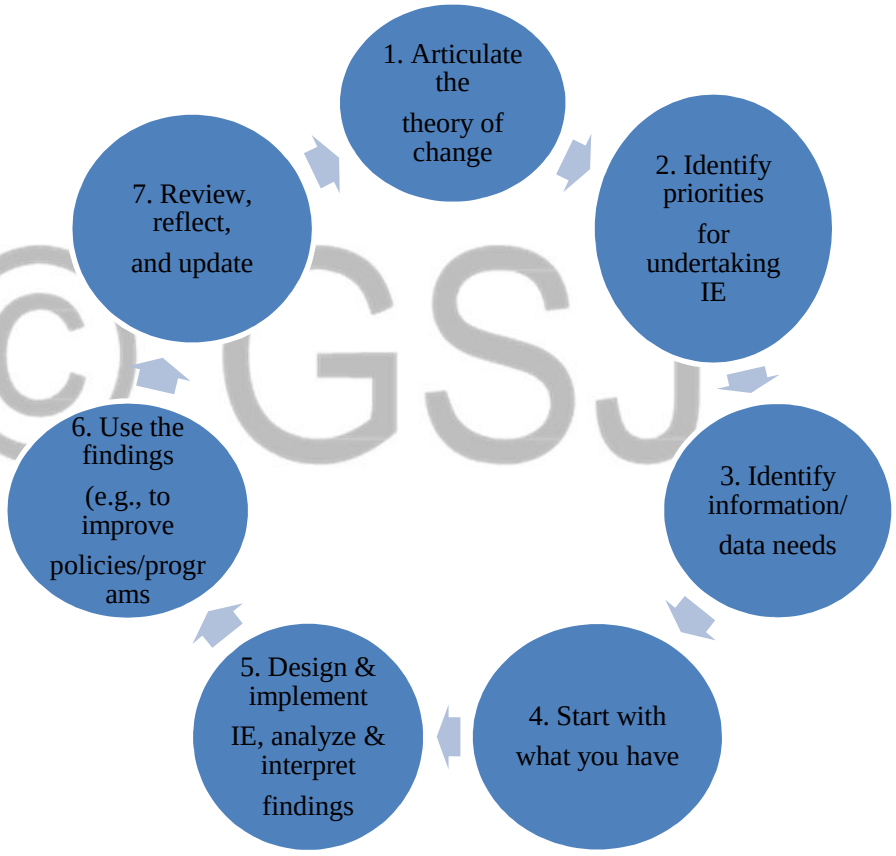



**Figure 2: Articulate the theory of change**

The theory of change illustrates the series of assumptions and links identifying the presumed relationships between:

i. Inputs (e.g., funding, staff, volunteers, tangible and in-kind support from others, etc.)

ii. Activities and their immediate outputs (i.e., what is done, such as training sessions conducted)
iii. Intermediate outcomes at various levels; and
iv. The intended impact (such as reduction in child labor, families and communities that have become financially self-sufficient, improved health status, fewer people dying in emergency situations, etc.).

An analytical method and collection of tools called the logical framework approach are used to help project planning and management. According to the (Dale, 2003)A complex project's core components can be communicated succinctly and clearly throughout the project cycle with the use of a logical framework. It is used to create a project's overall design, strengthen periodic project monitoring, and improve project implementation, to improve the project implementation monitoring and to strengthen periodic project evaluation.it provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of project or program idea or its theory of change (Transform, 2017).

**Table 5 logical framework approach**

| Monitoring → | | | Evaluation → | ↓ |
|---|---|---|---|---|
| Inputs → | Activities → | Outputs → | Outcomes → | Final outcomes |
| Available resources | Action taken / work performed to transform inputs to outputs | tangible products and services the program provides | Results that are anticipated to be obtained when beneficiaries use the outputs | Final programme goals (typically achieved in long term |
| Implementation → | | | Results | |

Source: Secondary data 2023

### 2.2.2: Contingency Theory

Fred Fiedler is of the founder of of contingency theory that shows the relationship between leadership effectiveness and environmental factors. In the 1960s, Fielder claimed that an effective leadership style depended on the circumstances of the scenario, including the demands of the work and how secure they are. Fred Fiedler

created the Contingency Theory of Leadership in 1958 while conducting study on the efficiency of the leader in group settings. Fiedler believed that managing the situation and his leadership style determines how effective he is at leading. (Blerona , Abetare, & Berim, 2021).

The contingency theory has its origin in Lawrence and Lorsch's research on organization vs environment confrontation with the organization's view as an open system. According to (Morgan , 1997) There is no single right method of doing things and it's the context which decides the best approach.

The contingency theory begins with Thompson work where he attempts to reconcile open and closed system schools of though. He calls attention to environmental factors in chapping farm's action and lays out a series of propositions concerning actions of rational organizations, proposing that rational organizations centered on 'contingency avoidance". Depending on nature of the environment , contingency theory is guided by the general orienting Hypothesis that organizations whose internal features best matches the demand of environment will achieve the best adaption(Scott, 1987).Application f contingency theory is the long standing recognition of the importance of matching information processing to environmental variety(Thompson, 1967)



**2.3. Empirical Review**

According to (Njiru & Thoronjo, 2023)Monitoring and evaluation is an essential practice in project management as it helps the project's scope to be defined, interventions to be established, and project managers to have an understanding of how project interventions would affect the project's implementation and objectives. The purpose for this study was to analyze monitoring and evaluation practices on the performance of Non-Governmental Organizations (NGOs) in Kiambu County in Kenya. The three main research objectives of this research are; the monitoring and evaluation planning practice; the monitoring and evaluation technical skills practice, and the participatory monitoring and evaluation practice on the performance of NGO's in Kiambu County. This study utilized a descriptive investigative approach, with a sample size of 210 being nongovernmental employees drawn from; Monitoring and evaluation officers, Project managers, and Stakeholder representatives out of a target population of 441.

The tool for data analysis was the statistical package for social science version 26 and the results obtained were presented using tables and figures. The results of regression evaluation of monitoring and evaluation depicted a very strong connection between monitoring and evaluation planning practice and non-governmental organizations' project performance. The results of monitoring and evaluation of technical skill illustrated a positive connection between monitoring and evaluation of technical skill practice and non-governmental organizations' project performance. Further, the findings on Participatory monitoring and evaluation represented a confident connection between Participatory monitoring and evaluation practice and non-governmental organizations' project performance. Regression analysis results indicated that monitoring and evaluation planning practice; the monitoring and evaluation technical skills practice, and the participatory monitoring and evaluation practice positively and significantly impact the project performance of non-governmental organizational In Kiambu County, Kenya.

This study therefore concluded that monitoring and evaluation planning practice; the monitoring and evaluation technical skills practice, and the participatory monitoring and evaluation practice positively and significantly impact the project performance of non-governmental organizational In Kiambu County, Kenya. This study recommends non-governmental organizational In Kiambu County, Kenya to pay particular attention to participatory monitoring and evaluation practice by focusing on those strategies that embrace participatory approaches, to create more inclusive and impactful M&E processes that contribute to sustainable development and positive change within communities. The findings in this research study will benefit, scholars, M&E practitioners, programme managers, government institutions, project stakeholders, and donor community in proper integration of the monitoring and evaluation practices for project performance (Njiru & Thoronjo, 2023).

### 2.3.1: Influence of Process Monitoring and Evaluation on Project Performance

The study of Gashuga (2016) investigated how Rwandan projects performed and how monies were managed. 14 Assessing the impact of money management on project performance in Rwanda was the main goal of this study. 2 The analysis of the relationship between budgeting and project performance in Rwanda, the evaluation of the impact of fundraising, the evaluation of the impact of funds allocation, and the

evaluation of the impact of funds control were the specific goals. This study used both qualitative and quantitative research methods in a descriptive-correlational design. The study discovered a favourable association between finances control and project success in Rwanda, a good relationship between funds allocation and project success in Rwanda, and more. (GASHUGA, 2016).

Rioba Ocharo, Rambo and Ojwang (2020) conducted a study entitled Influence of Monitoring and Evaluation Frameworks on Performance of Public Agricultural Projects in Galan Kilifi County, Kenya. The objective of the study was to establish how monitoring and evaluation frameworks influence performance of public agricultural projects in Galan Kilifi County, Kenya. Monitoring and evaluation frameworks was measured in terms of participatory monitoring, staff training in monitoring and evaluation, sectoral coordination and partnerships with agricultural technology management agency. To validate the findings inferential statistics was used to test the hypothesis that there is no significant relationship between monitoring and evaluation frameworks and performance of public agricultural projects in Galan Kilifi County, Kenya. The study adopted pragmatic paradigm with mixed methods research approach, using descriptive survey and correlation research designs. A total of 226 respondents composed of 21 senior level managers, 82 middle level managers and 123 junior level managers, participated in the study drawn from a population of 550 respondents guided by Krejcie and Morgan theory of sample size determination. Data was collected through structured questionnaires and interview schedule. Responses in the questionnaires were processed by use of Statistical Package for Social Sciences (SPSS) version 21.0 programme to analyze the data. Non-parametric data was analyzed descriptively by use of measures of central tendency as the tools of data analysis. Pearson's Product Moment Correlation Analysis(r) was used to establish correlation between the variables. The findings of the study revealed that monitoring and evaluation frameworks was correlated to performance of public agricultural projects in Galan Kilifi County, Kenya, as seen from test of hypothesis that p value of $0.000<0.05$ level of significance. It is recommended that there should be utilization of participatory monitoring, staff training in monitoring and evaluation, sectoral coordination and partnerships with agricultural technology management agency to influence performance of public agricultural projects in Galan Kilifi County, Kenya(Ocharo, Rambo, & Ojwang, 2020).

### 2.3.2: Influence of Compliance Monitoring and Evaluation on Project Performance

#### 2.3.2.1. Inclusiveness and power sharing

The government of Rwanda (GoR) defines good governance as "the exercise of political, economic and administrative authority to manage the nation's affairs and the complex mechanism, processes, relationship and institutions as well as leadership behaviour through which the citizen's groups articulate their interest, exercise their rights and obligations and meditate their differences"(Rwigema, 2022). The government has also invested much in good governance; an important administrative reform based on decentralization has been completed. Nowadays the administrative services are decentralized to the low levels of sectors. This has seriously facilitated the easy and quick accesses to the public services for all Rwandans, especial those living in the rural area. Decentralization of public services reduced has reduced in cost in terms of money and time(Rwigema, 2022). As alluded to by Markiewicz and Patrick (2015), Paina et al. (2017), and Vogel (2012), the success of an M&E initiative is dependent on stakeholder involvement and participatory implementation. Hence, the need for policymakers to involve key stakeholders in such policies(Choi, Lee, Jeong, & Debbarma, 2023).

The results are in line with the study by Markiewicz and Patrick (2015) and Marriott and Goyder (2009), who found that tertiary institutions need to adhere to M&E plans such as national educational frameworks to improve their performance. The results showed that the majority of the respondents believed that the institution uses a Standardized tool for measuring student outcomes and that it has a well-defined system for periodically measuring its output. The results are supported by Kilima et al. (2013) and Tache(2011), who established that the performance of any institution is dependent on the M&E tools implemented. The results are the same as the findings by Beluhu (2020), who found that logical frameworks were robust tools that needed adequate resources for effectively evaluating the performance of higher education.

Also, the study findings showed that most of the respondents agreed that there is a liaison office that maintains relations with local organizations, service providers, donors, and other partners to add value to the university. The results are in line with Kusek and Rist (2004), who ascertain that logical frameworks should include all

stakeholders in monitoring and evaluation(Bouzari, Van, & Cheng, 2023). Moreover, the results showed that most of the respondents agreed that the logical frameworks were a relevant M&E approach for their institution. This is in line with the views of Musa (2019) and Mwaguni et al. (2021). The findings showed that there was a significant positive correlation between logical frameworks and the performance of Local Government Projects in Musanze District. The results are supported by Beluhu (2020), who also found a positive association between logical frameworks and the development project. The regression results showed that there is a significant relationship between logical frameworks and the performance of Local Government projects in Musanze District. The findings are supported by Beluhu (2020) and Musa (2019), who found a positive relationship between log frames and the performance of Local Government projects in Musanze District. Another study by Mwaguni et al. (2021) found contradictory results from the current study; the study found that the logical framework had less impact on the performance of Local Government projects in Musanze District.

The results are in line with the findings by Nalianya and Luketero (2017), who found a positive correlation between conceptual frameworks and the performance of tertiary institutions. The results from the regression analysis showed that there was a significant relationship between conceptual frameworks and the performance of Local Government projects in Musanze District. The results are in line with the findings by Niyivuga et al. (2019) and Sindayigaya et al. (2020), who found that conceptual frameworks positively influence the performance of Local Government projects in Musanze District. However, the study by Sindayigaya et al. (2020) added that the impact of conceptual framework tools as part of M&E approaches was reduced due to a lack of adequate commitment to M&E, a lack of a budget to support the M&E initiative, and a lack of clearly defined indicators to be monitored.

implementation of M&E approaches can be affected by a lack of M&E infrastructure (Sindayigaya et al., 2020); a lack of well-established systems; the unavailability of reliable and quality data; weak coordination amongst key stakeholders (Basheka&Byamugisha, 2015); a lack of proper planning; inadequate resources; and a lack of internal capacities (UNESCO, 2016). Therefore, in order to reap rewards from M&E approaches, the Ministry of Tertiary Education and the Projects management of Local Government in Musanze District should have solutions to these challenges or

ensure that some of these challenges are mitigated. The study found that conceptual frameworks, results-based frameworks, and logical frameworks positively influence the performance of Local Government Projects in Musanze District.

Therefore, the study recommends that when dealing with logical frameworks, there is a need for caution in their application. The concern is brought about by several empirical studies (Mwangi&Moronge, 2020; Musa, 2019), which highlight the disadvantages of using log frames as being too rigid and inflexible to be integrated with other tools for M&E. Also, Myrick (2013),Yamaswari et al. (2016), and Uwizeyimana (2020) further highlight that their use is cumbersome because it requires thorough planning. Hence, the study recommends that, before the use of logical frameworks by Local Government projects in Musanze District, proper planning and preparation should be done in order to guarantee the framework's integration with other M&E approaches. The results are in line with the findings by Niyivuga et al. (2019) and Sindayigaya et al. (2020), who found a positive correlation between M&E approaches and the performance of tertiary institutions.

The findings agree with Heyer et al. (2014) and Ballou and Springer (2015), who found that M&E approaches, whentaken together, can predict the performance of Local Government projects in Musanze District. The results are in line with the findings of Qurtubi (2017).

The results are in line with the studies by the World Bank (2010), Yaron (2013), and Frankel and Gauge (2016), who found conceptual frameworks to be requisite tools for monitoring and evaluation(Chen, Wang, Tian, & Liu, 2023). However, several studies (Wanjiru et al., 2020; Farrell, 2009; and Nyonje et al., 2015) oppose this view and place results based frameworks as the major driving force of M&Ein enhancing the performance of Local Government projects in Musanze district.

Mulyungi and Mwizerwa(2016) conducted a research aimed Analysis of Factors Affecting Performance of Rural Electrification Projects in Rwanda: A Case of Scaling Up Energy Access Project (SEAP).The proposed Scaling-Up Energy Access project was launched in 2013 and expected to be phased out in November 2017.The project covers the Northern and Western provinces of Rwanda. The project expected to upgrade and rehabilitate two existing substations in Northern Province, The Gifurwe substation to 10MVA capacity and the Rulindo substation (also to be relocated) to 20MVA capacity; (ii) build about 464 km of medium voltage (MV) and 710 km of

low-voltage (LV) distribution networks in both provinces; and (iii) connect 25,438 households and priority institutions (179 schools, 29 health centers and 25 sector administration offices) to the grid along the constructed distribution network areas. According to the project evaluation report of September, 2017 on performance of Scaling-Up Energy Access project, the project managed to achieve its targets in respect of connecting 179 schools, 29 health centers and 25 sector administration offices. By 15 September, 2017 which is the time the performance evaluation was carried out, and only 15, 568 households were connected against 25,438 targeted. The project evaluation report did not reveal the factors behind the failure of Scaling-Up Energy Access project to connect all of the targeted households. Given this situation; several factors like resources inadequacy, poor monitoring and evaluation, lack of technical designs, lack of effective contract management systems, poor infrastructures like roads, dispersed households and poor access to finance for local people are said to be on the top of the factors that led to poor performance of Scaling-Up Energy Access project in respect of connecting all of the targeted households. Up to now, there is no consensus among the project's stakeholders about the real factors that led to poor performance of Scaling-Up Energy Access project in respect to connecting all targeted households. Therefore, the researcher is eager to analyze the factors affecting performance of rural electrification projects in Rwanda. The researcher undertook quantitative research. Its sample size equaled to 158 respondents. Primary data were collected through the use of questionnaires. Based on the information drawn from findings the researcher concluded that the effect of technical design factors on performance of Scaling up Energy Access Project is significant. It was found out that the project could not perform without operational feasibility. Project also should not succeed without efficacy of technical feasibility (Mwizerwa & Mulyungi, 2018).

### 2.3.3: Influence of Financial Monitoring and Evaluation on Project Performance

'The Performance has been defined as the extent to which delivery mechanisms reach their target market (depth), the number of clients served (scale), and the degree to which they do so equitably and sustainably (World Bank, 2006). Designing the framework for performance monitoring and M&E includes a number of key steps namely to clearly define the purpose and scope of the M&E system and the information and outputs expected; provide a general description of key stakeholder audiences and the types of performance information they each expect, when that

information is required, in what format, and who is responsible for collecting it; define the performance indicators to be collected and analyzed for each stakeholder audience, detail the necessary conditions and capacities required to manage the M&E, including the number of M&E staff, their responsibilities and linkages to other management activities, and incentives; develop a budget for M&E activities and to define the steps that will be taken if the program or partner FSPs fail to meet the established performance criteria over a given period of time (Murekatete).

The study of (Mbonabihama , 2022) concludes that project Resource Management has a significant effect on Timely Completion of construction projects in Rwanda. Financial, physical and technical resources have a significant effect on Timely Completion of construction projects(Wang, Cheng, Li, Zhang, Ma, & Jin, 2013). To aid acquisition of financial and technical resources, Public-private partnership and government guarantee will play an important role(Kinyenze & Ondabu, 2023). This will improve timely completion of construction projects(Dabrowska, 2011),(Ferry, Midgley, & Ruggiero, 2023).

Mulyungi and Mwizerwa(2016) conducted a research aimed Analysis of Factors Affecting Performance of Rural Electrification Projects in Rwanda: A Case of Scaling Up Energy Access Project (SEAP).The proposed Scaling-Up Energy Access project was launched in 2013 and expected to be phased out in November 2017.The project covers the Northern and Western provinces of Rwanda. The project expected to upgrade and rehabilitate two existing substations in Northern Province, the Gifurwe substation to 10MVA capacity and the Rulindo substation (also to be relocated) to 20MVA capacity; (ii) build about 464 km of medium voltage (MV) and 710 km of low-voltage (LV) distribution networks in both provinces; and (iii) connect 25,438 households and priority institutions (179 schools, 29 health centers and 25 sector administration offices) to the grid along the constructed distribution network areas. According to the project evaluation report of September, 2017 on performance of Scaling-Up Energy Access project, the project managed to achieve its targets in respect of connecting 179 schools, 29 health centers and 25 sector administration offices. By 15 September, 2017 which is the time the performance evaluation was carried out, and only 15, 568 households were connected against 25,438 targeted. The project evaluation report did not reveal the factors behindthe failure of Scaling-Up

Energy Access project to connect all of the targeted households. Given this situation; several factors like resources inadequacy, poor monitoring and evaluation, lack of technical designs, lack of effective contract management systems, poor infrastructures like roads, dispersed households and poor access to finance for local people are said to be on the top of the factors that led to poor performance of Scaling-Up Energy Access project in respect of connecting all of the targeted households. Up to now, there is no consensus among the project's stakeholders about the real factors that led to poor performance of Scaling-Up Energy Access project in respect to connecting all targeted households. Therefore, the researcher is eager to analyze the factors affecting performance of rural electrification projects in Rwanda. The researcher undertook quantitative research. Its sample size equaled to 158 respondents. Primary data were collected through the use of questionnaires. Based on the information drawn from findings the researcher concluded that the effect of technical design factors on performance of Scaling up Energy Access Project is significant. It was found out that the project could not perform without operational feasibility. Project also should not succeed without efficacy of technical feasibility. The findings demonstrated that there is a strong relationship between resource factors and performance of Scaling Up Energy Access Project. The study found out that financial resources have a great effect on successful completion of the project's activities. It showed that the increase of one unit in resource factors would increase the performance of Scale Up Energy Access project by .298 units if other variables remain constant. The findings study demonstrated that there is a strong relationship between contract factors and performance of Scaling Up Energy Access Project where the increase of one unit in resource factor increases the performance of Scaling Up Energy Access Project by .176 units if other variables stay constant. After analysis and interpretation of data, the researcher came up with the following recommendations: Project management should consider technical design factors in order to ensure effective implementation of project activities, Project managers should put much emphasis in availing enough resources including human, financial and material so as to ensure the successful performance of the projects and Project managers and their project teams must consider the contract factors so as to ensure that the tendering processes are effective and all materials needed are available on time (Mwizerwa & Mulyungi, 2018).

‘Performance has been defined as the extent to which delivery mechanisms reach their target market (depth), the number of clients served (scale), and the degree to which they do so equitably and sustainably (World Bank, Monitoring and evaluation:some Methodes , tools and approaches, 2006). Designing the framework for performance monitoring and M&E includes a number of key steps namely to clearly define the purpose and scope of the M&E system and the information and outputs expected; provide a general description of key stakeholder audiences and the types of performance information they each expect, when that information is required, in what format, and who is responsible for collecting it; define the performance indicators to be collected and analyzed for each stakeholder audience, detail the necessary conditions and capacities required to manage the M&E, including the number of M&E staff, their responsibilities and linkages to other management activities, and incentives; develop a budget for M&E activities and to define the steps that will be taken if the program or partner FSPs fail to meet the established performance criteria over a given period of time (MUREKATETE, 2018).

According to (Bahati & Kwena, 2023) the Findings Exhibited That The Failure To Achieve Goals Of Rubavu Modern Market Construction Was Characterized By How The Project Was Not Completed And Delivered To Service Far Along; Inappropriate Financial And Technical Aspects Implemented; Technical Specifications Are Not Totally Considered; And Less Achievement Of Fitness For Purpose Objective.

### 2.3.4: Influence of results monitoring and evaluation on project performance

Results-based monitoring and evaluation (M&E) is a powerful public management tool that can be used to help policymakers and decision makers track progress and demonstrate the impact of a given project, program, or policy. according to (Wartoyo & Prasetyo, 2023)Results-based M&E differs from conventional implementation-focused M&E in that it places more attention on outcomes and impacts rather than just inputs and outputs. (Jody & Ray, 2004),(Rigi, 2023).

According to (Adaptation Fund, 2013) the Results from project monitoring will be collated and disseminated nationally. The aim is to promote dialogue, learning and cooperation between the project participants and other stakeholders. The monitoring and evaluating system will be based on the indicators and means of verification

defined in the Results Framework. Overall responsibility for monitoring and evaluation will rest with the Executing Agency, RNRA. Outcomes and outputs will be monitored during project implementation by the Project Implementation Unit with data collected, compiled and analysed by the Monitoring and Evaluation Officer on a regular basis. The monitoring and evaluation system will be linked to the results framework, annual work plans and budgets and impact assessments. The timely provision of results from Monitoring and Evaluation activities will enable the team to take corrective or enhancing measures as necessary. The project will employ a variety of means for data collection including surveys, participatory methods and case studies with project beneficiaries. The data will be disaggregated by socioeconomic group and gender. Monitoring results will be disseminated in a user-friendly format and timely manner to project stakeholders by the Communications Officer to enable a responsive approach to implementation and allow for Troubleshooting of any problems to ensure smooth implementation of project activities.



Monitoring and evaluation can make essential contributions to impact evaluation. Indeed, meaningful impact evaluation is not possible without significant support from an organization's regular M&E activities. While the scope of this note is too focused to discuss the nature and diversity of monitoring and evaluation, it is important to recognize some significant differences between "monitoring" and "evaluation," which make different contributions to impact evaluation. Thus, it is helpful to consider some basic characteristics, including differences and opportunities for complementarities, before identifying more in particular, how "M&E" might aid impact evaluation (Perrin, Linking Monitoring and Evaluation to Impact Evaluation, 2012).

Government representatives, development managers, and civil society organizations have better ways to learn from past mistakes, enhance service delivery, plan and allocate resources, and show results as part of accountability to important stakeholders thanks to monitoring and evaluation (M&E) of development activities. The development community places a lot of emphasis on getting results. This explains why M&E is gaining more and more attention. But the definition of M&E is frequently unclear..

Indicators let managers track progress, show achievements, and take corrective action to enhance service delivery when they are backed by reliable data gathering, possibly through formal surveys, analysis, and reporting. Participation of key stakeholders in defining indicators is important because they are then more likely to understand and use indicators for management decision-making(The world the World Bank, 2004).

### 2.4: Research Gap

A few researchers have mentioned that few studies have been done on the monitoring and evaluation of project performance from the Kenyan chapter. These few studies did not widely focus on monitoring and evaluation as a major influence to the performance of projects (Hassan, 2013; Magondu, 2013; Marangu, 2012; Muriithi& Crawford, 2013). This study strives to address the knowledge gap to determine the practices of monitoring and evaluation, and project.

### 2.5: Conceptual Framework

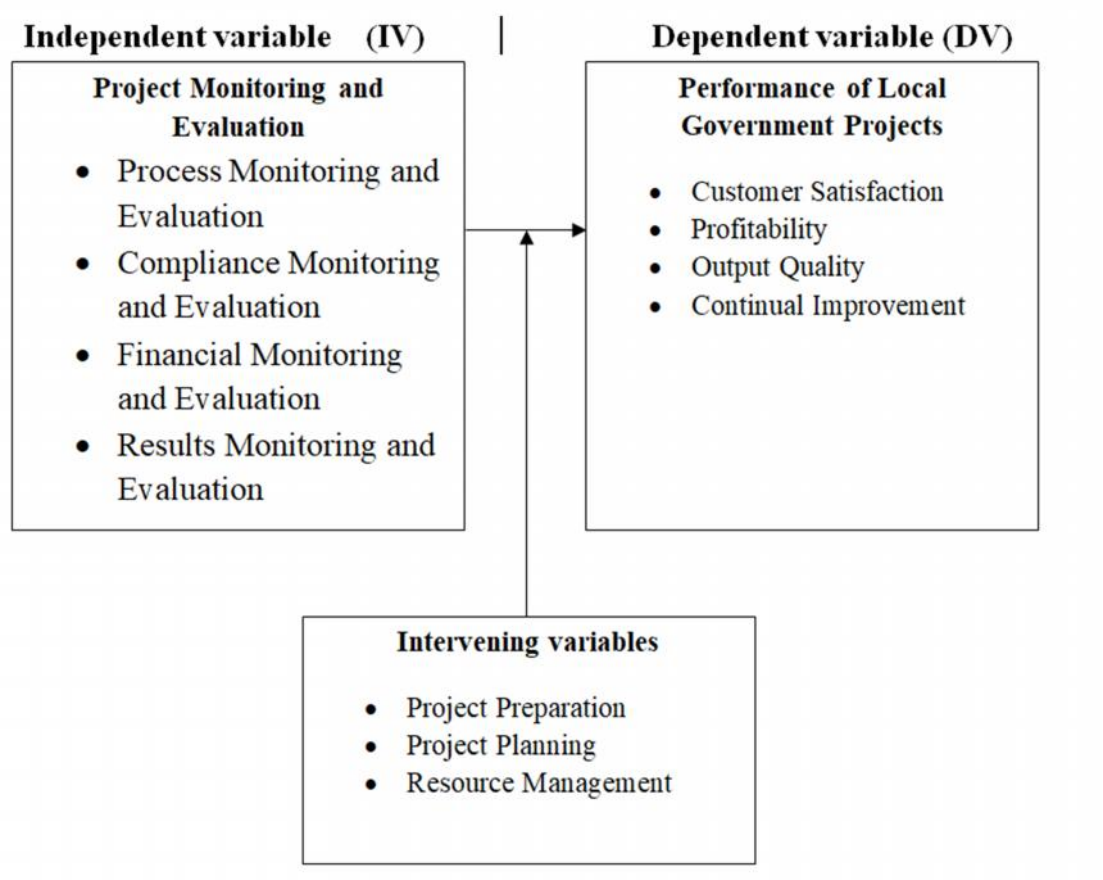



**Figure 3: Conceptual Framework, Primary Data, 2023**

## 2.6: Conclusion

The review has established the effect of monitoring and evaluation practices on the performance of local government. It has shown that monitoring and evaluation (M & E) has increasingly been recognized as an essential tool for the management of the project. It has also conceded the need to improve on the performance of development funds given by donors. It calls M&E also offers a provision for accountability in the course of the utilization of the development resources. A close scrutiny of review shows that despite the importance associated by adoption and implementation of effective M & E practices in the projects, very little attention has gone into questioning and investigating the whether the practices result in project performance in donor funded projects. There are several valuable studies of and project performance concur monitoring and evaluation influence project performance.

# CHAPTER THREE: RESEARCH METHODOLOGY

## 3.0: Introduction

This chapter outlines the research design adopted, the target respondents, and instruments to be used for data collection and analysis.

## 3.1: Research Design

A research design describes a flexible set of assumptions and considerations leading to specific contextualized guidelines that connect theoretical notions and elements to the dedicated strategy of inquiry supported by methods and techniques for collecting empirical material (Jonker & Pennink, 2010).

The etymological and traceable meaning of methodology deduced from Greek "methodos" = "meta hodos" which means "the way along which" in other words aimed at following a certain route(Jonker & Pennink, 2010) .In this research methodology implies the route or ways the researcher needed to take in order to achieve the research findings. The research pyramid is composed of action level considered as a logical chain of interconnected events ranging from rather abstract (Paradigm) level to very concrete (technique) level(Jonker & Pennink, 2010): moving from top to bottom trough the pyramid leads to an elaboration of the reach questions .1. Paradigms (how the researcher views the "reality"), Methodology (a "way" to conduct research that is tailored to the research paradigm), Methods (specific "steps of action" that need to be executed in a certain stringent order) and technique (practical "instruments" or "tools" for generating, collecting and analyzing Data.

This research adopted mixed method design. It used both qualitative and quantitative research approaches. This research used both qualitative and quantitative research approaches, because descriptive research is a study designed to illustrate the participants in an accurate way. This study chose correlational study, because correlational design is a quantitative method of research in which the researcher has quantitative variables from the same group of subjects, and determined the relationship between the variables.

Semi structured interview was used in order to gain face to face information from respondents using a series of a broad questions to guide the conversation, but allowing for new questions to arise as a results of the discussion(Kalender, Wiegmann, Ernst, Ihme, Neumann, & Stöckigt, 2023).The questionnaire was used in order to gain data

from respondents in a restructured way according to specific questions(Kalender, Wiegmann, Ernst, Ihme, Neumann, & Stöckigt, 2023).

### 3.2: Population and Sample

The population of this study was 386 employees of Musanze District involved in Monitoring and Evaluation, including eight one (81) employees from district level, one hundred eight one employees from District Level, one hundred twenty-four employees from Cell level.

**Table 6: Population by Category**

| Population by Category | Number |
|---|---|
| District staff in charge of M& E | **81** |
| Sector staff | **181** |
| Cell staff | **124** |
| Total | 386 |

**Source: Primary data, 2023**

### 3.3: Sampling

A sampling frame included a numerical identifier for each individual from 386 employees including 81 employees from district, 181 employees from sector level, and 124 employees from cell level.

A sample of this study was a smaller group obtained from population. This group was carefully selected so as to be representative of the whole population with relevant characteristics. The study considered a sample size that is within the cost constraint but should provide the ability to detect an independent variable effect. The level of precision or sampling error was 5% and 95% confidence level, total population was 386 employees in Musanze District, the sample size was determined using the Yamane formula , and then, n= 197.This study used simple random sampling and stratified sampling method to choose 197 employees from 386.

$$\mathrm{n} = \frac{N}{1 + N(e)^2}\,; \mathrm{n} = \frac{386}{1 + 386(0.05)^2}$$

N=196.4~~197

**Table 7: Sample**

| Population by Category | Population | Sample size | Sampling technique |
|---|---|---|---|
| District staff in charge of M& E | 81 | 38 | random sampling |
| Sector staff | 181 | 68 | random sampling |
| Cell staff | 124 | 91 | random sampling |
| Total | 386 | 197 | random sampling |

**Source: Primary data, 2023**

### 3.4 Data Collection Method and Tools

In this study self-administered questionnaires were distributed to the employees in order to permit free and fair responses related to the research questions from the respondents by taking into considerations their positions, knowledge and working position.

The Primary data was considered to be the first-hand data the researcher gathered her as result of the study. The action of collecting copies of completed questionnaires copies from the respondents was done by the researcher. The researcher ensured that questionnaires are designed in a systematic way that can enable collection of sufficient data.

The researcher wills administer the instruments through face-to-face conduct with respondents who were informed the purpose of the study and were requested to express their views on the study topic. Appointments will be made with active respondents on when best to have questionnaires filled and picked after.

### 3.5 Data Processing

Spss.20 computer packages and excel are available to assist data processing and analysis. They enable the researcher to use powerful statistics in data processing(George & Mallery, 2003).

### 3.6 Validity and Reliability

For the reliability and the validity of this work, the researcher structured the questions to suit the subject matter. Again, questions were designed using simple English language ranging from close to open-ended ones. However, the close-ended questions dominated to avoid the tendency of over burdening the respondents and also not to bore them. This however helped to ensure the validity and the reliability of the responses and also enhance the efficiency of the data collection instruments that were used.

In dealing with reliability, the researcher ensured the degree of consistency and stability of the instrument; hence the research examined several times by checking for reliability in relevance, clarity and ambiguity of items in the instrument. For achieving this, a pre-test was carried out; a total number of 20 respondents were used for the pretesting. The research instruments were reliable where a Cronbach coefficient was above 0.7. The validity of research instruments was tested through Spearman Brown prediction formula using SPSS.20, were Predicted validity,

Where *N* is the number of tests combined and is the validity of the current "test". The formula predicts the validity of a new test composed by replicating the current test *N* times. The reliability was ensured by testing the instruments for the reliability of values(Alpha values) as recommended by Cronbach coefficient. Cronbach recommends analysis for Alpha values for each variable understudy. Alpha values for each variable under study should not be less than 0.7 for the statements in the instruments to be deemed reliable. Pilot study was done in order to test reliability, where alpha value for variables under study is0.936%.

$$\text{Pxx} = \frac{N}{1 + (N - 1)P}$$



**Table 8: Reliability Statistics**

| Variables | N of Items | Cronbach's Alpha | Comment |
|---|---|---|---|
| Process M& E | 10 | .837 | Accepted |
| Compliance M& E | 10 | .794 | Accepted |
| Financial M& E | 10 | .834 | Accepted |
| Results M& E | 10 | .823 | Accepted |
| Project performance | 10 | .861 | Accepted |

**Source: Primary data, 2023**

The statistics in table 7 show that the Cronbach alphas were above 70%. This indicates that the majority of items in the questionnaire had high squared multiple correlations meaning that the questionnaire passed the reliability test. Cronbach alpha above 0.7 is regarded as satisfactory (George & Mallery, 2003). This meant that the tool was adequate in measuring the influence of M&E practices on project performance. The researcher opted to use Cronbach Alpha because it is the most commonly used method when the study uses multiple Likert questions in a

questionnaire that form a scale and one wishes to determine whether the scale is reliable (George & Mallery, 2003).

### 3.7: Data Analysis

This research used descriptive statistics to determine frequencies and percentages, while inferential statistics was made inferences about populations using data drawn from the sample. Inferential statistics such as regression analysis and Pearson correlation coefficient was used to establish relationship between variables under study. The Statistical Packaging for Social Sciences (SPSS) software was used in this study. The statistical tasks were taken and frequency distribution of each major variable was done. For this study, both qualitative and quantitative data analysis techniques were applied.

### 3.8: Limitation of the Study

All the available empirical studies related to this study were conducted in foreign institutions there is no available empirical study that has been conducted in Rwandan institution especially in microfinance which could be used as baseline for this study. The researcher solved this problem by using on published data from other countries that are related to the subject.



### 3.9: Ethical Considerations

Ethics are acceptable standards governing research conduct and influence the welfare of human being. It is about making decision, choosing the right or wrong behaviour by an individual (Bell and Bryman, 2007). The study assured confidentiality, honesty, and informed consent in study methods, procedures, and presentation of results ensuring that there was no falsified or misrepresentation of data.

The research eliminates bias in data analysis, data interpretation, and other aspects of the Research. The study embraced the highest level of integrity, keeping promises and agreements, sincerity, and consistency of thought and action. There was extreme due diligence with avoidance of careless errors and negligence especially during data collection.

# CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

## 4.1. Introduction

The information gathered from the sample population and the findings are presented in this chapter. It also portrays the study's analysis and interpretation of its findings. The purpose of this study was to examine the effect of monitoring and evaluation on the local government projects performance in Musanze District. Descriptive statistics, correlation, and regression analysis were methods for data analysis.

## 4.2. Demographic Characteristics of Respondents

This part is composed of the identification of respondents including Distribution of respondents by sex, age of respondents, education level, and experience of respondents. In this section, the researcher described the respondents' demographic characteristics in terms of gender, age brackets, educational levels and work experience. Findings from the demographic characteristics were presented using tables, using frequencies and percentages. The following tables summarize the results concerning the profile of respondents.



### 4.2.1. Gender of the respondents

Both males and females took part in the study and this was necessary in such a way that information from both genders was significant to for the empirical investigation that catered for both the views and inferences from males and females as presented in Table 4.1 below. Respondents of this study were classified by their gender being male or female. Therefore, they were requested to tick the right box that matches with their gender.

**Table 9: Gender of the respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 127 | 64.5 | 64.5 | 64.5 |
| | Female | 70 | 35.5 | 35.5 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

According to table 8, majority of the respondents were males with total percentage of 64.5% while their counterparts the females were the minority with the total percentage of 35.5%.

These percentages were considerable for the reason that it called for the ideas and opinions of both males and females which is the most important factor in the modern gender awareness world. This implied that any issues in the research could not arise from the factor of gender Imbalances. Despite the fact that the survey was done with persons of both sexes, despite the fact that the survey was done with persons of both sexes, , Rwanda does not place any restrictions on those who want to work for it.

### 4.2.2. Age of Respondents

Respondents were arranged in 7 main groups thus; Less than 20years, between 20-25 years, between 25-30 years, between 25-30 years , between 30-35 years between 35-40 years, between 40-45 years, 45 and above years of age.

**Table 10: Distribution of Respondents by Age**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Under 20 Years | 35 | 17.9 | 17.9 | 17.9 |
| | 21-25 Years | 42 | 21.3 | 21.3 | 39.2 |
| | 26-30 Years | 71 | 36.0 | 36.0 | 75.2 |
| | 31 and above | 49 | 24.8 | 24.8 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

The data shown in table 9 show that 17.9% of all questioned respondents are under the age of 20 years, 21.3% are between the ages of 21 and 25 years, 36.0% are between the ages of 26 and 30 years, 25.8% are between the ages of 31 and above. All age groups were invited to provide accurate and timely information, which is also critical for the study's completion. This was eventually resulting in trustworthy judgments. Also, this shows that the statistics are leaning younger because the most of respondents are younger which represent 71 of the total respondents. According to table 9, the respondents that fell in group of 26-30 years were the majority with the percentage of 36.0% followed by 31 and above with the percentage of 24.8%. This implied that, the majority of the respondents belongs to the energetic age that they were keenly occupied in the project M&E practices and hence capable of providing dependable data which was relevant and helpful to the researcher for reliable findings.

### 4.2.3: Education Level

The respondent's level of information is relevant to the researcher in that, a literate person has acquired reasonable knowledge and skills necessary for project monitoring and thus reliable to participate in research.

The respondents were placed in groups of five with regard to their different educational levels. The education groups included Master's degree, Bachelors, Diploma, and secondary Certificate and other education as shown below.

**Table 11: Distribution of the respondents by Level of Education**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Secondary certificate | 49 | 24.9 | 24.9 | 24.9 |
| | Diploma(A1) | 79 | 40.1 | 40.1 | 65.0 |
| | Bachelor | 32 | 16.2 | 16.2 | 81.2 |
| | Master's degree | 9 | 4.6 | 4.6 | 85.8 |
| | Others | 28 | 14.2 | 14.2 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

The statistics shown in table 10 show that 24.9% of all questioned respondents have completed their High School Certificate, 40.1% have completed their diploma, 16.2% have completed their Bachelor degree, 4.6% have completed their master's degree, and the remaining 14.2 % have completed another level. The statistical data shown above are good signs that persons with various critical and analytical minds, but who are highly developed in specific areas, were contacted in order to prevent biased forecasts connected to the conclusion.

### 4.2.4.Job Position

The respondents of this study occupied different job positions including district staff, sector staff and cell staff.

**Table 12: Distribution of the respondents by Job Position**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | District staff | 91 | 46.2 | 46.2 | 46.2 |
| | Sector staff | 68 | 34.5 | 34.5 | 80.7 |
| | Cell staff | 38 | 19.3 | 19.3 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

The table 11 indicates that monitoring and evaluation of input are mainly done with district staff with 46.2 percent followed by Sector staff, 34.5 percent and cell team

with 9.2 percent. The reason why for this results is that, district team are involved when the project start and the middle to assess progress while the project staff are concerned by tracing and checking at daily basis the input using in construction. Thus the result does not show the implication of the sector staff and national staff and other in the monitoring and evaluation. The following table provides the analysis on the output.

It indicates that only district team participates in monitoring and evaluation of output, outcome and impact of the modern market. The project performance indicates that all organ and level of population are invited to participate in the evaluation of output, outcome and impact of any of the project to increase accountability, transparency. The results show that 100 percent of the monitoring and evaluation from output up to the impact is done by district level. The result raises the question to know which way this is done if participation is not fully, the following table provides the detailed analysis.

### 4.2.5. Marital Status of the respondents

The respondents were asked to show their marital status by indicating whether they are single, married, divorced or widowed.

**Table 13: Marital Status of the respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Single | 28 | 14.2 | 14.2 | 14.2 |
| | Married | 70 | 35.6 | 35.6 | 49.8 |
| | Widow(er) | 71 | 36.0 | 36.0 | 85.8 |
| | Divorced | 28 | 14.2 | 14.2 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

The table 12 above indicates that the majority of the respondents are widowed and represent by 36% of the total respondents, followed by the respondents that are married which is equivalent to 35.6% of the total respondents. The respondents that are still single represent 14.2% of the total respondents. The divorced respondents also represent 14.2% of the total respondents.

### 4.2.6. Experience of respondents

This part describes the respondents by level of experience while working with monitoring and evaluation of Local government project. They were all grouped in four significant groups regarding those who have worked with the project for; Less

than one year, between one year to three years, between three years to four years and five years and above.

**Table 14: Working Experience**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Less than 1year | 37 | 18.8 | 18.8 | 18.8 |
| | 2-3 years | 46 | 23.5 | 23.5 | 42.3 |
| | 4-5 years | 63 | 31.9 | 31.9 | 74.2 |
| | Above 5years | 51 | 25.8 | 25.8 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

The results presented in the table 13 are indicating that 18.8% of all questioned respondents have less than 1 years of experience, 23.5% of all questioned respondents have between 2-3years of experience, 31.9% of all questioned respondents have 4-5 years of experience and the rest 25.8% of all questioned respondents have Above 5 years of experience. The statistical results presented above, testifies that people concerned with this study have a considerable M&E experience. This implies that they know for sure reasons why some things happened for they are experienced enough.



According to table 11, 34% of the respondents had worked M&E of local government project between 4-5 years represents the highest value with 36.0%. The next majority had worked with M&E for the period of more than 5 years to and had a percentage of 35.5%). A large amount of the respondents had a long standing experience in the M&E systems and hence information given by such long skilled personnel was dependable and led to reliable findings.

### 4.2.7. Respondents' status on M&E Training

The study's respondents were requested to provide their training status regarding M&E of the project.

**Table 15: Respondents' status on M&E Training**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Yes | 127 | 64.5 | 64.5 | 64.5 |
| | No | 70 | 35.5 | 35.5 | 100.0 |
| | Total | 197 | 100.0 | 100.0 | |

**Source: Primary data 2023**

The findings from the table 14 above shows that the majority of the respondents attended trainings on M&E of the project as indicated by 64.5% of the total respondents. The respondents that are not trained on M&E of the project represent 35.5% of the total respondents.

### 4.3. Descriptive statistics

The data collected was then presented by the use of tables while analysis and interpretation was done basing on the frequencies and percentages of respondents' ideas and opinions. This research study was carried out to investigate the effect of monitoring and evaluation to the performance of local government projects in Musanze District. During this research study, the findings were analyzed and interpreted in order to evaluate whether the M&E factors and tools have any effect on the performance Local Government project.

#### 4.3.1. Descriptive statistics on Assessment of the Process of Monitoring and Evaluation

**Table 16: Descriptive statistics on Process M&E Assessment of the Process of Monitoring and Evaluation**

| Items | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Statistic | Statistic |
| Q1. The project plans contain the M and E planning process | 8 | 4.1 | 20 | 10.2 | 9 | 4.6 | 111 | 56.3 | 49 | 24.9 | 3.88 | 1.028 |
| Q2. The planning process is well detailed and utilised | 30 | 15.2 | 40 | 20.3 | 97 | 49.2 | 28 | 14.2 | 2 | 1.0 | 3.65 | .938 |
| Q3. The project is able to develop a control mechanism to keep the project on track | 0 | 0 | 6 | 3.0 | 29 | 14.7 | 103 | 52.3 | 59 | 29.9 | 4.09 | .750 |
| Q4. The planning process support decision making during project implementation | 7 | 3.6 | 9 | 4.6 | 20 | 10.2 | 94 | 47.7 | 67 | 34.0 | 4.04 | .973 |
| Q5. Project stakeholders are involved in design, development and review of M&E plan | 0 | 0 | 20 | 10.2 | 39 | 19.8 | 89 | 45.2 | 49 | 24.9 | 3.85 | .913 |
| Q6. There was sufficient budgetary allocation for the monitoring and evaluation of the project | 0 | 0 | 10 | 5.1 | 39 | 19.8 | 78 | 39.6 | 70 | 35.5 | 4.06 | .870 |
| Q7. There was continuous evaluation of the project | 0 | 0 | 25 | 12.7 | 10 | 5.1 | 104 | 52.8 | 58 | 29.4 | 3.99 | .926 |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Q8. Skilled monitoring and evaluation personnel affected the quality of the M&E results | 0 | 0 | 10 | 5.1 | 32 | 16.2 | 145 | 73.6 | 10 | 5.1 | 3.79 | .610 |
| Q9. Project staff are trained in order to equip them with technical expertise necessary to carry out M&E | 10 | 5.1 | 0 | 0 | 60 | 30.5 | 77 | 39.1 | 50 | 25.4 | 3.80 | .989 |
| Q10. Musanze District has open and comprehensive stakeholder engagement | 0 | 0 | 50 | 25.4 | 10 | 5.1 | 85 | 43.1 | 52 | 26.4 | 3.71 | 1.118 |
| Valid N (listwise) | 197 | | | | | | | | | | | |

**Source: Primary data, 2023**

Q1 stated that project plans contain the M and E planning process, out of 197 respondents who participated in the study, 111 (56.3%) agreed with the statement, 24 (24.9%) strongly agreed, and 9 (4. %) were neutral. The findings showed that 81.2% of the respondents agreed with the statement, whereas 14.3% disagreed with it.

This statement had a mean of 3.88 and a standard deviation of 1.028, which is more than the composite mean of 3.88 with a standard deviation of 0.9115, implying that the statement does positively influence the performance of Local Government projects in Musanze District.

Q2 stated that the planning process is well detailed and utilised; 76 (60.3%) of the respondents agreed with the statement, 28 (14.2%) strongly agreed, 97 (49.2%) were neutral, and 40 (20.3%) disagreed, while 30(15.2) strongly disagreed. The findings show that 15.6% of the respondents agreed with the statement, whereas 35.5% disagreed with it. This statement had a mean of 3.65 and a standard deviation of 0.938, which is less than the composite mean of 3.88 with a standard deviation of 0.9115, suggesting that the statement has no positive influence on the performance of Local Government projects in Musanze District.

Q3 stated that the the project is able to develop a control mechanism to keep the project on track; 103 (52.3%) agreed to the notion, 59 (29.9%) strongly agreed with the notion, and 29 (14.7%) were undecided regarding the matter. The findings show that 82.2% of the respondents agreed with the statement, and 3% of the respondents were against the notion. This statement had a mean of 4.09and a standard deviation of 0.750, which was greater than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that the statement has a positive influence on the performance of Local Government projects in Musanze District.

Furthermore, on whether the the planning process support decision making during project implementation (Q4), the research found that 94 (47.7%) agreed with the statement, 67 (34.0%) strongly agreed, 20 (10.2%) were of a neutral view, and 16 (8.2%) did not agree with the statement. The findings show that 81.7% of the respondents agreed with the statement, and 8.2% disagreed with it. This statement had a mean of 4.04 and a standard deviation of .973, which was greater than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that the statement had highly positive effect on the performance of Local Government projects in Musanze District.

Q5 stated that the Project stakeholders are involved in design, development and review of M&E plan; 89 (45.2%) agreed to the notion, 45 (24.9%) strongly agreed with the notion, 39 (19.9%) were undecided regarding the matter, and 20 (10.2%) disagreed with the notion. The results showed that the majority of the respondents (70.1%) of the respondents agreed with the statement, and a few of the respondents (10.2%) did not agree with the statement. This statement had a mean of 3.85 and a standard deviation of .913, which was greater than the composite mean of 3.886 with a standard deviation of 0.9115, indicating that the statement does positively influence on the performance of Local Government projects in Musanze District.

Q6 stated that There was sufficient budgetary allocation for the monitoring and evaluation of the project; 78 (39.6%) agreed, 70 (35.5%) strongly agreed, 39 (19.8%) were neutral, and 10 (5.1%) disagreed with the statement. The results showed that the majority of the respondents (75.1%) agreed with the statement, and a minority of the respondents (5.1%) disagreed with it. This statement had a mean of 4.06 and a standard deviation of .870, which was greater than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that the statement has a positive influence on the performance of Local Government projects in Musanze District.

Q7 stated that there was continuous evaluation of the project, 104 (52.8%) agreed, 58 (29.4%) strongly agreed, 10 (5.1%) were neutral, and 25 (12.7%) disagreed with the statement. The results showed that the majority of the respondents (82.2%) agreed with the statement, and a minority of the respondents (12.7%) disagreed with it. This statement had a mean of 3.99 and a standard deviation of 0.926, which was greater than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that

the statement has a positive influence on the performance of Local Government projects in Musanze District.

Q8 stated that Skilled monitoring and evaluation personnel affected the quality of the M&E results, 145 (73.6%) agreed, 10 (5.1%) strongly agreed, 32 (16.2%) were neutral, and 10 (5.1%) disagreed with the statement. The results showed that the majority of the respondents (78.7%) agreed with the statement, and a minority of the respondents (5.1%) disagreed with it. This statement had a mean of 3.79 and a standard deviation of .610, which was less than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that the statement has no positive influence on the performance of Local Government projects in Musanze District.

Q9 stated that Project staffs are trained in order to equip them with technical expertise necessary to carry out M and E, 77 (39.1%) agreed, 50 (25.4%) strongly agreed, 60 (30.5%) were neutral, and 10 (5.1%) strongly disagreed with the statement. The results showed that the majority of the respondents (64.5%) agreed with the statement, and a minority of the respondents (5.1%) disagreed with it.

This statement had a mean of 3.80 and a standard deviation of .989, which was less than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that the statement has no positive influence on the performance of Local Government projects in Musanze District.

Lastly, on whether the (Q10), the results showed that 85 (43.1%) agreed to the notion, 52 (26.4%) strongly agreed, and 10 (5.1%) did not agree or disagree with the notion while 50(25.4%) disagree. The results showed that 66.7% of the respondents agreed with the statement, and there were no respondents who disagreed with it. The statement had a mean of 3.71 and a standard deviation of 1.118, which was less than the composite mean of 3.886 with a standard deviation of 0.9115, suggesting that the statement had no positive effect on the performance of Local Government projects in Musanze District.

### 4.3.2. Descriptive statistics on Assessment the Compliance of Monitoring and Evaluation

**Table 17: Descriptive statistics on Assessment the Compliance of Monitoring and Evaluation**

| | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | | |
| Q11. Stakeholder participation in Monitoring and Evaluation | 0 | 0 | 30 | 15.2 | 20 | 10.2 | 109 | 55.3 | 38 | 19.3 | 3.79 | .929 |
| Q12. Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring | 20 | 10.2 | 10 | 5.1 | 41 | 20.8 | 85 | 43.1 | 41 | 20.8 | 3.59 | 1.173 |
| Q13. Stakeholders' feedback is well captured and analyzed for implementation | 10 | 5.1 | 20 | 10.2 | 10 | 5.1 | 116 | 58.9 | 41 | 20.8 | 3.80 | 1.043 |
| Q14. There are mechanisms within the project for M&E planning, stakeholder consultations and monitoring the performance of M&E system | 20 | 10.2 | 20 | 10.2 | 39 | 19.8 | 67 | 34.0 | 51 | 25.9 | 3.55 | 1.259 |
| Q15. Communication strategy is developed to address the flow of information | 19 | 9.6 | 42 | 21.3 | 11 | 5.6 | 56 | 28.4 | 69 | 35.0 | 3.58 | 1.400 |
| Q16. Anticipation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E. | 18 | 9.1 | 0 | 0 | 49 | 24.9 | 102 | 51.8 | 28 | 14.2 | 3.62 | 1.036 |
| Q17. M&E enables the stakeholders to influence the product acceptance based on their needs. | 0 | 0 | 10 | 5.1 | 111 | 56.3 | 58 | 29.4 | 18 | 9.1 | 3.43 | .729 |
| Q18. Have provide the training to the field coordinator before staring a project | 0 | 0 | 0 | 0 | 61 | 31.0 | 99 | 50.3 | 37 | 18.8 | 3.88 | .696 |
| Q19. Do government policies affect Monitoring and Evaluation? | 0 | 0 | 10 | 5.1 | 61 | 31.0 | 117 | 59.4 | 9 | 4.6 | 3.63 | .653 |
| Q20. Roles were set clearly for the individuals, teams, tasks, or departments on the project | 9 | 4.6 | 20 | 10.2 | 71 | 36.0 | 88 | 44.7 | 9 | 4.6 | 3.35 | .894 |
| Valid N (listwise) | 197 | | | | | | | | | | | |

**Source: Primary data, 2023**

Statement Q11 states that the Stakeholders participate in Monitoring and Evaluation. The study involved 197 respondents, and the results indicated that 55.3% of the respondents agreed with the statement, 19.3% strongly agreed, 10.2% were neutral, and 15.2% disagreed. The results indicate that 74.6% of the respondents concurred

with the assertion, while 15.2% expressed dissent. The aforementioned statement exhibits a mean of 3.79and a standard deviation of.929notably, the standard deviation is greater than the composite mean of 3.622, which has a standard deviation of 0.9812. This observation suggests that the statement have a favorable impact on the performance of Local Government projects in Musanze District.

According to statement Q12, the Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring. Out of 197 the respondents, 85 (43.1%) concurred with a statement,41 (20.8%) strongly agreed, 41 (20.8%) were impartial, and 10 (5.1%) disagreed, 20 (10.2%) strongly disagreed. The results indicate that a majority of the participants, specifically 63.9%, expressed agreement with the given statement, while a minority of 15.3% expressed disagreement. The aforementioned statement exhibits a mean of 3.59and a standard deviation of 1.173. Notably, which is lower than the composite mean of 3.622, which has a standard deviation of 0.9812? This observation implies that the statement does not have a favorable impact on the performance of Local Government projects in Musanze District.

Q13 stated that stakeholders' feedback is well captured and analyzed for implementation; 116 (58.9%) agreed to the notion, 41 (20.8%) strongly agreed with the notion, 10 (5.1%) were undecided, 20 (10.2%) disagreed, and 10 (5.1%) strongly disagreed regarding the matter. The findings show that 79.7% of the respondents agreed with the statement, and 15.3% of the respondents were against the notion. This statement had a mean of 3.80 and a standard deviation of 1.043, which was greater than the composite mean of 3.622 with a standard deviation of 0.9812, suggesting that the statement has a positive influence on the performance of Local Government projects in Musanze District.

Additionally, on whether there are mechanisms within the project for M&E planning, stakeholder consultations and monitoring the performance of M&E system(Q14), the study showed that 67(34.0%) of respondents agreed with the statement, 51(25.9%) strongly agreed, and 39(19.8%) held a neutral perspective. The results indicate that a majority of the participants, specifically 59.9%, expressed agreement with the given statement, while 20.4% of respondents expressed disagreement. The aforementioned statement exhibited a mean value of 3.55and a standard deviation of 1.259. Notably,

which was lower than the composite mean of 3.622, which had a standard deviation of 0.9812. This observation implies that the statement did not have a favorable impact on the performance of Local Government projects in Musanze District.

According to Q15, Communication strategy is developed to address the flow of information,56 (28.4%) agreed with this statement, 69 (35.0%) strongly agreed, 11 (5.6%) were undecided, and 42 (21.3%) disagreed, 19(9.6%). The findings indicate that a significant proportion of the participants (63.4%) concurred with the assertion, while a minority (30.9%) expressed disagreement. The aforementioned statement was found to have a mean of 3.58 and a standard deviation of 1.400. This value was observed to be lower than the composite mean of 3.622, which had a standard deviation of 0.9812. Based on this analysis, it can be inferred that the statement does not have a positive impact on the performance of Local Government projects in Musanze District.

As per the findings, Q16 indicated that the anticipation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E, 102 (51.8%) expressed their agreement, 28 (14.2%) strongly agreed, 49 (24.9%) remained neutral, and 18 (9.1%) disagreed with the given assertion. The findings indicate that a significant proportion of the participants (66%) concurred with the assertion, while a minority of the respondents (9.1%) expressed dissent. The aforementioned statement exhibited a mean value of 3.62 and a standard deviation of 1.036. Notably, the mean was higher than the composite mean of 3.622, which had a standard deviation of 0.9812. This observation implies that the statement has a positive influence on the performance of Local Government projects in Musanze District.

As per the findings, Q17 indicated that the M&E enables the stakeholders to influence the product acceptance based on their needs. 58 (29.4%) expressed their agreement, 18 (9.1%) strongly agreed, 111 (56.3%) remained neutral, and 10 (5.1%) disagreed with the given assertion. The findings indicate that a insignificant proportion of the participants (38.5%) concurred with the assertion, while a majority of the respondents 111(56.3%) expressed neutral others 10(5.1%) expressed dissent. The aforementioned statement exhibited a mean value of 3.43 and a standard deviation of .729. Notably, the mean was less than the composite mean of 3.622, which had a standard deviation

of 0.9812. This observation implies that the statement has no positive influence on the performance of Local Government projects in Musanze District.

As per the findings, Q18 indicated that they have provide the training to the field coordinator before staring a project,99 (50.3%) expressed their agreement, 37 (18.8%) strongly agreed, 31 (61%) remained neutral, and none disagreed with the given assertion. The findings indicate that a significant proportion of the participants (69.1%) concurred with the assertion, while a minority of the respondents 61(31%) expressed neutral none expressed dissent. The aforementioned statement exhibited a mean value of 3.88 and a standard deviation of .696. Notably, the mean was greater than the composite mean of 3.622, which had a standard deviation of 0.9812. This observation implies that the statement has a positive influence on the performance of Local Government projects in Musanze District.

As per the findings, Q19 Do government policies affect Monitoring and Evaluation? 117 (59.4%) expressed their agreement, 9 (4.6%) strongly agreed, 61 (31.0%) remained neutral, and 10(5.1%) none strongly disagreed with the given assertion. The findings indicate that a significant proportion of the participants (64%) concurred with the assertion; while a minority of the respondents 10(5.1%) expressed dissent. The aforementioned statement exhibited a mean value of 3.63 and a standard deviation of .696. Notably, the mean was greater than the composite mean of 3.622, which had a standard deviation of 0.9812. This observation implies that the statement has a positive influence on the performance of Local Government projects in Musanze District.

The last question (Q20), “Roles were set clearly for the individuals, teams, tasks, or departments on the project?" yielded the following results: 88 respondents (44.7%) agreed, 9 respondents (4.6%) strongly agreed, and71 respondents (36.0%) neither agreed nor disagreed. The findings revealed that the statement was supported by 49.3% of respondents, 71(36.0%) neutral, with 29(14.8%) of the respondents disagreeing. The statement had a mean of 3.35 and a standard deviation of .894, which was less than the composite mean of 3.622 with a standard deviation of 0.9812, suggesting that the statement had no positive effect on the performance of Local Government projects in Musanze District.

### 4.3.3. Descriptive Statistics on Assessment of the Financial Monitoring and Evaluation

**Table 18: Descriptive Statistics on Assessment of the Financial Monitoring and Evaluation**

| Items | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Frequency | Percent (%) | Statistic | Statistic |
| Q21. There was clear budgetary allocation for all project activities helps in the overall management of project | 10 | 5.1 | 20 | 10.2 | 49 | 24.9 | 58 | 29.4 | 60 | 30.5 | 3.70 | 1.155 |
| Q22. There was any delay for acquisition of funds from donors by project team | 20 | 10.2 | 10 | 5.1 | 29 | 14.7 | 119 | 60.4 | 19 | 9.6 | 3.54 | 1.076 |
| Q23. There was effective allocation and division of work among the available personnel on the project | 10 | 5.1 | 10 | 5.1 | 19 | 9.6 | 99 | 50.3 | 59 | 29.9 | 3.95 | 1.029 |
| Q24. Sufficient budgets for the project activities, teams, or departments were allocated to improve project management | 0 | 0 | 20 | 10.2 | 30 | 15.2 | 109 | 55.3 | 38 | 19.3 | 3.84 | .854 |
| Q25. There was proper allocation of project equipment to facilitate smooth operations and successful project completion | 0 | 0 | 20 | 10.2 | 82 | 41.6 | 68 | 34.5 | 27 | 13.7 | 3.52 | .855 |
| Q26. Do you get enough resources for monitoring and Evaluation | 10 | 5.1 | 0 | 0 | 30 | 15.2 | 98 | 49.7 | 59 | 29.9 | 3.99 | .956 |
| Q27. At the project initial stage, the project allocates funds for monitoring and evaluation | 20 | 10.2 | 0 | 0 | 22 | 11.2 | 48 | 24.4 | 107 | 54.3 | 4.13 | 1.249 |
| Q28. Resources both physical, human and financial are committed for the implementation of the M&E work plan | 20 | 10.2 | 0 | 0 | 12 | 6.1 | 98 | 49.7 | 67 | 34.0 | 3.97 | 1.149 |
| Q29. The planning process helps to estimate the cost of the required resource for M and E | 20 | 10.2 | 0 | 0 | 70 | 35.5 | 107 | 54.3 | 0 | 0 | 3.44 | .672 |
| Q30. The planning process helps to estimate the cost of the required resource for M and E | 0 | 0 | 20 | 10.2 | 59 | 29.9 | 98 | 49.7 | 20 | 10.2 | 3.60 | .806 |
| Valid N (listwise) | 197 | | | | | | | | | | | |

**Source: Primary data, 2023**

Statement (21) states that there was clear budgetary allocation for all project activities helps in the overall management of project had a mean score of 3.70 and a standard deviation of 1.155. The results indicate that 118(59.9%) of the respondents agreed

that there was clear budgetary allocation for all project activities helps in the overall management of project, 10(5.1%) of the respondents strongly disagreed that there was clear budgetary allocation for all project activities helps in the overall management of project and 20(10.2%) of the respondents disagreed that there was clear budgetary allocation for all project activities helps in the overall management of project.

Statement (22) states that there was any delay for acquisition of funds from donors by project team which had a mean score of 3.54 and a standard deviation of 1.076. The result indicates that 119(60.4%) of respondents agreed that there was any delay for acquisition of funds from donors by project team, 19(9.6%) of the respondents strongly agreed that there was any delay for acquisition of funds from donors by project team, 20(10.2%) of the respondents strongly disagreed that there was any delay for acquisition of funds from donors by project team while 10(5.2%) of the respondents disagreed that there was any delay for acquisition of funds from donors by project team.

Statement (23) states that there was effective allocation and division of work among the available personnel on the project which had a mean of 3.95 and a standard deviation of 1.029. The results indicate that 10(5.1%) of respondents disagreed that there was effective allocation and division of work among the available personnel on the project, 10(5.1%) of the respondents strongly disagreed that there was effective allocation and division of work among the available personnel on the project while 99 (50.3%) of the respondents agreed that there was effective allocation and division of work among the available personnel on the project, while 59(29.9%) strongly disagree that there was effective allocation and division of work among the available personnel on the project.

Statement (24) says that sufficient budgets for the project activities, teams, or departments were allocated to improve project management which of 0.854. The results indicate that 20(10.2%) of respondents disagreed that sufficient budgets for the project activities, teams, or departments were allocated to improve project management, 109(55.3%) of the respondents agreed with the statement, 38(19.03%) of the respondents strongly agreed that sufficient budgets for the project activities, teams, or departments were allocated to improve project management, 30(15.2%) of

the respondents strongly agreed that sufficient budgets for the project activities, teams, or departments were allocated to improve project management.

Statement (25) states that there was proper allocation of project equipment to facilitate smooth operations and successful project completion which had a mean of 3.52 and a standard deviation of 0.855. The results indicate that 20(10.2%) of respondents disagreed that there was proper allocation of project equipment to facilitate smooth operations and successful project completion, 82(41.6) of the respondents retained their opinions, 68(34.5%) of the respondents agreed with the statement, 27(13.7%) of the respondents strongly agreed that there was proper allocation of project equipment to facilitate smooth operations and successful project completion.

Statement (26) asks if enough resources are available for monitoring and evaluation which had a mean of 3.99 and a standard deviation of 0.956. The result indicates that 10(5.1%) of respondents strongly disagreed that enough resources are available for monitoring and evaluation, none of the respondents disagreed that enough resources are available for monitoring and evaluation, 30(15.2%) of the respondents retained their views on the statement that enough resources are available for monitoring and evaluation while 98(49.7%) of the respondents agreed that enough resources are available for monitoring and evaluation, 59(59.9%) strongly agreed that enough resources are available for monitoring and evaluation.

Statement (27) states that at the project initial stage, the project allocates funds for monitoring and evaluation which had a mean of 4.13 and a standard deviation of 1.249. The result indicates that 20(10.2%) of respondents strongly disagreed that at the project initial stage, the project allocates funds for monitoring and evaluation, none of the respondents disagreed that at the project initial stage, the project allocates funds for monitoring and evaluation, 22(11.2%) of the respondents retained their views on the statement that at the project initial stage, the project allocates funds for monitoring and evaluation while 48(24.4%) of the respondents agreed that at the project initial stage, the project allocates funds for monitoring and evaluation, 107(54.3%) strongly agreed that at the project initial stage, the project allocates funds for monitoring and evaluation.

Statement (28) states that resources both physical, human and financial are committed for the implementation of the M&E work plan which had a mean of 3.97 and a

standard deviation of 1.149. The result indicates that 20(10.2%) of respondents strongly disagreed that resources both physical, human and financial are committed for the implementation of the M&E work plan, none of the respondents disagreed that resources both physical, human and financial are committed for the implementation of the M&E work plan, 12(6.1%) of the respondents retained their views on the statement that resources both physical, human and financial are committed for the implementation of the M&E work plan while 98(49.7%) of the respondents agreed that resources both physical, human and financial are committed for the implementation of the M&E work plan, 67(34.0%) strongly agreed that resources both physical, human and financial are committed for the implementation of the M&E work plan.

Statement (29) states that the planning process helps to estimate the cost of the required resource for M&E which had a mean of 3.44 and a standard deviation of 0.672. The result indicates that 20(10.2%) of respondents strongly disagreed that the planning process helps to estimate the cost of the required resource for M&E, none of the respondents disagreed that the planning process helps to estimate the cost of the required resource for M&E, 70(35.5%) of the respondents retained their views on the statement that the planning process helps to estimate the cost of the required resource for M&E while 107(54.3%) of the respondents agreed that the planning process helps to estimate the cost of the required resource for M&E, none of the respondents strongly agreed that the planning process helps to estimate the cost of the required resource for M&E.

Statement (30) states that planning process helps to estimate the cost of the required resource for M&E which had a mean of 3.44 and a standard deviation of 0.672. The result indicates that none of the respondents strongly disagreed that planning process helps to estimate the cost of the required resource for M&E, 20(10.2%) of the respondents disagreed that planning process helps to estimate the cost of the required resource for M&E, 59(29.9%) of the respondents retained their views on the statement planning process helps to estimate the cost of the required resource for M&E while 98(49.7%) of the respondents agreed that planning process helps to estimate the cost of the required resource for M&E, 20(10.2%) of the respondents strongly agreed that planning process helps to estimate the cost of the required resource for M&E.

### 4.3.4. Descriptive statistics on Assessment of the results of Monitoring and Evaluation

**Table 19: Descriptive statistics on Assessment of the results of Monitoring and Evaluation**

| | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent | Frequency | Percent | Frequency | Percent | | |
| Q31. Monitoring and evaluation should play a major role in local government decision-making | 7 | 3.6 | 20 | 10.2 | 49 | 24.9 | 59 | 29.9 | 62 | 31.5 | 3.76 | 1.112 |
| Q32. The following are monitoring and evaluation activities carried out by Musanze district led to project performance. Collect and analysing data, Review progress, Identification problems in planning and Implementation | 11 | 5.6 | 9 | 4.6 | 32 | 16.2 | 118 | 59.9 | 27 | 13.7 | 3.72 | .953 |
| Q33. M&E plan is linked to overall project plan and organizational strategy | 6 | 3.0 | 6 | 3.0 | 21 | 10.7 | 101 | 51.3 | 63 | 32.0 | 4.06 | .907 |
| Q34. The project M&E plan is comprehensive i.e., outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan | 0 | 0 | 15 | 7.6 | 28 | 14.2 | 112 | 56.9 | 42 | 21.3 | 3.92 | .810 |
| Q35. The M&E work plan is linked to the annual project plan and detailed implementation plan | 0 | 0 | 18 | 9.1 | 73 | 37.1 | 71 | 36.0 | 35 | 17.8 | 3.62 | .881 |
| Q36. The M&E work plan is updated annually based on the progress monitoring | 0 | 0 | 6 | 3.0 | 29 | 14.7 | 100 | 50.8 | 62 | 31.5 | 4.08 | .857 |
| Q37. The project is able to develop a control mechanism to keep the project on track | 11 | 5.6 | 0 | 0 | 23 | 11.7 | 53 | 26.9 | 110 | 55.8 | 4.27 | 1.053 |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Q38. Ensure effective use of lessons learned in different projects for future decision making and improved project delivery; it ensures ownership, learning, and sustainability of results. | 9 | 4.6 | 0 | 0 | 14 | 7.1 | 100 | 50.8 | 74 | 37.6 | 4.17 | .913 |
| Q39. Management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings | 0 | 0 | 19 | 9.6 | 70 | 35.5 | 107 | 54.3 | 1 | .5 | 3.46 | .673 |
| Q40. Have you planned how to collect performance data? | 0 | 0 | 20 | 10.2 | 59 | 29.9 | 98 | 49.7 | 20 | 10.2 | 3.60 | .806 |
| Valid N (listwise) | 197 | | | | | | | | | | 3.728 | 1.029 |

**Source: Primary data, 2023**

Statement (31) that: Monitoring and evaluation should play a major role in local government decision-making had a mean score of 3.76 and a standard deviation of 1.112. This results indicate that 59(29.9%) of the respondents agreed that there is Monitoring and evaluation should play a major role in local government decision-making, 7 (3.6%) of the respondents strongly disagreed that there is Monitoring and evaluation should play a major role in local government decision-making and 20(10.2%) of the respondents disagreed that there is Monitoring and evaluation should play a major role in local government decision-making. Statement (32) that: The following are monitoring and evaluation activities carried out by Musanze district led to project performance. Collect and analysing data, Review progress, Identification problems in planning and Implementation had a mean score of 3.72 and a standard deviation of 0.953. This result indicates that 118(59.9%) of respondents agreed that the following are monitoring and evaluation activities carried out by Musanze district led to project performance. Collect and analysing data, Review progress, Identification problems in planning and Implementation, 11(5.6%) of the respondents strongly disagreed that The following are monitoring and evaluation activities carried out by Musanze district led to project performance. Collect and analysing data, Review progress, Identification problems in planning and Implementation, 9(5.6%) of the respondents agreed that The following are monitoring and evaluation activities carried out by Musanze district led to project performance. Collect and analysing data, Review progress, Identification problems in planning and Implementation while 9(4.6%) of the respondents disagreed with the statement. Statement (33) that: M&E plan is linked to overall project plan and organizational strategy had a mean of 4.06 and a standard deviation of 0.907. This results indicate

that 6(3.0%) of respondents disagreed that M&E Plan is linked to the overall project plan and organizational strategy, 6(3.0%) of the respondents strongly disagreed that M&E Plan is linked to the overall project plan and organizational strategy while 101 (51.3%) of the respondents agreed that M&E Plan is linked to the overall project plan and organizational strategy, while 63(32.0) strongly agree that M&E Plan is linked to the overall project plan and organizational strategy.

Statement (34) that the project M&E plan is comprehensive i.e., outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination planhad a mean of 3.92 and a standard deviation of 0.810. This results indicate that 10(20.2%) of respondents disagreed that the project M&E plan is comprehensive i.e., outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan, 42(21.3%) of the respondents strongly agreed with the statement, 112(56.9%) of the respondents agreed that the project M&E plan is comprehensive i.e., outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination planand 15(7.6%) of the respondents disagreed that The project M&E plan is comprehensive i.e., outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan.



The mean score the M&E work plan is linked to the annual project plan and detailed implementation plan was 3.62 and standard deviation of 0.881 which is above the composite mean of 3.95 and standard deviation of 0.881 which is below the composite standard deviation of 0.9358, it indicated that the M&E work plan is linked to the annual project plan and detailed implementation plan. In this case, s Financial Monitoring and Evaluation plays a major role on performance of public agricultural projects.

### 4.3.5. Descriptive statistics on Assessment of performance of local government projects in Musanze District

**Table 20: Descriptive statistics on Assessment of performance of local government projects in Musanze District**

| | N | Min | Max | Mean | Std |
|---|---|---|---|---|---|
| Finishing project on time | 197 | 2 | 5 | 3.79 | .929 |
| Finishing project within the agreed cost | 197 | 2 | 5 | 3.63 | .850 |
| Delivering a project to the agreed scope | 197 | 1 | 5 | 3.28 | 1.142 |
| Delivering a project to the agreed quality | 197 | 2 | 5 | 3.52 | .924 |

| | | | | | |
|---|---|---|---|---|---|
| Product acceptance and impact on the customer or end user | 197 | 1 | 5 | 3.68 | 1.312 |
| Effect of the project on the organization to move and prepare for the future. | 197 | 2 | 5 | 4.25 | .950 |
| Project reputation among donors | 197 | 2 | 5 | 4.00 | .898 |
| National visibility of the project | 197 | 1 | 5 | 3.89 | 1.054 |
| Conformity of the goods and services delivered to the project plan | 197 | 1 | 5 | 3.70 | 1.155 |
| Musanze District is a good performer in socioeconomic Development | 197 | 1 | 5 | 3.54 | 1.076 |
| Valid N (listwise) | 197 | | | | |

**Source: Primary data, 2023**

The findings from table 19 above indicates that government projects in Musanze district were completed on time (Mean = 3.79, SD = .929). It was established that local government projects in Musanze district were completed with the planned budget (Mean = 3.63, SD = .850). It was illustrated that local government projects were delivered within the agreed project scope (Mean = 3.28, SD = 1.142). The results from the study indicated that the local government projects delivered in Musanze district met the required project quality (Mean = 3.52, SD = .924). It was also established that there was product acceptance and impact on the customer or end user as shown by (Mean = 3.68, SD = 1.312). I was also indicated that there the effect of the project on the organization to move and prepare for the future (Mean = 4.25, SD = .950). It was illustrated that monitoring and evaluation of the local government projects in Musanze district fostered the project reputation among donors (Mean = 4.00, SD = .898). It was illustrated that monitoring and evaluation of the local government projects in Musanze district enhanced the national visibility of the project (Mean = 3.89, SD = 1.054). It was revealed that there was conformity of the goods and services delivered to the project plan (Mean = 3.70, SD = 1.155). It was indicated that Musanze District is a good performer in socioeconomic Development (Mean = 3.54, SD = 1.076).

## 4.4. Inferential Statistics

### 4.4.1. Regression analysis on the process M&E and performance of local government project in Musanze District.

**Table 21: Model Summary on the process M&E and performance of local government project in Musanze District.**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .676[a] | .458 | .455 | 5.112 |

a. Predictors: (Constant), process Monitoring and evaluation

**Source: Primary data, 2023**

The table 20 indicates the model summary of the process monitoring and evaluation on the performance of local government project in Musanze district. The results showed that there was a significant positive relationship between process monitoring and evaluation and the performance of local Government Projects in Musanze District, as shown by a Pearson correlation coefficient of 0.676. The coefficient of determination is indicated by R Square of 0.458. This indicates that 45.8% changes in performance of local government projects in Musanze district is explained by changes in the process monitoring and evaluation. Therefore, the process monitoring and evaluation is a statistically significant variable to the performance of local government projects in Musanze district with $R^2$ of 0.458 but the remaining percentages are attributable to other factors that were not considered under this model.

**Table 22: ANOVA on the process M&E and performance of local government project in Musanze District.**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 4300.588 | 1 | 4300.588 | 164.544 | .000[a] |
| | Residual | 5096.610 | 195 | 26.136 | | |
| | Total | 9397.198 | 196 | | | |

a. Predictors: (Constant), Process Monitoring and evaluation
b. Dependent Variable: Project t Performance

**Source: Primary data, 2023**

The table 21 summarizes the findings from the ANOVA test on the process M&E and performance of local government project in Musanze District. The results indicate F-Value equivalent to 164.544 which is a higher value and such higher value of F illustrates a strong relationship between the process M&E and performance of local government project in Musanze District. It was also established that F-Value was associated with p = 0.000 which is less than 0.05 and this indicates that the relationship between the process M&E and the performance of local government project in Musanze District is statistically significant.

**Table 23: Coefficients on the process M&E and performance of local government project in Musanze District.**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 6.274 | 2.444 | | 2.567 | .011 |
| | Process Monitoring and evaluation | .798 | .062 | .676 | 12.827 | .000 |

a. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The findings from the table 22 above illustrates the regression coefficients between the process M&E and performance of local government project in Musanze District. The value of financial performance of local government projects (constant) is 6.274 when process monitoring and evaluation is zero. The results established that the process monitoring and evaluation significantly predict changes in performance of local government project in Musanze District. This explains that increase in one unit of process monitoring and evaluation, increases performance of local government project in Musanze District by 0.798. The standardized coefficient (β = 0.676, p = 0.000) indicates a statistically significant relationship between the process of M&E and performance of local government project in Musanze District.

### 4.4.2. Regression analysis on Compliance M&E and performance of local government project in Musanze District.

**Table 24: Model Summary on Compliance M&E and performance of local government project in Musanze District.**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .520[a] | .270 | .267 | 5.930 |

a. Predictors: (Constant), Compliance Monitoring and evaluation

**Source: Primary data, 2023**

The table 23 shows the model summary of the compliance monitoring and evaluation on the performance of local government project in Musanze district. The results showed that there was a significant positive relationship between compliance monitoring and evaluation and the performance of local Government Projects in Musanze District, as shown by a Pearson correlation coefficient of 0.520. The coefficient of determination is indicated by R Square of 0.270. This indicates that

27% changes in performance of local government projects in Musanze district is explained by changes in the compliance monitoring and evaluation. Therefore, compliance monitoring and evaluation is a statistically significant variable to the performance of local government projects in Musanze district with $R^2$ of 0.270 but the remaining percentages are associated with other factors that were not taken into consideration under this model.

**Table 25: ANOVA on Compliance M&E and performance of local government project in Musanze District.**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2539.633 | 1 | 2539.633 | 72.216 | .000[a] |
| | Residual | 6857.565 | 195 | 35.167 | | |
| | Total | 9397.198 | 196 | | | |

a. Predictors: (Constant), Compliance Monitoring and evaluation

b. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The table 24 presents the findings from the ANOVA test on compliance M&E and performance of local government project in Musanze District. The findings showed F-Value equivalent to 72.216 which is a higher value and such higher value of F shows a strong relationship between compliance M&E and performance of local government project in Musanze District. It was also indicated that F-Value was associated with p = 0.000 which is less than 0.05 and this illustrates that the relationship between compliance M&E and the performance of local government project in Musanze District is statistically significant.

**Table 26: Coefficients on Compliance M&E and performance of local government project in Musanze District.**

| | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 15.458 | 2.602 | | 5.941 | .000 |
| | Monitoring and evaluation Compliance | .602 | .071 | .520 | 8.498 | .000 |

a. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The results from the table 25 above indicates the regression coefficients between compliance M&E and performance of local government project in Musanze District. The value of financial performance of local government projects (constant) is 15.458 when compliance monitoring and evaluation is zero. The findings indicated that compliance monitoring and evaluation significantly predict variations in performance of local government project in Musanze District. This explains that increase in one unit of compliance monitoring and evaluation, increases performance of local government project in Musanze District by 0.602. The standardized coefficient (β = 0.520, p = 0.000) shows a statistically significant relationship between compliance M&E and performance of local government project in Musanze District.

### 4.2.3. Regression analysis on the financial M&E and performance of local government project in Musanze District.

**Table 27: Model Summary on the financial M&E and performance of local government project in Musanze District.**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .958[a] | .917 | .917 | 1.995 |

a. Predictors: (Constant), Financial Monitoring and evaluation

**Source: Primary data, 2023**

The table 26 illustrates the model summary of the financial monitoring and evaluation on the performance of local government project in Musanze district. The findings indicated that there was a significant positive relationship between financial monitoring and evaluation and the performance of local Government Projects in Musanze District, as indicated by a Pearson correlation coefficient of 0.958. The coefficient of determination is indicated by R Square of 0.917. This indicates that 91.7% changes in performance of local government projects in Musanze district is explained by changes in the financial monitoring and evaluation. Therefore, the financial monitoring and evaluation is a statistically significant variable to the performance of local government projects in Musanze district with $R^2$ of 0.917 but the remaining percentages are attributable to other factors that were not considered under this model.

**Table 28: ANOVA on Financial M&E and performance of local government project in Musanze District.**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 8621.471 | 1 | 8621.471 | 2.167 | .000[a] |
| | Residual | 775.727 | 195 | 3.978 | | |
| | Total | 9397.198 | 196 | | | |

a. Predictors: (Constant), Financial Monitoring and evaluation

b. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The table 27 shows the results from the ANOVA test on financial M&E and performance of local government project in Musanze District. The findings revealed F-Value equivalent to 2.167 which is a higher value and such higher value of F indicates a strong relationship between the financial M&E and performance of local government project in Musanze District. It was also indicated that F-Value was associated with p = 0.000 which is less than 0.05 and this indicates that the relationship between financial M&E and the performance of local government project in Musanze District is statistically significant.

**Table 29: Coefficients on Financial M&E and performance of local government project in Musanze District.**

| | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2.791 | .872 | | 3.200 | .002 |
| | Financial Monitoring and evaluation | 1.081 | .023 | .958 | 46.554 | .000 |

a. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The findings from the table 28 above presents the regression coefficients between financial M&E and performance of local government project in Musanze District. The value of financial performance of local government projects (constant) is 2.791 when financial monitoring and evaluation is zero. The findings illustrated that the financial monitoring and evaluation significantly predict changes in performance of local government project in Musanze District. This explains that increase in one unit of financial monitoring and evaluation, increases performance of local government project in Musanze District by 1.081. The standardized coefficient (β = 0.958, p =

0.000) reveals a statistically significant relationship between financial M&E and performance of local government project in Musanze District.

### 4.2.4. Regression analysis on Results M&E and performance of local government project in Musanze District.

**Table 30: Model Summary on Results M&E and performance of local government project in Musanze District.**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .769[a] | .592 | .590 | 4.435 |

a. Predictors: (Constant), Results Monitoring and evaluation

**Source: Primary data, 2023**

The table 29 indicates the model summary of the results monitoring and evaluation on the performance of local government project in Musanze district. The results illustrated that there was a significant positive relationship between the results monitoring and evaluation and the performance of local Government Projects in Musanze District, as expressed by a Pearson correlation coefficient of 0.769. The coefficient of determination is indicated by R Square of 0.592. This indicates that 59.2% changes in performance of local government projects in Musanze district is explained by variation in the results monitoring and evaluation. Therefore, the results monitoring and evaluation is a statistically significant factor to the performance of local government projects in Musanze district with $R^2$ of 0.592 but the remaining percentages can be explained by other factors that were not considered under this model.

**Table 31: ANOVA on the Results M&E and performance of local government project in Musanze District.**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 5561.347 | 1 | 5561.347 | 282.718 | .000[a] |
| | Residual | 3835.850 | 195 | 19.671 | | |
| | Total | 9397.198 | 196 | | | |

a. Predictors: (Constant), Results Monitoring and evaluation

b. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The table 30 illustrates the findings from the ANOVA test on the results M&E and performance of local government project in Musanze District. The results showed F-Value equivalent to 282.718 which is a higher value and such higher value of F shows

a strong relationship between the results M&E and performance of local government project in Musanze District. It was also illustrated that F-Value was associated with p = 0.000 which is less than 0.05 and this indicates that the relationship between the results M&E and the performance of local government project in Musanze District is statistically significant.

**Table 32: Coefficients Results M&E and performance of local government project in Musanze District.**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | .612 | 2.203 | | .278 | .781 |
| | Results of Monitoring and evaluation | .949 | .056 | .769 | 16.814 | .000 |

a. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The findings from the table 31 above indicates the regression coefficients between the results of M&E and performance of local government project in Musanze District. The value of financial performance of local government projects (constant) is 0.612 when results monitoring and evaluation is zero. The results showed that the results monitoring and evaluation significantly predict variations in performance of local government project in Musanze District. This explains that increase in one unit of the results monitoring and evaluation, increases performance of local government project in Musanze District by 0.949. The standardized coefficient ($\beta = 0.769$, $p = 0.000$) illustrates a statistically significant relationship between the results M&E and performance of local government project in Musanze District.



### 4.5. Correlational matrix for M&E practices and performance of local government project in Musanze District.

Correlation analysis using Pearson's Product Moment technique was done to determine the relationship between indicators of monitoring and evaluation frameworks and local government projects performance in Musanze District, Rwanda.

**Table 33: Correlational matrix for M&E Practices and performance of local government project in Musanze District.**

| | | Process M&E | Compliance M&E | Financial M&E | Results M&E | Project Performance |
|---|---|---|---|---|---|---|
| Process M&E | Pearson Correlation | 1 | .628** | .600** | .784** | .676** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | N | 197 | 197 | 197 | 197 | 197 |
| Compliance M&E | Pearson Correlation | .628** | 1 | .482** | .548** | .520** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 197 | 197 | 197 | 197 | 197 |
| Financial M&E | Pearson Correlation | .600** | .482** | 1 | .743** | .958** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 197 | 197 | 197 | 197 | 197 |
| Results M&E | Pearson Correlation | .784** | .548** | .743** | 1 | .769** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 197 | 197 | 197 | 197 | 197 |
| Project Performance | Pearson Correlation | .676** | .520** | .958** | .769** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 197 | 197 | 197 | 197 | 197 |

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

**Source: Primary data, 2023**

The first objective was to assess the influence of process monitoring and evaluation on the performance of local government projects in Musanze District. The findings from the table 32 above indicates that there was a strong positive correlation between the process of monitoring and evaluation and the performance of local government projects in Musanze district (r = 0.676, p = 0.000, n = 197).

The second objective was to examine the influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District. It was established that there was a strong positive correlation between compliance monitoring and evaluation and the performance of local government projects in Musanze district (r = 0.520, p = 0.000, n = 197).

The third objective was to assess the influence of financial monitoring and evaluation on the performance of local government projects in Musanze District. The results also indicated that there was a strong positive correlation between financial monitoring and evaluation and the performance of local government projects in Musanze district (r = 0.958, p = 0.000, n = 197).

The fourth objective was to evaluate the influence of results monitoring and evaluation on the performance of local government projects in Musanze District. It was also indicated that there was a strong positive correlation between the results of monitoring and evaluation and the performance of local government projects in Musanze district (r = 0. 769, p = 0.000, n = 197).

The main objective was to examine how monitoring and evaluation influences the performance of local government projects in Musanze district. Therefore, it was established from the findings that there was a strong positive correlation between monitoring and evaluation practices and the performance of local government projects in Musanze district.

**Table 34: Model Summary for M&E practices and performance of local government project in Musanze District.**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .966[a] | .934 | .932 | 1.802 |

a. Predictors: (Constant), Results M&E, Compliance M&E, Financial M&E, Process M&E.

**Source: Primary data, 2023**

The table 33 presents the model summary of the monitoring and evaluation practices on the performance of local government project in Musanze district. The findings revealed that there was a significant positive relationship between monitoring and evaluation practices and the performance of local Government Projects in Musanze District, as communicated by Pearson correlation coefficient of 0.966. The coefficient of determination is indicated by R Square of 0.934. This reveals that 93.4% changes in performance of local government projects in Musanze district is explained by variation in monitoring and evaluation practices. Therefore, monitoring and evaluation practices are statistically significant factors to the performance of local government projects in Musanze district with $R^2$ of 0.934 but the remaining percentages are associated with other factors that were not considered under this model.

**Table 35: ANOVA for M&E practices and performance of local government project in Musanze District.**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 8773.893 | 4 | 2193.473 | 675.667 | .000[a] |
| | Residual | 623.305 | 192 | 3.246 | | |

| | | |
|---|---|---|
| Total | 9397.198 | 196 |

a. Predictors: (Constant), Results M&E, Compliance M&E, Financial M&E, Process M&E.

b. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The table 34 presents the results from the ANOVA test on monitoring and evaluation practices and performance of local government project in Musanze District. The results indicate F-Value equivalent to 675.667 which is a higher value and such higher value of F indicates a strong relationship between monitoring and evaluation practices and performance of local government project in Musanze District. It was also shown that F-Value was associated with p = 0.000 which is less than 0.05 and this reveals that the relationship between monitoring and evaluation practices and the performance of local government project in Musanze District is statistically significant.

**Table 36: Coefficients for M&E practices and performance of local government project in Musanze District.**

| | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 6.254 | .980 | | 6.384 | .000 |
| | Process M&E | .172 | .038 | .146 | 4.513 | .000 |
| | Compliance M&E | .009 | .028 | .008 | .329 | .000 |
| | Financial M&E | .964 | .032 | .855 | 30.517 | .000 |
| | Results M&E | .019 | .044 | .016 | .438 | .000 |

a. Dependent Variable: Project Performance

**Source: Primary data, 2023**

The findings from the table 35 above presents the regression coefficients between monitoring and evaluation practices and performance of local government project in Musanze District. The value of financial performance of local government projects (constant) is 6.254 when monitoring and evaluation practices are zero. The results indicated that monitoring and evaluation practices significantly predict changes in performance of local government project in Musanze District. The findings revealed that increase in one unit of process of monitoring and evaluation, increases performance of local government project in Musanze District by 0.172. It was also indicated that increase in one unit of compliance monitoring and evaluation, increases performance of local government project in Musanze District by 0.009. The results

also established that increase in one unit of financial monitoring and evaluation, increases performance of local government project in Musanze District by 0.964. It was also illustrated that increase in one unit of results of monitoring and evaluation, increases performance of local government project in Musanze District by 0.019.

The regression equation is presented below:

$Y = 6.254 + 0.172 X 1 + 0.009 X 2 + 0.964 X 3 + 0.019 X 4$

Where:

Y = Project performance

β0 = Constant

X1 = Process monitoring and evaluation

X2 = Compliance monitoring and evaluation

X3 = Financial monitoring and evaluation

X4 = Results monitoring and evaluation

**Table 37: Summary of tested hypotheses**

| N° | Hypotheses | P Value | Verdict |
|---|---|---|---|
| 1 | There is no significant influence of process monitoring and evaluation on the performance of local government projects in Musanze District | .000 | Rejected |
| 2 | There is no significant influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District | .000 | Rejected |
| 3 | There is no significant influence of financial monitoring and evaluation on the performance of local government projects in Musanze District | .000 | Rejected |
| 4 | There is no significant influence of results monitoring and evaluation on the performance of local government projects in Musanze District | .000 | Rejected |

**Source: Primary data, 2023**

The study had four null hypotheses: Ho1: There is no significant influence of process monitoring and evaluation on the performance of local government projects in Musanze District. Ho2: There is no significant influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District.Ho3: There is no significant influence of financial monitoring and evaluation on the performance of local government projects in Musanze District and Ho4: There is no significant influence of results monitoring and evaluation on the performance of local government projects in Musanze District.

### 4.6. Discussion of the findings

The first objective was to assess the influence of process monitoring and evaluation on the performance of local government projects in Musanze District. The findings indicated that there was a statistically significant relationship between the process M&E and performance of local government project in Musanze District. The findings concur with that of Rioba Ocharo, Rambo and Ojwang (2020) who discovered that monitoring and evaluation frameworks was correlated to performance of public agricultural projects in Galana Kilifi County, Kenya, as seen from test of hypothesis that p value of 0.000<0.05 level of significance. The results from this study also argue with that of Gashunga (2016) who found a favorable association between finances control and project success in Rwanda, a good relationship between funds allocation and project success in Rwanda.

In addition, some of the interviewees asserted that *when process monitoring and evaluation including well detailed planning process, control mechanisms, personnel training and stakeholder engagement is ensured, the performance of the local government projects are likely to increase.*

The second objective was to examine the influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District. The results showed that there was a statistically significant relationship between compliance M&E and performance of local government project in Musanze District. The results are in line with the study by Markiewicz and Patrick (2015) and Marriott and Goyder (2009), who found that tertiary institutions need to adhere to M&E plans such as national educational frameworks to improve their performance.

Responses from interviewees also supported the findings *as they confirmed that proper use of communication strategy, effective engagement of projects' stakeholders and compliance to the government policies regarding project implementation influenced the performance of local government projects in Musanze District.*

The third objective was to assess the influence of financial monitoring and evaluation on the performance of local government projects in Musanze District. The findings revealed a statistically significant relationship between financial M&E and performance of local government project in Musanze District. The results from this study concur with that of (Mbonabihama , 2022) concluded that project Resource

Management has a significant effect on Timely Completion of construction projects in Rwanda.

Moreover, some of the interviewees *asserted that effective budget allocation, proper resource utilization and a well-defined division of labor ensured better performance of local government projects in Musanze District.*

The fourth objective was to evaluate the influence of results monitoring and evaluation on the performance of local government projects in Musanze District. The results indicated a statistically significant relationship between the results M&E and performance of local government project in Musanze District. The findings from the study are in line with that of Wartoyo & Prasetyo, (2023) who asserted that results-based monitoring and evaluation (M&E) is a powerful public management tool that can be used to help policymakers and decision makers track progress and demonstrate the impact of a given project, program, or policy.

The responses from interviewees *also indicated that progress review, control mechanisms, risk management plans greatly contributed to the performance of local government projects in Musanze District.*

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# CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

## 5.1.Introduction

This research project was carried out to investigate the contribution of Monitoring and evaluation of construction project on the performance Local Government project which constituted a case study of this study. This chapter describes the summary of major findings, conclusion and recommendations related to the research project.

This chapter presents the discussion of findings, summary of the findings of the study, as well as the conclusions and suggestions that are drawn from those findings. These aspects of the study are evaluated, with the major attention being placed on the objectives that were outlined in the initial chapter of this dissertation.

## 5.2.Summary of Findings

This section elaborates the summary of the findings regarding the influence of monitoring and evaluation practices on the performance of local government projects in Musanze district.

### 5.2.1. Process monitoring and evaluation and performance of local government projects in Musanze District.

The first objective was to assess the influence of process monitoring and evaluation on the performance of local government projects in Musanze District. The findings indicates that there was a strong positive correlation between the process of monitoring and evaluation and the performance of local government projects in Musanze district ($r = 0.676$, $p = 0.000$, $n = 197$). The results indicated that increase in one unit of process monitoring and evaluation, increases performance of local government project in Musanze District by 0.798. The standardized coefficient ($\beta = 0.676$, $p = 0.000$) indicates a statistically significant relationship between the process M&E and performance of local government project in Musanze District.

### 5.2.2. Compliance monitoring and evaluation and performance of local government projects in Musanze District.

The second objective was to examine the influence of compliance monitoring and evaluation on the performance of local government projects in Musanze District. It was established that there was a strong positive correlation between compliance monitoring and evaluation and the performance of local government projects in Musanze district ($r = 0.520$, $p = 0.000$, $n = 197$). The findings illustrated that increase

in one unit of compliance monitoring and evaluation, increases performance of local government project in Musanze District by 0.602. The standardized coefficient (β = 0.520, p = 0.000) shows a statistically significant relationship between compliance M&E and performance of local government project in Musanze District.

### 5.2.3. Financial monitoring and evaluation and performance of local government projects in Musanze District.

The third objective was to assess the influence of financial monitoring and evaluation on the performance of local government projects in Musanze District. The results also indicated that there was a strong positive correlation between financial monitoring and evaluation and the performance of local government projects in Musanze district (r = 0.958, p = 0.000, n = 197). The results showed that increase in one unit of financial monitoring and evaluation, increases performance of local government project in Musanze District by 1.081. The standardized coefficient (β = 0.958, p = 0.000) reveals a statistically significant relationship between financial M&E and performance of local government project in Musanze District.

### 5.2.4. Results monitoring and evaluation and performance of local government projects in Musanze District.

The fourth objective was to evaluate the influence of results monitoring and evaluation on the performance of local government projects in Musanze District. It was also indicated that there was a strong positive correlation between the results of monitoring and evaluation and the performance of local government projects in Musanze district (r = 0. 769, p = 0.000, n = 197). The results revealed that increase in one unit of the results monitoring and evaluation, increases performance of local government project in Musanze District by 0.949. The standardized coefficient (β = 0.769, p = 0.000) illustrates a statistically significant relationship between the results M&E and performance of local government project in Musanze District.

## 5.3.Conclusion

The main purpose of the study was to examine how monitoring and evaluation practices influence the performance of local government projects in Musanze District. It was found that that 93.4% changes in performance of local government projects in Musanze district is explained by variation in monitoring and evaluation practices. Therefore, monitoring and evaluation practices are statistically significant factors to the performance of local government projects in Musanze district with $R^2$ of 0.934.

In addition, it was found that an increase in one unit of process monitoring and evaluation, increases performance of local government project in Musanze District by 0.798, an increase in one unit of compliance monitoring and evaluation, increases performance of local government project in Musanze District by 0.602, an increase in one unit of financial monitoring and evaluation, increases performance of local government project in Musanze District by 1.081, and an increase in one unit of the results monitoring and evaluation, increases performance of local government project in Musanze District by 0.949.

Based on the findings from this study, it was concluded that monitoring and evaluation practices significantly influenced the performance of local government project in Musanze District.

**5.4. Recommendations.**

Participatory monitoring, staff training in M&E, sectorial coordination and partnerships with project management teams will ensure the required support for the performance of government projects. Given the research findings, the following recommendations are provided:

i. Policymakers should formulate policies that encourage the compact application of monitoring and evaluation approaches in Local Government projects in Musanze District. However, it is important to note that, for policymakers to formulate such policies there is a need for the inclusion of various stakeholders in the process.
ii. MINALOC, MINECOFIN, and management of Local Government Projects in Musanze District should place efforts on Monitoring and evaluation process, Monitoring and evaluation compliance, and financial monitoring and evaluation, monitoring and evaluation results in order to improve the performance of Local Government Projects in Musanze District.
iii. The government of Rwanda should always follow up the projects that are executed by districts in order to feed up the local government Monitoring and evaluation process
iv. Community leaders should ensure that the value of the assets such as the market Infrastructure is maintained. The actions of the administration and those in market management should determine whether the value of the assets

and the quality of the services provided are deteriorating over time, or whether this long-term investment is providing benefits for future generations.

### 5.4.Suggestions for Further Studies

The study utilized only four M&E approaches; therefore, future studies can look into other M&E approaches and their influence on the local government projects performance since the study's variables (Monitoring and Evaluation Process, Monitoring Evaluation Compliance, Financial Monitoring and Evaluation and Results Monitoring and Evaluation) were taken into consideration under this research.



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# APPENDICES

## Appendix A: Questionnaires

Dear respondent, this questionnaire is meant for collecting information in my academic study. My name is MUKAMANA Jacqueline a student of university of Kigali UoK) undertaking Master's Degree (Master of Business Management in Project Management (MBA/PM)). To achieve this academic assignment, I would like to get your assistance of getting information about Monitoring & Evaluation Performance of local government in Rwanda, Musanze District.

Kindly respond by ticking the provided alternative answers or writing a comment on the space provided. All information provided will treated as confidential and will be used for the intended purpose. The respondent is not required to disclose their identity.

Yours sincerely,

**MUKAMANA Jacqueline**

**Instructions**

- Answer the question to the best of your knowledge, ability, and honest for the good of this research.
- If you wish to answer the question more through you can always use the back side of the paper.
- Please do not include your name.
- Please fill in the blank space or tick for appropriate answer.



a

**SECTION ONE:** Demographic Characteristics of Respondents

***Instruction***. This section is for gathering your personal information, please read each part and select the response by ticking the box that applies to you.

| Demographic Variables of Respondents | | |
|---|---|---|
| No | Questions | Coding category |
| 1) | What is your Gender? | 1. Male[ ]<br>2. Female[ ] |
| 2) | How old are you (years)? | 1.Under 20 Years [ ]<br>2.21-25 Years [ ],<br>3. 26-30 Years [ ] ,<br>4.31 and above [ ], |
| 3) | What is your level of education? | 1. Secondary certificate [ ],<br>2. Diploma [ ].<br>3. Bachelor [ ],<br>4. Master's degree [ ].<br>5.Others |
| 4) | Current Job Position | 1.District level<br>2.Sector level<br>3.Cell level |
| 5) | Marital status | 1. Single [ ],<br>2. Married [ ],<br>3. Widow(er) [ ],<br>4. Divorced [ ]. |
| 6) | How long have you been working at this job position (Number of years of experience)? | 1; Less than 1year [ ],<br>2;2-3years [ ] ;<br>3;4-5years[ ],<br>4; Above 5years [ ]. |
| 7) | Have you attended or taken any M&E training courses | 1: Yes [ ]<br>2: No [ ] |

**SECTION TWO:** Assessment of the Process of Monitoring and Evaluation

Kindly, indicate your level of agreement or disagreement with statements in the following table regarding the contribution of Monitoring and Evaluation to the Performance by Musanze District, by ticking the appropriate box (*1=Disagree strongly (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A), 5= strongly Agree (SA).*

| no | Statement | SD (1) | D (2) | N (3) | A (4) | SA (5) |
|---|---|---|---|---|---|---|
| 1. | The project plans contain the M and E planning process | | | | | |
| 2. | The planning process is well detailed and utilised | | | | | |
| 3. | The project is able to develop a control mechanism to keep the project on track | | | | | |
| 4. | The planning process support decision making during project implementation | | | | | |
| 5. | Project stakeholders are involved in design, development and review of M&E plan | | | | | |
| 6. | There was sufficient budgetary allocation for the monitoring and evaluation of the project | | | | | |
| 7. | There was continuous evaluation of the project | | | | | |
| 8. | Skilled monitoring and evaluation personnel affected the quality of the M&E results | | | | | |
| 9. | Project staff are trained in order to equip them with technical expertise necessary to carry out M and E | | | | | |
| 10. | Musanze District has open and comprehensive stakeholder engagement | | | | | |



c

**SECTION THREE: Assessment the Compliance of Monitoring and Evaluation**

Kindly, indicate your level of agreement or disagreement with statements in the following table regarding the Compliance of Monitoring and Evaluation by Musanze District, by ticking the appropriate box (*1=Disagree strongly (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A), 5= strongly Agree (SA).*

| no | Statement | SD (1) | D (2) | N (3) | A (4) | SA (5) |
|---|---|---|---|---|---|---|
| 11. | Stakeholder participation in Monitoring and Evaluation | 1 | 2 | 3 | 4 | 5 |
| 12. | Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring | 1 | 2 | 3 | 4 | 5 |
| 13. | stakeholders' feedback is well captured and analyzed for implementation | 1 | 2 | 3 | 4 | 5 |
| 14. | There are mechanisms within the project for M&E planning, stakeholder consultations and monitoring the performance of M&E system | 1 | 2 | 3 | 4 | 5 |
| 15. | Communication strategy is developed to address the flow of information | 1 | 2 | 3 | 4 | 5 |
| 16. | anticipation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E. | 1 | 2 | 3 | 4 | 5 |
| 17. | M&E enables the stakeholders to influence the product acceptance based on their needs. | 1 | 2 | 3 | 4 | 5 |
| 18. | Have provide the training to the field coordinator before staring a project | 1 | 2 | 3 | 4 | 5 |
| 19. | Do government policies affect Monitoring and Evaluation? | 1 | 2 | 3 | 4 | 5 |
| 20. | Roles were set clearly for the individuals, teams, tasks, or departments on the project | 1 | 2 | 3 | 4 | 5 |



d

**SECTION FOUR:** Assessment of the Financial Monitoring and Evaluation

Kindly, indicate your level of agreement or disagreement with statements in the following table regarding the contribution of Financial Monitoring and Evaluation by Musanze District, by ticking the appropriate box (*1=Disagree strongly (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A), 5= strongly Agree (SA).*

| no | Statement: | SD (1) | D (2) | N (3) | A (4) | SA (5) |
|---|---|---|---|---|---|---|
| 21. | There was clear budgetary allocation for all project activities helps in the overall management of project | 1 | 2 | 3 | 4 | 5 |
| 22. | there was any delay for acquisition of funds from donors by project team | 1 | 2 | 3 | 4 | 5 |
| 23. | There was effective allocation and division of work among the available personnel on the project | 1 | 2 | 3 | 4 | 5 |
| 24. | Sufficient budgets for the project activities, teams, or departments were allocated to improve project management | 1 | 2 | 3 | 4 | 5 |
| 25. | There was proper allocation of project equipment to facilitate smooth operations and successful project completion | 1 | 2 | 3 | 4 | 5 |
| 26. | Do you get enough resources for monitoring and Evaluation | 1 | 2 | 3 | 4 | 5 |
| 27. | At the project initial stage, the project allocates funds for monitoring and evaluation | 1 | 2 | 3 | 4 | 5 |
| 28. | Resources both physical, human and financial are committed for the implementation of the M&E work plan | 1 | 2 | 3 | 4 | 5 |
| 29. | The planning process helps to estimate the cost of the required resource for M and E | 1 | 2 | 3 | 4 | 5 |
| 30. | The planning process helps to estimate the cost of the required resource for M and E | 1 | 2 | 3 | 4 | 5 |



e

**SECTION FIVE:** Assessment of the results of Monitoring and Evaluation

Kindly, indicate your level of agreement or disagreement with statements in the following table regarding the contribution of results of Monitoring and Evaluation by Musanze District, by ticking the appropriate box (*1=Disagree strongly (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A), 5= strongly Agree (SA).*

| no | Statement | SD (1) | D (2) | N (3) | A (4) | SA (5) |
|---|---|---|---|---|---|---|
| 31. | Monitoring and evaluation should play a major role in local government decision-making | 1 | 2 | 3 | 4 | 5 |
| 32. | The following are monitoring and evaluation activities carried out by Musanze district led to project performance. Collect and analysing data, Review progress, Identification problems in planning and Implementation | 1 | 2 | 3 | 4 | 5 |
| 33. | M&E plan is linked to overall project plan and organizational strategy | 1 | 2 | 3 | 4 | 5 |
| 34. | The project M&E plan is comprehensive i.e., outlines project goals, strategy, logic models, risk matrix, monitoring plan, dissemination plan | 1 | 2 | 3 | 4 | 5 |
| 35. | The M&E work plan is linked to the annual project plan and detailed implementation plan | 1 | 2 | 3 | 4 | 5 |
| 36. | The M&E work plan is updated annually based on the progress monitoring | 1 | 2 | 3 | 4 | 5 |
| 37. | The project is able to develop a control mechanism to keep the project on track | 1 | 2 | 3 | 4 | 5 |
| 38. | Ensure effective use of lessons learned in different projects for future decision making and improved project delivery,it ensures ownership, learning, and sustainability of results. | 1 | 2 | 3 | 4 | 5 |
| 39. | Management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings | 1 | 2 | 3 | 4 | 5 |
| 40. | Have you planned how to collect performance data? | 1 | 2 | 3 | 4 | 5 |



f

**SECTION SIX:** Assessment of performance of local government in Musanze District

Kindly, indicate your level of agreement or disagreement with statements in the following table regarding the **performance of local government** Musanze District, by ticking the appropriate box (*1=Disagree strongly (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A), 5= strongly Agree (SA).*

| no | Statement | SD (1) | D (2) | N (3) | A (4) | SA (5) |
|---|---|---|---|---|---|---|
| 41. | Finishing project on time | 1 | 2 | 3 | 4 | 5 |
| 42. | Finishing project within the agreed cost | 1 | 2 | 3 | 4 | 5 |
| 43. | Delivering a project to the agreed scope | 1 | 2 | 3 | 4 | 5 |
| 44. | Delivering a project to the agreed quality | 1 | 2 | 3 | 4 | 5 |
| 45. | Product acceptance and impact on the customer or end user. | 1 | 2 | 3 | 4 | 5 |
| 46. | Effect of the project on the organization to move and prepare for the future. | 1 | 2 | 3 | 4 | 5 |
| 47. | Project reputation among donors | 1 | 2 | 3 | 4 | 5 |
| 48. | National visibility of the project | 1 | 2 | 3 | 4 | 5 |
| 49. | Conformity of the goods and services delivered to the project plan | 1 | 2 | 3 | 4 | 5 |
| 50. | Musanze District is a Good Performer in socioeconomic Development | 1 | 2 | 3 | 4 | 5 |

What other Monitoring and Evaluation practices influence local government performance of the projects being implemented by Musanze District

1. ……
2. ……
3. ……



g

**STRUCTURED INTERVIEW GUIDE**

Question 1: what potential pressure are encouraging the need for the monitoring and evaluation within Musanze District

Question 2: who is the advocate for monitoring and evaluation in Musanze District?

Question 3: what is motivating the champion to support such an effort?

Question 4: who own the M&E frame work who benefit from M &E?

Question 5: how much information do they really want?

Question 6: how will the system directly support better resource allocation and the achievement of program goals?

Question 7: how will the organization n, the champions, and the staff react to negative information generated by the M&E system?

Question8: where does Capacity exist to support a M&E result

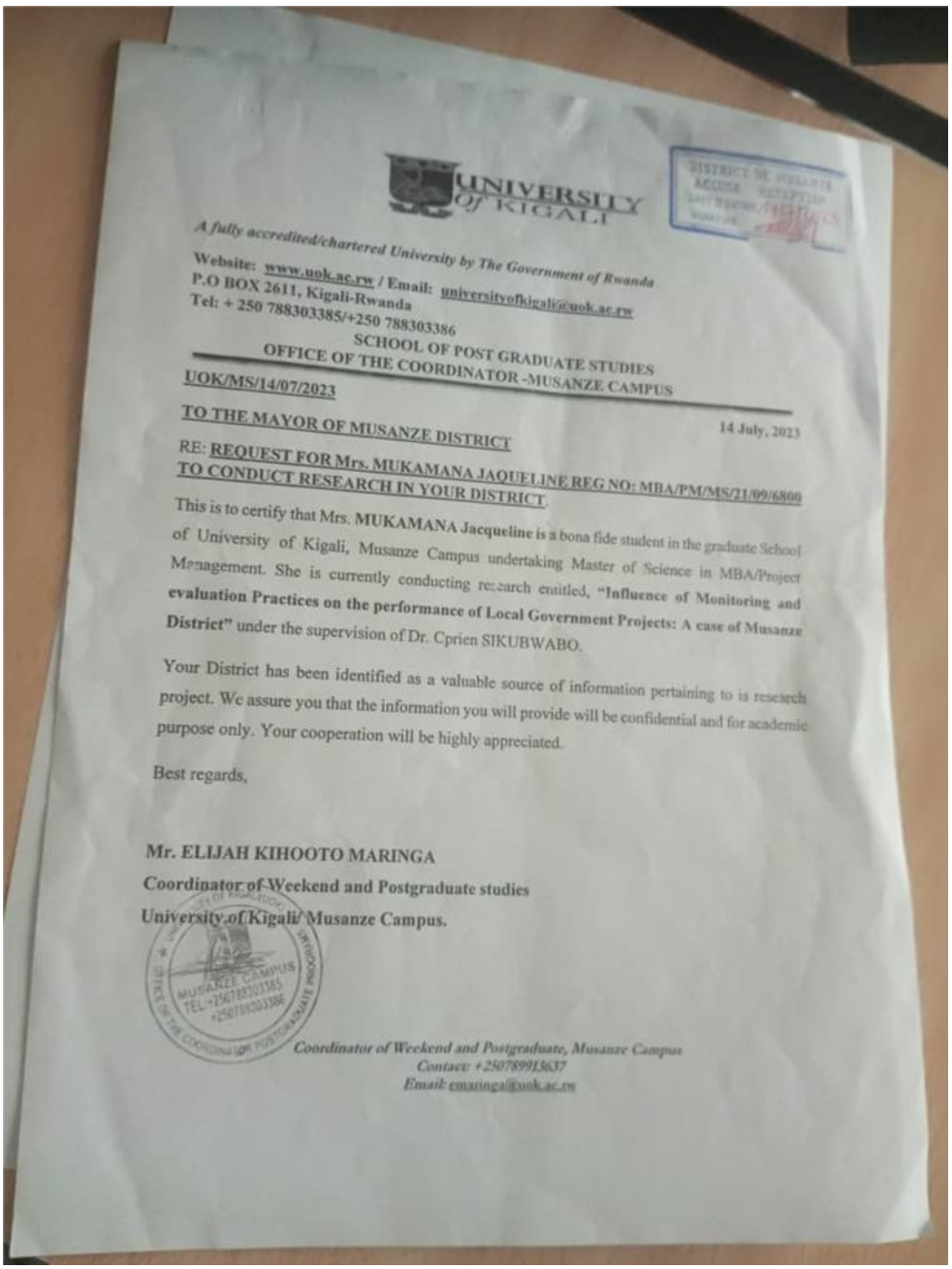
Question9: how will the M&E link Project, Program, Sector and National Goals?

Question10: how will the organization n, the champions, and the staff react to negative information generated by the M&E system?



h

## Appendix B: Recommendation letter for data collection



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SCHOOL OF POST GRADUATE STUDIES
OFFICE OF THE COORDINATOR -MUSANZE CAMPUS

UOK/MS/14/07/2023

14 July, 2023

TO THE MAYOR OF MUSANZE DISTRICT

RE: REQUEST FOR Mrs. MUKAMANA JAQUELINE REG NO: MBA/PM/MS/21/09/6800 TO CONDUCT RESEARCH IN YOUR DISTRICT.

This is to certify that Mrs. **MUKAMANA Jacqueline** is a bona fide student in the graduate School of University of Kigali, Musanze Campus undertaking Master of Science in MBA/Project Management. She is currently conducting research entitled, **"Influence of Monitoring and evaluation Practices on the performance of Local Government Projects: A case of Musanze District"** under the supervision of Dr. Cprien SIKUBWABO.

Your District has been identified as a valuable source of information pertaining to is research project. We assure you that the information you will provide will be confidential and for academic purpose only. Your cooperation will be highly appreciated.

Best regards,

**Mr. ELIJAH KIHOOTO MARINGA**
**Coordinator of Weekend and Postgraduate studies**
**University of Kigali/ Musanze Campus.**

*Coordinator of Weekend and Postgraduate, Musanze Campus*
*Contact: +250789913637*
*Email:* emaringa@uok.ac.rw

## Appendix C: Data collection approval/autorisation

REPUBULIC OF RWANDA

NORTHERN PROVINCE
MUSANZE DISTRICT

Ref.Unit DA&HRM

Musanze , On 29 AUG 2023
Ref: N° 0331 /07.04.03

TO: Mr. ELIJAH KIHOOTO MARINGA
Coordinator of Weekend and Postgraduate studies
University of Kigali /MUSANZE Campus

Re: Response to your Letter

Dear Mr. Elijah;

Referring to your letter dated on 25th July,2023 requesting for conducting a research for the Student named **Mr. MUKAMANA Jacqueline** to carry out a research in Musanze District.

I am hereby informing you that the above named student is allowed to carry out a research in Musanze District, on the mentioned topic "**The Influence of Monitoring and evaluation practices on the performance of Local Government Projects, a case study of Musanze District/ Rwanda.**

Your Sincerely;

KANAYOGE Alex
The Executive Secretary of MUSANZE District

Website: www.musanze .gov.rw Email: info@musanze.gov.rw Twitter: @MusanzeDistrict Toll Free: 4042 Po. Box: 03 Musanze

REPUBLIC OF RWANDA

NORTHERN PROVINCE
MUSANZE DISTRICT

Ref.Unit DA&HRM

Musanze , On 29 AUG 2023
Ref: N° 0331 /07.04.03

**TO: Mr. ELIJAH KIHOOTO MARINGA**
**Coordinator of Weekend and Postgraduate studies**
**University of Kigali /MUSANZE Campus**

**Re**: Response to your Letter

Dear Mr. Elijah:

Referring to your letter dated on 25th July,2023 requesting for conducting a research for the Student named **Mr. MUKAMANA Jacqueline** to carry out a research in Musanze District.

I am hereby informing you that the above named student is allowed to carry out a research in Musanze District, on the mentioned topic "**The Influence of Monitoring and evaluation practices on the performance of Local Government Projects, a case study of Musanze District/ Rwanda.**

Your Sincerely;

**KANAYOGE Alex**
The Executive Secretary of MUSANZE District

Website: www.musanze .gov.rw Email: info@musanze.gov.rw Twitter: @MusanzeDistrict Toll Free: 4042 Po. Box: 03 Musanze

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## Appendix D: Costing of Musanze district development strategy

| N | Priority Areas | Yr1 | Yr2 | Yr3 | Yr4 | Yr5 | Yr6 | |
|---|---|---|---|---|---|---|---|---|
| | | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | Total |
| | Total (RWF) | 24115768000 | 70099148000 | 42353628000 | 33485548000 | 14865968000 | 16327708000 | 201247768000 |
| **1** | **Pillar1:Economic Transformation** | 20813528000 | 57918328000 | 21904928000 | 30171228000 | 11457628000 | 13313428000 | 155579068000 |
| 1.1 | Priority area 1.1: Create 1.5 mover 214,000annually) decent and productive jobs for Economic development | 9093900000 | 7797400000 | 7363400000 | 2963400000 | 1432900000 | 1426900000 | 30077900.000 |
| 1.2 | Priority area 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 1.2 35% by 2024 | 8216000000 | 45863800000 | 10552400000 | 23983200000 | 7841400000 | 10422000000 | 106878800000 |
| 1.3 | Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy | 633500000 | 288500000 | 293500000 | 293500000 | 293500000 | 293500000 | 2096000000 |
| 1.4 | Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High value goods and services with the aim of growing exports by 17% annually | 1.168.000.000 | 1.453.000.000 | 1.178.000.000 | 830.000.000 | 328.000.000 | 278.000.000 | 5.235.000.000 |
| 1.5 | Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments | 20.000.000 | 30.000.000 | 20.000.000 | 20.000.000 | 20.000.000 | 20.000.000 | 130.000.000 |
| 1.6 | Priority area 1.6: Sustainable management of Natural resources and environment to Transition Rwanda towards a carbon neutral economy | 547.300.000 | 618.800.000 | 619.300.000 | 587.800.000 | 333.500.000 | 331.700.000 | 3.038.400.000 |
| 1.7 | Priority area 1.7: Modernize and Increase productivity and livestock | 1.134.828.000 | 1.866.828.000 | 1.878.328.000 | 1.493.328.000 | 1.208.328.000 | 541.328.000 | 8.122.968.000 |

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| N | Priority Areas | Yr1 | Yr2 | Yr3 | Yr4 | Yr5 | Yr6 | |
|---|---|---|---|---|---|---|---|---|
| | | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | Total |
| | Total (RWF) | | | | | | | |
| **2** | **Pillar 2: Social Transformation** | 2.837.240.000 | 9.915.820.000 | 19.606.700.000 | 2.524.320.000 | 2.618.340.000 | 2.224.280.000 | 39726700000 |
| 2.1 | Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience | 769.080.000 | 767.300.000 | 765.520.000 | 763.840.000 | 762.260.000 | 761.000.000 | 4589000000 |
| 2.2 | Priority area2.2: Eradicating Malnutrition | 34.000.000 | 28.000.000 | 22.000.000 | 16.000.000 | 14.000.000 | 14.000.000 | 128000000 |
| 2.3 | Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all | 701.160.000 | 985.520.000 | 617.680.000 | 649.480.000 | 690.080.000 | 260.280.000 | 3904200000 |
| 2.4 | Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education | 1.098.000.000 | 1.089.000.000 | 1.189.000.000 | 1.086.000.000 | 1.143.000.000 | 1.180.000.000 | 6785000000 |
| 2.5 | Priority area 2.5: Moving towards a Modern Rwandan Household | 235.000.000 | 7.046.000.000 | 17.012.500.000 | 9.000.000 | 9.000.000 | 9.000.000 | 24320500000 |

| N | Priority Areas | Yr1 | Yr2 | Yr3 | Yr4 | Yr5 | Yr6 | |
|---|---|---|---|---|---|---|---|---|
| | | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | Total |
| | Total (RWF) | | | | | | | |
| **3** | **Pillar 3: Transformational Governance** | 465.000.000 | 2.265.000.000 | 842.000.000 | 790.000.000 | 790.000.000 | 790.000.000 | 5.942.000.000 |
| 3.1 | Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity | 193.000.000 | 869.000.000 | 121.000.000 | 121.000.000 | 121.000.000 | 121.000.000 | 1.546.000.000 |
| 3.2 | Priority area 3.2: Ensure Safety and Security of citizens and property | 43.000.000 | 76.000.000 | 85.000.000 | 40.000.000 | 40.000.000 | 40.000.000 | 324.000.000 |
| 3.3 | Priority area 3.4: Strengthen Justice, Law and Order | 13.000.000 | 13.000.000 | 20.000.000 | 13.000.000 | 13.000.000 | 13.000.000 | 85.000.000 |
| 3.4 | Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of Public institutions | 191.000.000 | 1.282.000.000 | 591.000.000 | 591.000.000 | 591.000.000 | 591.000.000 | 3.837.000.000 |
| 3.5 | Priority area 3.6: Increase citizens' participation, engagement and partnerships in development | 25.000.000 | 25.000.000 | 25.000.000 | 25.000.000 | 25.000.000 | 25.000.000 | 150.000.000 |

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**Appendix E: Current status of the markets in Musanze**

| No | Market | Sector | Cell | Village | Number Of traders | Operation/ week |
|---|---|---|---|---|---|---|
| 1. | Kinigi | Kinigi | Kampanga | Muhe | 378 | 7 |
| 2. | Musanze market | Muhoza | Muhoza | Kigombe | 1167 | 7 |
| 3. | Isoko ry'ibiribwa | Muhoza | Mpenge | Gikwege | 805 | 7 |
| 4. | Byangabo | Busogo | Gisesero | Kabaya | 425 | 2 |
| 5. | Nyirambun | Muko | Cyogo | Kabere | 150 | 3 |
| 6. | Kinkware | Kinkware | Bikara | Kinkware | 174 | 2 |
| 7. | Mukinga | Remera | KamisaVe | Mukinga | 146 | 2 |
| 8. | Nyiragihima | Shingiro | Kibuguzo | Rwinuma | 60 | 2 |
| 9. | Ndabanyurahe | Nyange | Cyivuzigza | RugaramA | 100 | 2 |
| 10. | Nkandagiro | Muhoza | CyabararIka | Gasanze | 65 | 2 |
| 11. | Nyirabisekuru | Remera | Murandi | Nyirabisekuro | 45 | 2 |
| 12. | Bisate | Kinigi | Kagugu | Impano | 90 | 7 |
| 13. | Kagano | Nyange | Ninda | Kabara | 100 | 2 |
| 14. | Karwasa | Gacaca | Karwasa | Kivumu | 100 | 7 |
| 15. | Cyabagarura | Musanze | Cyabagarura | Bukane | 60 | 7 |
| 16. | Kigasa | Busogo | Bisesero | Jabiro | 150 | 2 |
| 17. | Gataraga | Gataraga | Rubindi | Gataraga | 150 | 7 |



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**Appendix F: Stakeholder analysis of Musanze district**

| No | **Stakeholder** | **Intervention sector** | **Geographic area** |
|---|---|---|---|
| 1. | MINAGRI | Agriculture | All sectors |
| 2. | RAB | | |
| 3. | NAEB | | |
| 4. | RDB | Private Sector | All sectors |
| 5. | Musanze Employment Service Center (MESC) | | Muhozasector |
| 6. | MININFRA | Transport | |
| 7. | RTDA | | All sectors |
| 8. | RFTC | | |
| 9. | MININFRA | Energy | All Sectors |
| 10. | EUCL/REG | | |
| 11. | MOBISOL | | Muhoza Sector |
| 12. | BBOX | | |
| 13. | ZOLA ENERGY | | |
| 14. | AQUAVIRUNGA | | |
| 15. | MININFRA | Water and sanitation | |
| 16. | WASAC | | |
| 17. | MoE | | |
| 18. | MININFRA, RHA | Urbanization and Rural settlement | |
| 19. | WORLD BANK | | |
| 20. | REMA | | |
| 21. | MYICT | ICT | ll sectors |
| 22. | REMA | Environment and Natural resources Environment | All sectors |
| 23. | MINIRENA | | |
| 24. | MoRW | | |
| 25. | GGGI | | Urban Area |
| 26. | MINICOM | Financial | All sectors |
| 27. | BNR AND Banks | | |
| 28. | Umurenge SACCO | | |

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|---|---|---|---|
| 29. | VUP | Social Protection | All sectors |
| 30. | MINALOC | | |
| 31. | Compassion International, Protestant Churches, Croix Rouge Rwanda, Caritas | | |
| 32. | MoH | Health | All sectors |
| 33. | World Vision, Caritas, USAID, MSH,…. | | |
| 34. | MINEDUC, REB, UR, WDA | Education | All sectors |
| 35. | RHENANIE PALATINAT | | |
| 36. | MINALOC, RALGA, RGB, MAJ | Governance and Decentralization | All sectors |
| 37. | MINIJUSTE, MINALOC, ITORERO, CLADO, UUR | Justice, reconciliation, Law and order | All sectors |
| 38. | CNLG | | |
| 39. | MINISPOC | Sport and Culture | All sectors |
| 40. | MINECOFIN | Public Finance Management | All sectors |
| 41. | RRA | | |
| 42. | NGARI | | |



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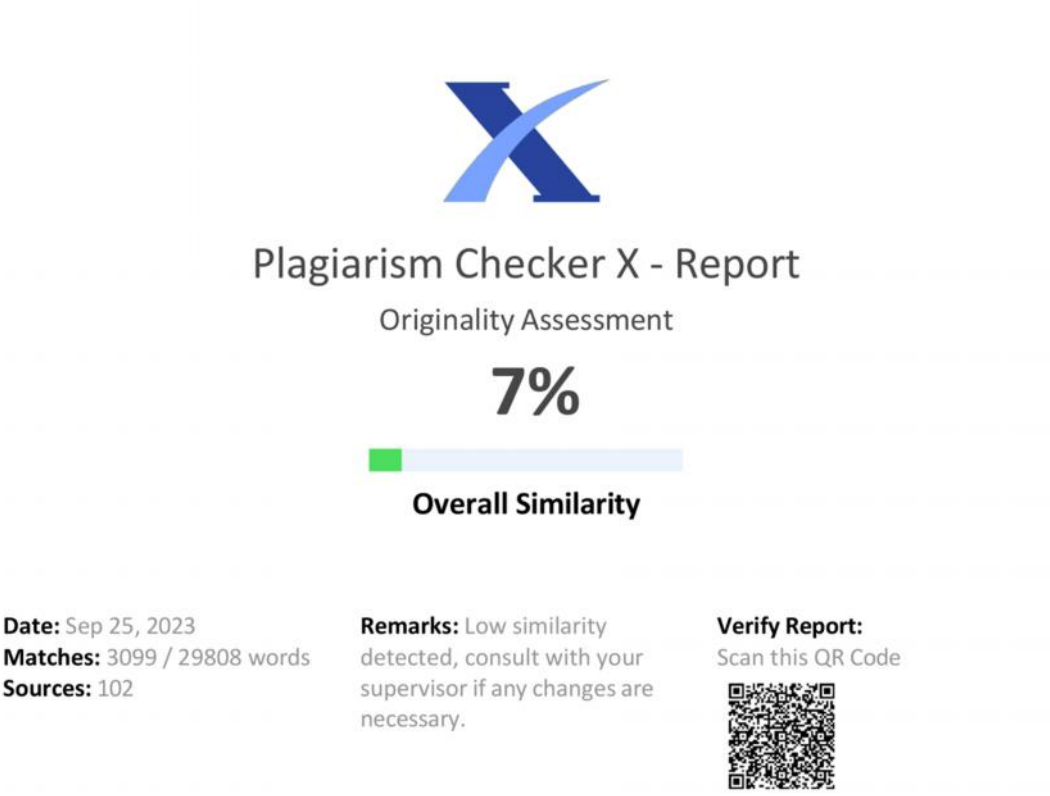
## Appendix G: Plagiarism Checker X - Report

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