

The Influence of Participatory Approach on Effective Monitoring and Evaluation Process of Roads Construction Projects in Rwanda: A Case Study of Kigali Specialeconomic Zone Gasabo District

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Abstract: *Participatory monitoring and evaluation (PM&E) is one of the many development approaches that were practiced around the world. Many governments and non-governmental organization across the globe have realized that the main reasons for failures in their developmental projects has been and may still be perhaps due to the lack of encouraging active, effective and a lasting participation space for beneficiaries intended for their interventions. The lack of effective monitoring and evaluation has resulted to huge loses of public funds through construction of poor quality roads. Generally the study goalwas to demonstrate the influence of participatory approach on monitoring and evaluation process of construction projects in Rwanda. The researcher adopted a descriptive survey design. Descriptive design allowed the researcher to define record. The research study combined both quantitative and qualitative methods. In line with this study, 28 employees of Kigali Special Economic Zone project was sampled. The universal sampling method was used to calculate the sample size. Data were collected using structured questionnaires with 4 Sections; section A had questions on bio data of the respondents, section B, C and D had research items onthe influence of participatory approach on monitoring and evaluation process of construction projects in Rwanda. The responses were analyzed through SPSS (Statistical Packages of Social Sciences) version 21. Frequency and percentage were used to describe indicators of participatory approach and monitoring and evaluation process. Correlation analysis with two tailed significant test was used to test the correlation between variables while a multiple regression were used to test the overall variables. ANOVA test was conducted to test the statistical significance of the overall influence of participatory approach on monitoring and evaluation process of roads construction projects in Rwanda. The results of the study showed that 89% of sampled employees strongly agree with the statement that the project progression influences the monitoring and evaluation process of Special Economic Zone roads construction projectin Gasabo District while the remaining 11% supported the idea by agreeing. Respondents also confirmed that the managers of project knows how to take decision which can influence the success of roads construction project in Special Economic Zone located in Gasabo District at 71% of strong agreement and 29% agreement. Finally, manager of Special Economic zone involves their Stakeholder in daily project activities at 57% strong agreement and 43% agreement. About the Involvement of stakeholder in roads construction project to influence the success of project, 56% strong agreement and 43% agreement were obtained.*

Keywords: Availability of Funds, Monitoring and evaluation, Participation, Participatory monitoring and Evaluation, Periodic Maintenance Project, Routine Maintenance Project

1. Introduction

Development and maintenance of physical infrastructure are key to economic growth and development as well as harnessing poverty reduction in the world. Production costs, employment creation, access to markets, and investment depend on the quality of infrastructure, most especially in roads (Ikiara et al. 2010; Chai & Yusof, 2013). Infrastructural development through construction of new roads and maintenance of existing ones is a fundamental aspect in development of every economy. (World Bank WDI: 2013). According to African Development Bank, except Mauritius and the North African countries of Algeria, pavement of roads account for less than 50 per cent of the road network in Africa for the countries like Egypt, Morocco, and Tunisia. This happened also in sub-Saharan Africa where less than 17 per cent in were accounted for in 1996, with many countries falling below the average and 57% of the roads in North Africa were done in comparison to 25 % in South Africa and 10.2 % in Central Africa.

The density of roads per unit area of one unitkm² is less than those of Asia and Latin America (ADB 2009; World Bank, 2014). Participatory monitoring and evaluation (PM&E) is one of the many development approaches that were practiced around the world. It calls for participation of key stakeholders in the development process with a principle aim of making local people active participants in development rather than only a source of information. It also builds the capacities of local people to be able to analyze and solve problems facing them (Narayan, 2010). PM&E is important as it empowers citizens, improves their socio-economic development and has successfully been used in development of construction project both in the developed and developing countries (Odongo, 2015).

2. Statement of the Problem

National infrastructures development in Rwanda is a sector that has been put under emphasis by the government being the key incentive to spur economic growth. A large share of the national budget resource allocations goes to this cause.

During the 2013/2014 fiscal year, 7.7% of the National budget allocation went to Ministry of transport and Infrastructure (MINICOM, 2013). Contracting for paved roads construction projects has increased in great measure making construction industry an easily noticeable development. This is projected to spur growth by creating efficiency, suitability and cost effectiveness in the transportation of both goods and services in the Rwandan economy (Zsolnai, 2015).

However, quality of the construction work for the paving of these roads had deteriorated greatly with the entry of many players in this sector of construction. Marginal Construction companies, the so called 'cow boy' contractors have been able to get away with poor workmanship on sites and go ahead to win more tenders by taking advantage of gaps in quality assurance and control during the execution of the construction projects. The overall research problem addressed in this study was that despite conducting of the traditional task of Monitoring and Evaluation of construction projects, the effectiveness of the findings and compilation of this information creates ambiguity. This then made stream lining of tendering processes during evaluation impossible giving rise to a hand set record of presence feeble and low scale ability to this at times of tender evaluation and award of construction works.

Participatory approach and effective monitoring and evaluation have been questioned as expert driven and exclusive of most program stakeholders in construction project in the world, (Verschuren and Zsolnai, 2015). It was also about outsiders coming to practice their expertise in measuring the effectiveness of construction project.

Project managers are believed to realize their potential as robust and healthy places when participator are fully welcomed as participating members in construction project processes. Involving different stakeholder's in development construction projects many governments and non - governmental organization across the globe have realized that the main reasons for failures in their developmental projects is lack of encouraging active stakeholders, budget deficit, unskilled labor, lack of planning skills, lack of local level participation in the project implementation (Mascia et al, 2014)..

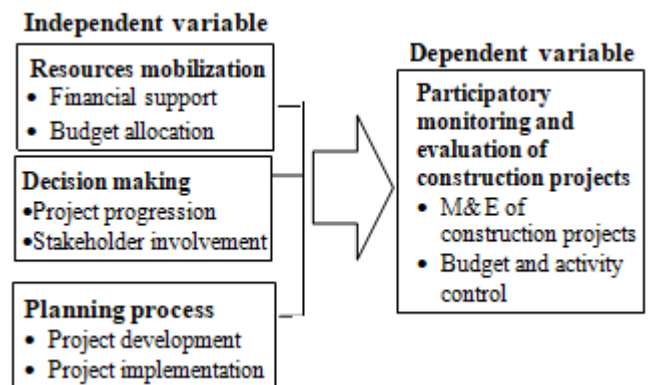
At the point of construction, poor contractors have created a reflex on the part of the client by raising supervision and staffing costs substantially. The lack of effective monitoring and evaluation has resulted to huge loses of public funds through construction of poor quality roads. This study sought to find out the influence of participatory approach on monitoring and evaluation process of roads construction projects in Rwanda, a case of Kigali Special Economic Zone in Gasabo District.

3. Objectives of the Study

The study purpose was to determine the influence of participatory approach on monitoring and evaluation process of roads construction projects in Rwanda. Its second specific objective was to assess the effect of participatory M&E in

decision making process within roads construction projects in Kigali Special Economic Zone in Gasabo District

4. Conceptual Framework



5. Research Methodology

- **Research Design:** The researcher used descriptive research design
- **Target Population:** Population of the study for this research was 60 respondents
- **Sample Size:** A sample size of was selected
- **Data Collection tools:** Data collection used questionnaire which had five sections; Section A had questions on bio data of the respondents, section B, C and D have questions related to our topic
- **Data Analysis Techniques:** Analysis is the process of categorizing, ordering, manipulating and summarizing data to obtain answers from research questions. It is done to reduce data to intelligible and interpretable form using statistics. Data analysis refers to the process of examining what has been collected and making deductions and inferences out of it (Kombo and Tramp, 2016). It is the process of making meaning from the data. After the field work, the researcher will edit and counter check completion of questions in order to identify items which were not appropriately responded to. The completed questionnaires will be edited for completeness and consistency, check for errors and omissions. Quantitative data was analyzed using descriptive statistics where responses from questionnaire was tallied and analyzed using frequency distribution, percentage, mean, and standard deviation. In order to save time and money, while increasing accuracy of the results, Computer statistical program for social sciences (SPSS) was used in processing data.

6. Summary of Research Findings

6.1 Effect of resources mobilization on participatory M&E process of roads construction project in Rwanda.

The research sought to find out whether respondents felt that there are dedicated resources mobilized on M&E process of roads construction project in Rwanda for the case of Kigali Special Economic Zone in Gasabo District and responses below were given:

Table 1: Response on existence of resources mobilization on M&E process

Statements		Responses					Total
		SA	A	U	D	SD	
Resources mobilization							
Financial support influences the M&E process of roads construction project.	Frequency	20	8	0	0	0	28
	Percentage	71	29	0	0	0	100
Financial facilities are one of the major contributors of the M&E process of roads construction project.	Frequency	18	10	0	0	0	28
	Percentage	64	36	0	0	0	100
Budget allocation							
Well allocated resources influence the M&E process of roads construction project.	Frequency	15	13	0	0	0	28
	Percentage	53	47	0	0	0	100
The managers of Kigali Special Economic Zone construction project use wisely the money planned for roads construction.	Frequency	17	11	0	0	0	28
	Percentage	61	39	0	0	0	100

From the responses, the respondents argued that there was dedicated resources mobilization on M&E process of roads construction project in Rwanda for the case of Kigali Special Economic Zone in Gasabo District.

From the responses, 71% strongly agreed that resources mobilization on M&E process had a significant influence to the roads construction project. Only 29% cumulative

percentage of the respondents was in agreement. With regard to whether Financial facilities is one of the major contributors of the M&E process of roads construction project are sufficient, 64% strongly agreed and 36% agreed.

The 53% strongly agreed that for budgetary allocation processes, well resource allocation influences the M&E process of roads construction project and 47% agreed with the statement. Further 61% of the respondents strongly agreed and 39% agreed that for the budgetary processes, the managers of Kigali Special Economic Zone roads construction project use wisely the money planned for construction. This was possibly inferred so since most of the budgetary provision is done at the headquarters of the project which just like in most construction companies the funds are allocated based on the action plans from administration and not mainly on the need-for basis.

6.2 Decision making on participatory monitoring and evaluation process of roads construction project in Rwanda.

A number of questions were asked in relation to effect of decision making on monitoring and evaluation process of roads construction project in Kigali Special economic Zone and this targeted the respondents who were made of M&E officers and project supervisors. To begin with, respondents were asked whether the number of deployed M & E officers met the capacity required for serving Kigali Special Economic Zone project in Gasabo District and the responses shown in the table below were arrived at.

Table 2: Decision making on monitoring and evaluation process

Statements		Responses					Total
		SA	A	U	D	SD	
The progression of the project can influence the monitoring and evaluation process of roads construction project within Kigali Special Economic Zone	Frequency	25	3	0	0	0	28
	Percentage	89	11	0	0	0	100
The managers of project know how to take decision which can influence the success of roads construction project	Frequency	20	8	0	0	0	28
	Percentage	71	29	0	0	0	100
Project manager of Kigali Special Economic zone involved their Stakeholder in daily project activities.	Frequency	16	12	0	0	0	28
	Percentage	57	43	0	0	0	100
Involvement of stakeholders in roads construction project influence the success of project	Frequency	15	13	0	0	0	28
	Percentage	56	44	0	0	0	100

89% of the respondents strongly agreed the statement that the project progression influences the monitoring and evaluation process of roads construction project in Kigali Special Economic Zone in Gasabo District while the remaining 11% of the respondents who were 3 supported the idea by agreeing that the project progression influences the monitoring and evaluation process of Special Economic Zone roads construction project.

Respondents were also asked if they thought that the managers of project know how to take decision which can influence the success of roads construction project in Kigali Special Economic Zone, Gasabo District and 71% strongly agreed while 29% agreed.

Asked if project manager of KSEZ involves their Stakeholders in daily project activities 57% strongly agreed while 43% agreed. The researcher wanted to know if

involvement of stakeholders in roads construction project influence the success of project, the respondents confirmed the statements with 56% strong agreement and 44% agreement. Thus, all the responses given above helped the researcher to confirm that there is positive effect of decision making on monitoring and evaluation process of roads construction project in Kigali Special Economic Zone in Gasabo District.

6.3 Influence of planning process

The researcher investigated the influence of planning process on participatory monitoring and evaluation process of roads construction in Kigali Special Economic Zone in Gasabo District. Respondents were asked whether they were aware and results below were arrived at:

Table 3: Awareness of existing planning process on participatory monitoring and evaluation of roads construction project

Statements		Responses					Total
		SA	A	U	D	SD	
Well planned project development processes influence the success of roads construction project at Kigali Special Economic Zone (KSEZ) project	Frequency	24	4	0	0	0	28
	Percentage	86	14	0	0	0	100
Well planned project influences the implementation of project activities at KSEZ project and M&E	Frequency	27	1	0	0	0	28
	Percentage	96	4	0	0	0	100

From the responses, 86% of the respondents argued by strong agreement for the idea that there exists a structured M&E action plan of Kigali Special Economic Zone project in Gasabo District that was in existence to guide the monitoring and evaluation process. In the same way, this was supported 14% of the respondents in this category by agreement. They confirmed that this was done through the means of well planned project development in order to influence the success of roads construction project at Kigali Special Economic Zone.

A similar question that read, do the well planned project facilities influence the implementation of project activities, was asked and responses were as follows: 96% of the respondents strongly agreed while the remaining 4% agreed. According to this section that sought for reasons behind this argument, most respondents gave reasons that ranged from the current M&E plans being highly emphasized to satisfy the conditions of funding; others felt that the plans were clearly thought out while others felt that there is M&E plan even done by non-biased expertise

Conclusions and Recommendations

7.1 Conclusions

From a series of issues that have come into bow starting from the literature review, the information gathered in the field and the summary of the findings, the research concluded that financial resources are central in determining the future and the success of the M&E process needs specifically identified sources of funds, sufficient funds and funds that are flexibly allocated for the process.

Therefore, by applying the principle of negotiation and mobilization, PM&E participants have improved understanding of their contributions process. Involving enough stakeholders in the M&E process of roads construction is perceived to contribute towards improved trust and change in perceptions, behaviors, and attitudes amidst stakeholders leading to better outcome for those involved in the project.

Due to positive effect of decision making on monitoring and evaluation process of roads construction project in Kigali Special Economic Zone in Gasabo District, participation processes lead to learning opportunity for every participant involved, which as it circulates among participants resulted to improvements and corrective actions for the project. Participatory evaluation (PE) can be an educational experience itself and instrumental in stepping up decision making capacities of local participants.

Finally, the researcher concludes that experience and capability of workers influence participatory M&E in

planning process within roads construction projects in Kigali Special Economic Zone in Gasabo District.

7.2 Recommendations

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher recommends that the relevant government bodies, the NGOs,

World Bank and other donors, the contributors and all the bodies handling projects must have a specific well defined source of financing the M&E exercise. Also, enough financial resources should be allocated and the budget allocation process should be effective so as to have the funds availed at the best moment in order to have the M&E processes a success.

For the success of roads construction project, involvement of stakeholder in all activities should be considered especially through participatory M&E process. Well planned project should be a key for roads construction project at Special Economic Zones.

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