

# Determinants of Performance for Result-Based Monitoring and Evaluation System of Government Projects in Rwanda; A Case of Kirehe Watershed Management Project

Sebaganwa Jerome<sup>1</sup>, Dr. Patrick Mulyungi<sup>2</sup>

<sup>1</sup>Jomo Kenyatta University of Agriculture and Technology

<sup>2</sup>Jomo Kenyatta University of Agriculture and Technology

**Abstract:** *This study was carried out to establish the determinants of performance for results-based monitoring and evaluation of government projects in Rwanda. Its specific objectives were to assess the influence of baseline data on performance of results based monitoring and evaluation of Kirehe Watershed Management Project, to determine the influence of M&E system on performance of results based monitoring and evaluation of Kirehe Watershed Management Project and to establish the influence of project staff training on performance of results based monitoring and evaluation of Kirehe Watershed Management Project. The study population was 200 direct beneficiaries and 47 project staff which in total equaled to 247 people. The researcher used a sample size of 133 respondents due to the fact that it cannot be easy to collect data from all beneficiaries and staff of the project. Questionnaires were used for data collection and data presentation is in forms of tables in order to produce meaningful results. The researcher concluded a positive influence of baseline data on performance of results based monitoring and evaluation of Kirehe Watershed Management Project. The researcher further concluded a positive relationship between project staff training and performance of results based monitoring and evaluation because the results of correlation revealed that project staff training influences the performance of RBM&E at the level of 63.6% which proves a significant relationship between project staff training and performance of results based monitoring and evaluation. The researcher recommended that managers or coordinators of government funded projects should establish a system that enable the project team and users to access baseline data so that they may be a point of reference for their routine activities. The project team should also take into consideration the baseline data and utilize them so that they may achieve the purpose of results based monitoring and evaluation. The ministries implementing government funded projects should put M&E plans detailing the frequency of monitoring and review for project result based monitoring and evaluation. M&E team should prepare and availed sufficient M&E tools and guidelines supporting whoever involved in project M&E activities to adopt result based monitoring and evaluation. The managers should also give the M&E team freedom to track the project process and report the findings in an independent environment so that any kind of deviation may be detected. The researcher recommended that the project staff involved in M&E exercise should be given advanced training in data collection, data analysis, data presentation so that they may produce reports that are useful to inform decision makers.*

**Keywords:** Project, Monitoring, Evaluation, Results Based Monitoring and Evaluation System

## 1.Introduction

Monitoring and Evaluation systems are a crucial tool for social, economic and political change. Oftentimes, monitoring and evaluation are considered one function although they are two distinct but complementary activities. UNDP (2009) describes monitoring as an activity of collecting data on each individual indicator in a continuous and systematic manner. It aims at informing the managers and the key stakeholders on whether the intervention is progressing with regards to achieving objectives as well as on use of allocated resources. It provides information necessary for evaluation and therefore constitutes part of the overall evaluation procedure. Evaluation on the other hand is a periodic assessment of an ongoing or completed project, program, or policy done to determine the relevance and achievement of objectives, the efficiency, the effectiveness, the impact (expected and unexpected) and the sustainability in order to provide useful information that can lead to the affirmation or modification in project objectives and processes.

## 2.Statement of the Problem

For several years, Rwanda has been committed to providing proper accountability on the use of public funds. Though the accountability culture increasingly improves and wins ground in Rwandan government institutions, the 2015/16 Auditor General's report to the Parliament revealed that weakness in management of some governments' business enterprises (GBEs) leading to lack of proper financial accountability, failures in implementing internal control and coordination systems resulting in delayed execution of projects activities, loss or misuse of public resources, diversion of public funds from the intended purpose and lack of value for money in many projects implemented were among the key persistent unsolved issues since 2013. The report further notes that among 77 government projects reported as delayed or abandoned in fiscal year 2013/2014 only 54.5% were completed, 33.7% were finalized and provisionally handed over while 9 contracts equivalent to 11.7% had not been completed yet. Out of 70 delayed or abandoned projects reported in 2014/15 annual report, only 44% were completed, 33% finalized but still at provisional handover stage and 16 which represents 23% of the contacts were

still pending. The 2015/16 audit report states also that government entities had a total 99 pending contracts which included 75 delayed and 24 abandoned undertakings including the above said figures for the previous years (OAG, 2017). In most cases, the delayed or abandoned contracts are construction and agriculture related projects.

The Auditor General’s recent report released in 2018 covering fiscal year 2016/17 noticed important delay in the implementation of government programs. The report affirms that by the time of audits, 70 contracts in Local Government entities, 38 contracts managed by Boards and GBEs, 23 contracts managed by Governments projects and 8 contracts managed by Ministries and other central Governments institutions had delayed for a period ranging from 5 to 886 days, 5 to 1863 days, 19 and 940 days and 127 to 1946 days respectively (OAG, 2018).

Long term investment projects specifically in construction and agricultural projects are mostly among those delayed or abandoned. Owing to this challenging problem, the OAG reported that some projects completely failed, others were cancelled or risk to be cancelled by donors due to non-consumption of budget on due time (AOG, 2018). Many evaluations including audit reports have also stressed out the necessity to strengthen internal control and coordination systems including monitoring and evaluation

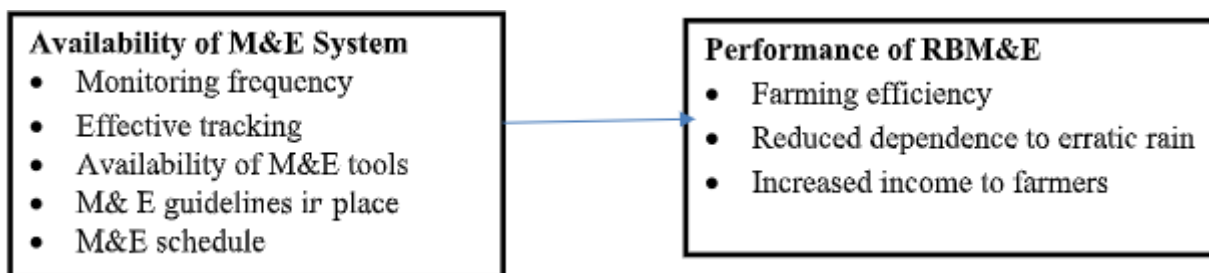
systems, to improve government projects performance and accountability in Rwanda. The evaluation done by ODI for the World Bank (ODI, 2010) affirms that M&E was extended across sectors and decentralized government institutions since 2005. However, since then, no systematic study has been carried out and revealed to the public as to how these systems are performing.

Against this background, this study seeks to assess the Determinants of Performance for Results-Based Monitoring and Evaluation of Government Projects in Rwanda by considering the case of Kirehe Watershed Management Project in Eastern Province of Rwanda, a community based project whose performance was to be determined in relation to improved farming efficiency, reduced dependence to erratic rain and increased income to farmers.

### 3.Objectives of the Study

The general objective of this study was to establish the determinants of performance for results-based monitoring and evaluation of government projects in Rwanda. Its second specific objective was to determine the influence of M&E systems on performance of results based monitoring and evaluation of Kirehe Watershed Management Project.

### 4.Conceptual Framework



### 5.Research Methodology

- **Research Design:** The researcher used descriptive research design
- **Target Population:** The study population was 200 direct beneficiaries and 47 project staff under Kirehe Watershed Project which in total equaled to 247 people.
- **Data Collection tools:** In collection of primary data, questionnaires were used as main instruments of data

collection. The questionnaires were designed and distributed to the respondents by the researcher himself.

### 6.Summary of Research Findings

**6.1:** Assessment of the influence of monitoring and evaluation system on performance of results-based monitoring and evaluation of Kirehe Watershed Management Project

**Table 1:** Approved monitoring and evaluation plan detailing the frequency for project result based monitoring

Statement	Frequency	Percentage	Cumulative Percentage
Strongly Agree	75	56.4	56.4
Agree	40	30.1	86.5
Disagree	18	13.5	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Data (2019)

The findings in Table 1 demonstrated that 56.4% of all respondents strongly agreed that in Kirehe Watershed Management Project, they have approved monitoring and evaluation plan detailing the frequency for project result based monitoring, 30.1% of respondents agreed that in

Kirehe Watershed Management Project, they have approved monitoring and evaluation plan detailing the frequency for project result based monitoring while only 13.5% disagreed that in Kirehe Watershed Management Project, they have approved monitoring and evaluation

plan detailing the frequency for project result based monitoring.

**Table 2:** Sufficient M&E tools that enable the monitoring team to implement the Result based monitoring and evaluation assignments

Statement	Frequency	Percentage	Cumulative Percentage
Agree	43	32.3	32.3
Disagree	20	15.0	47.4
Strongly Disagree	70	52.6	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Data (2019)

The findings from Table 2 demonstrated that the majority of respondents which is equivalent to 52.6% strongly disagreed that in Kirehe Watershed Management Project, they have sufficient M&E tools that enable the monitoring team to implement the Result based monitoring and evaluation assignments, 32.3% of respondents agreed that in Kirehe Watershed Management Project, they have

sufficient M&E tools that enable the monitoring team to implement the Result based monitoring and evaluation assignments and 15.0% of respondents disagreed that in Kirehe Watershed Management Project, they have sufficient M&E tools that enable the monitoring team to implement the Result based monitoring and evaluation assignments.

**Table 3:** Freedom of M&E team to track project process and reporting the findings

Statement	Frequency	Percentage	Cumulative Percentage
Agree	34	25.6	25.6
Undecided	26	19.5	45.1
Disagree	49	36.8	82.0
Strongly Disagree	24	18.0	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Data (2019)

According to the results from Table 3, 36.8% of respondents disagreed that in Kirehe Watershed Management Project; the M&E team was given freedom to track the project process and report the findings in an independent environment, 25.6% of respondents agreed in

Kirehe Watershed Management Project; the M&E team was given freedom to track the project process and report the findings in an independent environment, 19.5% of all respondents were undecided while 18.0% of respondents strongly disagreed to the statement.

**Table 4:** Approved M&E guidelines that guide the team

Statement	Frequency	Percentage	Cumulative Percentage
Strongly Agree	63	47.4	47.4
Agree	47	35.3	82.7
Undecided	15	11.3	94.0
Disagree	8	6.0	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Data (2019)

The results from Table 4 demonstrated that 47.4% of study respondents strongly agreed that in Kirehe Watershed Management Project there are approved M&E guidelines that guide the monitoring team for the purpose of result based monitoring, 35.3% of respondents agreed that in Kirehe Watershed Management Project there are approved M&E guidelines that guide the monitoring team for the

purpose of result based monitoring, 11.3% of all respondents were undecided to the statement while only 8% of respondents disagreed that in Kirehe Watershed Management Project there are approved M&E guidelines that guide the monitoring team for the purpose of result based monitoring.

**Table 5:** Approved M&E schedule of activity for the purpose of result based monitoring

Statement	Frequency	Percentage	Cumulative Percentage
Strongly Agree	12	9.0	9.0
Agree	36	27.1	36.1
Disagree	48	36.1	72.2
Strongly Disagree	37	27.8	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Data (2019)

The findings in Table 5 revealed that 36.1% disagreed that in Kirehe Watershed Management Project there is approved M&E schedule that clearly shows when each project activity is supposed to take place for the purpose of

result based monitoring and evaluation, 27.8% of respondents strongly disagreed that in Kirehe Watershed Management Project there is approved M&E schedule that clearly shows when each project activity is supposed to

take place for the purpose of result based monitoring and evaluation, 27.1% of respondents agreed that in Kirehe Watershed Management Project there is approved M&E schedule that clearly shows when each project activity is supposed to take place for the purpose of result based

monitoring and evaluation while only 9% of respondents strongly agreed that in Kirehe Watershed Management Project there is approved M&E schedule that clearly shows when each project activity is supposed to take place for the purpose of result based monitoring and evaluation.

**Table 6:** Descriptive Statistics on assessment of the influence of monitoring and evaluation system on performance of results based monitoring

Indicators	N	Mean	Std. Deviation
Monitoring and evaluation plan	133	1.71	1.013
M&E tools	133	3.88	1.349
M&E guidelines	133	1.76	.880
M&E team is given freedom	133	3.47	1.063
M&E activity	133	3.47	1.379
Valid N (listwise)	133		

Source: Field Data (2019)

The findings in Table 6 revealed that the mean values for the first, second, third, fourth and fifth statements are 1.71; 3.88, 1.76 and 3.47 which are respectively rounded off to 2(the code for agree) for monitoring and evaluation plan detailing the frequency of project result, 3(the code for undecided) M&E schedule that clearly shows the project activity and freedom to track the project process, and 4(the

code for disagreed) for the M&E tools that enable the monitoring team to implement the Result. The standard deviation of all statements is above 0.5 meaning that respondents' answers on these statements were far different from the mean, in other words, their answers to the statement were heterogamous.

**Table 7:** Correlation between monitoring and evaluation system and performance of RBM&E

Variables		Availability of M&E system	Performance of RBM&E
Availability of M&E system	Pearson Correlation	1	.707*
	Sig. (2-tailed)		.000
	N	133	133
Performance of RBM&E	Pearson Correlation	.707*	1
	Sig. (2-tailed)	.000	
	N	133	133

Source: Field Data (2019)

According to the information in Table 7, the correlation between the influence of monitoring and evaluation system and performance of RBM&E was at 0.707 meaning that M&E system influences the performance of Results-Based Monitoring and Evaluation at the level of 70.7% which proves a significant relationship between M&E system and performance of RBM&E. If the researcher considers the level of significance which is 0.05, there is therefore a significant relationship between them because their p-value (0.000) is statistically significant at 5% level of significance.

## 7. Conclusions and Recommendations

### 7.1 Conclusions

The researcher concluded a high and positive influence of baseline data on performance of results based monitoring and evaluation of Kirehe Watershed Management Project as the results of correlation revealed that, the correlation between baseline data and performance of RBM&E of Kirehe Watershed Management Project was at 0.739 meaning that baseline data influence performance of results based monitoring and evaluation at the level of 73.9% which prove a significant relationship between baseline data and performance of RBM&E of Kirehe Watershed Management Project.

Furthermore; the researcher concluded a positive and significant of monitoring and evaluation system on performance of the Results-Based Monitoring and Evaluation. The results of correlation showed that the influence of monitoring and evaluation system on performance of RBM&E was at 0.707 meaning that M&E system influences the performance of Results-Based Monitoring and Evaluation at the level of 70.7% which proves a significant relationship between M&E system and performance of RBM&E.

Last but not least; the researcher concluded a positive relationship between project staff training and performance of Results Based Monitoring and Evaluation because the results of correlation revealed that project staff training influences the performance of RBM&E at the level of 63.6% which proves a significant relationship between the influence of project staff training and performance of Results-Based Monitoring and Evaluation.

### 7.2 Recommendations

The researcher made the following recommendations:

- Managers and coordinators of government funded projects should establish a system that enables the project team and users to access baseline data so that they may be a point of reference for their routine

activities. The project team should also take into consideration the baseline data and utilize them so that they may achieve the purpose of result based monitoring and evaluation. The ministries and other government institutions should use baseline data as their basis to assess and measure the performance of the projects they are implementing.

- The ministries implementing government funded projects should put monitoring and evaluation plans detailing the frequency of monitoring and review for project result based monitoring and evaluation, the project monitoring and evaluation team should put in place sufficient M&E tools that enable them to implement the Result based monitoring and evaluation assignments, they should also prepare M&E guidelines that guide the monitoring them for the purpose of result based monitoring, finally the project managers should give the M&E team freedom to track the project process and report the findings in an independent environment so that any kind of deviation may be detected.
- The researcher recommended that the project staff in charge of monitoring and evaluation should be given advanced trainings in data collection, data analysis, data presentation so that they may produce reports that are useful to inform the project decision makers.

## References

- [1] Ashley and Barney (2010). Role of Project Managers in Effective Monitoring and Evaluation Process. Economics Working Papers paper.200542 on [www.digitalcommons.ucon.edu](http://www.digitalcommons.ucon.edu) accessed on 18th March 2014.
- [2] Andove, W. M. & Mike, A. I (2015). How monitoring and evaluation affects the outcomes of constituency development fund projects in Kenya: A case study of projects in Gatanga Constituency. International Journal of Academic Research in Business and Social Sciences Vol. 5 (3) PP. 13 – 51
- [3] Bamberger, M. (2010). Reconstructing Baseline Data for Impact Evaluation and Result Based Management. PREM The Nuts and Bolts of Monitoring and Evaluation Systems Special Series No.4, World Bank, Washington, DC, accessed on 19/02/2019 from <http://www.worldbank.org/prem>
- [4] Cojocar, S. (2009). Clarifying the theory-based evaluation, Revista de cercetare si interventie sociala, 2009, vol. 26, pp. 76-86
- [5] Coninck, J.D, Chaturvedi, K., Haagsma, B., Griffioen, H., & Glas, M. (2008). Planning, Monitoring and Evaluation in development organizations. SAGE Publications Ltd, London, UK.
- [6] Food Agriculture Organization (FAO). (2010). Monitoring and Evaluation Toolkit for Junior Farmer Field and Life Schools. Rome, Italy
- [7] Gebremedhin, B., Getachew, A. & Amha, R. (2010). Results based monitoring and evaluation for organizations working in agricultural development: A guide for practitioners. International Livestock Research Institute, Nairobi, Kenya.
- [8] Gwadoya R. A (2012). Factors influencing effective implementation of monitoring and evaluation practices in donor funded projects in Kenya: a case of Turkana district (Masters dissertation). Kenyatta University, Nairobi, Kenya.
- [9] Ibanga, G.V, Jaya, s. & Ndadaba, E. (2016). Effects of beneficiaries' participation in project monitoring and evaluation on project success. International Journal of Social Science and Humanities Research 4 (2) 334 - 347
- [10] IFAD (2013a). Kirehe Community Based Watershed Management Project (KWAMP): A Mid-Term Review Report.
- [11] IFAD (2013b). Managing for impact in Rural Development. A guide for Project M & E.
- [12] IFRC (2011). Project/Programme Monitoring and Evaluation (M&E) Guide. Geneva.
- [13] Ikal, L.A. (2016). Project success as a topic project management Journal 40 (4) 6-19.
- [14] INTRACT (2017). Theory Based-Evaluation. Accessed from <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Theory-based-evaluation.pdf>
- [15] Kagisha, T.W. (2018). Effect of Project Resources Planning on Sustainability of Rural Development Projects in Rwanda: A Case of Kirehe Community Based Watershed Management Project. International Journal of Management and Commerce Innovations, Vol. 6, Issue 1, pp: 1479-1486
- [16] Kothari C.R (2009). Research Methodology, Methods and Techniques (Second Revised Edition), New Age International Publishers, New Delhi.
- [17] Kusale, S. J. (2016). Factors Affecting Application of Results Based Monitoring and Evaluation System by Nurture Africa.
- [18] Leeuw, Frans L. (2012). Theory based evaluation, accessed from <https://www.alnap.org/help-library/theory-based-evaluation>, on 23/04/2019
- [19] Mbiti, M. V. & Kiruja (2015). Role of monitoring and evaluation on performance of public organization project in Kenya: A case of Kenya meat commission.
- [20] Mulwa, F & Ngulu S. (2011). Participatory monitoring and evaluation; A strategy for organization strengthening. Nairobi Kenya.
- [21] Naidoo, L., A. (2011). The role of monitoring and evaluation in promoting good governance in South Africa: A case study of the department of social development (Doctoral Dissertation) University of Witwatersrand
- [22] Ochieng M. F., & Tubey, D. (2013). Effectiveness of Monitoring and Evaluation of CDF Projects in Kenya: A case of Ainamoi Constituency. International Journal of Arts and Commerce.
- [23] OAG (2017). Report of the Auditor General of State Finances for the financial year 2015/2016
- [24] OAG (2018). Report of the Auditor General of State Finances for the financial year 2016/2017
- [25] ODI (2010). Monitoring and Evaluation in Rwanda: Country Case Study, Final Report.
- [26] Pallant, J. (2015). SPSS survival manual: A step by step guide to data analysis using SPSS for Windows (Version 12) Sydney: Allen & Unwin
- [27] Praefcke, M. D., Lai, K.C. & Sorrenson, W. (2010). The use of monitoring and evaluation in Agriculture and rural development projects: best practices in investment design. FAO Investment Center

- [28] Spreckley, F. (2009). Result based monitoring and evaluation toolkits: Local livelihoods.
- [29] Herefordshire. St. Oswalds bann.UK.
- [30] Umugwaneza, A. &Kule, J. W. (2016). Role of monitoring and evaluation on project Sustainability in Rwanda. A case study of electricity access scale up and sector wide approach development project (EASSDP). European Journal of Business and Social Sciences, Vol5 (7) PP 159 – 177.
- [31] UNDP (2009). Handbook on Planning, Monitoring and Evaluating for Development Results
- [32] Vanessa W. and Gala D. (2011). Sound Expectations: From Impact Evaluations to Policy Change. Center for the Implementation of Public Policies Promoting Equity and Growth (CIPPEG)
- [33] Wachaiyu, W. V. (2016). Monitoring and evaluation factors influencing success of development Projects: A case study of Starehe sub county, Kenya (Masters Dissertation) University of Nairobi
- [34] World Bank, (2012). Monitoring and Evaluation: some tools methods and approaches. The World Bank, Washington D.C
- [35] Zvoushe, H. & Gideon (2013). Utilization of monitoring and evaluation systems by Development agencies: The case of the UNDP in Zimbabwe. American International Journal of Contemporary Research Vol. 3 (3) PP. 70 – 83