



**MONITORING & EVALUATION AND PERFORMANCE OF DONOR FUNDED PROJECTS IN RWANDA. A CASE OF USAID/TWIYUBAKE PROJECT**

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## MONITORING & EVALUATION AND PERFORMANCE OF DONOR FUNDED PROJECTS IN RWANDA. A CASE OF USAID/TWIYUBAKE PROJECT

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### ABSTRACT

Globally over the past five decades, both private and public organizations have established capacities enhancing improvement of exhibition results. Of developing significance is the M&E numerous ventures recognized in attempting to achieve project success. Even though, several studies suggested the role of donor funded projects are being established in Rwanda, the survey in Rwanda in 2015 showed that poverty was 39.1% as of 2013/ 2014 and extreme poverty was 16.3%. The general objective was to analyze contribution of monitoring and evaluation on the case of United States Agency for International Development (USAID) /Twiyubake project performance. Specific objectives were identifying the obstacles of M & E affecting the performance of USAID)/ Twiyubake project, examining effectiveness of M&E in USAID/ Twiyubake project and examining relationship between M&E and performance of USAID/ Twiyubake project in Rwanda. It was hoped the study findings might facilitate better understanding of donor funded projects in the specific contexts of Sub-Saharan African (SSA), especially in Rwanda. Descriptive survey design was adopted. A target population of 110 staff from USAID/ Twiyubake project while a sample size was 86 staff. The study used primary data collection methods. Analysis of data was done using SPSS version 21. The study discovered a positive connection on contribution of monitoring and evaluation on execution of USAID/ Twiyubake project as it was seen on accountability, communication, partnership and supervision (0.768, 0.416, 0.216, and 0.462) respectively. The positive relationship demonstrated that there is a connection between the contributors of monitoring and evaluation on execution of donor funded projects in Rwanda. This withstanding that accountability is fundamentally related to performance of donor funded projects in Rwanda ( $r=0.768$ ,  $p<0.01$ ), Communication is essentially correlated to performance of donor funded projects in Rwanda ( $r=0.416$ ,  $p<0.01$ ), Partnership is significantly correlated to performance of donor funded projects in Rwanda ( $r=0.216$ ,  $p<0.01$ ) and supervision is significantly correlated to performance of donor funded projects in Rwanda ( $r=0.462$ ,  $p<0.01$ ). The study concluded that accountability, communication, partnership and supervision positively influence performance of donor funded projects in Rwanda. This research recommended that elements of shared view ought to have been recognized in the initial planning, as they are the factors the partnership ought to have based on M & E activities. If poor communication skills during M & E bring about deficient management of projects handicapping organization's development making progress and positive commitments.

**Keywords:** Accountability, Effective communication, Performance, Partnership and supervision Donor funded projects.

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## INTRODUCTION

Internationally, over the last five decades numerous organizations have grasped and applied the functions of Monitoring and Evaluation (M&E) to support their performance results. With the expanding significance of Monitoring and Evaluation everywhere in the entire world, numerous projects perceived the advantages and they are attempting to build up it in their tasks (Baker, 2011). Donor funded projects in developed nations explicitly, have had upwards of over two decades of involvement with M&E, conversely with the many third world nations which are just inaugurating the use of monitoring and evaluation. The results have been acknowledged by developed nations as informative giving significant astute exercises to developing nations (World Bank, 2012).

Third world nations are playing out some sort of regular Monitoring and Evaluation exercises (Jaszczolt & Potkanski, 2010). In African context, governments have sited expanding Monitoring and Evaluation to improve efficiency in terms of democracy (Florin, 2011). Basically, the main aim of strengthening monitoring and evaluation has been to build capacity for service delivery (Merin & Carmenado, 2012). Correspondingly, performance of any project has been an uphill task for many third world countries, important is that the enormous quantities of tasks executed at vast expenses. The evidence demonstrates that Kenya generally depends on customary and unpremeditated edifice that is used to satisfy donor funded plans. According to Abdulkadir (2014) monitoring and evaluation systems in Kenya are still inadequate hence a great concern with the development partners. Magondu (2013) notes that great concern comes from every significant donor due to communication misgivings on this issue of M& E.

Over the last two decades Rwanda has made good progress since the tremendous difficulties during the genocide against the Tutsi that destroyed the nearly the whole social and economic fabric of this country and through to differences non organization working in country. Swift growth of the

economy with poverty reduced and equal gender presentation are among the numerous advantages that Rwandans have profited from the donor funded organizations. The concerted efforts have solidified the belief that Rwanda's development ambitions towards the Vision 2020 can be accomplished with through civic empowerment (International Monetary Funds [IMF], 2013). Project report by USAID/Twiyubake (2015) vulnerable populations consists individuals living with HIV, Orphans and Other Vulnerable Children (OVC) and individuals from the household taking care of these groups, poverty-stricken households (particularly female-and widow-headed families), and out of school youngsters, particularly young girls. The Twiyubake project enables these distinguished vulnerable groups to better access social services and health services enabling them to live better profitable lives. Program exercises expand upon USAID backing to the Government of Rwanda (GOR) and civil society partners.

Twiyubake project started February 23, 2013, and will end in February 22, 2020. The goal of the project was to identify and assist 50,000 vulnerable households (around 250,000 children, youths and adults) in 12 administrative Districts of Rwanda by; reducing limitations of families and communities, giving better consideration to vulnerable people; improving family and community care and support practices for vulnerable populaces, particularly children; and expanding access to schooling and social amenities for weak populaces (USAID/Twiyubake project report, 2015).

### Statement of the Problem

Many projects identified the benefits of M & E all-over the world and they are attempting to assimilate it in their operations (Zvoushe & Gideon, 2013). But there are poor M&E operations of donor funded projects that should be due to ineffective and inappropriate of data communication during evaluation, the expected benefits of many donor funded project investments had not materialized following the completion of various projects (Andove & Mike, 2015). The study by Tache (2011)

indicated that M & E affects positively the performance of the projects ; Jackson, Joseph, and Ben (2015) study revealed that the absence of project performance due to lack of M & E. While the study of Kimweli (2013) indicated that the low level of performance of project did not depend on monitoring and evaluation practices in Kenya.

In Sub-Saharan Africa there exists little evidence on extensive M & E accomplishments on the ground are rare (UNICEF, 2012). According to Mogaka (2013) M & E systems that have been adopted in many countries yet they have failed to have a look at M & E requirements and the information generated. This points out that all real variables that influence and determine the implementation of M&E framework may not have been identified by these policy measures.

Ochieng, Paul, Ruth and Kuto (2012) study showed that Project Management Committee (PMC) and external assessors are the best determinant of project performance rather than monitoring and evaluation. Basing on the comprehension of various researchers contentions on this theme, it drives the researcher in uneven scholastic situation of not finishing up whether donor funded projects are completely influenced by Monitoring and Evaluation (M&E). However, this does not give a rule that the M&E affect positively the performance of all types of projects, the M&E can affect the project due to the field of the project. Considering this observation, many project managers or owners do not carry out enough quantitative researches with accurate data during M&E in Rwanda. Moreover, even though, several studies suggested the role of donor funded projects and several projects are being established in Rwanda, the survey in Rwanda in 2015 showed that poverty was 39.1% as of 2013/ 2014; extreme poverty was 16.3% (NISR, 2015). Thus, the need of the study.

## Literature Review

### Theory of Change

This examination was guided by hypothesis of progress created by (Kusters, 2010). Theory of change augments comprehension of stakeholders with thoroughly considering adoption of M&E information and exercises and boost the resulting awareness. The theory of change helps M&E to have lucidity result chain(s) and clarifies which strategies have been chosen, why this arrangement of techniques and no different methodologies, and how they are relied upon to unfurl. Theory of change help to plan and centre the M&E structure in a beginning phase of the project phase and not in the early implementation stage as is regular situation. It conveniently viewed from observational guide to assist professionals with perusing and in this manner explore cycles of social change (Reeler, 2011).

The fundamental entertainers, critical assumptions, intended outcomes and some key pointers are accessible as a reason for the M&E structure. How managers conceptualize a social and hierarchical framework affects how we structure it and how we mediate in it, this is essential material for evaluators to draw in with (Burns, 2017).

Monitoring normally perceived as following up progress against plans, achievements and what is hoped to occur. With theory of change managers take a more extensive point of view, likewise taking a gander at the issue the projects are addressing, the more extensive setting and changes in the connections between the principal actors and unintended results. reviewing the suppositions that have been made at the beginning of the program implementation is critical to know whether they prove to valid. If not, it might be important to adjust the strategy, or necessitates reviewing the theory of change (Gilbert & Ron, 2014).

Theory of change is useful to quantify results as well as to comprehend the part of program role and different variables in adding on to the results. Monitoring and Evaluation as a rule happens either

as a mid-term survey, towards the finish of a project or some time subsequently. A fundamental target of a mid-term survey is checking if the program is adding to the proposed change in accordance with the underlying theory of change (Jackson, Joseph and Ben, 2015). During Monitoring and Evaluation, the managers of the project choose whether they may choose to change a few exercises and systems corresponding to the objectives of the project. This incorporates a more definite picture of success, of what managers view as fundamental preconditions for achieving and supporting progress, and of any transitional results that show that change is occurring (Keystone, 2013).

### Conceptual Framework

It depicts a logical tool that has several variations and contexts explaining the relationship between variables. A relationship depicting behavior in the relation to the theory of change, contingency theory and classical organizational theory. Figure 1 indicates the independent variable under the study are accountability, effective communication and lastly but not the least is the partnership and supervision. In addition, there are intervening variable which in this case are government policy and the culture of the organization. The dependent variable is the performance of donor funded projects which is under the following indicators, goal achievement that is achieved within overruns cost and the scope on terms of project horizon.



**Figure 1: Conceptual Framework**

Source: Researcher, 2020

### METHODOLOGY

The study utilized descriptive survey design. Both qualitative and quantitative research approaches were used. Descriptive research was chosen because the study intended to portray the participants in a precise manner in accordance with the subject being studied. The design enabled the research to analyze the contribution of M&E to performance of USAID/ Twiyubake project in Rwanda.

The researcher targeted 110 staff of USAID/ Twiyubake. (USAID / Twiyubake project report, 2015). This was obtained from the Human Resource Manual of the USAID/Twiyubake project report on 2015. The sample was prudently chosen in order to represent the entire population with appropriate attributes (Burns & Burns, 2012). The study used

(Yamane, 1967) formula in determining the sample size from 110 staff of USAID/ Twiyubake project.

$$n = \frac{N}{1 + Ne^2}$$

Where, N is the target population = 110

e: = 5%, confidence interval = 95%

$$n = \frac{110}{1 + 110 \times 0.05^2} = 86$$

Therefore n: sample size= 86 staff of USAID/ Twiyubake project.

The decision to choose a sampling technique depends on the viability and sensitivity of gathering information to respond to the examination questions and to address the set goals (Cooper & Schindler, 2011). The 86 staff were selected purposively from 110. The advantages of these

types of sampling were the availability and the quickness with which data can be gathered.

Both questionnaire and interview as primary data collection techniques were utilized in this study. The questionnaires were taken to the study participants where cross-examination was done. For busy managers, appointments were scheduled where the researcher dropped the questionnaires and picked them later after they were filled. Study participants were requested not to indicate their names on the questionnaire.

In this study as recommended by Cronbach coefficient in testing the reliability adopted the alpha values. The alpha values of above 0.7 was taken as reliable (Kombo & Tromp, 2011). Therefore, a pilot study was done for 20 staff of

USAID/ Twiyubake who were not include in sample size (86) to test reliability. Validity of instruments was done through the help of an expert who in this case was the supervisor.

## RESULTS AND FINDINGS

### Correlation analysis

The study conducted a Pearson product moment correlation analysis to determine the correlation between the contribution of M&E on performance of USAID/ Twiyubake project in Rwanda. Basically, it looked at the contribution in terms of accountability, communication, partnership and supervision. The outcomes were presented in Table 1.

**Table 1: Correlation and the coefficient of determination**

	Performance	Accountability	Effective Communication	Partnership and Supervision
Performance (r)	1.000			
(p) Sig. (2 tailed)				
Accountability (r)	0.768*	1.000		
(p) (2 tailed)	0.000			
Effective Communication (r)	0.693	0.416*	1.000	
(p) Sig. (2 tailed)	0.032	0.000		
Partnership and Supervision (r)	0.689	0.163	0.216*	1.000
(p) Sig. (2 tailed)	0.028	0.019	0.000	

There is an affirmative relationship between the contribution of monitoring and evaluation on performance of USAID/ Twiyubake project in Rwanda as it is seen where Accountability, Communication, Partnership and Supervision (0.768, 0.416, 0.216, and 0.462) follow correspondingly. The affirmative relationship implied that there is a correspondence between the contributors of monitoring and evaluation on performance of USAID/ Twiyubake project in Rwanda.

This withstanding, Table 1 indicated that accountability is greatly linked to performance of

donor funded projects in Rwanda ( $r=0.768$ ,  $p<0.01$ ), Communication is greatly linked to performance of donor funded projects in Rwanda ( $r=0.416$ ,  $p<0.01$ ), Partnership and supervision is significantly correlated to performance of donor funded projects in Rwanda ( $r=0.216$ ,  $p<0.01$ ).

### Multiple regression analysis

Multiple regression analysis was done with the aim of investigating contribution of monitoring and evaluation on performance of USAID/ Twiyubake project. The findings were presented in Table 2,3 and 4.

**Table 2: Combined Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 <sup>a</sup>	.895	.868	.130

a. Predictors: (Constant), Accountability, Effective Communication, Partnership and supervision

From the results in Table 2 the determinant was 0.895 at 0.05 significant levels. It therefore implied that 89.5% of the disparities in the dependent variable performance of donor funded projects in

Rwanda were elucidated by the independent variables (Accountability, Communication, Partnership and Supervision).

**Table 3: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.575 <sup>a</sup>	3	.192	11.388	.000 <sup>b</sup>
	Residual	1.379	82	.017		
	Total	1.953	85			

a. Dependent Variable: Performance of donor funded projects

b. Predictors: (Constant), Accountability, Effective Communication, Partnership and Supervision

Results on Analysis of Variance contribution found out that F= 11.388 and P=0.0000. This indicated an affirmative positive significant relationship between

the contributors of monitoring and evaluation and performance of donor funded projects in Rwanda.

**Table 4: Coefficient results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.463	.231		1.973	.106
	Accountability	.174	.009	.444	1.815	.009
	Effective Communication	.192	.050	1.231	3.616	.036
	Partnership and supervision	.167	.017	1.075	3.159	.025

The model can be represented as:  $Y = 0.463 + 0.174 X_1 + 0.192 X_2 + 0.167 X_3$

It is evident that holding accountability, communication, partnership and supervision to a constant zero, performance of donor funded projects in Rwanda would be at 0.463. In Addition, any unit increase on accountability would increase performance of donor funded projects in Rwanda by a factor of 0.174. Any unit increase in communication would increase performance of donor funded projects in Rwanda by a factor of 0.192. Lastly any unit increase in partnership would result increase in performance of donor funded projects in Rwanda by a factor of 0.167.

### Discussion of Results

The study agreed with Wanderi, *et al.*, (2015) who found out that many projects that have been planned properly have always performed in achieving their objectives while those with lack M and E have always failed at either the initial stages or failed to achieve the anticipated results. In Rwanda, some projects didn't perform well and among the reasons of failure are poor planning, inappropriate objectives and targets, coordination of activities, mobilization of resources, and poor feasibility study (RDB, 2013).

Moreover, the results agreed with Naidoo (2011) who noted that if the M&E function is located in a

section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the monitoring team needs to be enhanced and strengthened in order for it to have more power which was increase its effectives. Monitoring focuses on the management and supervision of project activities, seeking to improve efficiency and overall effectiveness of project implementation.

### **CONCLUSION AND RECOMMENDATIONS**

From the findings the study it was evident existence of noteworthy positive significant relationship between contributors of monitoring and evaluation (accountability, communication, partnership and supervision) and performance of USAID/ Twiyubake project have a positive effect on performance of donor funded projects in Rwanda.

The research came up with conclusion that accountability, communication, partnership and supervision have a positive influence on USAID/ Twiyubake project performance. The coefficient was 0.895 at 0.05 significant levels was achieved. This meant that 89.5% of the variation in the dependent variable USAID/ Twiyubake project performances explained by the independent variables (Accountability, Communication, Partnership and Supervision).

The study concluded that Monitoring and evaluation still remains an important aspect of project management that should be taken seriously in order to improve on quality, time and effective use of the resources. The findings further indicated that Twiyubake project utilized monitoring and evaluation information adequately and carried out regular data collection from various sources. However, the performance of monitoring and evaluation systems was satisfactory given in terms of accountability, effective communication and partnership and supervision.

Lastly the study concluded that contributors of monitoring and evaluation affects significantly USAID/ Twiyubake project performance. Monitoring and evaluation planning is an essential element of any intended ICT program and should be consisted into Accountability, Communication, Partnership and Supervision of a project as it ensures coherence and continuity of a project from design to it implementation and also defines a project indicator and how they can be measured.

This research recommended that it was paramount to identify components of mutual ground in the preliminary planning, for they are the elements that partnership ought to be based on during M & E activities. With poor communication skills during M&E resulting to improper handling of vital projects, company's innovation and capacity can be crippled limiting its positive contributions towards success. The capability to innovate is proportionate to its capacity to communicate instructions, and to communicate fresh and stimulating ideas and improvements.

In case the worst comes to the worst, there may be need to disband the present form of partnership in order to allow fresh rearrangement. Most community business partnerships are based on different attitudes including respect, honesty, trust and commitment in numerous ways. If attitude issues come to the fore front of your partnership, it could be a result of actions of either one or the two parties. The best way to deal with these sorts of issues is by engaging in an open and honest dialogue while handling an issue of concern other than engaging in insults and cheap shots. Its paramount for partners to have some shared ground or philosophies as a base of their relationship on, otherwise, the partnership is doomed to fail. In a situation where a partnership is struggles due to a lack of a mutual ground, there is need for that project management and your partner to rediscover the common objectives fast, to avoid ending or seriously modifying the partnership. Managers can limit poor supervision in the business by considering supervisors to be other employees

support rather necessarily viewing them as rule enforcers. Supervisors are the right people on how their work can be improved employing diverse techniques. They play the role of imparting safety knowledge and are the individuals' employees can run to when faced with queries and concerns about their tasks. A good supervisor should be easy to approach, a good people-person who knows the different equipment and jobs required by the employees, and is willing to help employees achieve. On the other hand, lack of loyalty leads to employees deviating from acceptable project practices. These activities can include theft, decreased employee effort, using equipment

without approval, and fabricating documents, among other things.

#### **Suggestions for Further Studies**

The researcher suggested that in future researchers should look into other factors necessary for the performance of projects. Researchers in future should look into other areas through which performance of projects can be enhanced other than through management elements. Last but not least, research should be carried out in future on the M & E through which sustainability can be enhanced. Other studies may carry out a comparative study on the effect of M & E for more than one project in Rwanda.

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