ROLE OF MONITORING AND EVALUATION SYSTEMS ON PROJECT SUCCESS. CASE OF FXB RWANDA SOCIO-ECONOMIC PROJECT IN KAYONZA DISTRICT

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ADELINE MANIKUZWE
Preface

This research project has the general objective to assess the role of M&E Systems on project success, case study of socio-economic project implemented under FXB Rwanda in Kayonza District. Specific objectives were to determine the role of project monitoring and evaluation plan on cost effectiveness of FXB Rwanda socio-economic project in Kayonza District, to assess the extent to which project budget affects expected quality standards of FXB Rwanda socio-economic project in Kayonza District and to identify the contribution of stakeholders’ involvement on project sustainability of FXB Rwanda socio-economic project in Kayonza District. Study used a mixed design approach with descriptive research design and correlation design to evaluate both quantitative and qualitative aspects. In this study, the total targeted population was 216 participants. The research has randomly picked 140 participants including 8 program staff, 47 stakeholders and 85 community volunteers to participate in this research. Both questionnaire and interview were used to collect data. In quantitative approach, reliability measure used pretesting where 10 participants were involved in answering research questions by using Cronbach's Alpha to test the consistency of the research. Reliability aims at testing if the research is measuring what it is intended to measure with p value <5 % (p < 0.05). The qualitative analysis was also done by analyzing respondents’ opinions on the role of monitoring and evaluation systems on project success. The research findings were interpreted through cote based on focus group discussion. The research revealed that M&E systems has contributed to the project success through cost effectiveness, expected quality standards and project sustainability of socio economic project in Kayonza district. Majority of respondents; 87% agreed that M&E plan contributes on cost effectiveness towards project success; 75% of respondents agreed that timely flow of funds reflects the expected quality standards for project success and 84% agreed that the application of stakeholders’ analysis report resulted into project sustainability. The relationship between M&E systems and the project success was established through multiple regression analysis. Research findings showed that M&E systems and project success had a coefficient of 0.350 with a R square of 0.059 which is positive. Therefore, monitoring and evaluation systems led to project success. The regression is 1.030 and statistically significant (p= 0.000). The coefficient of M&E plan was 0.100 and p = 0.003. Project budget had an intercept of 0.044 but significant and finally stakeholders’ involvement is at 0.065 and also positive. The study recommends government, policy makers, project donors and implementers to enhance M&E systems in projects industries focusing on M&E staff skills, plan, budget and stakeholders’ involvement so as to achieve the project success.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the study
Nina & Gage (2017) describe M&E as an ongoing process that occurs across the project's life and, in order to be most effective, add that M&E should be prepared at the system plan point with both the time, money and staff required and assigned in ahead of time.

In Africa, Ghana went ahead with the NDPC to integrate the concept of M&E activities as trade frameworks. In the M&E procedure, the NDPC adopted the RBMES and the Rewards Based Budgeting (RBB). This was intended to guarantee cost-efficiency, improve formal capability, and foster good governance and transparency as well as legitimacy for stakeholders and cabinet. The Cabinet of Rwanda (GoR) developed the National Monitoring and Evaluation System (NMES) in Rwanda Sebago (2019), in 2018 to track and study the efficiency of the EDPRS.

1.2 Statement of the problem
In Kayonza District more specifically for FXB Rwanda socio-economic project, there still persistence of problems related to the lack of strong M&E systems and limited project funding abilities to ensure efficiency and effectiveness of M&E systems. In addition, monitoring and evaluation plan does not focus on project staff skills and their experience, and mostly there are still weaknesses in effective decision making. There is poor cost effectiveness in designing and forecasting project budget due to fluctuation of economy which do not allow effective FXB project success. The project did not explore much on how the M&E systems affect cost effectiveness, expected quality standards and project sustainability.

1.2 Objectives of the Study
This research project consists of general and specific objectives.

1.2.1 General objective
The main objective of the study was to assess the role of monitoring and evaluation systems on project success.
1.2.2 Specific Objectives

The specific objectives of the study were as follow:

i. To determine the role of project monitoring and evaluation plan on cost effectiveness of FXB Rwanda socio-economic project in Kayonza District.

ii. To assess the extent to which project budget affects expected quality standards of FXB Rwanda socio-economic project in Kayonza District.

iii. To identify the contribution of stakeholders’ involvement on project sustainability of FXB Rwanda socio-economic project in Kayonza District.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Theoretical framework

2.1 The theory of change

The new paradigm, as established and released by Carol Weiss (2015), describes M&E as a concept of why and how an intervention appears to work, very clearly and elegantly. An essential task for tracking and assessment is to gather sufficient information and comprehension to foresee with any level of certainty related plan.

2.2 The realistic evaluation theory

The practical theory of assessment, presented by Pawson (2017), offers a model that focuses on figuring out what results are derived from project performance, how they are generated and what is relevant about the various circumstances under which the initiatives actually occur (Pawson & Tilley, 2014).
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Research design

In this study, a mixed design approach with descriptive research design and correlation design was used though both quantitative and qualitative aspects.

3.1 Target population

In this study, researcher has chosen 12 program staff, 73 stakeholders which include sector social affairs, cell and village leaders and 131 community volunteers involved in FXB Rwanda socio-economic project implementation in Kayonza District.

3.2 Sample Size

To get the sample size, researcher used Slovin’s formula as presented as follow. \( n = \frac{N}{1+N\sigma^2} \)

As the total target population remains 216, and the sampling error as 5%, researcher used Yamane formula to determine the sample size and is computed as follow.

\[
n = \frac{216}{1 + 216(0.05)^2} = 140
\]
3.3. Sampling Techniques

In this study, researcher used purposive sampling technique to select a sample.

3.4 Data analysis

Researcher first edited data collected; coded data collected based on similarities and entered them into SPSS version 21 for analysis.

CHAPTER FOUR: RESEARCH FINDINGS AND PRESENTATION

Table 4.1: Respondents rate

<table>
<thead>
<tr>
<th>Categories</th>
<th>Population</th>
<th>Targeted sample</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program staff</td>
<td>12</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>73</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>Community Volunteers</td>
<td>131</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td>Total</td>
<td>216</td>
<td>140</td>
<td>140</td>
</tr>
</tbody>
</table>

Source: Primary Data 2020

In this study all (100%) targeted sample size participated in answering research questions.

4.1.1 Age of the respondents

Table 4.1.1: Age of the respondents

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25</td>
<td>12</td>
<td>8.6</td>
</tr>
<tr>
<td>25-34</td>
<td>34</td>
<td>24.3</td>
</tr>
<tr>
<td>35-44</td>
<td>41</td>
<td>29.3</td>
</tr>
<tr>
<td>45-54</td>
<td>38</td>
<td>27.1</td>
</tr>
<tr>
<td>55 and above</td>
<td>15</td>
<td>10.7</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The study sought to determine the dispersal of age among the study participants. The study investigated the composition of the respondents in terms of age. As shown in Table 4.1, majority (29%) of the participants were aged between 35 and 44 years, 27% of the participants were aged
between 45 and 54 years, 24% of the participants aged between 25 years and 34 years, 10% of the participants were 55 years old and above while 9% of the participants were below 25 years.

### 4.1.2 Gender of the respondents

![Pie chart showing gender distribution](image)

**Figure 4.1: Classification of respondents by gender**

The study showed the equal percentage of 50% males and females participated in this study. This enabled that both men and women’s views were considered as they are differently exposed at their family level.

### 4.1.3 Education qualification of the respondents

#### Table 4.1: Education Qualification of the respondents

<table>
<thead>
<tr>
<th>Education</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>37</td>
<td>26.4</td>
</tr>
<tr>
<td>Secondary</td>
<td>56</td>
<td>40.0</td>
</tr>
<tr>
<td>University</td>
<td>47</td>
<td>33.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source:** Primary Data, 2020.

Table 4.2 shows summary findings regarding rate of schooling of the participants where 40% of them had secondary school education level, 34% of the respondents were with university level, while the number of the respondents with primary education level were 26%. This indicates that the level of the education according to the respondent was highly considered, as the secondary level of the respondent was slightly higher than other levels.

### 4.2 Objective one: Role of project monitoring and evaluation plan on cost effectiveness.
Table 4.2: Role of M&E planning on cost effectiveness

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project M&amp;E plan contributes on cost effectiveness towards project success</td>
<td>40%</td>
<td>47%</td>
<td>4%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Project M&amp;E plan has led to reasonable costs of operations.</td>
<td>42%</td>
<td>34%</td>
<td>10%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>The application of project M&amp;E plan on costs effectiveness has resulted to venture accomplishment of related tasks</td>
<td>23%</td>
<td>57%</td>
<td>9%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>The implementation of project M&amp;E plan in achieving the project objectives has led to costs effectiveness</td>
<td>33%</td>
<td>36%</td>
<td>13%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>The project M&amp;E plan enhanced cost effectiveness to bring about timely and successfully project completion</td>
<td>22%</td>
<td>46%</td>
<td>10%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>


The study revealed that 140 participants equivalent to 40% strongly agreed that the project M&E plan contributes on cost effectiveness towards project success; 47% agreed with the declaration that the project M&E plan contributes on cost effectiveness towards project success. It was noted also that out of the 140 participants, 23% the application of project M&E plan on costs effectiveness has resulted to venture accomplishment of related tasks; 57% agreed that the application of project M&E plan on costs effectiveness has resulted to venture accomplishment of related tasks.

4.3 Objective two: The extent to which the project budget affects expected quality standards

Table 4.3: The extent to which the project budget affects expected quality standards

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely flow of funds reflects the expected quality standards for project success</td>
<td>35%</td>
<td>40%</td>
<td>9%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>The project budget plan as a measure of expected quality standards have led to enforcement of project execution.</td>
<td>28%</td>
<td>42%</td>
<td>13%</td>
<td>10%</td>
<td>7%</td>
</tr>
</tbody>
</table>
The project budget plan as measure of quality standards has been effectively implemented as planned.

The project budget plan to achieving quality standards has led to responding to financial contingencies.

**Source:** Primary Data, 2020

The study revealed that 140 participants equivalent to 35% strongly agreed with the statement that timely flow of funds reflects the expected quality standards for project success; 40% agreed that timely flow of funds reflects the expected quality standards for project success.

### 4.4 Objective three: The contribution of stakeholders’ involvement on project sustainability

**Table 4.4** The contribution of stakeholders’ involvement in achievement of objectives for project success

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of stakeholders responsibilities enhanced the ownership which resulted to project sustainability</td>
<td>32%</td>
<td>44%</td>
<td>11%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Stakeholders involvement in project implementation contributed in achieving project sustainability</td>
<td>44%</td>
<td>35%</td>
<td>10%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>The involvement of stakeholders’ in decision making helps to achieve the project sustainability</td>
<td>37%</td>
<td>31%</td>
<td>14%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>The application of stakeholders analysis report resulted into project sustainability</td>
<td>31%</td>
<td>53%</td>
<td>8%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Stakeholders corrective action enhanced project ownership and sustainability</td>
<td>30%</td>
<td>39%</td>
<td>14%</td>
<td>10%</td>
<td>7%</td>
</tr>
</tbody>
</table>

**Source:** Primary Data, 2020.

The study revealed that 140 participants equivalent to 32% strongly agreed with the statement that the description of stakeholders’ responsibilities enhanced the ownership which resulted to
project sustainability; 44 % agreed with the statement that the description of stakeholders’ responsibilities enhanced the ownership which resulted to project sustainability

Table 4. 10 Regression Coefficients

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.030</td>
<td>.119</td>
<td>.318</td>
<td>.124</td>
</tr>
<tr>
<td>M&amp; E plan</td>
<td>.100</td>
<td>.039</td>
<td>.318</td>
<td>.124</td>
</tr>
<tr>
<td>Project budget</td>
<td>.043</td>
<td>.078</td>
<td>-.067</td>
<td>.118</td>
</tr>
<tr>
<td>Stakeholders involvement</td>
<td>.065</td>
<td>.088</td>
<td>-.119</td>
<td>.123</td>
</tr>
</tbody>
</table>

Source: Primary Data 2020

The intercept of the regression was 1.030 and statistically significant p= 0.000). While the coefficient of M& E plan was 0.100 and p = 0.003. Project budget had an intercept of 0.044 but significant and finally stakeholders’ involvement had it at 0.065 and also positive.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of findings based on research objectives

5.1.1 To determine the role of project monitoring and evaluation plan on cost effectiveness of FXB Rwanda socio-economic project in Kayonza District

The findings as presented 76% agreed that project M& E plan has led to reasonable costs of operation; 80% had agreed that the application of project M& E plan on costs effectiveness has resulted to venture accomplishment of related tasks, 69% agreed that the implementation of project M& E plan in achieving the project objectives.
5.1.2 To assess the extent to which project budget affects expected quality standards for project success

The findings showed that 70% agreed that the project budget plan as a measure of expected quality standards has led to enforcement of project execution. 73% agreed that the project budget plan as measure of quality standards has been effectively implemented as planned and 65% agreed that the project budget plan to achieving quality standards has led to responding to financial contingencies.

5.1.3 To identify the contribution of stakeholders’ involvement project sustainability

Research findings showed that 79% agreed that stakeholders’ involvement in project implementation contributed in achieving project sustainability, 68% agreed that the involvement of stakeholders’ in decision making helps to achieve the project sustainability; 84% agreed that the application of stakeholders’ analysis report resulted into project sustainability while 69% had agreed that stakeholders corrective action enhanced project ownership and sustainability.

5.2. Conclusion

Research findings showed that M&E systems and project success had a coefficient of 0.350 with a R square of 0.059 which is positive. Therefore, monitoring and evaluation systems led to project success. The regression is 1.030 and statistically significant (p= 0.000). The coefficient of M&E plan was 0.100 and p = 0.003.

5.3. Recommendations

The study therefore recommends that the government policy makers, project donors and implementers to ensure the proper implementation of M&E systems in their projects.

5.4. Suggestion for further studies

Given that the study did not cover all M&E components, those assessed were not fully explored with the limited time, and resources dedicated to this study, further studies should be carried out on those M&E components unexploited in this research project.
REFERENCES


Appendix 1: Introduction letter
TO WHOM IT MAY CONCERN

Dear Sir/Madam,


This is to confirm that the above named person is a bonafide student of Mount Kenya University Rwanda.

She is currently carrying out research work to enable her complete her Master’s of Business Administration (Project Management Option) Degree Program. The title of her research is:

ROLE OF MONITORING AND EVALUATION SYSTEMS ON PROJECT SUCCESS: CASE OF EXII RWANDA SOCIO-ECONOMIC PROJECT IN KAYONZA DISTRICT

The information received will be confidential and for academic purposes only.

Any assistance accorded to her to complete this study will be highly appreciated.

Thank you,

Alice Kirubi Kweke (PhD)
Ag. DIRECTOR INSTITUTE OF POST GRADUATE STUDIES & RESEARCH
Appendix IV: Questionnaire

Dear participant, I am called MANIKUZWE Adeline, a student in MBA from Mount Kenya University Rwanda. The aim of this survey is to look at the “Role of M&E systems on the Project success”, of FXB Rwanda Socio-Economic Project in Kayonza District (2016-2019) and it will be used for academic purpose. If you would just take a couple of minutes to respond this list of questions, I will be very thankful. Your feedback is essential and I guarantee that your contribution will stay confidential.

Thanks a lot for your time.

Questionnaire for community volunteers

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Kindly tick (✓)

1. Gender of respondents
   a) Male
   b) Female

2. Age of respondents:
   a) Below 25
   b) 25-34 age
   c) 35-44 age
   d) 45-54 age
   e) 55 age and above

3. Education qualification:
   a) Primary
   b) Secondary
   c) University

SECTION B: SPECIFIC QUESTIONS

Objective one: To determine the role of project monitoring and evaluation plan on cost effectiveness of FXB Rwanda socio-economic project in Kayonza District

Please state the degree to which you agree / disagree on how the given aspects of M&E plan contributes to cost effectiveness of FXB Rwanda Socio-Economic Project
4. The project M&E plan contributes on cost effectiveness towards project success

5. Project M&E plan has led to reasonable costs of operations.

6. The application of project M&E plan on costs effectiveness has resulted to venture accomplishment of related tasks

7. The implementation of project M&E plan in achieving the project objectives has led to costs effectiveness

8. The project M&E plan enhanced cost effectiveness to bring about timely and successfully project completion

Object two: To assess the extent to which project budget affects expected quality standards of FXB Rwanda socio-economic project in Kayonza District

Please state the degree to which you agree / disagree on how the given aspects of budgeting affect expected quality standards for success of FXB Rwanda Socio-Economic Project.

9. Timely flow of funds reflects the expected quality standards for project success

10. The project budget plan as a measure of expected quality standards has led to enforcement of project execution.

11. The project budget plan as measure of quality standards has been effectively implemented as planned.

12. The project budget plan to achieving quality standards has led to responding to financial contingencies

Objective three: To identify the contribution of stakeholders’ involvement on project sustainability of FXB Rwanda socio-economic project in Kayonza District

Please state the degree to which you agree / disagree on how the given aspects of stakeholders’ involvement affect project sustainability and success of FXB Rwanda Socio-Economic Project.

13. Description of stakeholders responsibilities enhanced the ownership which resulted to project sustainability

14. Stakeholders involvement in project implementation contributed in achieving project sustainability
The involvement of stakeholders’ in decision making helps to achieve the project sustainability

The application of stakeholders analysis report resulted into project sustainability

Stakeholders corrective action enhanced project ownership and sustainability

Thanks