

**MONITORING AND EVALUATION OF GLOBAL DONOR FUND PERFORMANCE
BY THE GOVERNMENT OF RWANDA**

A Thesis

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Master of Business Administration

By:

RUDAHUSHA MICHAEL
MBA/30677/92/DF-KBL

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DECLARATION A

"This dissertation is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".



RUDAHUSHA Michael
Researcher

Date: 07/11/2011

APPROVAL

This is to certify that this thesis report has been done under my supervision and hereby approve it to be submitted to the School of Post graduate Studies for further review.

Jones ORUMWENSE (PhD)

Signed

Supervisor

Date: 6...../11...../2011

APPROVAL SHEET

This dissertation entitled : **"Monitoring and Evaluation of Global Donor Fund performance by the Government of Rwanda"** prepared and submitted by RUDAHUSHA Michael in partial fulfilment of the requirements for the degree of **Masters' Degree in Business Administration (MANAGEMENT)** has been examined and approved by the panel on oral examination with a grade of PASSED.

Dr. Ibrahim Yashima

Name and Sig. of Chairman

Dr. Charles M. Musinguzi

Name and Sig. of Supervisor

Kabon Geoffrey

Name and Sig. of Panellist

Name and Sig. of Panellist

Name and Sig. of Panellist

Date of Comprehensive Examination: _____

Grade: _____

Name and Sig of Director, SPGSR

Name and Sig of DVC, SPGSR

DEDICATION

This book is dedicated to my all well-wishers. For my God who gave me life, protection and to whom all my success belongs, special thanks goes to my late father who gave me strength, my invaluable mother who strongly contributed a lot towards my Academic success.

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Relevance: This tells us the degree to which the objectives of the project remain valid as initially planned in our project proposal. It determines whether project interventions and objectives are still relevant, given the needs and priorities of the beneficiaries.

Beneficiaries' priorities might change over time as a result of social, political, demographic or environmental changes. As a result, on conclusion, a project might not be deemed to be as important as it was when initiated. 8

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ABSTRACT

The major focus of this research is on the Monitoring and Evaluation of Global Fund performance by the Government of Rwanda. The objectives of the study were to determine the role of Monitoring system in assessing the performance of Global Fund project, To know if Evaluation system plays a role in assessing the performance of Global Fund, to identify the relationship M&E and the effective performance of Global Fund, to know if Monitoring and Evaluation informs Decision makers about the strengths and weakness of the project implementation, and finally to know if there are some other mechanism of assessing the performance of foreign funded projects apart from M&E.

The study is descriptive in nature; the instruments used for data collection were questionnaires, interview guide and documentation. Questionnaires were good tool used to probe respondents' views on the subject matter. Since, the researcher was able to interview the respondents directly, it provided a chance to record all the information given and provided explanation where necessary. Secondary data too, provided a rich source of data such as organizational structure and departments that are relevant to researcher's study; this was very instrumental in studying Efficient and effective performance of government foreign funded projects which supplemented the primary data.

Data presentation, analysis and interpretation were based on the objectives it should also be noted that the data collected from respondents were analyzed using a specialized software known as IBM SPSS STATISTICS 19. The conclusion was in harmony with objectives of the study and research questions where it was revealed that despite other tools that are employed to assess the performance of Global Fund, Monitoring and Evaluation plays a leading role for efficient and effective performance of government projects and thus deserves the lion share.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

In developing countries, non-governmental organizations and civil society organizations are implementing projects that are intended to lead to, amongst other things, the social welfare and upliftment of the projects' beneficiaries. In many cases, funding for the projects comes from donors and development agencies. These funds are public, and donors and development agencies are consequently accountable to the taxpayers in their respective countries. Non-governmental organizations and civil society organizations should therefore manage the funds that have been allocated to them in a transparent and accountable manner. When implementing development projects, the organizations' managers should ask themselves some pertinent questions: Only a well-functioning M&E system can uphold the principles of results-orientation, interactive learning, evidence based policy-making and accountability. Learning and feedback are one set of function of M&E system. For learning to be effective, improving policy-making, but also more broadly feeding into broader change of opinions in society. M&E system is necessarily for highlighting both negative and positive experiences of the project.

Monitoring and evaluation system of development activities provides government officials, development managers, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders.

Although the term "monitoring and evaluation" tends to get run together as if it is only one thing, monitoring and evaluation are, in fact, two distinct sets of organizational activities, related but not identical. Monitoring is an on-going activity that tracks the progress of the project during its lifetime. Therefore, monitoring is an integral part of our day-to-day operational management. It is used to continuously assess the progress

made with the project when viewed against its goals and objectives; it involves the so called logical framework through which we track inputs, processes, activities, outputs and outcomes. These are already outlined in the project proposal that is forwarded to donors in the planning stage of the project. Thus, monitoring is based on targets set and activities planned during the planning phase. Monitoring is important as it might be necessary to modify activities should it emerge that they are not achieving the desired results. Monitoring therefore helps us to improve the efficiency and effectiveness of a project, continuously assessing the project implementation in relation to the project plans, resources and infrastructure, and the accessing of services by project beneficiaries; regular feedback for an ongoing learning process; improving the effectiveness of project interventions; increasing accountability with donors and other stakeholders; enabling project staff to identify strengths and successes, and alerting them to actual and potential weaknesses and short comings; giving us time to make adjustments and take corrective actions where these are required; enabling us to find out whether the project continues to be relevant for our target group; and informing us on how well our project is performing against the expected results.

Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it. Evaluation will be performed either at mid-term or at the end of the project, on conclusion of all activities. Evaluation is a scientifically based assessment of the strengths and weaknesses of the project. We assess the overall design, implementation and results of the completed Interventions. Evaluation thus deals with strategic issues such as project relevance, effectiveness, efficiency, impact and sustainability in the light of the objectives formulated at the outset of the project. Evaluation includes looking at the aims and objectives of the project i.e what difference did this project setout to make? What impact should it have had, assessing the progress made towards what we wanted to achieve at the outset; looking at the strategy chosen

to implement the project, did the strategy work? If not, why not?; and assessing whether or not funds were used efficiently.

The small land-locked country Rwanda in central Africa is most known because of the awful events of 1994 which left the country with ashes and bloodshed of innocent Tutsi's. During the genocide an estimated number of above 1000.000 Tutsi and moderate Hutu were slaughtered in inhuman and animalic manner by their neighbors whom they had shared good and bad moments. It left the country with a dark legacy, extremely difficult to overcome. In addition to the huge loss of live, the country was left with a dysfunctional state apparatus, a shattered social fabric and thousand hills of trauma. Further, old problems of widespread poverty, population expansion, and land shortage while agriculture constitutes the core of Rwandan economy keep on haunting the country. Nevertheless the tragedy of genocide which be fell on Rwanda, many more donors began actively supporting Rwanda by creating projects, government too establish its own project purposely to uplift the lives of Rwandans socially, politically and economically. Sorry to say most of those projects have not maximally touches to the lives of beneficially that is to some were collapsed before completed, others were completed but not inline with their objectives and even those that were in line with their objective it was theoretically but practically there were not in the best way benefiting their beneficiallies it is from that background the researcher wanted to know whether monitoring and evaluation can be efficient effective achievement of projects' set objectives.

Statement of the problem

After the 1994 Rwanda Tutsi Genocide, The country was left economically handicapped this was due to the reason that during the period of war there was a huge loss of live, infrastructures were significantly destructed the whole economy of the country was at standstill. To this effect many more donors from foreign countries began actively supporting Rwanda by creating NGOs as well as development projects, both the foreign

and the government funded projects were established purposely to improve the lives of Rwandans in all spheres of life. That this is socially, politically and economically. It is however evidenced that most of these projects did not meet its intended objects most of the established projects have not maximally uplifted the lives of Rwandans as initially expected.

Some projects collapsed before their termination periods, others were completed but not complying with their objectives and even those that were complying with their objectives and even those that were complying with their objectives it was theoretically but practically they were not in the best way benefiting their beneficiaries. It is from that background the researcher wants to know whether monitoring and evaluation can be mechanism of government to assess the performance of the foreign its foreign funded projects.

Due to the lack of the outstanding mechanism there has been poor performance of the government foreign projects this is because the government t fails to track the progress of the projects consequently project periodic reports cannot be accessed at any point in time. In return this has led to poor management of project resources during the implementation thus lack of transparency and accountability; lack of flow of information for decision making and non utilization of budget resources

Lack of strategic coordination and a structured national system to oversee the planning and management of projects has led to a situation whereby:

The risk un productive borrowing and likelihood of the downstream un planned and un controlled recurrent expenditure has been increased.

The absence of central coordination, weak financial system, poor management of projects may also have led to problems of transparency.implemenation and probably corrupt practices in procurement contract award and personnel management.

Project management has been further complicated by multiplicity of donor agencies, including NGOs each having its own procedures and directly deciding its own priorities.

The proliferation of project implementation units in different ministries and agencies some of which having no necessary capacity further complicated the matter.

Management at project level by coordinating regular monitoring and evaluation of projects. Researcher was inspired to prove out if M& E can act as a mechanism of government to assess the performance of its foreign funded projects a case study of Global Fund Rwanda.

Objectives of the study

General objectives

The general objective was to prove out whether M&E plays a significant role in assessing the performance of Global Fund Rwanda.

Specific objectives

The study focuses on the following specific objectives to be achieved;

- I. To identify the profile, Age, Education and working experience of the respondents
- ii. To determine the role of Monitoring in assessing the performance of Global Fund
- iii. To determine the role of evaluation in assessing the performance of Global Fund
- iv. To know the relationship between M&E and the effective performance of Global Fund
- v. To know if M&E system informs decision makers about the strengths and weaknesses of project implementation.
- vi. To know if there are some other mechanism of assessing the performance of foreign funded projects apart from M&E

Research questions

The study will be guided by the following research questions;

- i. What role does monitoring play in efficient and effective performance of Global Fund projects?
- ii. What role does Evaluation play in efficient and effective performance of Global Fund Projects?
- iii. Is there any relationship between M&E and the effective performance of Global Fund?
- iv. Does M&E inform decision makers about the strengths and weaknesses of project implementation?
- v. Are there some other mechanisms of assessing the performance of foreign funded projects apart from M&E?

Scope of the study

Geographical scope

This study largely focused on Global Fund Rwanda as one of the foreign funded projects in Rwanda at its offices that operates in Kigali. This project is one of the projects that possess a lot of money to be invested in undertaking the government priorities as outlined in Rwandas,s roadmap of Economic development poverty reduction strategy(EDPRS).the aim of this project is mainly to fight against diseases that include, HIV/AIDS, Malaria and tuberculosis. Each and every foreign funded project is under the control of its line ministry in this case the line ministry is Ministry of Health however all the Government projects must register with in the ministry of Finance and economic planning.

Content scope

Due to this reporting chain the researcher had to select the respondents from the three concerned institutions in their respective concerned departments.

The Global Fund, is a world's leading financier of programs to fight AIDS , TB and malaria. Created in 2002, the Global Fund has committed \$21.7 billion to lifesaving programs in 150 countries. In 2003, PEPFAR and The Global Fund started funding free

ARVs to countries in need. Programs supported by the Global Fund have averted 6.5 million deaths worldwide.

The Global Fund invests 100% of dollars in HIV/AIDS grants are selected based on a track record of consistently good performance.

To the, programs supported by the Global Fund have averted more than 6.5 million deaths by providing AIDS treatment for 3 million people, TB treatment for 7.7 million people, and by the distribution of 160 million insecticide-treated bed nets for the prevention of malaria worldwide. www.theglobalfund.org

Rwanda has submitted four successful proposals to the Global Fund to fight AIDS, Tuberculosis, and malaria. These four programs, totaling USD 42.3 million in approved funding, and USD 99.6 million in total funding, increase Rwanda's ability to combat all three diseases, using and enhancing the country's existing health infrastructure.

While the technical and treatment aspects of Rwanda's Global Fund Projects are guided by national organizations specializing in addressing AIDS, tuberculosis, and malaria, the administrative, financial, and procurement aspects are managed by the single project implementation unit (SPIU). The SPIU is also responsible for monitoring and reporting on the projects both internally and the Global Fund. This structure provides for standardized procedures and coordination of efforts between the projects. For example, efforts to renovate health center are now coordinated among projects, and large combined tender offers for equipment and supplies save both time and money.

Theoretical scope

Monitoring as an on-going activity that tracks the progress of the project during its lifetime. Therefore, monitoring is an integral part of our day-to-day operational management. It is used to continuously assess the progress made with the project when viewed against its goals and objectives, as outlined in the project proposal. It involves the so-called logical framework through which we track inputs, processes, activities, outputs and outcomes. The researcher therefore proved if this mechanism is reliable to track the performance of Global Fund.

Evaluation can act as the basis to actual project impacts against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it. Evaluation will be performed either at mid-term or at the end of the project, on conclusion of all activities. Evaluation is a scientifically based assessment of the strengths and weaknesses of the project. We assess the overall design, implementation and results of the completed Interventions. Evaluation thus deals with strategic issues such as project relevance, effectiveness, efficiency, impact and sustainability in the light of the objectives formulated at the outset of the project the researcher therefore proved if this mechanism is reliable to track the performance of Global Fund

Significance of the study

The study assisted the researcher to identify the role of M&E in efficient and effective performance of the government foreign funded projects.

At the end of this research, the researcher comes to know that M&E assists the government to track the performance of its foreign funded projects.

The research findings helped the researcher to know practically if there is any relationship between M&E and efficient and effective performance of the government project.

The study further serves as guideline to the future researchers who will be interested in this topic which shows the set back of M&E towards efficient and effective performance of the public projects.

The researcher findings helped the researcher to know if really M&E is a learning lesson from mistakes that were made and a key to improve for future project planning and implementation or if it's just a tag of theory.

Study findings will also help the Global Fund-Rwanda to witness the role of Monitoring and Evaluation system in as far as efficient and effective performance is concerned.

The research findings shed more light to the researcher on how M&E is practically performed on the national basis.

The research will be a prerequisite for the researcher to obtain Master Degree in business Administration.

Operational Definitions of Key Terms

Monitoring is an on-going activity that tracks the progress of the project during its lifetime.

Therefore, monitoring is an integral part of our day-to-day operational management. It is used to continuously assess the progress made with the project when viewed against its goals and objectives, as outlined in the project proposal. It involves the so-called logical framework through which we track inputs, processes, activities, outputs and outcomes

Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it. Evaluation will be performed either at mid-term or at the end of the project, on conclusion of all activities. Evaluation is a scientifically based assessment of the strengths and weaknesses of the project. We assess the overall design, implementation and results of the completed Interventions. Evaluation thus deals with strategic issues such as project relevance, effectiveness, efficiency, impact and sustainability in the light of the objectives formulated at the outset of the project

Impact: This tells us whether or not we have had an influence on the problem situation we were trying to address. We assess if our strategy was useful, and if it would be worthwhile to replicate the project elsewhere.

Relevance: This tells us the degree to which the objectives of the project remain valid as initially planned in our project proposal. It determines whether project interventions and objectives are still relevant, given the needs and priorities of the beneficiaries.

Beneficiaries' priorities might change over time as a result of social, political, demographic or environmental changes. As a result, on conclusion, a project might not be deemed to be as important as it was when initiated.

Sustainability: This measures the prospects for the maintenance of a project's positive results after external support by donor agencies has been withdrawn. Many development projects are not sustainable because neither the NGO involved nor the beneficiaries themselves have the financial capacity or the motivation to provide the resources needed for the activities to continue. As a result, donor agencies are interested in the long-term improvements brought about by any given project. They want to know how long they will need to support a project before it can run with local resources

Efficient: This tells us if the input into the project is appropriate in the light of the output.

This could be in terms of, for example, money, time, staff or equipment

Effective: Here we measure the extent to which our project has achieved the objectives we set at the outset.

Performance: is the result of activities of an organization or investment over a given period of time

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter reviews the literature available in the areas of the study, which reflect a number of studies, or aims at familiarizing the researcher with the work done by the previous researcher, scholars and authors on the specific topic under study. These may be found in textbooks, on internet literatures and other published documents. This was intended to help the researcher to know the other's ideas, arguments and observations to the topic under study, which in fact was a cornerstone to the researcher's study. Thus, the review covered includes meaning and definitions of terms that made up the topic of the researcher and these include the following;

Theoretical review

Monitoring and evaluation system is an essential element of every program, providing a way to assess the progress towards achieving the program goals and objectives and to inform key stake holders and program designers about the results. For Monitoring and Evaluation system to be successful and to provide useful results, it must be incorporated into the program in the design stage. That is, planning an intervention and developing an M&E strategy should be inseparable and concurrent activities. To ensure the relevance and sustainability of Monitoring and Evaluation activities, project designers, in collaboration with national and local stakeholders and donors, must work in a participatory manner to develop an integrated and comprehensive Monitoring and Evaluation system work plan. Projects at all levels whether they consist of multiple integrated projects or single interventions, should include an M&E work plan. Such plans will guide the design of Monitoring and Evaluation system, highlight what information or data need to be collected, describe how best to collect it, and specify how to disseminate and use the results of M&E system. This comprehensive Monitoring

and Evaluation Work Plan Template describes the overall purpose of M&E system; presents specific M&E evaluation questions, M&E methods, and M&E tools, shows how to determine what data should be collected and how, describes M&E data flow, specifies resources that will be necessary and who will implement M&E, and presents a basic M&E plan timeline and plans for dissemination and data use **Justine hunter (2009)**

Monitoring is an on-going activity that tracks the progress of the project during its lifetime. Therefore, monitoring is an integral part of our day-to-day operational management. It is used to continuously assess the progress made with the project when viewed against its goals and objectives, as outlined in the project proposal. It involves the so-called logical framework (see Section 8) through which we track inputs, processes, activities, outputs and outcomes. These are already outlined in the project proposal that is forwarded to donors in the planning stage of the project. Thus, monitoring is based on targets set and activities planned during the planning phase. Evaluation will be performed either at mid-term or at the end of the project, on conclusion of all activities. Evaluation is a scientifically based assessment of the strengths and weaknesses of the project. We assess the overall design, implementation and results of the completed interventions. Evaluation thus deals with strategic issues such as project relevance, effectiveness, efficiency, impact and sustainability in the light of the objectives formulated at the outset of the project. However these two interdependence concepts are very vital in as far as efficient and effective achievement of projects' set objectives Holvoet, **Jody zallKusek (2004)**

Theoretical framework

Elkins, C. (2006) asserted that the Confusion between Monitoring and Evaluation concepts is common. There is a simple distinction between these concepts in that Monitoring is the routine, regular assessment of the ongoing activities and progress, while in contrast, Evaluation is the episodic assessment of overall achievements and the

extent to which they can be attributed to specific interventions. In short, monitoring looks at what is being done while evaluation examines the effectiveness of what is being done. Evaluation draws from data generated by the monitoring system and links this to primary beneficiaries to determine the impact of programmes. Monitoring must be integrated within the programme management structure whilst evaluation with its comparative characteristics may not need such an integrated component. Effective M&E system will have a clear logical pathway of results which encompasses the major levels that include inputs, outputs, outcomes and impacts.

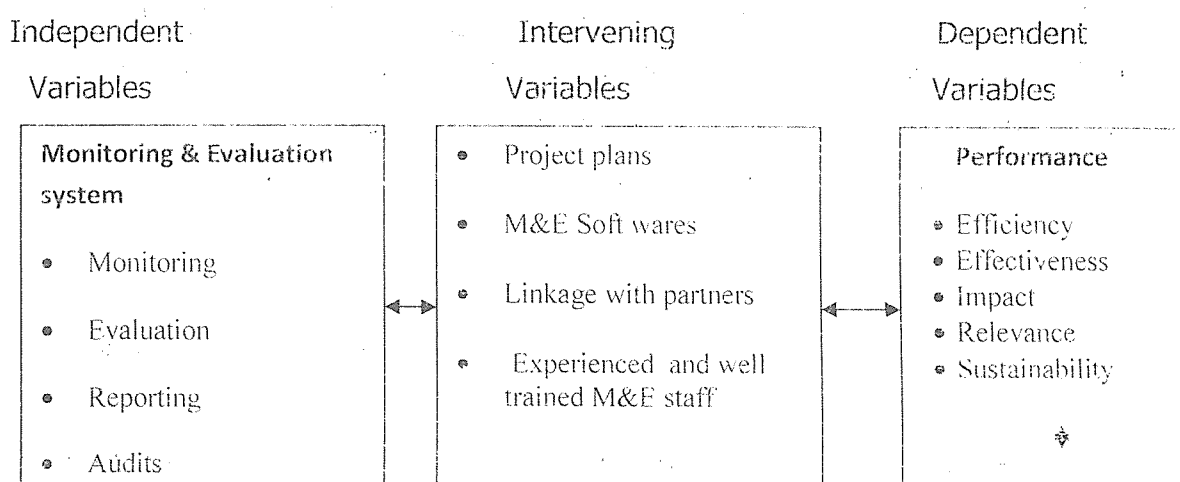
It is increasingly recognized that M & E system is an indispensable management functions, and it is therefore set by donor agencies as preconditions for the allocation of funds to NGOs and Monitoring and evaluation tend to be understood as one and the same thing. Though related, however, they are two different sets of organizational activities. Monitoring is the systematic collection and analysis of information as a project progresses. It is a valuable tool for good management. It helps NGO and staff members to determine whether financial resources are sufficient and are being well used, whether the human capacity in their organizations is adequate, and whether they are actually doing what they planned to do. Evaluation occurs at the termination of the project, but sometimes also at mid-term, when what was promised in the project proposal is compared with what has been accomplished, and actual project impacts are measured against the strategic plans agreed upon with donors at the project's outset www.ifrc.org.

Conceptual framework

According to **Appleton Simon** (1996) this is to present the research topic and its constituents in order to raise the awareness of the variables. This is to show the causal-effect of the independent variable as the predictor to the dependent variable which is the observer. Indeed, in order to illustrate the flow of ideas in the design of the research. We have Independent variables, dependent variables and Intervening

variables. Thus, the independent variable is what the researcher manipulates, influences, predict, control and determine the dependent variables. The dependent variable is what is affected by the independent variable, the roles/outcomes whereas the intervening variables work with the independent variables to influence the dependent variables. An intervening variable is a hypothetical internal state that is used to explain relationships between observed variables, such as independent and dependent variables. In this research we have Independent variables, dependent variables and Intervening variables, whereby the independent variable is what the researcher manipulates a treatment or program or cause, it influences, predict, control and determine the dependent variables. The dependent variable is what is affected by the independent variable, the roles or outcomes and the intervening variables work with the independent variables to influence the dependent variables. An intervening variable is a hypothetical internal state that is used to explain relationships between observed variables, such as independent and dependent variables, in empirical research. An intervening variable facilitates a better understanding of the relationship between the independent and dependent variables when the variables is likely not to have a definite connection.

Conceptual Framework



For the purpose of this research, the independent variable is "Monitoring and Evaluation" whereas; the dependent variable is "Efficient and effective". The intervening variables includes: Project plans, Monitoring & Evaluation Softwares, Linkage with partners, Monitoring & Evaluation staff and Management good will. Therefore, this leads to the topic entitled "Monitoring and Evaluation system as a tool for efficient and Effective performance of government projects

Background of M&E System

Australia

In the late 1980s, the government created a whole-of-government evaluation system, managed by the Department of Finance. All ministries were required to evaluate each of their programs every three to five years. They were also required to prepare portfolio evaluation plans. These detailed the evaluations planned over the following three years and indicated the programs to be evaluated, the issues to be addressed in each evaluation, and the evaluation methods to be used. The evaluations were conducted by the line ministries themselves, but they were overviewed by the Director of Finance and other central departments. As a result, the number of evaluations being conducted grew rapidly, and by the mid 1990s about 160 of these evaluations were under way. The main use of these evaluations was in the annual budget process. Each new spending proposal by line ministers was required to clearly specify the objectives of the proposal and to present any available evaluation findings on the actual or likely performance of the government activity. Similarly, savings options, which were proposals to cut government spending and which were prepared either by the Director of Finance or by line ministries, were also required to report any available evaluation findings. The Director of Finance estimated that by 1994, almost 80 percent of new spending proposals relied on evaluation findings, usually to a significant degree. About two-thirds of savings options also relied on evaluation findings. Director of Finance officials, who attended the Cabinet meetings that considered these budget proposals,

judged that this information was highly influential on the Cabinet's budget decision making. The Australian National Audit Office found that line departments also used this information intensively, particularly to help themselves improve their operational efficiency **Cavalho, S and white (1998)**.

Chile

The Ministry of Finance progressively developed a whole of government M&E system starting in 1994. It includes about 1,550 performance indicators, rapid evaluations about 10–12 are completed each year, and rigorous impact evaluations about four per year. The Ministry of Finance commissions the evaluations externally to academics and consulting firms, and it uses standardized Terms of References (TOR) and methodologies for each type of evaluation. Ministry of Finance officials use the monitoring information and evaluation findings intensively in their budget analysis of the performance of each ministry and agency as an input to the government's budget decision making. The ministry also uses the information to set performance targets for each agency and to impose management improvements on both ministries and agencies. The Ministry of Finance carefully oversees the extent to which each ministry implements these management improvements.

Colombia

The government of Colombia's M&E system is managed by the Department of National Planning. One of the system's main components is a performance information database containing about 500 performance indicators to track the government's performance against all of the 320 presidential goals. For each performance indicator, the publicly available database records the objective, the strategy to achieve the objective, baseline performance, annual targets, and the amount spent by the government. Where performance targets are not met, the manager responsible for meeting the target is required to prepare a statement explaining this underperformance. The president uses

this information, in his monthly management control meetings with each minister and in his weekly town hall meetings in municipalities around the country Keith Mackay 2006.

United Kingdom

In 1998, the government created a system of performance targets, contained in Public Sector Agreements between the Treasury and each of the 18 main departments. The Public Sector Agreements state the department's overall goal, the priority objectives, and key performance targets. There are currently 110 targets for the government as a whole, and they are heavily focused in the priority areas of education, health, transport, and criminal justice. The targets are mainly expressed in terms of the outcomes rather than outputs to be achieved. Twice a year departments report publicly on the number of evaluations, as an input to budget decision making. Spending priorities, expenditure ceilings, and the related performance targets are established in a system of three-year spending reviews. The UK National Audit Office reports that departments also use the performance information from the Public Sector Agreements for their internal planning and accountability; less use is made of this information for ongoing management, however.

United States

In 2002, the government created the Program Assessment Rating Tool, building on earlier efforts to measure government performance. All 1,000 government programs are being rated using the Program Assessment Rating Tool methodology, which focuses on four aspects of program performance, the clarity of program objectives, design; process, and planning. Some stress accountability, while others stress learning to support ongoing management. And some emphasize both monitoring and evaluation, while others stress only monitoring or only evaluation. It is tempting to conclude that the differences between countries are greater than the similarities. But what is common among a growing number of countries is a systemic approach to M&E system, usually involving a whole of government system, although sometimes as with Mexico involving

only one particular agency that constitutes an "island" of good practice. A unique feature of Mexico's system is that, following the success of M&E in USA, a whole of government M&E system is now being created, with the support of the finance ministry, the controller's office, and the recently created national evaluation council. Many developing countries look to high income countries members of Organisation for Economic Cooperation and Development to find best practice models of good governance, including M&E system, but this can be a misleading and potentially dangerous concept. The public sector environment of each country is unique, and Organisation for Economic Cooperation and Development countries themselves exhibit a wide range of approaches to assessing government performance and making use of this information. So, although there are many common trends influencing governments to create M&E systems, and although there are many common tools for M&E across these countries, there also are wide differences in the emphasis given to each tool and to the types of use made of them Keith Mackay (2000)

M&E system in Rwanda

For sometime Rwanda has been in a situation whereby projects are conceived, initiated and approved in an uncoordinated manner. Resources borrowed, grants received or national funds budgeted for development are not having the desired impact. The situation got worse since 1994 due to the emergency conditions and lack of human resources which may have been understandable in the circumstances. The result has been a lack of coordination in the Public Investment Programme projects which are ill conceived, not well prepared, not viable and not conforming to the national priorities and sectoral implementation strategies. It has led to poor management of project resources during implementation; lack of transparency and accountability; lack of flow of information for decision making; and no-utilisation of budget resources. Lack of strategic coordination and a structured national system to oversee the planning and management of projects has led to a situation whereby: Projects are donor driven. Multilateral agencies and NGOs work directly on their own priorities with line ministries

to initiate and implement projects often without prior coordination with the Ministry of Finance and Economic planning. The risk of unproductive borrowing and likelihood of downstream unplanned and uncontrolled recurrent expenditure has been increased. The absence of a central coordination, weak financial system, poor monitoring of projects may also have led to problems of transparency in implementation and probably corrupt practices in procurement, contract award and personnel management. Project management has been further complicated by multiplicity of donor agencies, including NGOs each having its own procedures and directly deciding its own priorities. The proliferation of project implementation units in different Ministries and agencies some of which having no necessary capacity further complicated the matter www.cepex.gov.rw.

Within MINECOFIN, not all its members agree upon its tasks. The division of labour among the

Strategic Planning Unit (SPU) and the National Institute of Statistics (NIS) is e.g. no clear-cut. Data collection, which is currently given great importance, obviously falls under the responsibility of the NIS. But by mid-2006, it was for both the SPU and the NIS not entirely clear who should bring together and analyze information from country-wide M&E exercises such as the Household Living Conditions Survey, Demographic and Health Surveys, Sector Reviews and Annual Progress Reports (APR). Similar ambiguities rise when it comes to ensuring M&E system capacities, ensuring flows of information both horizontally and vertically, the relationship between monitoring information and evaluation.

Types of evaluation

Self-evaluation: You are holding the mirror to yourself to assess how you are doing and how you can improve on your performance. It is essential that you are honest and willing to reflect as objectively as possible on yourself.

APPENDICES

Participatory evaluation: You involve not only the organization's project staff in the evaluation but also a representative sample of the beneficiaries of the project.

Rapid participatory evaluation: This is a qualitative way of performing evaluations, It involves a number of different methods and tools for instance literature/data review, direct observation, semi-structured interviews with beneficiaries, and focus group discussions.

External evaluation: This is usually done by a consultant who has been commissioned by the donor agency.

Interactive evaluation: This involves intense interaction between the external evaluator appointed by the donor agency and staff members of your organization

George Alfred (2007).

Phases of the Evaluation Process

Although the evaluation process does not always happen sequentially, it can be viewed as cyclical with four phases: preparation, assessment, evaluation, and reflection. The evaluation process involves the teacher as decision maker throughout all four phases

Peter Oakley (2000).

Preparation phase, decisions are made which identify what is to be evaluated, the type of evaluation (formative, summative, or diagnostic) to be used, the criteria against which student learning outcomes will be judged, and the most appropriate assessment strategies with which to gather information on student progress. The teacher's decisions in this phase form the basis for the remaining phases, but those decisions must remain flexible throughout the evaluation process to accommodate classroom and student needs **Peter Oakley (2000).**

Assessment phase, the teacher identifies information-gathering strategies, collects student products, constructs or selects instruments, administers them to the student, and collects the information on student learning progress. The teacher continues to make decisions in this phase. The identification and elimination of bias (such as gender and culture bias) from the assessment strategies and instruments, and determining where, when, and how assessments will be conducted are examples of important

considerations for the teacher in this phase of the process. Finally, the teacher must consider whether the assessment strategies and instruments selected match the instructional strategies that are being used.

Evaluation phase, the teacher interprets the assessment information and makes judgments about student progress. Based on the judgments or evaluations, teachers make decisions about student learning programs and report on progress to students, parents, and appropriate school personnel.

Reflection phase this allows the teacher to consider the extent to which the previous phases in the evaluation process have been successful. Specifically, the teacher evaluates assessment strategies used. Such reflection assists the teacher in making decisions concerning improvements or adaptations to subsequent teaching and evaluation.

Advantages of Monitoring and Evaluation

1. It raises questions about project assumptions and strategies that were outlined in the initial project proposal
2. Reflect on where the project is going, and on how best to accomplish its aims and objectives.
3. Through data gathering, we generate detailed information about the project's progress and the results it has obtained.
4. By doing Monitoring and Evaluation, we build greater transparency and accountability regarding the management of financial resources provided by donor agencies.
5. The information we generate through Monitoring and Evaluation provides project managers with a clearer basis for decision-making.
6. Through Monitoring and Evaluation, we can find out if the project is running as initially planned.

7. Monitoring and Evaluation informs us about the strengths and weaknesses of our project implementation.
8. Monitoring and Evaluation allows us to detect unexpected and unintended results and effects of our project.
9. Monitoring and Evaluation document and explain the reasons why project activities succeed or fail.
10. M&E system is a lessons from mistakes we might have made, we will be empowered to improve our future project planning and implementation **Marsden D and Oakley (1990)**.

Report writing

An evaluation report is either formative i.e. completed semi-annually or by mid-term and summative if it is completed at the termination of the project. Either way, it makes sense to start

with the preparation of the report well in advance. There are a number of sections that can be prepared by using material from the original proposal, e.g. the background section, baseline data, information on the project and the methodology. What has to be added are the evaluation findings, the conclusions and the recommendations. In order to avoid generating a great deal of information, however, it is worthwhile to organize evaluation data and field notes as soon as they are collected and to document experiences and observations while the project is still running.

In order to make your report short and concise, you should decide which data to include and which not to include. Your data should be classified according to a report outline, and you should always focus on your key evaluation questions, the indicators you are assessing and the type of information the recipient of the report requires. Your

recommendations should include ways for improving the management of similar projects, as well as capacity-building needs, actions needed to increase the effectiveness of similar projects, and topics for future interventions and research. You should always remember for whom the report is intended (e.g. donor agencies, project staff, stakeholders, the general public) and your presentation should be interesting, and fine tuned to suit the needs of the target group, It should be written in direct, uncomplicated language that can also be understood by non-professionals **Valadez. J and Bamberger (1994).**

Conclusion: these and many other concepts underlying the study field will be reviewed exhaustively and relationships will be identified. The gaps to be filled by this research are highlighted in the background and statement of the study problem in chapter one of this proposal.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter is all about the appropriate methodology that was used to carry out the study. Therefore, the chapter presents the research design, population and sampling procedure, research instruments, data gathering procedure, data analysis of the data from the field of study, ethical consideration as and the limitation of the study

Research design

The undertaken study is descriptive in nature whereby it involves the analysis of data that are not readily quantifiable. The researcher is dealing with human behaviors, attitudes, perceptions about how monitoring and evaluation system is a tool for tracking the performance of Global Fund efficient Primary data were collected through the interview guide and questionnaires from the staff of Ministry of Health, Ministry of Finance and economic planning and some staff of Global Fund who were part and parcel of the study. Secondary data were collected from records of the concerned institutions, internet and other documentation whose findings are useful to the study.

Research Population

The population that was in a researcher's scope of study was composed of employees in the in MoH, MINECOFIN and Global Fund. Therefore, the total population of the study is 516 persons.

Target Population

A target population is the population to which the researcher ultimately wants to generalize the results. This target population is the population from which the sample will be drawn. The result can best be generalized to the accessible population. Here the researcher chose the respondent from CCM unit, M&E unit and Internal Audit unit

whereas in MENECON the respondents were chosen from Project Management and monitoring Unit and finally in Global Fund the respondents were chosen from Planning Unit.

Sample Size

Williamson (1987:76) asserted that if the sample let's say 100 respondents is properly selected from the population of 1000; the information presented by the selected sample is same as the information presented by the entire population. Therefore sample size was selected from target population using Slovin's formula,

Slovin's formula allows a researcher to sample the population with a desired degree of accuracy. It gives the researcher an idea of how large his sample size needs to be to ensure a reasonable accuracy of results and it

Slovin's formula is written as

$$n = N / (1 + Ne^2)$$

Where,

n = Sample size

N = Total population

e = Error tolerance

1= constant number

n=?

N=516

e= 6.5%

$$\text{Therefore } n = \frac{516}{(1 + 516 \times 0.065 \times 0.065)}$$

$$n = 1 + 2.1801 = 3.1801$$

$$n = 516 / 3.1801$$

$$N + 162.259048457$$

$$N + 162 \text{ employees}$$

Error tolerance is arrived at trial and error

At 5%=225

10%=84

7%=146

6%=181

5.5%=162.259048457

Therefore error tolerance is at 6.5%

Table 1: Sample size in selected institutions

Selected institutions	Population Size	Selected sectors	Total n° per sector	Sample size	Selected respondents
MoH	19	CCM Unit	82	82	82
		M&E Unit	6	6	6
		Internal Audit Unit	4	4	4
MINCOFIN	150	Project management and monitoring Unit	62	62	62
GLOBAL FUND	84	Planning Unit	8	8	8
TOTAL	516		162	162	162

Source: Primary data

Sampling Procedure

This refers to the mechanism used by the researcher to select the sample. It is divided into two categories i.e. Random and non Random sampling Donald (1998.36) .However

the researcher used purposive sampling techniques to select the respondent in the MoH the respondent were chosen from CCM unit, M&E unit and Internal Audit unit whereas in MENECONFIN the respondents were chosen from Project Management and monitoring Unit and finally in Global Fund the respondents were chosen from Planning Unit.

Universal Random sampling techniques is where all population elements are included in the sample. Here since both respondents from the selected institutions sector specialists in were very few and both had the same knowledge the researcher randomly selected all respondents in the selected sectors.

Research Instrument

Questionnaires, interview guide, and secondary data were the instruments used in the research. The researcher used open-ended questions and closed ended questions to test if the prepared tools are suitable for data collection.

Primary source of data

The primary data collected through questionnaires and interview guides were used to gather information on the Monitoring and Evaluation system as a tool for Efficient and Effective Performance of government foreign funded projects.

Questionnaires

A written set of questions were given directly to the selected sample to gather information about the study. These types of information collected through this tool helped the researcher to get the level of knowledge, attitude, and perceptions of respondent on the research topic. Indeed, the research designed questionnaires explored facts about the subject matter under study.

Interview guide

The researcher conducted an oral interview from the selected sample in their respective categories in order to get thorough data. This method of collecting information was

carried out in both structured and non-structured interview; since the research was in position of a list of predetermined questions to ask the respondents. It was very useful to reduce bias and maintain consistency.

Secondary data

This refers to written material that may be used as a source of information about human behavior. This involves secondary analysis of documents written by authors, from text books, on internet sources and newspaper. Here the researcher used MoH and MINICOFIN records such as internet sources reports and textbooks

Validity and reliability

The instruments used in the research were valid and reliable, because they correspond to the type of research to be conducted. Validity and reliability of a questionnaire refers to whether the questionnaire or survey measures what it intends to measure. Therefore, through the pilot study conducted, the tool proved its validity and reliability in the study because, the researcher's focus was to detect the problem in questions and this allowed exploration of the range of possible themes arising from an issue.

As per interview guide, the researcher was able to probe more information just to bring the issue to the surface for in-depth investigation. The information gathered from this tool was valid and reliable, since they had been gathered from the representative of the population.

Then, the validity and reliability of documentation tools lies in the documents that were used in the research. The researcher documented all the materials related to the M&E system, MoH' and MINICOFIN s' websites, documents and published reports that are of the interest in the research topic. Indeed, there is much appropriateness and consistencies in the use of these instruments.

Data Collection Procedure

The researcher collected data through questionnaires, interview guide and documentation. Questionnaires were drawn bearing in mind the categories of respondents. The researcher probed the respondents with a planned sequence of questions which were asked for in-depth information. More and more questions were asked for a thorough investigation.

The interview had both structured and non-structured questions. Structured interview guide was prepared with predetermined questions listed down to make a thorough investigation critically to detect how Monitoring and Evaluation system is a tool for efficient and effective performance of government projects.

For the research to be more reliable, documentation as secondary data source was used in the research to get more information that the researcher would not get through the interview guide and questionnaires.

Data Analysis

Several stages were undergone to process the data, this data analysis was done through thorough examinations of the questionnaires by the researcher in order to identify and correct some errors ensure consistence, accuracy and completeness of the responses. The interview guide notes were organized and the researcher compared them with the questionnaire responses to determine consistence, more light, uniformity and the comprehensives of the questions. Thus, the interpretations of data were based on the findings from the field as collected by through these research instruments.

Ethical Considerations

This is the moral justification of the research or investigation. The researcher possessed the clearance from the study institution because, as stated earlier in chapter one of this thesis, this research will benefit the institution as well and therefore collaboration in this endeavor is inevitable. On the part of the respondents, they will be largely and clearly explained about the rationale and the benefit of the study to the researcher and the

institution as well. After this, they will be guaranteed in terms of confidentiality of the provided information.

Limitations of the Study

This is really a lesson "patience pays" it was a very difficult task to secure data from some office holders more especially during the interview process. This some time was also caused by too much work they have. The common word of then was tomorrow but that tomorrow delayed to come hence a limitation to the researcher

Bureaucratic procedures in some organization are another limitation the research faced, for instance for the research to access any data he has first to write and wait for the reply all these were time consuming.

Again coordinating work and writing thesis was a great challenge the researcher faced because assignment needs its own enough time,. However, the significances of this study outweigh the limitation the research will encounter and thus cannot stop it from being carried out.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter solely gives emphasis on the presentation, analysis and interpretation of results from the collected data in relation to the study objectives. The Data are presented in form of statistical tables and percentages. Moreover, there is a description of the findings in a systematic analysis and interpretation. Based on objectives of the study and research questions, information was gathered through interview guide, questionnaires and documentation with in the Ministry of Health(MoH), Ministry of Finance and Economic Planning (MINECOFIN), and the Global Fund Project.

Analysis and interpretation of data

The purpose of this study was to test the research question which stated that "Monitoring and Evaluation plays A vital role in measuring the performance of Global Fund Project". The data was analyzed using the simple statistical methods, frequency tables showing responses to the particular questions were constructed and percentage responses to the questions calculated. Interpretation of the finding was based upon percentage responses to the questions.

Information background of respondents

Before the researcher analyze the role of the Monitoring and Evaluation system visa vis Efficient and Effective Performance of Global Fund, he first analyzed the Social characteristics of

The respondents which is comprised of Age of respondents, Education background, working experience and post held in the institution this was done purposely to ensure relevance and reliability of their responses.

Table 2: Age of respondents

Age range	Frequency	Percentage (%)
18-30 years	33	20.4
31-40 years	102	63
41-45 years	27	16.7
46-45 years	0	0
Total	162	100

Source: Primary data

The result presented in table 1 indicates that 20.4 % of respondents are in a range of 18-30 years. While the respondents between 31-40 year represents 63% and this indicates that a huge number of respondents are in this range, respondents in the range of 41-45 represents 16.7%. Whereas those aged above 46- 55 years represent 0 % of the total respondents. The results from the above table 1 reveal that 63 of respondents are in the range of 31-40 years implying that good number of youth who are still energetic, easily adapting to constant changes of this computer age and well acquainted to research hence giving assurance to the researcher that the responses given by the respondents are valid, relevant and reliable to be based on to give conclusion.

Table 3: Education background

Level of Education	Frequency	Percentage (%)
Primary level	0	0
Secondary level	0	0
Bachelor's degree	143	88.3
Master's degree	19	11.7
PhD	0	0
Total	162	100

Source: Primary data

The analysis from the table 2 above discloses that respondents equivalent to 88% are bachelors' degree holders and 11.7% has master's degree leaving none for PhD, senior six certificates and primary level. This also shows that the respondents selected have the capacity to give the right responses that the researchers based upon to take the valid conclusion.

Table 4: Working experience of respondents

Period	Frequency	Percentage (%)
1-2 years	40	24.7
3-6 years	107	66
7-10 years	15	9.3
Total	162	100

Source: Primary data

Concerning with the working experience, 66% of the respondents are in the range of 3-6 years of experience, 24.7% in the range of 1-2 years and 9.3% in the range of 7 and above years leaving none with below one year of experience. This experience was enough for the researcher to base on the respondents views to get the conclusion. This

gives the researcher high assurance that the responses depicted from the selected respondents is relevant and reliable hence facilitating him to get the valid conclusion.

Table 5: Post held in the institution

Sectors/division occupied	Frequency	Percentage (%)
Director General	1	0.6
Project Coordinator	4	2.5
Head of Sector	83	51.2
Sector specialist	69	42.6
Internal Auditor	5	3.1
Total	162	100

Source: Primary source

As indicated in the table 4 above, 100% of the respondents in the researcher's scope were in the domain of his research topic. This gives him assurance that the responses depicted from them will be relevant and reliable hence facilitating him to arrive on the valid conclusion that is in line with the subject under the study.

Research questions related to research topic

After analysis and interpretation of research questions related to the Social characteristics of the respondents which is comprised of Age of respondents, Education background, working experience and post held in the institution the researcher went ahead to ask the questions linked to the specific objectives and research questions to ensure that their responses are in-line with research topic or not and these includes the following;

Table 6: Role of Monitoring System to track the performance of Global Fund

Statement	Frequency	Percentage (%)
Strongly agree	103	63.6
Agree	57	35.2
Neither agree nor disagree	0	0
Disagree	2	1.2
Strongly disagree	0	0
Total	162	100

Source: Primary data

From the table 6above, it is evidenced that the majority of respondents equivalent to 63.6% strongly agree and 35.2% of agree that Monitoring and Evaluation system plays a vital role in their organization leaving 1.2% who disagree with the statement, none who neither agree nor disagree, and strongly disagree.

Table 7: Roles that are played by Monitoring in tracking the performance of the project.

Roles	Frequency	Percentage (%)
To know if Global Fund is achieving its aims and objectives	63	38.9
Day-to-day operational management of the project	59	36.4
To track the progress of the project	40	24.7
Total	162	100

Source: Primary data

From the table 6 above, it is evidenced that the majority of respondents equivalent to 38.9% believes that monitoring system assists the parties concerned to know if Global Fund is achieving its stated aims and objectives where as 36.4% believes that

monitoring system assists their organizations to track the day-to-day operational management of the project and finally 24.7% respondents indicated that monitoring system assists their institution to track the progress of Global Fund Rwanda.

Table 8: Roles of Evaluation to track the performance of Global Fund

Statement	Frequency	Percentage (%)
Strongly agree	83	51.2
Agree	73	45.1
Neither agree nor disagree	0	0
Disagree	6	3.7
Strongly disagree	0	0
Total	162	100

Source: Primary data

From the table 8 above, it is evidenced that the majority of respondents equivalent to 51.2% strongly agree and 45.1% agree that Evaluation system plays a vital role in their organization to track the performance of Global Fund. Leaving 3.7% who disagree with the statement, none who neither agree nor disagree, and strongly disagree.

Table 9: Roles played by Evaluation in tracking the performance of Global Fund

Roles	Frequency	Percentage (%)
Base of decision making	86	53.1
To show strengths & weaknesses of project implementation	22	13.6
To show end results of the project	54	33.3
Total	162	100

Source: primary data

From the table 9 above, it is evidenced that the majority of respondents equivalent to 53.1% believes that Evaluation system assists the parties concerned to know if to take appropriate decision 33% also shows that Evaluation can be used to assess the end results of the project leaving 13% who believes that that evaluation system assists their entities to analyze strengths and weakness of Global Fund project implementation.

Table 10: Perception on whether there is Relationship between monitoring & evaluation system and effective performance of Global fund

Statement	Frequency	Percentage (%)
Strongly agree	107	66
Agree	51	31.5
Neither agree nor disagree	4	2.5
Disagree	0	0
Strongly disagree	0	0
Total	162	100

Source: Primary Data

From the table 9 above, it is evidenced that the majority of respondents equivalent to 66% strongly agree and 31.5% agree that there is relationship between Monitoring and

Evaluation and effective performance of Global Fund system plays leaving 2.5% who disagree neither agree or disagree none who disagree or strongly disagree

Nevertheless for the researcher to comprehend more on whether there is relationship between M&E and effective performance of Global Fund system an open question was asked to the selected respondents to justify their responses. Below are the advantages associated with monitoring and evaluation as it was cited by the respondent

Monitoring and Evaluation system is used as the mechanism of assessing if the project is running as initially planned

Monitoring and Evaluation system is a tool that builds better transparency and accountability

Monitoring and Evaluation system shows how best to accomplish project aims and objectives

Monitoring and Evaluation system analyses the reasons to why intended results were or were not achieved,

Basing on the above good percentage of respondents and their responses the researcher concluded that there is relationship between Monitoring and Evaluation system and effective performance of Global Fund.

Table 11: perception on whether M & E system informs managers, decision makers & stakeholders of an organization about the strengths and weaknesses of project implementation

Statements	Frequency	Percentage (%)
Strongly agree	112	69.1
Agree	40	24.7
Neither agree nor disagree	0	0
Disagree	10	6.2
Strongly disagree	0	0
Total	162	100

Source: Primary data

From the table above, it is obvious comprehensible that majority of respondents equivalent to 69.1% strongly agree and 21% of agree that Monitoring and Evaluation system M&E system inform managers, decision makers and stakeholders about strength and weakness of project implementation leaving none to neither agree nor disagree, disagree and strongly disagree with the statement.

Nevertheless for the researcher to comprehend more on how M&E system inform managers, decision makers and stakeholders about strength and weakness of project implementation an open question was asked to the selected respondents to justify their responses. Below here are the responses showing how M&E system informs managers, decision makers and stakeholders about strength and weakness of project implementation.

Monitoring and Evaluation system helps them to explain whether adequate progress was made by comparing planned with baseline data,

Monitoring and Evaluation system helps them to identify reasons for accomplishments and failures, especially continuing constraints,

Monitoring and Evaluation system specify the impact, outcomes, outputs, activities and inputs of the project,

Monitoring and Evaluation system analyses the reasons to why intended results were or were not achieved,

Monitoring and Evaluation system helps them to assess all the effects of the project both intended and unintended,

Monitoring and Evaluation system helps them to know whether the project's actual costs are in line with initial budget allocations, main strengths and weaknesses of the project and provision of regular feedback on ongoing process.

Basing on the above good percentage of respondents and their responses the researcher concluded that Monitoring and Evaluation system inform managers, decision makers and stakeholders about the strength and weakness of project implementation.

Table 12: Other Mechanisms used to assess performance a part from M&E

Mechanisms	Frequency	Percentage (%)
Reporting	32	19.8
Auditing	105	64.8
Field visits	25	15.4
Total	162	100

Source: Primary Data

From the table 11 above, it is evidenced that the majority of respondents equivalent to 64% strongly agree and 19.8% considered auditing and reporting respective as mechanism of that can be used to assess the performance of any project a part from M&E.15.4% believes that a part from M&E Field visits can as well be used as mechanism of assessing the performance of Global Fund.

Table 13: Effectiveness of Monitoring &Evaluation in the assessment of performance of Global fund

Answers	Frequency	Percentage (%)
Yes	158	97.5
No	4	2.5
Total	162	100

Source: Primary Data

From the table 12 above, it is evidenced that the majority of respondents equivalent to 97.5% believes that monitoring and evaluation system is the most effective mechanism of assessing the performance of Global Fund.2.5% don't believe that monitoring and evaluation system is the most effective mechanism of assessing the performance of Global Fund.

Nevertheless for the researcher went ahead and asked an open question to the selected respondents to justify their responses on why they consider M&E as the most effective mechanism of assessing the performance of Global Fund. The following reasons were advanced by the respondent that ranks M&E as the most effective mechanism that is used to assess the performance of Global Fund;

Monitoring and evaluation is continuous activity that measures the performance of Global Fund

Monitoring and Evaluation assists Global Fund management to improve effectively and efficiently

Monitoring and evaluation is helpful in tracking the performance of Global Fund on regular basis.

Monitoring and Evaluation system specify the impact, outcomes, outputs, activities and inputs of the project,

Monitoring and Evaluation system analyses the reasons to why intended results were or were not achieved,

Monitoring and Evaluation system helps them to assess all the effects of the project both intended and unintended,

Basing on the above good percentage of respondents and their responses the researcher concluded that Monitoring and Evaluation is the most effective mechanism of assessing the performance of the foreign funded projects a case study of Global Fund.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

Introduction

This chapter presents findings, conclusion and recommendations of the study in the relations to the findings. The findings are based on the research questions. Therefore, the objectives of this research were major guiding principles in data analysis which lead to the conclusion as well as recommendations.

Findings

The study conducted discussed the findings in accordance with the objectives and research questions of the study. The discussion focused on the questions related to the profile of respondents and those that are related to the research topic of the study. Concerning the first research questions on the respondent's profile, the study revealed that they were mature enough where by 63% of respondents were between 31- 40 years old, 88% holds bachelors' degree, 11.7% possess Master Degree, 66% of respondents have working experience of 3-6 years in the field and 100% are in researcher's area of study.

In regard to the questions related to the research topic, on the question related to the role of Monitoring system in government projects the finding reveals that a big number of respondents equivalent to 63% strongly agree and 51.2% agree that and Evaluation system plays a vital role in their organization to track the performance of Global Fund.

On the question whether M&E system contributes to efficient and effective performance of government projects, it was observed that 97.5% agree that Monitoring and Evaluation system contributes to efficient and effective performance of government

projects. They justified their responses by saying that M&E system informs us about the strengths and weaknesses of our project implementation, explain the reasons why project activities succeed or fail and it helps organisation to identify problems and their causes. Since it was only 1 respondent that neither agree nor disagree with the statement, the researcher based on the majority's views to conclude that Monitoring and Evaluation system contributes to efficient and effective performance of Global Fund.

In esteem to the question If M&E system helps decision makers and managers to identify problems and their causes during planning, 69.1 respondents over whelming agreed that Monitoring and Evaluation system helps decision makers, stakeholders and managers to identify problems and their causes during planning leaving none to disagree with the statement they cemented their responses by saying that M&E system reveals whether a project is in right track or not.

In pursuit to the question if there is any relationship between M&E system and efficient and effective performance government projects, most of the respondents were tremendously strongly agreed that there is relationship between M&E system and efficient and effective performance of Global Fund leaving to disagree with the statement. They shade more light on their responses by saying that M&E system reflects on where the project is going, and on how best to accomplish its aims and objectives, identify problems and their causes and recommend possible solutions to such problems, and informs decision makers about the strengths and weaknesses of our project implementation.

Finally on query if M&E system is the most effective mechanism of tracking the performance of Global fund 97.5 said that monitoring ad evaluation is the most effective tool of assessing the performance of Global fund and final the researcher had to conclude that M&E is the most appropriate mechanism of assessing the performance of the government foreign funded projects.

Conclusion

The discussion and findings were based on the research questions. Each research question was answered following their sequence. The research respondents were mature and educated, experienced and in area of research topic which proved consistency in their responding. In respect to the research questions related to research problem each question was deeply analyzed basing on respondents responses from both closed, open ended question and interview. The researchers' conclusion was based on the responses of the majority. There after in-depth analysis, interpretation and comparison of respondents' opinion in line with the objectives of the study was done and the conclusion was in harmony with objectives of the study and research questions. However efficient and effective performance of government projects is part and parcel of government of Rwanda in as far as poverty reduction and achievement of sustained and strategic plan of vision 2020 is concerned. But this can be achieved by a combination of factors such as presence of honesty, integrity and qualified officials, employees who are accountable to the efficient and effective performance of government projects. Though these factors are necessary for efficient and effective performance of government projects but M&E system, deserve the lion portion in the sense that its only a well-functioning M&E system that can uphold the principles of results-orientation, iterative learning, evidence-based policy-making and accountability.

Learning and feedback are one set of functions of M&E system. For learning to be effective, M&E system is necessarily to highlight both negative and positive experiences. Apart from learning, M&E system also has an accountability function. When results are not met or policies not implemented as promised this may have implications for the politicians that engaged to deliver. An adequate M&E system has to provide the necessary elements to check whether promises were lived up to. When this is not the case, political elites can be confronted with counterfactual evidence. Indicating that, leaders will have to strengthen or reorient policies and their implementation, or relinquish power because of their failure to deliver. M&E system

helps decision makers to learn from failures and successes achieved what works done and what does not is crucial to progress. A sound M&E system collects all sorts of information, wanted and unwanted, beautiful and ugly purposely to make informed judgments or decisions.

Recommendation

The research result reveals a number of areas that require an upper hand to achieve the sustainable and consistency efficient and effective performance of government foreign funded projects . It is from that background the researcher came up with the following recommendations

Due to the importance of M&E system visa vis efficient and effective performance government projects, project designers are recommended to follow M&E advises during planning and implementation stages in order to efficiently and effectively achieve their objectives.

Ministry of Health is recommended to keep on monitoring, advising and training if possible the managers and entire staff of Global Fund to ensure that implemented activities are owned by the people and are sustainable to ensure relevance, impact oriented and sustainability of the project.

The Government of Rwanda

The government of Rwanda is recommended to keep on monitoring and evaluating all projects in line ministries to ensure efficient and effective performance of its foreign funded projects.

The government of Rwanda is recommended to put in place M&E training centers where M&E staff may be trained to increase their skill.

Researchers

In the context of academic need, other researches will be focused on:

Exploring the role of M&E system in efficient and effective achievement of private and nongovernmental organizations

M&E system as an agent factor for achievement of projects pre set objectives

The role of Monitoring and Evaluation system to improve public sector management

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APPENDIX 1: APPLICATION FOR CASE STUDY

RUDAHUSHA MICHAEL
CDC/CNLS Program Manager
NATIONAL AIDS CONTROL COMMISSION
TEL 0788825878

8th June 2011

**TO THE COORDINATOR OF GLOBAL FUND
RWANDA**

Dear Sir

RE: Application for a case study

I hereby apply for pursuing research work in your organisation purposely to get data that will help me to accomplish my Master's thesis entitled that ``**Monitoring & Evaluation of Global fund performance by Government of Rwanda**``

I am an employee of National AIDS Control Commission Program manager of CDC project that works in this commission. I am currently pursuing MBA Management at Kampala International University.

I have chosen Global Fund as case study purposely to know its perspectives on the role of Monitoring & Evaluation system to assess performance of your organization.

The purpose of this letter therefore is to request to allow me to conduct secondary data for academic purposes.

I shall be grateful if my request is positively considered under your guidance

Yours RUDAHUSHA Michael

APPENDIX II: LETTER TO RESPONDENTS

RUDAHUSHA Michael
KAMPALA INTERNATIONAL UNIVERSITY
INSTITUTE OF OPEN AND DISTANCE LEARNING
COURSE: MBA MANAGEMENT
TELEPHONE NUMBER 0788825878

Dear Respondents,

You are highly requested to intimately participate in the research study entitled M&E of Global Fund performance by the Government of Rwanda.

You were significantly selected to be in the sample size, therefore you are requested to be sincere as possible and your cooperation for this noble stuff will be of great significance. The researcher is a finalist in the above mentioned university and this research is a pre-requisite for the word of Degree of Master of Business Administration.

Dear respondents, I will take the responses given from you as correct and relevant to my research and the Researcher will also safeguard its confidentiality.

May God bless you abundantly

APPENDIX III: Q U E S T I O N N A I R E

This questionnaire is composed of two parts that is to say part A&B

Part A is personal identifications where as B is made up of both closed and open ended questions for research purpose. So you are cordially required to answer the following questions provided to you.

Part A: personal identifications

Qn1. Age of respondents

- | | |
|--------|--------------------------|
| 18- 30 | <input type="checkbox"/> |
| 31-40 | <input type="checkbox"/> |
| 41- 45 | <input type="checkbox"/> |
| 46-55 | <input type="checkbox"/> |

Qn2. Educational back ground?

- PHD
- Masters
- Bachelor's degree
- Secondary level
- Primary level

Qn3. Working experience?

- Less than one year
- 1 – 3 years
- 3 – 6 years
- 7- 10 years

Qn4. Post held in the institutions

- Director General
- Project coordinator
- Head of sector
- Sector specialist
- Intend Auditor
- Any other post held.....

Part B: Questions related to Research topic

5a) Do you think monitoring system plays important role in your organization to track the performance of Global Fund?

- A. Strongly disagree
- B. Disagree
- C. Neither agree nor disagree
- D. Agree
- E. Strongly agree

b) If you (strongly) agree what are those roles played by monitoring system?

.....

c) If you Disagree, please support your answer.....

6.a) Do you think evaluation system plays important role in your organization to track the performance of Global Fund?

- F. Strongly disagree
- G. Disagree
- H. Neither agree nor disagree
- I. Agree
- J. Strongly agree

b) If you (strongly) agree what are those roles played by Evaluation system?

.....

.....

C) If you Disagree, please support your answer.....

7a) Do you see any relationship between monitoring and evaluation system and effective performance of Global Fund?

- A. Strongly disagree
- B. Disagree
- C. Neither agree nor disagree
- D. Agree
- E. Strongly agree

b) If you (strongly) agree, justify your answer briefly?

.....

.....

C) If you disagree briefly explain why?

.....

.....

8 a) Do you believe that monitoring and evaluation system informs managers, decision makers and stakeholders of an organization about the strengths and weaknesses of project implementation?

- A. Strongly disagree
- B. Disagree
- C. Neither agree nor disagree
- D. Agree
- E. Strongly agree

b. If you (strongly) agree, how does it assist decision makers?

.....

c) if you (strongly) disagree, support your answer.....

9 a) Would you please list down the mechanisms that are used by your organization to assess the performance of Global Fund Apart from M&E?

- 1.
- 2.
- 3.

b) Would you consider M&E as the most effective mechanism of assessing performance of Global Fund?

Yes

No

c) If yes, why do you think it is the most effective mechanism of assessing the performance of Global Fund.....

d) If No, why do you think it is not the most effective mechanism?.....

Thank you for your maximum cooperation.

APPENDIX IV: TRANSIMATTA LETTER



KAMPALA
INTERNATIONAL
UNIVERSITY

Ggaba Road - Kansanga
P.O. Box 26000, Kampala, Uganda
Tel: +256-41- 266813 / +256-41-267634
Fax: +256-41- 501974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

June 28, 2011

Dear Sir/Madam,

**RE: REQUEST FOR RUDAHUSHA MICHAEL MBA/3077/92/DF KBL:
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration.

He is currently conducting a field research of which the title is "Monitoring and Evaluation as a Mechanism of Government to Assess the Performance of its Foreign Funded Project .A case Study of Global fund Rwanda."

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator
Business and Management, (SPGSR)

APPENDIX V: CURRICULUM VITAE

IDENTITY

Names	RUDAHUSHA Michael
Sex	Male
Nationality	Rwandan
Date of Birth	08/08/1982
Marital Status	Single
Telephone	(250) 0788825878
Email Address	rutabs4U@yahoo.com

SCHOOLS AND INSTITUTIONS ATTENDED

PERIOD	INSTITUTION	AWARD
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Masters level: [Ongoing] May 2009 to November 2011 Kampala International University MBA Management

University level: 2002 – 2007 National University of Rwanda under the Department of management in the option of accounting science with a ward of Bachelors Degree in Accounting Science

Secondary level: 1996– 2001 Lycee de Kigali under the section of human science with a ward of A level Advanced Certificate of Secondary School

Primary Level: 1987-1995 Kazinga Primary School with a ward of Primary Leaving Certificate

RESEARCH AND PUBLICATIONS

- M&E of Global Fund performance by Government of Rwanda
- Impact of Accounting software on decision making

PROFESSIONAL OBJECTIVE

-Developing a career in management and become a world-class competitor in issues pertaining to Project analysis, design and Implementation, Finance, Accounting, Internal audit, M&E system, Procurement and Contract Management.

RELEVANT SKILLS

Core Competences

- Proficient financial accounting, M&E, Auditing and Project analysis and design
- Strong analytical skills
- High integrity, respect and able to work under minimum supervision for long extended hours and ability to work under pressure.
- Ability to work as a good team player within a multicultural team.
- Customer sensitive and focuses on higher quality services

LANGUAGES	SPEAKING	WRITING
1. Kinyarwanda	Fluently	
Easily		
2. English	Fluently	
Easily		
3. French	Working knowledge	
Good		

INTERESTS:

- Interested in praying & reading spiritual books
- Interested in reading and acquiring more advanced skills in the domain of Management and Finance
- Teamwork.
- Invention and innovation
- Setting challenging goals and targets

- M&E skills
- Auditing skills
- Procurement skills

I declare that the information given above is true to the best of my knowledge.

RUDAHUSHA Michael

#18 75.8
R913
2011