

Influence of Monitoring and Evaluation on the Success of the Health Care Projects in Rwanda. A Case of Ruhengeri Referral Hospital (2019 to 2020)

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Abstract

Monitoring and Evaluation helps project managers in keeping track the implementation of the projects and its prudence in the utilization of the resources. It provides decision makers with a strategy to plan for success of the projects and guidance for future endeavors. Success is a key to stakeholders who in real sense need to be involved throughout the project and program cycles This study focuses on the evaluation on the influence of monitoring and evaluation on healthcare project success in Rwanda. The study aimed at finding out whether the influence of monitoring and evaluation were effective and whether they really have influence on the success of health care related project in Rwanda and most especially in Musanze district, Ruhengeri hospital. The design of this study was a quantitative descriptive in nature. A sample size of 76 respondents was randomly selected and used the formula of Morgan. This sample was chosen because it is easier to manage and it was enough to generate findings as well as to generalize the findings to a bigger population. Data were analyzed by the use of statistical methods, (descriptive statistics, Correlations and regressions analyses). The findings revealed that monitoring and evaluation have a great influence and contribution to the success of health care project and there is a strong positive and significant relationship between monitoring and evaluation and performance or success of health care related projects. The research concludes that there is a positive relationship between the influence of monitoring and evaluation and the success of health care projects at a very high extent.

Keywords: Human capacity for monitoring and evaluation; Project monitoring and evaluation plan; Budget allocation for M&E activities; Project health care; Monitoring and Evaluation.

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1. Introduction

Globally, Monitoring and evaluation have been in existence since the ancient times[16]. Monitoring and Evaluation of projects is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan. Monitoring comprises status reporting, progress measurement, and forecasting while Evaluation is systematic and independent [1]. M&E plays a very big significant role in helping those involved with projects to assess if progress is being achieved in line with expectations[2]. Monitoring and Evaluation (M&E) is a powerful tool for transformational change and learning. When a robust M&E plan is incorporated into a project at an early stage, it guides the project in the right direction from day one[3]. In addition, evaluation seeks to understand how and why the intervention has worked so well or why it failed and suggests solutions for its improvements[17]. Evaluation thus paints a much thorough picture and provides credible information and recommendations to enable organizations to incorporate lessons learned into their decision-making process for their long-term growth and success [4]. Effective and efficient monitoring and evaluation system with a strong accountability mechanism have been showing good results over the past few years in many countries of the world including African countries[5]. In 2019, the University of Witwatersrand Johannesburg (South Africa) launched a research entitled “Monitoring and Evaluation Systems in Five African Countries (Ghana, Kenya, Rwanda, Uganda, Zambia)”. The findings presented in this study how systems for M&E in countries of focus are slowly growing. These M&E systems differ significantly in maturity, capacity, and effectiveness. Governments are increasingly taking M&E seriously, they are investing in establishing M&E units, departments, ministries and developing M&E policies to guide the practice. M&E is slowly being institutionalized and systematized. Much work is still needed to adapt methods and approaches for Monitoring and Evaluation to the context of most governments in the continent to meet increasing demands from the government and its people [6-12]. Regarding the findings mentioned above, a researcher also finds that the achievements cannot happen as long as the monitoring and evaluation is still slowly growing. For that reason, the influence of M&E on health-related projects success in Rwanda is to happen when a government strongly supports the use and implementation of M&E strategy in planning, policy and decision making all over the health-related projects. Formerly, in many hospitals and health centers in Rwanda there have been many cases about the poor health service delivery, unfair management of the funds with regard to accountability, allocation, targeting and priority setting, improper procurement and tendering, and overall effectiveness[14-15]. . There also were concerns on fragile governance in decision making in which resulted the unstable working in their administrations and representation. The absence of monitoring and evaluation is said to be a trigger of such kind of cases [9-13]. Any influence on the success of healthcare projects does not come as a bonus, except appropriate M&E strategy is effectively performed and implemented as well. In related to influence of it, M&E helps track implementation and outputs systematically, and measure the effectiveness of programs. It also helps to determine exactly when a program is on track and when changes may be needed. For this reason, this study investigated the influence of monitoring and evaluation on the success of health care projects in Rwanda.

2. Methods

An exploratory quantitative descriptive design was used in this study to find out whether the influence of monitoring and evaluation were effective and whether they really have influence on the success of health care

related project in Rwanda and most especially in Musanze district, Ruhengeri hospital. Data were collected using a self-administered questionnaire to interview 76 members from Ruhengeri hospital projects Managers, Doctors, Nurses and M&E Team. Data were analysed using the Statistical Package for Social Sciences (SPSS) version 20. Statistical analysis using inferential statistics was used considering p-value 0.05 as the level of significance and 95% Confidence Interval (95% CI).

3. Results and Discussion

The researcher gave the respondents various statement regarding Monitoring and Evaluation in terms of Human capacity for monitoring and evaluation; Project monitoring and evaluation plan; Budget allocation for M&E activities; Project health care and analyzed their level of agreement.

Table 1: Correlation Matrix showing the relationship between project monitoring and evaluation and success of health care projects.

| | | project monitoring and evaluation | success of health care projects |
|-----------------------------------|---|-----------------------------------|---------------------------------|
| project monitoring and evaluation | Pearson Correlation Sig. (2-tailed) N | 1 76 | .995** .000 76 |
| success of health care projects | Pearson Correlation Sig. (2-tailed) N | .995** .000 76 | 1 76 |

Correlation is significant at the 0.01 level (2-tailed)

Pearson correlation coefficient, ($r=0.995$) shows that there was a very high positive and significant relationship ($\text{sig}=0.000$) between project monitoring and evaluation and the success of health care projects. This was an indication that if monitoring and evaluation is well done, the success of health care projects is maintained. This positive relationship indicates that a directional change in the independent variable (project monitoring and evaluation) leads to the same directional change in the dependent variable (success of health care projects).

The table below will show and identify how independent variables influence depend variables

Table 2: Regression analysis showing the influence of project monitoring and evaluation on the success of health care projects.

| Model | Un-standardized Coefficients | | Standardized Coefficients | t | Sig. |
|--|------------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| Constant | 0.714 | .650 | .432 | 1.099 | .000 |
| Human Capacity for Monitoring and Evaluation | 0.175 | .122 | .478 | 3.432 | .000 |
| Budget allocation for M&E | 0.028 | .145 | .420 | .193 | .020 |
| Project monitoring and evaluation plan | 0.033 | .116 | .469 | 3.054 | .000 |

a. **Dependent Variable:** success of health care projects

b. **Constant:** project monitoring and evaluation

Using linear regression analysis from SPSS databases, the components of monitoring and evaluation which are Human Capacity for Monitoring and Evaluation, Budget allocation for M&E and Project monitoring and evaluation plan as independent variables, were regressed to find out how they influenced the success of health care projects. According to beta and t-values, Human Capacity for Monitoring and Evaluation had the most influence on the success of health care projects (beta=0.478, t=3.432 and sig=0.000). The following degree of influence was Project monitoring and evaluation plan (beta=0.469, t=3.054 and sig=0.000). The predicted model from the above table was the Success of Health Care Projects = .714+0.175 Human Capacity for Monitoring and Evaluation+ .028 Budget allocation for M&E+.033 Project monitoring and evaluation plan.

4. Conclusion

The purpose of the study was to examine the Influence of Monitoring and Evaluation on the Success of Health Care Projects, case of Ruhengeri Hospital.

Based on research findings, the study concludes that human capacity for monitoring and evaluation is positive and significantly correlated with performance of projects in health sector. The projects strive for getting skilled personnel and also their skills are to be improved periodically for capacity building for M&E staffs through different types of trainings and coaching for leading to effective M&E system. The study also concludes that the project monitoring and evaluation plan is positive and significantly correlated with the success of projects in health sector. However, the study shows that projects did not have clear plans for strengthening their M&E systems. Similarly, regarding the objective of budget allocation for M&E activities, the study concludes that projects face difficulties in providing the funds on time for better facilitation of M&E activities. Furthermore, the study reveals that budget allocation is the highest influence followed by human capacity for M&E and finally project M&E plan as the least influence for effective M&E system in the projects.

5. Recommendations

The researcher has the following recommendations to make with regard to the influence of monitoring and evaluation on healthcare projects success in Rwanda:

The teams that deal with M&E hospital projects in Rwanda should consider implementing a modern information and communications technology in conducting monitoring and evaluations to get real time data.

It is recommended to include all stakeholders in M&E healthcare projects in each stage as they play an active role since they are the patrons of the project for the sake of success. Collaboration among stakeholders should also be encouraged.

Due to the delaying of funds allocation for facilitating M&E activities, the management team should plan for an effective way as well as rising awareness on M&E activities for the success of the health care projects.

The M&E focal persons should advocate and offer technical assistance to the management of projects. For instance, project managers should make sure that project M&E systems are periodically evaluated, and the M&E staff should make sure that all the elements are kept in shared storage repositories to ensure ease of access and reference by the rest of project implementing staff.

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