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Role of Monitoring and Evaluation Practices to the Successful Implementation of Projects: A Case of Health Post Project in Musanze District, Rwanda

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Abstract

This study aimed to evaluate the impact of Monitoring and Evaluation (M&E) practices on the effective execution of health projects in Rwanda, focusing on the Society for Family Health's (SFH) initiatives in Musanze District. Utilizing a descriptive survey and correlational research design, both quantitative and qualitative methods were employed, targeting a population of 102 individuals through stratified and universal sampling techniques. The results revealed strong positive correlations (0.774, 0.756, and 0.764) between M&E design and planning, M&E information dissemination, M&E budgeting, and project implementation, emphasizing the critical role of robust M&E practices in achieving successful project outcomes. Furthermore, the multiple regression analysis highlighted the significance of M&E design and planning (β=0.811, p=0.026), M&E information dissemination (β=0.676, p=0.019), and M&E budgeting (β=1.379, p=0.000) in optimizing project implementation. In light of these findings, it is recommended that SFH prioritize comprehensive project planning, incorporating well-defined objectives, measurable indicators, and clear M&E frameworks. Moreover, continuous and effective dissemination of M&E information is crucial to ensure stakeholders' awareness and engagement. Additionally, dedicating ample resources to M&E budgeting is essential for the successful execution of health post-projects, further emphasizing the necessity of robust M&E practices in fostering the Society for Family Health's initiatives in Musanze District.

Keywords: *M&E practices, projects implementation, design and planning, information dissemination, budgeting.*

1. Introduction

The problem of the failure of projects implementation is not new and so is the frustration of project proponents that involves all beneficiaries and partners. The project failure to complete on timeline due to many challenges in most developing countries, at least 79% of the executed projects fail to meet its objectives caused by the lack of preparation, inadequate documentation and tracking, poor leadership, lack of effective M&E practices, inexperienced project managers, inaccurate cost estimates, poor communication across teams, poor resource planning, and disregarding warning signs (Vincente et al., 2018). There are a number of reasons for the project's failure, including cost overruns, schedule delays, and quality issues. These factors may include inadequacies in the selection, planning, execution, or control phases of the project, as well as other contributing elements (Sennett, 2012).

Despite efforts of Government of Rwanda in partnership with different stakeholders like Society for Family Health (SFH), through Baho Neza project of solving the issues of health gaps especially inadequate equipment, construction of health centers, etc., the community are still facing health care issues .The SFH supported in construction and equipment of health posts, the implementation of health post projects is still facing different issues such as overruns of construction or delay of construction completion, and also even some of the health post constructed have the issues of lacking sufficient equipment. In addition, through national targets of establishing health posts where every cell might have health post, nowadays, the number of health posts are still low as indicated by the complains of some people in districts who still walked long distance from their home to access health services (Auditor General Report, 2019).

According to the study of World Bank (2019) revealed that more than 50% of the World Bank's various projects are marked with failure. The Independent Evaluation Group (IEG), in an independent rating, claimed that in 2010, 39% of World Bank projects were failed (Chauvet, 2010). According to 2016 World Bank research, 60% of Rwandan initiatives fail to meet their targets because of insufficient monitoring and evaluation (M&E). According to Eadie, Millar and Grant (2013) argued that M&E practices on successful projects include status reporting, progress measurement and forecasting. Health project success reports provide information on the health project’s performance with regard to scope, schedule, cost, resources, quality and risk which can be used as inputs to other processes. The health project implementation involving successful development and introduction of projects in the organization present a very big challenge to health project managers. Health project implementation process is complex as it requires simultaneous attention of a wide variety of human, budgetary and technical variables (APM, 2016).

Therefore, most of the studies reviewed above, have contributed so much to the current study, unfortunately, the authors did not clarify how resources planning; financial resource planning; material usage planning; time schedule and scope planning as factors of project planning each has affected road construction project performance in Rwanda as an indicator of scarce of the empirical studies. Therefore, the researcher is motivated to investigate the role of M&E practices on effective implementation of Health Projects in Rwanda: Health Post Projects implemented by Society for Family Health in Musanze District.

1.2 Objectives of the Study

This study had general objective and specific objectives as discussed in the section below.

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1.2.1 General Objective

The main objective of this study assessed the role of M&E practices on effective implementation of Health Projects in Rwanda.

1.2.2 Specific Objectives

(i) To determine the effects of M&E design and planning to the successful implementation of Health Post Projects by Society for Family Health in Musanze District.
(ii) To examine the effect of M&E information dissemination to the successful implementation of Health Post Projects by Society for Family Health in Musanze District.
(iii) To assess the effect of M&E budgeting to the successful implementation of Health Post Projects by Society for Family Health in Musanze District.

1.3 Research Hypotheses

The study verified three null research hypotheses:

Ho1: There is no significant effect of M&E design and planning on the implementation of Health Post Projects by Society for Family Health in Musanze District.

Ho2: There is no significant effect of M&E information dissemination on the implementation of Health Post Projects by Society for Family Health in Musanze District.

Ho3: There is no significant effect of M&E budgeting on the implementation of Health Post Projects by Society for Family Health in Musanze District

2.3 Empirical Studies

2.3.1 M&E design and planning to the successful implementation of projects

The study conducted by Antony (2014) examined the monitoring, evaluation, and performance of donor-funded projects. Specifically, the study focused on the Kigali Infrastructure Management Project as a case study. The implementation of project monitoring and evaluation is a crucial aspect in ensuring the attainment of project goals and overall success. The process of monitoring and evaluating a project is crucial to enhancing its overall efficiency in terms of planning, management, and implementation. As such, it represents a critical step in the project management life cycle. The present study aimed to examine the extent to which Monitoring and Evaluation (M&E) practices are utilized in project management, with a specific focus on the Kigali Infrastructure Management Project as a case study. The study employed a purposive and simple random sampling technique to gather primary data from a sample of 96 participants via questionnaires. The target population was estimated to be 49,772 households. The data analysis utilized descriptive statistics in the form of frequencies and percentages. The results were then presented in tables and charts, and subsequent discussion was based on the research questions. The results indicate that Impact Evaluation is commonly utilized by stakeholders for managing the Kigali Infrastructure project. The analyzed data indicates that monitoring and evaluation are crucial components of Project Management for donors and are accorded significant attention.

2.3.2 M&E information dissemination to the successful implementation of projects

In a study conducted by Mohammed Sulemana *et al.* (2016), In the Ghanaian municipality of Savelugu Nanton, monitoring and evaluating district assembly initiatives and programs was subjected to a stakeholder engagement assessment. The implementation of Participatory

Monitoring and Evaluation (PM&E) in projects and programs is known to enhance transparency and accountability in development governance. Several studies have indicated that the level of involvement in monitoring and evaluation (M&E) by metropolitan, municipal, and district assemblies was found to be inadequate. The research methodology employed in this investigation was a case study approach. The study was conducted with a sample size of 196 individuals. The findings of the research indicate that the level of stakeholder involvement in monitoring and evaluation (M&E) of projects and programs was high among members of the Municipal Planning and Coordinating Unit (MPCU) and the District Assembly. However, the level of participation was observed to be low at the community and Zonal Council levels. The observed effects have had a detrimental impact on the maintenance of projects and programs, as well as the transparency and accountability of said initiatives.

Ruth's (2020) research on the effects of monitoring and evaluation procedures on project delivery at ACTED Kenya set out to do just that. This study aims to assess the impact of M&E budgets on project execution in the context of ACTED Kenya, as well as the implications of M&E design and planning, capacity development, and information dissemination. The participants were the 125 staff members of ACTED Kenya in Nairobi County. A descriptive research strategy was used for this investigation. Stratified random sampling was used to choose participants from the public for this research. Primary data was collected using a questionnaire designed specifically for this research. Descriptive statistics were used to examine the data. The report was analyzed using SPSS, which is a statistical program designed for the social sciences. According to the findings, ACTED Kenya's project execution is tied to monitoring and evaluation procedures in the areas of design and planning, capacity development, and budgeting. Seventy-seven percent of respondents agreed with the statement that ACTED Kenya routinely implements planning plans on schedule. Furthermore, 44% of participants assessed the effect of these methods as high. According to the data, the majority of workers (74%) feel that they have a clear grasp of their principal tasks inside the company. In addition, 32% of people said that capacity development had a significant impact on the success of the project. According to the survey results, a significant majority of respondents (82%) expressed positive views regarding the budget allocation of M&E activities by ACTED Kenya. Additionally, a considerable proportion of respondents (57%) acknowledged that the budget allocation has a substantial impact on the organization's M&E activities.

2.3.3 M&E budgeting to the successful implementation of projects

Khalifa (2019), in his examination of health systems, underscored the strategic importance of Monitoring and Evaluation (M&E). He highlighted that there might exist internal political motives for conducting evaluations to rationalize expenditure on contentious activities. Moreover, donor agencies frequently mandate evaluations to ensure the alignment of aid funds with donor policies and to provide justification to taxpayers. Khalifa argued that evaluation endeavors to address questions concerning the 4Es: efficiency, effectiveness, efficacy, and economy. Efficacy refers to the degree to which the project's stated goals were attained or are projected to be met, weighted according to their significance. The World Bank clearly stated in the above reports that it assesses about 25% of their lending operations and rates the project performance in terms of efficiency, effectiveness, efficacy and impact. To emphasize the importance of economy, on transport planning, suggested that project evaluation and pricing should be viewed as part of single integrated procedure and therefore cost benefit analysis of the project should be done.

2.4 Summary and Research Gap

This diversity enriches the understanding of M&E's role across different types of projects. Mohammed Sulemana et al. (2016) emphasize the significance of stakeholder participation in M&E. However, the findings reveal that participation levels vary across different levels of governance and administration, potentially affecting project outcomes. Ruth (2020) specifically explores the impact of M&E practices on project implementation and identifies positive correlations, particularly regarding design, planning, capacity building, and budgeting. Khalifa (2004) introduces the concept of the 4Es (efficiency, effectiveness, efficacy, and economy) to guide evaluations. While this framework is valuable, it's important to consider the specific dimensions relevant to each project and context.

Most of the authors presented in the empirical studies of this book have contributed so much to current study, unfortunately, some of them did not address the studies on Rwanda, and they did not illustrate the role of M&E practices represented by M&E planning; M&E tools; data collection; data analysis; decision making; reporting, and adjustments on health project implementation in Rwanda as shortage of the studies in M&E practices and effective implementation of health projects in Rwanda. This study is the role of M&E practices on effective implementation of health projects implementation in Rwanda: Health Post Projects implemented by Society for Family Health in Musanze District.

2.5 Conceptual Framework

A conceptual framework is the part of the research related to the M&E and health post project implementation. Therefore, researcher established the relationship between independent variable in terms of M&E practices and the dependent variable in terms of health project implantation as figure 1

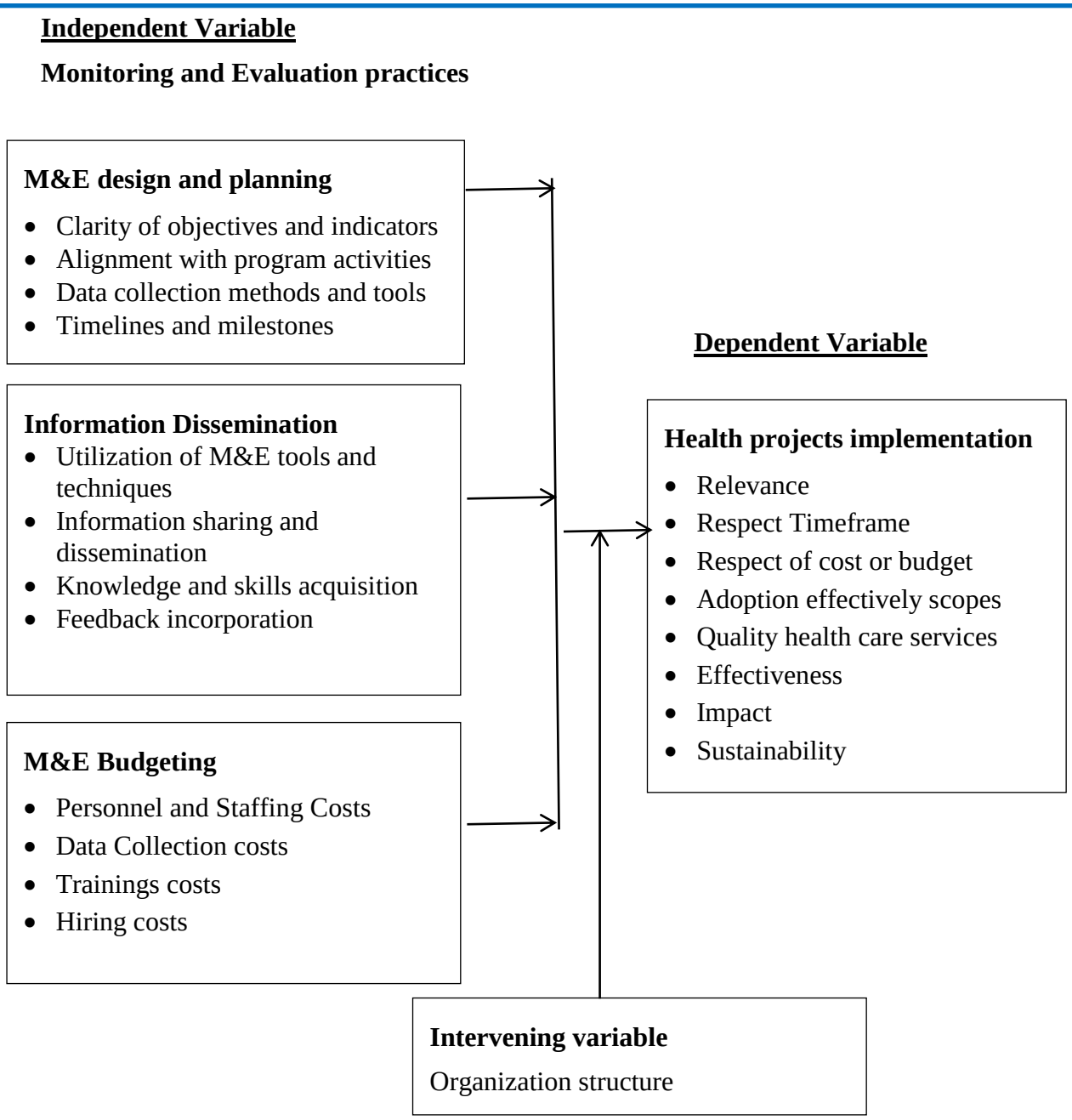

Figure 1: Conceptual Framework

Source: *Researcher Conceptualization, (2023)*

3. Materials and Methods

The research design employed in this study is a combination of descriptive survey and correlational research design. It was chosen to provide a comprehensive understanding of the current state of Monitoring and Evaluation (M&E) practices and their relationship with the implementation of health projects in the context of the Society for Family Health (SFH) initiatives in Musanze District, Rwanda. The study is both qualitative and quantitative in nature, enabling the exploration of various perspectives and the analysis of statistical relationships between the variables.

The research setting is primarily focused on the activities of SFH and its partnership with the Imbuto Foundation under the Baho Neza project. The project aims to strengthen the capacity

of health posts in Musanze District, contributing to the enhancement of universal health coverage and primary health-care services. The target population encompasses 83 SFH employees and 19 SFH partners, totaling 102 individuals, from which the sample was drawn using a combination of stratified and universal sampling techniques.

Various data collection methods were employed, including questionnaires, interviews, documentary analysis, observation, and focus group discussions. These diverse methods facilitated a comprehensive understanding of the M&E practices, their effectiveness, and their impact on the implementation of health post projects. The use of Likert-scale questionnaires ensured a structured approach to gather quantitative data, while interviews, documentary analysis, and focus group discussions facilitated the collection of qualitative insights. Data analysis involved the use of descriptive statistics, including measures of central tendency and variability, to understand the patterns within the data. Additionally, inferential statistics were utilized, including the correlation coefficient matrix and linear regression analysis, to establish relationships between M&E variables and project implementation.

Ethical considerations were rigorously adhered to, ensuring the protection of participants' rights, privacy, and confidentiality. The researcher's efforts to create a respectful and non-discriminatory research environment helped to ensure the ethical conduct of the study. However, the study also faced certain limitations, such as potential respondent bias and the desire for compensation, which were mitigated through assuring participants of the confidentiality of their responses and emphasizing the significance of the research for academic purposes.

4. Presentation of research findings

4.2.1 The effects of M&E design and planning to the successful implementation of health post projects by society for family health in Musanze District.

The results on effects of M&E design and planning to the successful implementation of health post projects by society for family health in Musanze District were discussed in the Table 1.

Table 1: Descriptive Statistics on M&E design and of health post projects

	Mean	Std. Deviation
M&E Planning of SFH presents evaluation framework	4.26	1.004
M&E Planning of SFH presents indicator system	4.12	1.111
M&E Planning of SFH presents information system (data sources)	4.23	1.062
M&E Planning of SFH presents impact evaluation design	4.15	.999
SFH presents dissemination and utilization plan	4.09	1.118
Interviews are probably the most common tool used by SFH in planning, monitoring and evaluation	3.93	1.253
Questionnaires and surveys were developed to uniformly gather data from large samples of people or institutions.	4.12	1.111
One on one (usually semi-structured) interviews are an effective way to get detailed information from informants for SFH	4.06	1.042
Focus group discussions (FGDs) are facilitated discussions, held with a small group of people who have knowledge in a particular topic	4.17	.934

Note: 1.0–1.8= Very low mean, 1.9-2.6: Low mean, 2.7-3.40=Neutral mean, 3.5-4.20=High mean and 4.3–5.0=Very high mean

Table 1 provides descriptive statistics on the M&E design and planning aspects of Health Post Projects implemented by the Society for Family Health (SFH) in Musanze District, The data highlights the, mean, and standard deviation values for each dimension of M&E design and planning. M&E Planning of SFH presents evaluation framework: with a mean of 4.26 and a standard deviation of 1.004, indicating a heterogeneity in response. M&E Planning of SFH presents indicator system: with a mean of 4.12 which is high and a standard deviation of 1.111, indicating moderate heterogeneity in response.

M&E Planning of SFH presents information system (data sources): with a mean of 4.23 which is very high and a standard deviation of 1.062, reflecting a moderate heterogeneity in response of information system development. M&E Planning of SFH presents impact evaluation design: with a mean of 4.15 which is high and a standard deviation of 0.999, indicating relatively consistent agreement towards incorporating impact evaluation. SFH presents dissemination and utilization plan: with a mean of 4.09 which is high and a standard deviation of 1.118, indicating moderate heterogeneity in response.

One interviewee highlighted, *the effect of M&E Planning's indicator system on Health Post Projects by SFH is substantial. It streamlines data collection, ensuring we're targeting the right areas. It enhances project visibility and decision-making. With clear indicators, we can measure progress effectively, align resources, and adapt strategies based on real-time insights. This systematic approach significantly contributes to successful project outcomes.*

When it comes to designing, monitoring, and evaluating SFH programs, interviews are by far the most prevalent instrument utilized: with a mean of 3.93 which is high and a standard deviation of 1.253, reflecting higher heterogeneity in response regarding the prevalence of interviews. Questionnaires and surveys were developed to uniformly gather data from large samples of people or institutions: with a mean of 4.12 which is high and a standard deviation of 1.111, indicating heterogeneity in response of using questionnaires and surveys.

One on one (usually semi-structured) interviews are an effective way to get detailed information from informants for SFH: with a mean of 4.06 which is high and a standard deviation of 1.042, indicating heterogeneity in response on the effectiveness of one-on-one interviews. Focus group discussions (FGDs) are facilitated discussions, held with a small group of people who have knowledge in a particular topic: with a mean of 4.17 which is high and a standard deviation of 0.934, indicating relatively heterogeneity in response towards the utility of FGDs.

In line with Antony (2014)'s findings, M&E enhances project efficiency through improved planning, management, and execution. These findings highlight the consistent use and effectiveness of various M&E design and planning practices by SFH, reflecting the organization's commitment to successful project implementation in Musanze District.

4.2.2 The effect of M&E information dissemination to the successful implementation of health post projects by society for family health in Musanze District.

The findings on effect of M&E information dissemination to the successful implementation of health post projects by society for family health in Musanze District were presented and analysis in Table 2.

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Table 2: Descriptive Statistics on M&E information dissemination of Health Post Projects

	Mean	Std. Deviation
Effective data collection and quality monitoring allow project to be proactive in identifying challenges	4.14	1.152
Data collection tools used by SFH include interviews, focus group discussions, observation, photography, surveys and questionnaires	4.06	1.097
SFH used data collection template which is an electronic or manual form used to record data	4.15	1.066
SFH is analyzing quantitative data allows evaluation of findings to be more understandable	3.87	1.279
SFH data analysts employ qualitative methods such as content analysis and discourse analysis to examine and understand the organization's data.	3.96	1.033
Statistical techniques used in both qualitative and quantitative data analysis include grounded theory and cross-tabulation.	4.03	.990
Reporting entails recording and disseminating M&E findings to the right people at the right times.	4.29	.803
M&E reports include financial summary of a project as well as updates on its progress and achievements	4.30	.793
M&E reporting present these collected and analyzed data as information or evidence to key stakeholders and investors in the project and the implementing team	4.26	1.033

Note: 1.0–1.8= Very low mean, 1.9-2.6: Low mean, 2.7-3.40=Neutral mean, 3.5-4.20=High mean and 4.3–5.0=Very high mean

Source: Field data, August 2023

Table 2 presents the descriptive statistics on M&E information dissemination for Health Post Projects by Society for Family Health (SFH) in Musanze District. The participants' responses were measured on a scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Effective data collection and quality monitoring allow project to be proactive in identifying challenges: with a mean score of 4.14, which is high (SD = 1.152), indicating that the majority agreed that effective data collection contributes to proactive problem identification. Interviews, focus groups, direct observation, and photographs are only some of the data collecting methods employed by SFH, surveys, and questionnaires: with a mean of 4.06, which is high (SD = 1.097), indicating agreement that SFH employs diverse data collection methods. SFH used data collection template which is an electronic or manual form used to record data: with a mean of 4.15, which is high (SD = 1.066), indicating participants' recognition of the use of structured data collection templates.

Evaluation of results is simplified by FH's use of quantitative data analysis: with a mean of 3.87, which is high (SD = 1.279), indicating a moderate level of agreement on the role of quantitative data analysis in enhancing understanding. SFH data analysts employ qualitative methods such as content analysis and discourse analysis to examine and understand the organization's data: with a mean of 3.96, which is high (SD = 1.033), indicating heterogeneity in response.

Statistical techniques used in both qualitative and quantitative data analysis includes grounded theory and cross-tabulation: with a mean of 4.03, which is high (SD=0.990), indicating agreement on the use of various statistical techniques. Reporting entails recording and disseminating M&E findings to the right people at the right times: with a mean of 4.29, which is very high (SD = 0.803), indicating strong agreement on the importance of timely and targeted reporting. Project summaries and updates on the project's progress and accomplishments are both components of M&E reports: with a mean of 4.30, which is very high (SD = 0.793), underscoring the importance of comprehensive reporting. Data gathered and evaluated via monitoring and evaluation are presented as proof or information to the project's investors and key stakeholders through M&E reports: with a mean of 4.26, which is very high (SD=1.033), indicating agreement on the role of M&E reporting in communicating project information.

One interviewee stated *Effective M&E information dissemination enhances project transparency and stakeholder engagement, fostering trust and informed decision-making among stakeholders in Health Post Projects by SFH in Musanze District.*

The findings supported by Mohammed Sulemana *et al.* (2016). Investigation in Ghana emphasizes the significance of stakeholder participation in M&E, particularly at different levels of administration. While involvement at higher levels, like the Municipal Planning and Coordinating Unit and District Assembly, was observed to be high, the deficiency in participation at community and Zonal Council levels impacted transparency, accountability, and project maintenance.

The findings illustrate participants' perceptions of M&E information dissemination practices, with the spread of responses reflecting the range of opinions on the presented statements. The relatively high mean scores and diverse responses highlight the significance of effective information dissemination in the context of Health Post Projects by SFH.

4.2.3 The effect of M&E budgeting to the successful implementation of health post projects by society for family health in Musanze District.

The findings on effect of M&E budgeting to the successful implementation of health post projects by society for family health in Musanze District were presented and analyzed in the Table 3.

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Table 3: Descriptive Statistics on M&E budgeting of Health Post Projects by Society for Family Health

	Mean	Std. Deviation
The use of participatory monitoring and evaluation (M&E) approaches guiding decision-making of promoting the implementation of effectively the projects	4.17	1.056
Evidence from M&E methods was used to make decisions and spot developing problems in the project.	4.52	.908
Monitoring allows results, processes and experiences to be documented and used as a basis to steer decision-making and learning processes	4.14	.958
Making decisions involves recognizing a problem, collecting relevant data, and weighing the merits of potential solutions.	3.88	1.229
Through the systematic organization of data and the definition of alternatives provided by a decision-making process, SFH is able to make better, more well-considered choices.	4.32	.956
Within M&E data Adjustments, data management refers to the systematic storage, management and sharing of raw data	4.31	.900
M&E data Adjustments used to design effective report management mechanism.	4.19	.931
Through M&E data Adjustments, SFH sets procedures employed to improve coverage /classification / timing /valuation of the data	3.96	1.143
M&E data Adjustments, SFH determine mean, standard deviation, regression, hypothesis testing, and sample size determination.	4.17	1.082

Note: 1.0–1.8= Very low mean, 1.9-2.6: Low mean, 2.7-3.40=Neutral mean, 3.5-4.20=High mean and 4.3–5.0=Very high mean

Source: Field data, August 2023

The data presented in Table 3 provides insights into the relationship between M&E budgeting and the successful implementation of Health Post Projects by the Society for Family Health (SFH) in Musanze District. The use of participatory M&E approaches guiding decision-making of promoting the implementation of effectively the projects with the Mean: 4.17, which is high and Standard Deviation: 1.056 indicated respondents generally agreed and there was variability in opinions.

Evidence from M&E methods was used to make decisions and spot developing problems in the project with Mean: 4.52, which is very high and Standard Deviation: 0.908 indicated respondents generally agreed and there was variability in opinions. Through monitoring, outcomes, procedures, and learnings may be captured and utilized to guide future decision-making and improvement efforts. The mean 4.14, which is high, and Standard Deviation: 0.958 indicated respondents generally agreed and there was variability in opinions. Making decisions involves recognizing a problem, collecting relevant data, and weighing the merits of potential solutions. Mean: 3.88, which is high and Standard Deviation: 1.229 indicated respondents generally agreed and there was variability in opinions. Through the systematic organization of data and the definition of alternatives provided by a decision-making process, SFH is able to make better, more well-considered choices. Mean: 4.32, which is very high and Standard Deviation: 0. 956 indicated respondents generally agreed and there was variability in opinions.

One interviewee emphasized, *through systematic data organization and well-defined decision-making processes, SFH gains the ability to make more informed and thoughtful choices. This approach enables a deeper understanding of alternatives, fostering better decision outcomes for the successful implementation of Health Post Projects.*

Within M&E data Adjustments, data management refers to the systematic storage, management, and sharing of raw data with Mean: 4.3137, which is very high, and Standard Deviation: 0.900. The findings indicated respondents generally agreed and there was variability in opinions. M&E data Adjustments used to design effective report management mechanism. Mean: 4.19 and Standard Deviation: 0.931. This indicated respondents generally agreed and there was variability in opinions. Through M&E data Adjustments, SFH sets procedures employed to improve coverage/classification/timing/valuation of the data. Mean: 3.96, which is high and Standard Deviation: 1.143 indicated respondents generally agreed and there was variability in opinions. M&E data Adjustments, SFH determines mean, standard deviation, regression, hypothesis testing, and sample size determination. Mean: 4.17, which is high, and Standard Deviation: 1.082 indicated respondents generally agreed and there was variability in opinions.

Overall, the findings indicates a general agreement among respondents on the positive effects of M&E budgeting on the successful implementation of Health Post Projects by Society for Family Health in Musanze District, with varying degrees of variability in opinions.

Table 4: Descriptive Statistics on successful implementation of Health Post Projects

	Mean	Std. Deviation
Implementation of health post projects respect the Time frame	4.10	.850
The health post projects implemented through respecting cost or budget planned	4.45	.779
There is an adoption of effectively scopes during the implementation of health post projects	4.24	.956
Quality health care services starting delivered effectively in health post projects	4.33	.947
There is a reduction of health risks due to effective implementation of health post projects	3.89	.888
There is a strong partnerships and collaboration between the Society for Family Health and relevant stakeholders	4.16	.901
Health post projects effectively address the specific healthcare needs of the Musanze District community in Rwanda.	4.30	.830
Health post projects successfully achieve their intended goals and objectives.	4.47	.727
The implementation of health post projects is supported by a skilled and dedicated healthcare workforce.	4.12	1.049

Note: 1.0–1.8= Very low mean, 1.9-2.6: Low mean, 2.7-3.40=Neutral mean, 3.5-4.20=High mean and 4.3–5.0=Very high mean

Source: Field data, August 2023

Table 4 show the descriptive statistics concerning the triumphant execution of Health Post Projects. The respondents' perspectives on various aspects of implementation are measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Implementation of health post projects respects the Time frame (Mean: 4.10, Std. Deviation: 0.850): The majority of respondents agree that health post projects are adhering to their

designated time frames, with a relatively standard deviation indicating heterogeneity of responses. The health post projects implemented through respecting cost or budget planned (Mean: 4.45, Std. Deviation: 0.779): Strong agreement among respondents indicate that health post projects are implemented within the planned budget, with a standard deviation indicating heterogeneity of responses.

There is an adoption of effectively scopes during the implementation of health post projects (Mean: 4.24, Std. Deviation: 0.956): Respondents generally agree that health post projects effectively adopt project scopes, although there is more variability in opinions compared to other statements. Quality health care services starting delivered effectively in health post projects (Mean: 4.33, Std. Deviation: 0.947): Respondents express a positive perception that quality health care services are effectively delivered through health post projects, with variability in responses. There is a reduction of health risks due to effective implementation of health post projects (Mean: 3.89, Std. Deviation: 0.888): The responses show some variation, indicating mixed opinions on the extent to which health post projects reduce health risks. There is strong partnerships and collaboration between the Society for Family Health and relevant stakeholders (Mean: 4.17, Std. Deviation: 0.902): The majority agree that there is strong collaboration, though with variability in agreement compared to other statements. Health post projects effectively address the specific healthcare needs of the Musanze District community in Rwanda (Mean: 4.30, Std. Deviation: 0.830): Respondents generally agree that health post projects effectively address community healthcare needs, with a relatively standard deviation indicating heterogeneity of responses. Health post projects successfully achieve their intended goals and objectives (Mean: 4.47, Std. Deviation: 0.727): Strong agreement indicate that health post projects indeed achieve their goals, and the standard deviation indicates heterogeneity of responses. The implementation of health post projects is supported by a skilled and dedicated healthcare workforce (Mean: 4.13, Std. Deviation: 1.050): Responses vary, indicating a diverse perception of the level of support from the healthcare workforce for the implementation of health post projects, with a relatively standard deviation indicating heterogeneity of responses.

One interviewee highlighted, *through the effective execution of Health Post Projects, SFH is able to establish a strong rapport with the community. The projects are well-timed and within budget, ensuring that resources are utilized optimally. The collaborative efforts with stakeholders and the community ensure that specific healthcare needs are met. This approach not only reduces health risks but also establishes a sense of trust and partnership. The success of these projects in achieving their goals showcases SFH's commitment to quality healthcare delivery.*

The results indicate the importance of successful implementation of Health Post Projects by aligning with the principles highlighted in the previous literature.

4.3 Inferential statistics

The study verified three null research hypotheses: Ho1: There is no significant effect of M&E design and planning on the implementation of Health Post Projects by Society for Family Health in Musanze District. Ho2: There is no significant effect of M&E information dissemination on the implementation of Health Post Projects by Society for Family Health in Musanze District. Ho3: There is no significant effect of M&E budgeting on the implementation of Health Post Projects by Society for Family Health in Musanze District.

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Table 5: Correlations

		M&E design and planning	M&E information dissemination	M&E budgeting	Project implementation
M&E design and planning	Pearson Correlation	1	.959**	.740**	.774**
	Sig. (2-tailed)		.000	.000	.000
	N	102	102	102	102
M&E information dissemination	Pearson Correlation	.959**	1	.702**	.756**
	Sig. (2-tailed)	.000		.000	.000
	N	102	102	102	102
M&E budgeting	Pearson Correlation	.740**	.702**	1	.764**
	Sig. (2-tailed)	.000	.000		.000
	N	102	102	102	102
Project implementation	Pearson Correlation	.774**	.756**	.764**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	102	102	102	102

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

Source: Field data, August 2023

Table 5 provides a correlation matrix showing the relationships between the variables of M&E design and planning, M&E information dissemination, M&E budgeting, and Project implementation of Health Post Project. The correlations between M&E variables and project implementation (0.774, 0.756 and 0.764) indicate strong positive relationships, reinforcing the importance of effective monitoring and evaluation practices (M&E design and planning, M&E information dissemination, and M&E budgeting) in achieving successful project outcomes respectively. All correlation coefficients in the table have significant p-values, indicated by the notation Sig. (2-tailed) = .000 for each pair of variables. A p-value less than 0.05 means that the correlation is statistically significant indicating that the observed relationships between the variables are unlikely to have occurred due to random chance alone. The significant correlations confirm that organizations like the Society for Family Health (SFH) should allocate resources to robust M&E practices to ensure project success. The positive relationships underscore how well-considered planning, effective communication of information, and proper budgeting contribute collectively to achieving project goals.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.826[a]	.683	.673	8.22680

a. Predictors: (Constant), M&E budgeting, M&E information dissemination, M&E design and planning

Source: Field data, August 2023

Table 6 presents the model summary for a multiple regression analysis that includes the predictors M&E budgeting, M&E information dissemination, and M&E design and planning

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in relation to the dependent variable Project implementation. The value of R (0.826) indicates a strong positive correlation between the combined predictors (M&E budgeting, M&E information dissemination, and M&E design and planning) and the dependent variable (Project implementation). The coefficient of determination (R Square) is 0.683, which means that approximately 68.3% of the variability in the dependent variable (Project implementation) can be explained by the combined influence of the three predictors.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	14296.328	3	4765.443	70.411	.000[b]
	Residual	6632.662	98	67.680		
	Total	20928.990	101			

a. Dependent Variable: Project implementation
b. Predictors: (Constant), M&E budgeting, M&E information dissemination, M&E design and planning

Source: Field data, August 2023

The ANOVA results presented in Table 7 demonstrate the statistical significance of the multiple regression model, which includes the predictors M&E budgeting, M&E information dissemination, and M&E design and planning in relation to the dependent variable Project implementation. The significant F-value (70.411) with a corresponding p-value of 0.000 (Sig. < 0.05) indicates that the overall regression model is statistically significant. This indicate that at least one of the predictors (M&E budgeting, M&E information dissemination, or M&E design and planning) has a significant relationship with the dependent variable (Project implementation).

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.523	3.260		.774	.441
M&E design and planning	.811	.666	.258	1.217	.026
M&E information dissemination	.676	.648	.209	1.044	.019
M&E budgeting	1.379	.274	.426	5.036	.000

a. Dependent Variable: Project implementation

Source: Field data, August 2023

Below function represents the analysis model for the study.

$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$

X1 is M&E design and planning

X2 is M&E information dissemination

X3 is M&E budgeting

Y = Project implementation

α = constant

b1-b3 = Regression Coefficient; ε = error term

Table 8 presents the coefficients results for the multiple regression analysis involving the predictors M&E design and planning, M&E information dissemination, and M&E budgeting, in relation to the dependent variable Project implementation. The constant term in the regression equation is 2.523. M&E design and planning has a coefficient of 0.811, indicating that a one-unit increase in M&E design and planning corresponds to a 0.811increase in project implementation. Similarly, M&E information dissemination has a coefficient of 0.676, indicating that a one-unit increase in M&E information dissemination corresponds to a 0.676 increase in project implementation. M&E budgeting has a coefficient of 1.379, indicating that a one-unit increase in M&E budgeting corresponds to a 1.379 increase in project implementation. All predictor variables have significant p-values, with M&E design and planning ($p<0.05$), M&E information dissemination ($p<0.05$), and M&E budgeting ($p<0.05$) demonstrating statistical significance. The statistical significance of M&E budgeting coefficient further underscores the importance of monitoring and evaluation practices to optimize project outcomes.

The study tested three null research hypotheses to determine the effects of M&E design and planning, M&E information dissemination, and M&E budgeting on the implementation of Health Post Projects by Society for Family Health in Musanze District. Through statistical analysis of the gathered data, the study examined whether these M&E factors have a significant influence on project implementation. The results of the analysis, including calculated p-values, were compared to predetermined significance levels (e.g., 0.05) to assess whether each hypothesis should be accepted or rejected. Ultimately, the outcomes of the hypothesis testing provided perceptions into the extent of the impact of M&E design, information dissemination, and budgeting on the successful implementation of the Health Post Projects.

Table 9: Summary of tested Hypotheses

No	Hypotheses	P Value	Verdict
Ho1	There is no significant effect of M&E design and planning on the implementation of Health Post Projects by Society for Family Health in Musanze District.	$p<0.05$	Rejected
Ho2	There is no significant effect of M&E information dissemination on the implementation of Health Post Projects by Society for Family Health in Musanze District.	$p<0.05$	Rejected
Ho3	There is no significant effect of M&E budgeting on the implementation of Health Post Projects by Society for Family Health in Musanze District.	$p<0.05$	Rejected

Source: Field data, August 2023

The table 9 indicates the hypotheses guided this study: H01: There is no significant effect of M&E design and planning on the implementation of Health Post Projects by Society for Family Health in Musanze District. H02: There is no significant effect of M&E information dissemination on the implementation of Health Post Projects by Society for Family Health in Musanze District. H03: There is no significant effect of M&E budgeting on the implementation of Health Post Projects by Society for Family Health in Musanze District. Since the p-values are significantly below the threshold, the null hypotheses (H01, H02 and H03) are rejected, implying that there are indeed significant effects M&E design and

planning, M&E information dissemination and M&E budgeting implementation of Health Post Projects by Society for Family Health in Musanze District.

5.1 Conclusion

The study aimed to investigate the effects of Monitoring and Evaluation (M&E) design and planning, M&E information dissemination, and M&E budgeting on the successful implementation of Health Post Projects by the Society for Family Health (SFH) in Musanze District. The specific objectives were to determine the impact of M&E design and planning, assess the influence of M&E information dissemination, and examine the effect of M&E budgeting on project implementation. The hypotheses were tested as follows: Ho1 - Significant effect of M&E design and planning on project implementation; Ho2 - Significant effect of M&E information dissemination on project implementation; Ho3 - Significant effect of M&E budgeting on project implementation. The results of the analysis revealed that M&E design and planning, M&E information dissemination, and M&E budgeting had significant positive effects on the implementation of Health Post Projects.

5.2 Recommendations

Based on the research findings, recommendations for the Society for Family Health (SFH) in Musanze District entail prioritizing comprehensive project planning with clear objectives and robust M&E frameworks, establishing a systematic communication strategy for timely information dissemination to stakeholders, and allocating adequate financial resources specifically for M&E activities. Further research should explore the impacts of M&E on health project performance, compare different M&E approaches, understand stakeholder perspectives qualitatively, assess the benefits of stakeholder collaboration in M&E, and analyze how M&E adoption influences capacity-building project effectiveness. These measures can enhance M&E practices and contribute to improved project outcomes..

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