

Analysis of the Experiences of Using Monitoring and Evaluation System in Service Delivery
among Local Authorities in Rwanda: A Case of Sector Councils in Gasabo District

by

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APPROVAL

ANALYSIS OF THE EXPERIENCES OF USING MONITORING AND EVALUATION SYSTEM IN SERVICE DELIVERY AMONG LOCAL AUTHORITIES IN RWANDA: A CASE OF SECTOR COUNCILS IN GASABO DISTRICT

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In accordance with Daystar University policies, this thesis is accepted in partial fulfilment of the requirements for the Master of Arts degree.

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DECLARATION

ANALYSIS OF THE EXPERIENCES OF USING MONITORING AND EVALUATION
SYSTEM IN SERVICE DELIVERY AMONG LOCAL AUTHORITIES IN RWANDA: A
CASE OF SECTOR COUNCILS IN GASABO DISTRICT

I declare that this thesis is my original work and has not been submitted to any other university or college for academic credit

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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Fund
DLGH	Department of Local Government and Housing
ERS	Economic Recovery Strategy
GDP	Gross Domestic Product
GoK	Government of Kenya
GoR	Government of Rwanda
HIV	Human Immunodeficiency Virus
IFAC	International Finance Corporation
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KAVI	Kenya AIDS Vaccine Initiative
LAC	Latin America and Caribbean
LG	Local Government
M&E	Monitoring and Evaluation
M &Es	Monitoring and Evaluation Systems
MRSC	Municipal Research and Services Centre
NPM	New Public Management theory
ORS	Objective Responsibility System
P M &E	Participatory Monitoring and Evaluation
PHR	Partnerships for Health Reform
PMS	Performance Management System
PTA	Parent Teacher Association
SAA	Shape Accel Array
SDM	Sedibeng District Municipality
SPSS	Statistical Package for Social Sciences
SROI	Social Return on Investment
TOC	Theory of Change
UNDP	United Nations Development Programme

ABSTRACT

The main focus of this study was to analyse the experience of using monitoring and evaluation system in service delivery among local authorities in Rwanda. The study focused on Gasabo District since it lags behind in performance as far as service delivery was concerned. The theories underpinning the study included the theory of evaluation, new public management theory and the theory of change. A descriptive survey research design was adopted. The population comprised of the sector council members. The choice of the sector council members was due to the fact that they were the people engaged in service delivery and they interacted with the people directly. The target population consisted of 180 council members from 15 sectors in Gasabo District. A sample size of 90 respondents was selected from the 15 sectors through simple random sampling. A questionnaire, key informant interview guide and focus group discussions were used to obtain primary data which was both quantitative and qualitative. Qualitative data was analyzed using SPSS version 21. Descriptive statistics were used. The findings indicated that the local government of Gasabo District had an established monitoring and evaluation system. The monitoring and evaluation system played various roles in the local government. The usefulness of the monitoring and evaluation system in Gasabo District was however hindered by various challenges. The use of monitoring and evaluation system improved service delivery in Gasabo District. The study recommended that the M&E systems in Gasabo District ought to build on existing capacities. This can be done by increasing the number of training on monitoring and evaluation. This would go a long in enhancing the efficiency and effectiveness of the monitoring and evaluation systems.

DEDICATION

I dedicate this work to the Almighty God for His divine ability to bring me this far. I also dedicate this work to my Family for their support and encouragement throughout my studies. Further, I dedicate this work to my children Anais Umwali and Kevis Rukundo for their patience and understanding when I was busy in school.

May God continue to keep you and bless you abundantly.

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