



MONITORING AND EVALUATION APPROACHES AND SUSTAINABILITY OF PROJECTS IN RWANDA A CASE OF SUSTAINING RELIGIOUS LEADERS' GENDER DESK INITIATIVE PROJECT

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ABSTRACT

The study sought to investigate the contribution of monitoring and evaluation approaches on the sustainability of projects in Rwanda with specific referral of the Sustaining Religious Leaders' Gender Desk initiative Project. The study was specifically focused on identification of the M&E approaches used by Sustaining Religious Leaders' Gender Desk initiative project, to evaluate the level of Sustaining Religious Leaders' Gender Desk initiative project sustainability and to find out the relationship between monitoring and evaluation approaches used by Sustaining Religious Leaders' Gender Desk initiative project and the level of its sustainability. The study had a value for project sustainability in Rwanda and it is essential to judge how much progress has been made in the achievement of set goals. The study used participatory theory and theory of change. The study used a correlation design with mixed approaches of qualitative and quantitative data analysis. The targeted population was 92 respondents using Census method. The study used both qualitative and quantitative methods to analyze data. Both descriptive and inferential statistic was used. Data was presented in table and figure. The findings shown that the general conditions of M&E of the project are very good (58.7%). The M&E Approaches that RRLI project team had implemented was, logical Framework Approach (Mean=1.29). The RRLI M&E team has implemented the LFA as a management tool for effective planning and implementation of the project (52.2%) and RRLI M&E team shares its LFA reports with donors and stakeholders (52.3%). There was adoption of the Theory based M&E approach by RRLI M&E team allows for an in-depth understanding of the program or project is working (38%). The researcher found that Rapid Appraisal M&E approach adopted by RRLI M&E team is used to provide a qualitative understanding of the complex socioeconomic changes (58.7%). The findings shown that Effectiveness of Project was Extent (46.7%) while Beneficiary Satisfaction was Extent (55.4%). The researcher identified the challenges for the project including insufficient of funds (66.3%), inability to create self-generating income activities (39.1%), sustainability of program (18.5%) and mismanagement (15.2%). The findings indicated that there was a negative correlation and no statistically significant correlation between the theory based M&E approach and logical framework approach (-.148±0.160). While there is a strong positive correlation and statistically significant between Rapid Appraisal M&E Approach and Theory based M&E Approach (0.342±0.001). There is a strong positive correlation and statistically significant between Timely completion of the Project and project effectiveness (0.564±0.000). There is a strong positive correlation and statistically significant between Beneficiary Satisfaction and Theory based M&E Approach (0.644±0.000). As general recommendations, the management of Rwanda Religious Leaders Initiative (RRLI) should consider the above findings and support the project especially in solving different constraints that the project had been facing, in order to create self-generating income to maintain the sustainability of the program.

Key words: Logical Framework, Monitoring and Evaluation Approach, Participatory approach, Sustainability, Theoretical approach, Theory-based evaluation and Rapid Appraisal Approach

INTRODUCTION

Due to the growing importance of the monitoring & evaluation all-over the world, many youth projects identified the benefits and they are trying to establish it in their operations (Baker, 2011). But, according to Angelo (2008) poor implementation of M&E approaches (logical framework, theory-based, and participatory appraisal) continue to cause on-sustainable outcome of the government projects, because the outcomes of many projects are not benefited after being implemented. Where Chauvet, Collier, Fuster (2007) claimed that 39% of World Bank projects were unsuccessful in 2010 and the projects failure rate at the World Bank was over 50% in Africa until 2012.

The problem was specifically on the Sustaining Religious leaders' Gender Desk initiative project implemented by the Rwanda Religious Leaders Initiative (RRLI) under financial support of Rwf 21,970,000 from UN Women - Rwanda office. The project has in place monitoring and evaluation systems for monitoring the implementation of agreed activities. Nevertheless, despite the structures put in place to ensure that execution is smooth, a report by Rwanda Religious Leaders Initiative in October 2020 indicated that the project has been hindered by numerous challenges arising from the lack of following the agreed timeline signed between UN women and RRLI. The above progress report indicated that, despite the huge budget allocated to training and capacity building of religious leaders, most of them had still a very big gap in terms of knowledge and skills on sexual reproductive health, which prevent majority of them to effectively play a role in mobilizing religious leaders to embrace gender equality and fight against sexual gender based violence. They also had limited knowledge and capacity to address the issue of denouncing GBV and SGBV cases in religious spheres. Besides, monitoring and evaluation reports have not been availed despite the provision that M&E system was expected to be developed and implemented by each of project funded by UN Women Rwanda office, with the aim of ensuring that the project reaches its targeted beneficiaries in a timely and efficient manner. The lack of monitoring and evaluation reports could be an indication of no monitoring and evaluation was carried out or non-documentation of the exercise, which could inform the delays in execution of the project as initially planned. It is against this background that the current study aims at evaluating the contribution of monitoring and evaluation approaches on the sustainability of projects in Rwanda taking the Sustaining Religious leaders' Gender Desk initiative Project as the case study.

Objectives of the study

General Objective

The general objective of the study was to evaluate the contribution of monitoring and evaluation approaches on the sustainability of projects in Rwanda taking the Sustaining Religious leaders' Gender Desk initiative Project as the case study.

Specific Objectives

The study was guided by the following specific objectives;

- i. To establish the contribution of logical framework approach on the sustainability of religious leaders' gender desk initiative project
- ii. To evaluate the contribution of theory-based monitoring and evaluation approaches on the of sustaining religious leaders' gender desk initiative project
- iii. To evaluate the contribution of participatory appraisal approaches on the sustainability of religious leaders' gender desk initiative project

LITERATURE REVIEW

Logical Framework M&E Approaches and Project Sustainability

Russo et al. (2020) used the intervention program on school buildings to examine the use of Logical framework approach to Calabria (in Italy) sustainable development using the Scuola Sicura project. The logical LFA was used to design a viable path to sustainable development of the school model where, starting from financial resources (input), realizes quality schools (output) in order to pursue sustainable development (goal). The creation of quality schools implied impacts (outcomes) that could be positive or negative. The authors analyzed the quality impacts of the school program and concluded that the project was among the first in Europe to be successful.

Yamaswari et al. (2016) evaluated the use and drawbacks of the logical framework approach in the context of a transboundary component of a large water management project in Central Asia. The paper pinpointed the limitations of the logframe approach in a water project in Central Asia. Issues surrounding logframes including addressing internal risks; the use of baseline studies for the accuracy of assumptions; the ability to adapt under an inflexible budget; and linking the logframe and contract were found. Findings indicated that rigid planning constrained to effective project implementation. Greater flexibility through embedded learning and adaptation, adjustable budgets and meaningful mainstreaming of risks may have equipped projects to cope with uncertainties to achieve sustainability.

McDonald, et al. (2010) described the development and design of the South East Asia - Optimising Reproductive and Child Health in Developing Countries (SEA-ORCHID), a five-year project that aimed to determine whether a multifaceted intervention designed to strengthen the capacity for research synthesis, evidence-based care and knowledge implementation improved clinical practice and led to better health outcomes for mothers and babies intervention plan using a logical framework approach. The development of a logical framework in the SEA-ORCHID project enabled a reasoned, logical approach to the project design that ensured the project activities would achieve the desired outcomes and that the evaluation plan would assess both the process and outcome of the project. The logical framework was also valuable over the course of the project to facilitate communication, assess progress and build a shared understanding of the project activities, purpose and goal.

Radunovic (2020) examined the key pitfalls of sustaining small hydropower plant projects in Serbia, tracing them back to the planning and design stages, proving that usage of LFA can prevent them. The author found out that existing problems arising from small hydropower plant projects were caused by bad project development, where stakeholders' interests were misinterpreted and as such incorporated in project plans. The study advocated for the extensive use of LFA by investors, arguing that it ensured lasting SHPP project sustainability in the future.

usiyarira et al. (2019) used the logical framework approach to formulate strategic interventions for the colored gemstone industry in Namibia. Findings from the study indicated that Namibia was unable to develop an internationally competitive coloured gemstones and related industry due to poor coordination between key stakeholders in the sector. A baseline study conducted to analyze the situation used the LFA approach to formulate the interventions to move the coloured gemstone industry in Namibia from a cost-based sector to a high value-added and competitive brand in the global market. Five key strategic interventions areas were identified by the stakeholders, including primary production and input supply, transformation and technology, product distribution and trade, service delivery and business environment.

Hamisi Jitta, et al. (2021) assessed how logical framework approach influenced research projects enhancement in public universities in the Coastal region of Kenya. The study used a pragmatism paradigm. The study established that logical framework with an average mean of 3.564 and a standard deviation of 0.785 did not have a significant influence on research project enhancement in public universities. There also existed a weak positive relationship of 0.211. There was certainly no significant relationship between logical framework and research projects enhancement in public universities in Kenya at 5% significance level. The study concluded that treasury should increase funding in public universities and regular training and sensitized on utilizing the logical framework.

Theory-Based M&E Approaches and Project Sustainability

McKinnon and Hole (2015) explored the use of program theory in enhancing monitoring and evaluation in ecosystem-based adaptation projects. The study examined how two theory-based tools—theory-of-change models and evidence synthesis—could be used to instruct informative ecosystem-based adaptation M&E through characterizing pathways to impact, identifying causal mechanisms, distinguishing relevant indicators, and recognizing areas of uncertainty, particularly in data-poor environments where intuition and anecdote often substitute for evidence. The findings suggested that the theory based approach was essential for ecosystem-based adaptation projects to enable rapid learning and foster a culture of adaptive management.

Mahjouri and Ardestani (2010) developed a new game theoretic methodology for inter-basin water transfer management with regard to economic, equity, and environmental criteria with the aim of supplying the competing users in a fair way, while the efficiency and environmental sustainability criteria are satisfied and the utilities of water users are incorporated in Iran. The model was applied to a large-scale inter-basin water allocation project including two different basins struggling with water scarcity in Iran. The results showed that the model could be utilized as an effective tool for optimal inter-basin water allocation management involving stakeholders with conflicting objectives subject to physical and environmental constraints.

Baum, et al. (2019) used a program theory-based logic evaluation to evaluate the extent to which the activities of the South Australian Health in All Policies initiative were linked to population health outcomes. The theory-based program logic suggested that health policy initiatives facilitated improved population health through working with multiple government departments. Program logic was a mechanism to evaluate complex public health interventions in a way that took account of political and economic contexts.

Participatory Appraisal M&E Approaches and Project Sustainability

Hassenforder et al. (2016) examined challenges in the selecting and implementing methods to monitor and evaluate participatory processes among natural resource management projects in the Rwenzori region in Uganda. The selection and implementation of M&E methods was particularly strategic when monitoring and evaluating a participatory process. The study demonstrated that evaluators of participatory processes had to tackle a quadruple challenge when selecting and implementing methods: using mixed-methods, both qualitative and quantitative; assessing the participatory process, its outcomes, and its context; taking into account both the theory and participants' views; and being both rigorous and adaptive. The M&E of a participatory planning process in the Rwenzori Region, Uganda, was used as an example to show how these challenges unfold on the ground and how they could be tackled.

Ojwang and Bwisa (2014) examined the role of participatory Management in the Sustainability of Constituency Development Fund Projects in Maragua Constituency, Kenya. Descriptive and inferential data analysis to determine and assess the relationships showed that Participatory Management was crucial in inculcating the determinants of sustainability in the projects. However, the findings further showed that there was very little stakeholder participation in the entire cycle management of the projects within the study area, which contributed to low ownership of the projects. The research recommended review of the projects policy to expressly capture procedures of stakeholder engagement. The research further recommended elaborate documentation of data generated from participatory exercises in form of lessons learnt.

Muriungi (2015) examined the role of participatory monitoring and evaluation government corporations in Kenya. The study examines Ewaso Ng'iro North Development Authority (ENNDA), a state corporation under the Ministry of Environment, Water and Natural Resources. The study sought to establish the role, challenges, tools and strategies ENNDA was using to promote uptake of PM&E. The study established that lack of time, insufficient M&E skills, poor pay, lack of enough funds, inadequate staff, lack of skills, technological challenges, lack of awareness and poor infrastructure hindered Participatory Monitoring and Evaluation. The study concluded that PM&E

contributed to project ownership, beneficiaries' empowerment, inclusivity and sustainability. Therefore, the study recommended that ENNDA management should ensure that all the relevant stakeholders were empowered to participate in the Monitoring and Evaluation.

Mgoba (2019) examined the effectiveness of participatory monitoring and evaluation on achievement of community-based water projects in Chamwino District, Tanzania. Overall, 51.7% of the respondents reported that community-based water projects' objectives were achieved except capacity building. The projects funded by NGOs recorded high achievement relative to the government funded projects. In addition, PM&E was effective in achieving water projects' objectives. There was a statistically significant difference in responses between low, medium and high effectiveness of PM&E ($P \leq 0.05$). Majority reported high effectiveness, more so for NGOs-funded water projects. The study concluded that PM&E was effective in achieving projects' objectives except capacity building. Therefore, it recommended strengthening of capacity building for the local communities to manage community-based water projects effectively.

Kananura, et al. (2017) examined participatory monitoring and evaluation approaches that influenced decision-making in a maternal and newborn health project that was implemented in three districts in eastern Uganda. The study explored how participatory M&E approaches helped to identify key design and implementation issues and how they influenced stakeholders' decision-making. A retrospective reflection of various M&E approaches used in a maternal and newborn health project that was implemented in three districts was used to collect data. The methods included qualitative and quantitative M&E techniques such as key informant interviews, formal surveys and supportive supervision, as well as participatory approaches, notably participatory impact pathway analysis. At the design stage, the M&E approaches were useful for identifying key local problems and feasible local solutions and informing the activities that were subsequently implemented. During the implementation phase, the M&E approaches provided evidence that informed decision-making and helped identify emerging issues. The study concluded that diverse sources of information and perspectives could help researchers and decision-makers understand and adapt evidence to contexts for more effective interventions.

Theoretical Framework

Participatory Theory

Different scholars have defined the participatory theory in line with the project and development of the project. According to Jennings, Breitzkreuz & James, (2013), investment in the all-out inclusion which includes the nearby populace as well as stakeholders in designing programs or policies meant to change lives with the belief that citizens can shape their future. Hence, during participation, there is involvement of the local community in making decisions which guide the nature of existence between the different stakeholders. Also, Jennings said that the process must be recognized as well as using local capabilities which will avoid the use of prioritizing from the outside resources. There is an increased chance of odds with the belief that the targets and the results will be sustainable.

A description of the participatory theory by Conrad, Greene & Hiesl, (2018).) says that evaluation must encompass dynamic association between the main stakeholder groups necessary for designing, executing and interpreting the evaluation process. The categories of stakeholders include various parties such as funders, directors, staff, families as well as members of the community who have vested interest in the program. In quoting Mero, (2019) proposed that cooperation offers an opportunity to teach the local communities which increases their expertise. It is meant to influence decision which plays an effect on the citizens' lives which acts as an avenue intended to transfer political power. However, the process can also serve as an avenue for co-op dissent, ensure receptivity, sensitivity, and accountability of the projects meant to influence social services delivery.

There have been changes of participation with time caused by the needs in the society. Guerry et al., (2015) claims of some explorations of various participation models in 1960 as well as their relationship with development in the community. The method of participation became convenient tools of community development in the 1970s. The events which include participatory approaches are believed to be supporting the effective implementation of the projects which enhances the well-

being of the poor. Besides, Duraipapp said that participation had become a mainstream component of the involvement from the 1990's.

According to Muscio, Reid & Rivera (2015) participation in the community has become one of the critical ingredients for empowering the community since it acts as the heart that siphons the local area's association in the turns of events. So it is all the more carefully for project the executives to in co-working nearby local area in project execution to acknowledge supportability. There are standards which ought to be followed by the venture the board as it considers interest at any degree of society.

Duraipapp (2017) introduced six standards concerning active participation. They include Inclusion which involves various people from different bunches who will be influenced immediate or backhanded by the yields and results of the project. Another is an Equal partnership which refers to the situation where most parties have skills, abilities and also the right to offer their participation in the process not regarding their status in society. Transparency is the next principle which indicates that participants must ensure that the project environment is conducive and open communication is enhanced to build dialogue. Another policy is power sharing which provides that there is a balance of power among the stakeholders which avoids one-party dominance. Responsibility sharing is also present that signals that all parties must share the responsibility for making crucial decisions within the project's scope. Also, there is empowerment which indicates that individuals with some special skills should be motivated to make some critical responsibilities as well as motivating others to advance common learning and strengthening. Co-activity: It includes sharing everyone's solidarity to reduce people's weaknesses. The above principles can be applied in any aspect of project development targeting establishing the climate for maintainability.

In the light of Duraipapp (2017) thoughts, Project will be more viable and reasonable just if the entire local area and other significant partners are associated with all periods of the undertaking. Furthermore, Park, Park & Park (2016). added that, through gatherings and workshops, recipients, project chiefs and individuals from staff have the space to give and share their perspectives on project progress and execution. Perspectives shared can rather be utilized for better dynamic to understand its manageability.

The theory will be important in determining whether stakeholder participation was achieved in project execution given its importance in determining the achievement of project objectives. The Sustaining Religious leaders' Gender Desk initiative Project M&E approaches are significant for controlling nearby dynamic, advancing the execution of compelling mediations and tending to arising issues over the span of execution. Hence, for the current research proposal, the use of this theory will be essential in explaining the importance of project participation as one of the measure through which partners at different levels participate in checking or assessing a specific task, the interaction and the aftereffects of the observing and assessment movement

Theory of Change

The theory offered a guide to the study. There are various perspectives from different scholars. Bretherton, Piggan & Bodet (2016) describes this theory as a model for expressing the underlying beliefs as well as the assumptions which act as a guide to effective service delivery which is critical for enhancing change. In depicting Bretherton, Piggan and Bodet (2016) thoughts, "The hypothesis of progress" consistently comprises of two significant wide segments, they incorporate, the Conceptualizing and operationalizing the three fundamental edges of the hypothesis which are Population to mean, who the undertaking are serving, Strategies to mean the methodologies a venture will utilize to achieve the ideal results and finally the Outcomes to mean what the task targeted in achieving. Another component is having a comprehension of the relationship existing among the essential components. As indicated by Corlazzoli and White (2013), gaining knowledge enables the team to monitor and evaluate the expected outcomes against the first hypothesis of progress.

Applying the hypothesis of change during the checking and assessment processes provides a clear picture of whether the project is performing according to the plan which will help in to achieve the desired change. Corlazzoli and White (2013) likewise add that, applying the hypothesis of advancement in running the venture or program will offer a chance for ensuring project staff, stakeholders have a common understanding of how they should contribute towards achieving the desired change. There are different advantages of utilizing the hypothesis in projects. Bretherton, Piggini & Bodet (2016) set forward certain interests of the methodology of Change. Such advantages incorporate moving the partners from being inactive gatherers and data correspondents to dynamic clients of data, which will enhance service delivery. Similarly, it offers the staff and the whole system an enhanced understanding of the evaluation information needed to make daily decisions. Moreover, the process helps evaluator to design research questions which lay a focus on changes which occur given specific strategies. Lastly, there is a relationship between and achieving the outcomes.

Besides, Bretherton, Piggini and Bodet, (2016) added of monitoring and evaluation processes knows what changes and assumptions are expected to be monitored as well as the procedure to be followed to ensure that these changes are achieved within the course of time. The theory of change guides the processes in focusing on specific assumptions, outputs, results as well as the project's sustainability. There was also an outline of five significant steps on utilizing the hypothesis of progress in M&E just as during the different phases of undertaking execution. Such include indicator development, formulating the baselines, mid-term evaluation, and also scaling up verdicts.

The theory represents the ideas of what the society needs as well as the approaches which will help in accomplishing project targets, and is instrumental in informing the current study's project under scrutiny. The current study will use this theory to explain the researcher to establish of a connection between the project's mission, tactics and the actual outcomes which benefit in creating a relationship between the beneficiary of the plan, approach and the activities implemented as well as the desired results.

Conceptual Framework

In research, a conceptual framework is used to draw possible action scenes or to propose a desired approach to an idea or concern (Janker & Thieme, 2021). It clarified concepts and suggests relationship among the concepts in a study.

Figure 1 highlights the conceptual framework of the current study regarding the evaluation of the contribution of monitoring and evaluation approaches on the sustainability of projects in Rwanda taking the Sustaining Religious leaders' Gender Desk initiative Project as the case study. The assumption is that the sustainability of the project by M&E if there will be the active commitment to the organization's operations. Also, there is assurance that M&E tools will be put into use ensuring high efficiency. Such devices are visiting the fields with the aim of evaluating the progress of the project, validating results of the programs and also meeting with the beneficiaries of the project.

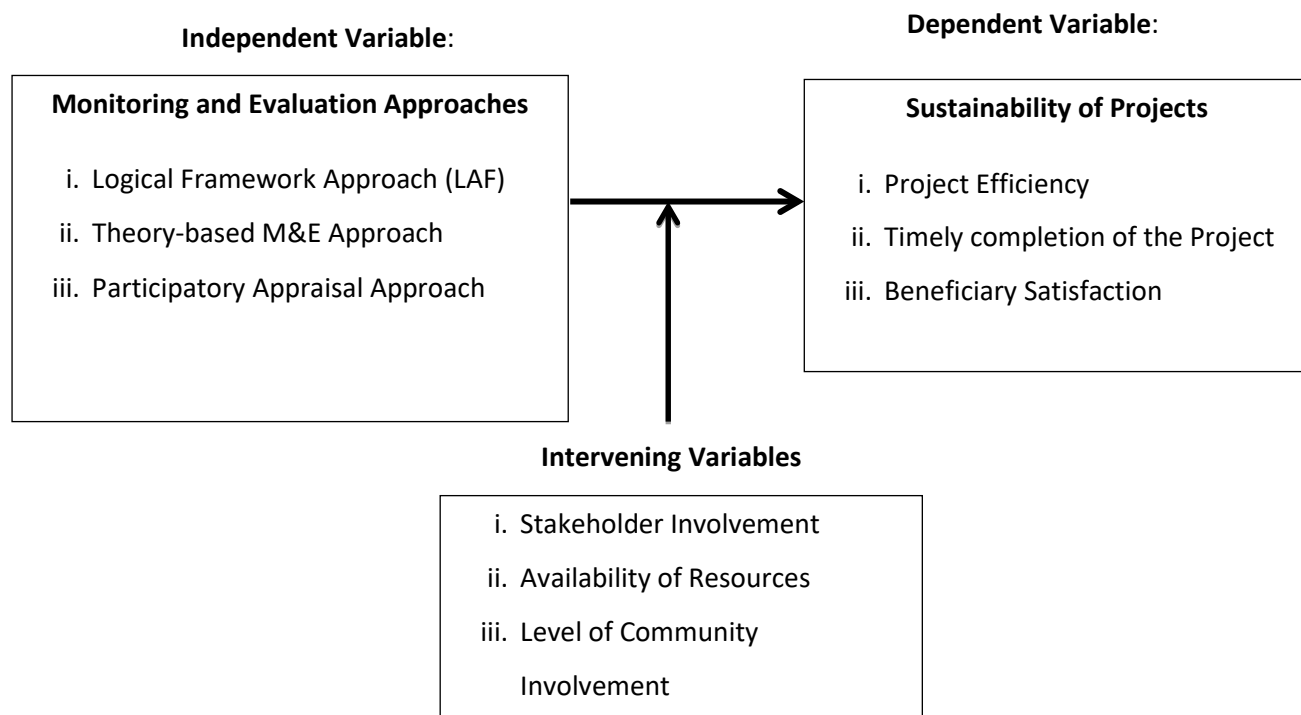


Figure 1: Conceptual Framework

Source: Researcher, 2022

Similarly, the LFA tool is used in estimating achievement, disappointment, and effect, accomplishing RBM and including different partners in planning and arranging. Another gadget that utilizes local area commitment in understanding local area sees in regards to a particular issue is the Participatory Rural Appraisal (PRA).

RESEARCH METHODOLOGY

The methods to be used to perform the analysis study were presented in this chapter. As a result, this section includes information on the research design, study area description, study population, sample size and sampling techniques, research tools, data collection and data analysis details, and research ethics considerations will take an end of this research project.

Research Design

The study used correlation design with mixed approaches of qualitative and quantitative data analysis to evaluate the contribution of monitoring and evaluation approaches on the sustainability of projects in Rwanda taking the Sustaining Religious leaders' Gender Desk initiative Project as the case study.

Target Population

Statistics provided by the Rwanda Religious Leaders Initiative (RRLI) indicated that project beneficiaries were located in the districts of Kicukiro, Gatsibo, Gasabo, Musanze, Rubavu and Nyamagabe. In total, 92 representatives of church members formed the target population of the study.

Sample Design

Sample Size

As indicated by Mualuko, Mbabazi, and Shukla, (2016), a sample size is a sub-set of the totality of population with the purpose of giving the common or general views of the target population.

For this study, a census method was employed to determine the sample size because the population comprise a small number in total. According to Kukutai, Thompson& McMillan, (2015). A census is a collection of information from all units in the population or a 'complete enumeration' of the population. Census is used to provide accurate information for many subdivisions of the population. Such a survey usually requires a very large sample size and often a census offers the best solution. The target respondents were 92 in total.

Sampling Techniques

Purposive sampling technique was used based on the researcher's judgment that the selected sample will match the study's objectives, and was used to select staff and representatives of key stakeholders. Purposive sampling is subjective in nature, and is selected based on decisions made by the researcher concerning the populace. Accordingly, the supposition that was that the representatives of church members would be the most proper respondents to furnish the investigation with precise reactions. Stratified sampling technique was employed to split the sample population based on its unique characteristics, which will include the representatives of church members benefiting from the project.

Data Collection Methods

Primary and secondary data assortment strategies was utilized. A survey and interview guide was utilized to gather essential information. Secondary data was collected from published and unpublished books available in the library and online databases, and project reports available.

Data Analysis

After gathering data, the researcher coded, organized, processed, and analyzed the data into complete sets of information and entered the information into the SPSS (Version 23) computer program for analysis. Both the descriptive and correlation statistics were used in discussing, analyzing, and interpreting the data. Frequencies, crosstabs, means as well as analysis of variances were obtained from data analysis and were summarized in tables that reflected the patterns and relationships (correlation). Multiple regression analyses were carried out to conclude the nature of influence M&E approaches exerted on sustainability of projects when the dependent variables were regressed against the independent variables.

RESEARCH FINDINGS AND DISCUSSION

The results of findings were presented in form of table and brief narrative to interpret the different findings. All findings were presented according to the research objectives. The findings are presented in tables presentation.

Research findings

Table 1: Approach of logical framework and sustainability of project

Statements	SD	D	N	A	SA	Mean	Std Deviation
RRLI M&E team has implemented the LFA as a management tool for effective planning and implementation of the project	4.3	5.4	14.1	23.9	52.2	4.1447	1.20780

RRLI M&E team is well versed with the components of the project such as goal, objectives, activities, results and indicators	8.7	7.6	10.9	28.3	44.6	4.1579	1.00734
The LFA adopted by RRLI aids in the monitoring and evaluation of the projects.	8.7	10.9	15.2	23.9	41.3	4.1447	1.06713
The LFA adopted by RRLI is used to examine the progress of the project and co-relate the activities carried out and results achieved.	5.4	7.6	14.1	26.1	46.7	4.3289	.91489
RRLI M&E team shares its LFA reports with donors and stakeholders	8.7	10.9	12.0	16.3	52.2	4.2895	.99084

Source: Primary data, 2021

Table 1 indicated that RRLI M&E team has implemented the LFA as a management tool for effective planning and implementation of the project was strongly agreed (52.2%). The majority (44.6%) of respondents strongly agreed that RRLI M&E team is well versed with the components of the project such as goal, objectives, activities, results and indicators. 41.3% of respondents was strongly agreed that the LFA is adopted by RRLI aids in the monitoring and evaluation of the projects. The findings shown that 46.7% of respondent was strongly agreed that the LFA that adopted by RRLI is used to examine the progress of the project and co-relate the activities carried out and results achieved. Respondents (52.2%) strongly agreed that RRLI M&E team shares its LFA reports with donors and stakeholders.

Table 2: Theory based M&E and Sustainability of Project

Statements	D	N	A	SA	Mean	Std Deviation
The Theory based M&E approach adopted by RRLI M&E team assists in planning and the management by identifying crucial factors of success	27.2	12.0	25.0	35.8	4.1579	1.04630
The Theory based M&E approach adopted by RRLI M&E team allows for an in-depth understanding of the program or project is working	8.7	27.2	26.1	38.0	4.3684	.96391
The Theory based M&E approach adopted by RRLI M&E aids in the monitoring and evaluation of the projects.	9.9	16.3	38.0	35.8	4.1974	1.03305
The Theory based M&E approach adopted by RRLI M&E team helps in gathering and analyzing data as well as reporting crucial information meant for key decision makers within a short duration	12.3	17.4	36.7	33.6	4.4868	.98649
The Theory based M&E approach adopted by RRLI M&E team helps in deciding which steps to be monitored with the development of the program which enables to determine how they are borne out	14.1	20.7	40.2	25.0	4.3816	.76537

Source: Primary data, 2021

The findings from Table 2 indicated that 35.8% strongly agreed that the Theory based M&E approach adopted by RRLI M&E team assists in planning and the management by identifying crucial factors of success. Under a half percent was strongly agreed (38%) that the Theory based M&E approach adopted by RRLI M&E team allows for an in-depth understanding of the program or project is working while 40.2% of respondents agreed that The Theory based M&E approach adopted by RRLI M&E team helps in deciding which steps to be monitored with the development of the program which enables to determine how they are borne out.

Statements	D	N	A	SA	Mean	Std Deviation
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Rapid Appraisal M&E approach adopted by RRLLI M&E team helps in gathering and analyzing data as well as reporting crucial information meant for key decision makers within a short duration	12.0	15.2	43.5	29.3	4.2632	1.02461
Rapid Appraisal M&E approach adopted by RRLLI M&E team is used to provide a qualitative understanding of the complex socioeconomic changes	14.1	16.0	58.7	11.2	4.6447	.58204
RRLLI M&E team involves stakeholders in meetings to receive feedback about status of the project implementation	15.3	26.8	47.3	10.6	4.3684	.78046
RRLLI M&E team has implemented the Rapid Appraisal as a management tool for effective planning and implementation of the project	24.7	38.5	22.6	14.2	3.9079	1.30821

Table 3: Rapid Appraisal M&E and Sustainability of Project

Source: Primary data, 2021

The findings shown in Table 3 indicated that 40(43.5%) of respondents agreed that Rapid Appraisal M&E approach adopted by RRLLI M&E team helps in gathering and analyzing data as well as reporting crucial information meant for key decision makers within a short duration and 54(58.7%) of respondents agreed that Rapid Appraisal M&E approach adopted by RRLLI M&E team is used to provide a qualitative understanding of the complex socioeconomic changes.

Table 4: Correlation between project approaches and level of its sustainability of the project in the study area

		LFA	TMEA	RMEA	PE	TCP	BS
Logical Framework Approach	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	92					
Theory based M&E Approach	Pearson Correlation	-.148	1				
	Sig. (2-tailed)	.160					
	N	92	92				
Rapid Appraisal M&E Approach	Pearson Correlation	-.182	.342**	1			
	Sig. (2-tailed)	.083	.001				
	N	92	92	92			
Project Effectiveness	Pearson Correlation	-.253*	.192	-.193	1		
	Sig. (2-tailed)	.015	.066	.065			
	N	92	92	92	92		
Timely completion of the Project	Pearson Correlation	-.066	-.036	-.353**	.564**	1	
	Sig. (2-tailed)	.534	.735	.001	.000		
	N	92	92	92	92	92	
Beneficiary Satisfaction	Pearson Correlation	-.367**	.644**	.452**	.088	.047	1
	Sig. (2-tailed)	.000	.000	.000	.406	.654	
	N	92	92	92	92	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Primary data, 2021

As indicated in Table 4, there was a negative correlation and no statistically significant correlation between the theory based M&E approach and logical framework approach (-.148±0.160). While there is a strong positive correlation and statistically significant between Rapid Appraisal M&E Approach and Theory based M&E Approach (0.342±0.001) and increasing income levels (0.629±0.000). There is a strong positive correlation and statistically significant between Timely completion of the Project and project effectiveness (0.564±0.000). There is a strong positive

correlation and statistically significant between Beneficiary Satisfaction and Theory based M&E Approach (0.644±0.000).

Table 5: Regression Coefficient, Project Effectiveness

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.681	.406		3.329	.001
Logical Framework Approach	.730	.232	.758	.248	.005
Theory based M&E Approach	.799	.164	.872	.604	.048
Rapid Appraisal M&E Approach	.775	.173	.889	1.591	.016

a. Dependent Variable: Project Effectiveness

Source: Primary Data, 2021

The regression model derived from Table 5 was as follows:

$Y = .681 + 0.758X_1 + 0.872X_2 + 0.889X_3 + e$, where Y is Project Effectiveness; X_1 is Logical Framework Approach; X_2 is Theory based M&E Approach; X_3 is Rapid Appraisal M&E Approach, and e is the significance level.

The significance levels of the independent variables were; Logical Framework Approach ($p = .005$); Theory based M&E Approach ($p = .048$); and Rapid Appraisal M&E Approach ($p = .016$). The model was significant in predicting the influence of M&E Approaches ($p < 0.05$ and < 0.01).

An increase of 1% on Logical Framework Approach was attributed to 0.758% improvement in Project Effectiveness and the t-statistic value (.248) indicated that the effect was statistically significant at the 98% confidence level. An increase of 1% on Theory based M&E Approach was attributed to 0.872% improvement in Project Effectiveness and the t-statistic value (.604) indicated that the effect was statistically significant at the 98% confidence level. An increase of 1% on Rapid Appraisal M&E Approach was attributed to 0.889% improvement in Project Effectiveness and the t-statistic value (1.591) indicated that the effect was statistically significant at the 98% confidence level. The regression model provided a statistical control through which the study established the influence of each predictor variable, and hence suggesting that the Project Effectiveness was exhibited in terms of Logical Framework Approach, Theory based M&E Approach, Rapid Appraisal M&E Approach. The coefficients for each independent variable were non-zero, which meant that all the independent variables influenced the dependent variables.

Table 6: Regression Coefficients, Timely Completion of Project

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.761	1.395		3.413	.001
Logical Framework Approach	.652	.230	.873	1.531	.010
Theory based M&E Approach	.651	.162	.776	1.547	.026
Rapid Appraisal M&E Approach	.637	.172	.688	2.546	.013

a. Dependent Variable: Timely Completion of Project

Source: Primary Data, 2019

The regression model derived from Table 6 was as follows:

$Y = .761 + 0.873X_1 + 0.776X_2 + 0.688X_3 + e$, where Y is Timely Completion of Project; X_1 is Logical Framework Approach; X_2 is Theory based M&E Approach; X_3 is Rapid Appraisal M&E Approach, and e is the significance level. The significance levels of the independent variables were; Logical Framework Approach ($p = .010$); Theory based M&E Approach ($p = .026$); and Rapid Appraisal M&E Approach ($p = .013$). The model was significant in predicting the influence of M&E approaches given that the p values were < 0.05 and < 0.01 .

The positive coefficient demonstrated that an increase of 1% on Logical Framework Approach was attributed to 0.873% improvement in Timely Completion of Project and the t-statistic value (1.531) shown that the impact was statistically significant at the 98% confidence level. An increase of 1% on Theory based M&E Approach was attributed to 0.776% improvement in Timely Completion of Project and the t-statistic value (1.547) shown that the impact was statistically significant at the 98% confidence level. An increase of 1% on Rapid Appraisal M&E Approach was attributed to 0.688% improvement in Timely Completion of Project and the t-statistic value (2.546) shown that the impact was statistically significant at the 98% confidence level. The regression model provided a statistical control through which the study established the influence of each predictor variable, and hence suggesting that the Timely Completion of Project was exhibited in terms of Logical Framework Approach, Theory based M&E Approach, and Rapid Appraisal M&E Approach. The coefficients for each independent variable were non-zero, which meant that all the independent variables influenced the dependent variables.

Table 7: Regression Coefficients, Beneficiary Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.569	1.140		4.533	.000
Logical Framework Approach	.733	.188	.820	.775	.023
Theory based M&E Approach	.630	.133	.714	.984	.002
Rapid Appraisal M&E Approach	.763	.140	.899	2.584	.012

a. Dependent Variable: Beneficiary Satisfaction

Source: Primary Data, 2021

The regression model derived from Table 7 was as follows:

$Y = .569 + 0.820X_1 + 0.714X_2 + 0.899X_3 + e$, where Y is Beneficiary Satisfaction; X_1 is Logical Framework Approach; X_2 is Theory based M&E Approach; X_3 is Rapid Appraisal M&E Approach, and e is the significance level. The significance levels of the independent variables were; Logical Framework Approach ($p = .023$); Theory based M&E Approach ($p = .002$); and Rapid Appraisal M&E Approach ($p = .012$). The model was significant in predicting the influence of M&E approaches given that the p values were < 0.05 and < 0.01 .

An increase of 1% on Logical Framework Approach was attributed to 0.820% improvement in Beneficiary Satisfaction and the t-statistic value (.775) showed that the impact was statistically significant at the 98% confidence level. An increase of 1% on Theory based M&E Approach was attributed to 0.714% improvement in Beneficiary Satisfaction and the t-statistic value (.984) showed that the impact was statistically significant at the 98% confidence level. An increase of 1% on Rapid Appraisal M&E Approach was attributed to 0.899% improvement in Beneficiary Satisfaction and the t-statistic value (2.584) showed that the impact was statistically significant at the 98% confidence level. The regression model provided a statistical control through which the study established the influence of each predictor variable, and hence suggesting that the Project Effectiveness was

exhibited in terms of Logical Framework Approach, Theory based M&E Approach, and Rapid Appraisal M&E Approach. The coefficients for each independent variable were non-zero, which meant that all the independent variables influenced the dependent variables.

Results Discussion

The results on establishing the evaluate the contribution of monitoring and evaluation approaches on the sustainability of projects in Rwanda taking the Sustaining Religious Leaders' Gender Desk initiative Project as the case study concur with the study of (Mutesi, & Odhuno, 2021). Results on determination of M&E approaches used by Sustaining Religious Leaders' Gender Desk initiative project of the project agreed by the reports of MINICOFIN, (2010) noted that monitoring and evaluation approaches is good for assessment of the project performance and organizational learning if are vital. This is similar to the present study indicated that the general conditions of M&E of the project is good (58.7%).

The findings indicated that M&E approach most reported was logical framework approach, therefore, this was in the same vein where logical framework is one of two approaches to conducting daily operations in the real world of management, monitoring and evaluation (Myrick, 2013).

One respondent said *"Logical framework approach is a highly effective strategic planning and project management methodology with wide application. Usually, this approach is combined with other approach to get more concrete results in management"*.

Methodology is the results based on management where by results are compared to the designed target using associated methods.

The findings (Table 1) indicated that RRLLI M&E team has implemented the LFA as a management tool for effective planning and implementation of the project (52.2%). This is concurred by Emmett, et al., (2014), argued that the logical framework (or logframe) approach provides a set of designing tools that, when used creatively, can be used for planning, designing, implementing and evaluating projects. Similarly, the current study is agreed with the observation of Smith (2017) reporting that Logframes provide a structured, logical approach to setting priorities and determining the intended results and activities of a project.

Regarding the role of stakeholders, one staff interviewee said: *"the stakeholders are engaged in the project implementation and project evaluation. One female said"*. The findings shown at the rate of 52.2% that RRLLI M&E team shares its LFA reports with donors and stakeholders. This concurred by Emmett, et al., (2014), denoted that this LFA should be used to bring the stakeholders together from the national policy level to the resource user level in a single logframe exercise is unlikely to be feasible or productive.

Regarding the LFA adopted by RRLLI M&E team that if can provide clear, concise and systematic information about project, one tenant said: *"Yes, because they provide the effort to LFA on the project progress statues"*. One male said. Another interviewee said that *"The LFA has since been adopted as a project planning and management tool by most donors, multilateral and bilateral development agencies"*.

The findings demonstrated that the LFA is adopted by RRLLI aids in the monitoring and evaluation of the projects (41.3%) and LFA is used to examine the progress of the project and co-relate the activities carried out and results achieved (46.7%). Therefore, this is result similar to the report done by Gawne et al., (2021), noted that LFA should be considered as a tool to help strengthen project design, implementation and evaluation. The same note given by Gyorkos, (2003), monitoring an

evaluation is crucial part of the management cycle including in planning and design of projects (Gyorkos, 2003).

The findings from (Table 2) regarding theory based M&E and Sustainability of Project indicated that the 33(35.9%) strongly agreed that the Theory based M&E approach adopted by RRLI M&E team assists in planning and the management by identifying crucial factors of success. Under a half percent was strongly agreed (38%) that the Theory based M&E approach adopted by RRLI M&E team allows for an in-depth understanding of the program or project is working while 40.2% of respondents agreed that The Theory based M&E approach adopted by RRLI M&E team helps in deciding which steps to be monitored with the development of the program which enables to determine how they are borne out.

The findings shown in Table 3 indicated that 40(43.5%) of respondents agreed that Rapid Appraisal M&E approach adopted by RRLI M&E team helps in gathering and analyzing data as well as reporting crucial information meant for key decision makers within a short duration. Thus, this agreement is supported by the Rios, (2017) noticed that monitoring with Rapid Appraisal M&E approach should be undertaken as close to real time as possible. It is also in the same line Townsley, (1996) argued that Appraisal M&E approach is also useful for supporting decisions towards the improvement of sustainability of project systems in developing countries. Similarly, with the findings noted by Makori,(2015) implied that the RA M&E method can help in gathering and analyzing data as well as reporting crucial information meant for key decision makers within a short duration.

Answer to the interviewee, *"the theory based M&E approach adopted by RRL M&E team by indicating and understanding in depth of the program"*. One male respondent said. Another respondent said: *"Rapid Appraisal M&E approach adopted by RRLI M&E team, it helps in rapid gathering of the information and the rapid analysis of data as well as reporting of critical information related to the project and for appropriate decision making"*.

Rapid Appraisal M&E approach adopted by RRLI M&E team is used to provide a qualitative understanding of the complex socioeconomic changes, contrary, Mutesi and Odhuno, (2021) noted that Rapid Appraisal M&E approach is adopted to prepare and to ensure that potential negative environmental and socioeconomic impacts are identified during project implementation prior to approval of individual components, and that appropriate measures are taken to avoid, minimize and mitigate such negative impacts.

The current study shown that there was a negative correlation and no statistically significant correlation between the theory based M&E approach and logical framework approach (-148 ± 0.160). While there is a strong positive correlation and statistically significant between Rapid Appraisal M&E Approach and Theory based M&E Approach (0.342 ± 0.001). The same way, there is a strong positive correlation and statistically significant between Timely completion of the Project and project effectiveness (0.564 ± 0.000). There is a strong positive correlation and statistically significant between Beneficiary Satisfaction and Theory based M&E Approach (0.644 ± 0.000). This is supported by Crawford & Bryce (2013) noted that a good M&E approach involves beneficiaries in monitoring in order to evaluate their satisfaction.

CONCLUSION

The socio-demographic of respondents were dominated by females; age ranged of adult's people from 36-45 years old, the married people and the education level was bachelor's studies. The findings indicated that the general conditions of M&E of the project are very good whereas the M&E Approaches that has the RRLI project team implemented was logical Framework Approach. The RRLI M&E team has implemented the LFA as a management tool for effective planning and implementation of the project and RRLI M&E team shares its LFA reports with donors and

stakeholders. There was adoption of the Theory based M&E approach by RRLI M&E team allows for an in-depth understanding of the program or project is working. The researcher found that Rapid Appraisal M&E approach adopted by RRLI M&E team is used to provide a qualitative understanding of the complex socioeconomic changes. The findings shown that Project Effectiveness was Extent while Timely completion of the Project was moderated extent and Beneficiary Satisfaction was Extent. The researcher identified the challenges faced RRLI project including insufficient of funds inability to create self-generating income activities, sustainability of program, mismanagement and other not specific challenges. In additional, there was a negative correlation and no statistically significant correlation between the theory based M&E approach and logical framework approach while there is a strong positive correlation and statistically significant between Rapid Appraisal M&E Approach and Theory based M&E Approach. There is also a strong positive correlation and statistically significant between Timely completion of the Project and project effectiveness. The researcher found that there is a strong positive correlation and statistically significant between Beneficiary Satisfaction and Theory based M&E Approach.

Recommendations

To Ministry of Finance and Economic Planning and Ministry of gender and family planning

The Ministry of Finance and Economic Planning and the Ministry of Industry should consider the practices of M&E project and support the such project especially in solving the constraints of usually facing the project including insufficient of funds, inability to create self-generating income activities, sustainability of program and mismanagement. Ministry of Finance and Economic Planning and the Ministry of and Industry should establish the policy for M&E project for the reason to facilitate the owners.

To the donors and stakeholders

The donors and stakeholders should invest and support the M&E project to create self-generating income activities to maintain the sustainability of the program.

To future researchers:

The researcher went deeper into the research; more interesting topics came in his way. From the matter, it was suggested that future researchers would research on the following:

To determine the impact of monitoring and evaluation practices on the project relating to community well-fare of rural people in Rwanda.

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