



MONITORING AND EVALUATION PRACTICES AND THE PROJECT PERFORMANCE OF TWIGIRE MUHINZI PROJECT AT RULINDO DISTRICT, RWANDA.

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ABSTRACT

The purpose of this survey was to assess the effect of monitoring and evaluation activities on project performance in Rwanda. The population of this survey was 591 stakeholders of Twigire Muhinzi project in Rulindo District. The sample-size determined with the help of the Solvin formula which provides a simplified formula to calculate sample-sizes. The sample size was 240. The study needed the proper sampling approach to select the sample. The following data-collection tools were used in the study: documentary study, but primarily questionnaires. To analyze the gathered data, the researcher used the statistical method computed by the Statistical Package for Social Sciences (SPSS). The findings showed that Correlation value of 0.802 and R-square show a fairly significant association between M&E Planning process and satisfying beneficiaries with of 0.643 indicating that the model explains for 64.3% of total observations. R value of 0.643 confirmed that there is a relationship between M&E Technical expertise and acceptance of output while R-square 0.413 clarifies that the model explains for 41.3% of total observations. R value of 0.799 and R-square shows a significant association between management participation in M&E and lesson learnt with of 0.638 indicating that the model explains for 63.8%. R value of 0.512 and R-square shows a significant association between M&E stakeholders involvement and goals achievement with a value of 0.263 indicating that the model explains 26.3% of total observations. It is recommended that the Twigire Muhinzi Project should continue providing training and reinforcing staff capacity or retraining operational participants.

Key words: Monitoring, evaluation, projects and performance

INTRODUCTION

Background to the Study

The use of M&E (monitoring and evaluation) is an essential part of every project. How projects and activities are assessed and how they participate to the fulfillment of project objectives is a crucial mechanism for a successful organization's overall performance to be achieved via the use of metrics. As a yield, the performance of any organization public or commercial, non-governmental or civil society as a whole is dependent on effective M&E practices. Measuring and Evaluation (M&E) may help to ensure that data is reliable enough for policy actions to be taken by government officials and non-governmental organizations (NGOs). All of this leads to a better service delivery, more effective planning and re-allocation of resources, and a more comprehensive accountability framework that can be used to show grassroots outcomes (Mohammed, Alhassan & Kanlisi, 2018).

There are valuable lessons to be learned from the experiences of industrialized nations in terms of M&E. There are currently frequent monitoring and evaluation operations in many developing nations. Many nations in Africa and the Middle East have modest monitoring systems for selected projects, whereas others like India and Malaysia have full national assessment systems (Florin, 2011).

University of Washington Restoration Ecological Network (UW REN) capstone projects have done a research on monitoring and evaluation (M&E) for ecological restoration success (Joy, 2011). Using M&E data, the researchers found that restoration initiatives can determine whether or not intervention is needed to maintain the site in a succession position and on a sustainable path. Environmental restoration theories' M&E contributes to adaptive-management and maintenance procedures by considering the community context.

There was a research named "Developing an Integrated-Monitoring and Evaluation-Flow for Sustainable-Investment Projects-in Romania" conducted by Tache (2011). The goal of the investigation was to establish a general integrated flow, comprising both a project monitoring system and also a project assessment system for investment projects incorporating economic objectives, cross-cutting social and environmental goals. It was expressed as a flow-chart, highlighting the close link between the monitoring and evaluation-processes, and providing a formal-framework for rational monitoring and assessment, taking into consideration concurrently the economic, social, and environmental aspects of an investment-project. Using critical analysis, the research demonstrated that both the anticipated benefits and the downsides of such a management tool, opening up new avenues for building more enhanced models-and systems. Projects in Romania where monitoring and evaluation have a favorable impact on their success.

Peninah (2018) evaluated the influence-of the UNEP Global-Environment Facility-Projects in Kenya's Monitoring-and Evaluation routine on project-success. Monitoring and evaluation-techniques had a significant influence on UNEP GEF Kenyan-chapter project-outcomes, and this research set out to find out whether that was the case. The study's particular goals were to examine the influence-of the planning-process, technical-knowledge, stakeholder participation, and managerial involvement on the performance of UNEP GEF-projects in Kenya. M&E methods were investigated at four distinct stages of the planning-process: technical-expertise, stakeholder engagement, and managerial involvement. Project performance was quantified using a logistic regression model, with 95 percent confidence intervals (CIs) and a P 0.05 deemed statistically significant to demonstrate the effect of M & E practice on performance.

An investigation into the impact of monitoring and evaluation mechanisms on government projects in Rwanda. Employees in the study's target population totaled 170. There were 59 persons included in the study. As a result of this research, it has been shown that there is an important link between the performance of a project and its ability to be monitored and evaluated. It came to the conclusion that effective project management requires regular monitoring and review (Sandrine, 2018).

Problem statement

Despite the fact that the government and private actors are launching a number-of initiatives to promote effective project implementation, given the challenges, poor project performance can be attributed to limitations in the use of monitoring-and evaluation as a component of the project-management cycle. The introduction of new tools, techniques, and advances in project-monitoring and evaluation-methodologies improves the success of development projects.

Even though Rwanda's economy has grown and the poverty rate has decreased, food-security and malnutrition remain a problem, with an overall stunting incidence of 38%. As part of the Ministry-of Agriculture and Animal Resources (MINAGRI), the Rwanda Agricultural and Animal Resources Board (RAB) designed and deployed the Twigire Muhinzi concept, that is a 'home-grown solution' designed and applied by RAB in close collaboration with Districts and Sectors that are under the Ministry of Local-Government (Twigire Muhinzi Reflection Paper, 2016).

The majority of studies on this topic are broad in scope. Nevertheless, no specific study was conducted to investigate the monitoring and evaluation practices and the project performance in the Rulindo District. Other studies that were done previously did not focus on this issue of the Twigire Muhinzi Project. For example, Munyanziza (2021) mentioned that agricultural projects have greatly boosted food production in the area by supplying farmers with more pesticides and better seeds, constructing new infrastructure, and dispersing fertilizers in Musanze District. Due to insufficient domestic production and stockpiling, Rwanda continues to rely on expensive imported inputs.

Nyamugabo (2016) analyzed effective methodologies that contribute to reducing risk and increasing value to projects as part of a study on the causes of project failures in Rwanda. One of the most important takeaways from the research was that there is a link between the methodology employed and the completion or success of a project. Musekura (2011) analysed the failure of the Gikongoro Agricultural Development Project(GADP). The GADP did not do a good job of determining what its intended recipients (farmers) actually needed, of coordinating the efforts of its various stakeholders, or of keeping them adequately informed and involved. As a consequence, the project ran over schedule and over budget. Resources were mismanaged because management and evaluation were not integrated into the project.

It is from the above forgoing that researcher came out with the idea to conduct research on monitoring and evaluation-practices and the project performance of in Rwanda. Specific M&E practices such as process planning, technical-expertise, stakeholder-involvement, and management-participation, as well as their impact on performance of Twigire Muhinzi Project in Rulindo District.

Justification

This study helped the researcher to understand very well the effect of monitoring and evaluation practices on projects performance. The researcher acquired knowledge and skills on the topic and be able to solve some practical problems identified through the findings.

Scientifically, one of the research reports were given to the library and published at the end of the study thus acting as a reference to other students and future researchers. In addition, this work included as a suggestion for other researchers who were motivated by the desire to deepen this area and allow others to open other areas of research for the deepening of the theme.

At the end of this research, the findings shared with Twigire Muhinzi Project staffs and Rulindo District local leaders and they helped them to solve major challenges identified. Other Districts referred to the findings shared in this study to boost the agriculture and other farming activities of the people involved.

MINAGRI, RAB and other public institutions involved in agriculture benefited from this study's findings as they helped them to improve and strengthen the existing monitoring and evaluation practices to help them become more active and achieving high level of agriculture projects performance.

Research objectives

Based on the problem statement of this study, the following are suggested objectives of the study, namely general objectives and specific objectives.

General objective

The general objective of this study is to assess the effect of monitoring and evaluation practices on projects performance in Rwanda.

Specific objectives

The study had the following specific objectives:

- i. To establish the relationship between M&E Planning Process and beneficiaries satisfaction of Twigire Muhinzi Project in Rulindo District.
- ii. To examine the relationship between M&E Technical expertise and acceptance of output of Twigire Muhinzi Project in Rulindo District.
- iii. To find out the relationship between Management participation in M&E and lesson learnt from Twigire Muhinzi Project in Rulindo District.
- iv. To assess the relationship between M&E Stakeholders' involvement and goals achievement of Twigire Muhinzi Project in Rulindo District.

LITERATURE REVIEW

This chapter discusses conceptual review, conceptual framework based-on the topic, theoretical review and empirical review.

Conceptual review

In this section, Conceptual research refers as an approach where-in survey is conducted by observing and analyzing already display data on the topic.

Monitoring and Evaluation

The two functions of monitoring-and assessment are often seen as one, despite the fact that they are not the same. The goal of monitoring is to determine how the project's stated goals succeeded by obtaining and analyzing relevant data. The data and information provided by the monitoring system are needed to analyze the project's effects and impacts. So, it may be crucial to carry-out an examination of the assumptions and premises of the project design (Midgley, 2007).

Tache (2011) goes on to explain the conventional (classical) perspective of M&E as one of an intimate management role while the current view is one that respects the different nature of the two managerial responsibilities. Classical M&E views also restrict monitoring to the gathering of data on input and output, with assessment occurring just once or twice over the course of the project's execution. In addition to examining projects' effectiveness, monitoring and evaluation looked at their goals and budgets.

One of the most common explanations given by scholars for the separation of monitoring and evaluation is that the two tasks fail to provide usable information for decision makers owing to the inability to gather reliable data and analyze it effectively. Monitoring and evaluation, on the other hand, was focused on reacting to planning failures rather than typical management ineffectiveness and inefficient execution. It is thus a component of the same process that is being executed throughout the project lifecycle and encompasses all the knowledge areas recognized in Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) (PMI, 2013).

Planning process

To be successful in M&E, it is crucial to prepare ahead. M&E may be considerably simpler to design and execute if the project or program's goals are clearly defined from the outset. It is very difficult to monitor-and assess a project that has not been adequately planned to begin with (Ochieng & Tubey, 2013).

Determine the program's aims and objectives before developing an M&E strategy. Goals may be pre-defined in the logic model or theory of change if one already exists. However, if not, the M&E strategy is a good starting point. Make a list of the program's aims and purposes. Goals and objectives have been established, now it is time to identify indicators for measuring progress. As a general rule, a program's indicators should include both those that track the program's activities and those that track its results (Mwangu, 2015).

The M&E strategy should contain plans for both internal and external distribution to stakeholders and funders, as well as preparations for both. Meetings with donors to evaluate data and program success, on the other hand, can take place quarterly or yearly, with the program team reviewing data on a weekly basis to make programming choices (Ochieng & Tubey, 2013).

Technical expertise

The success of M&E is largely dependent on the quality of its technical work. It was found that M&E technical activities play an important role in the gathering and analysis of information related to specific programs and interventions, whereas evaluation is an assessment that is focused on answering questions about the program or intervention. These common M&E actions help to keep everything on track and may inform management if things don't run as intended. They are. The M&E department's technical activities assist project managers and employees in determining whether or not projects go according to plan (Houston, 2008).

Project Design Concepts

Using particular resources, a project seeks to improve the circumstances of those it intends to benefit. If you want to solve a problem for a short or long period of time, you need to have a plan in place. All stakeholders must review and discuss the project's inputs, outputs, impacts, and impact in order to guarantee its long-term viability and benefits. Keeping tabs on the usage of project inputs and outputs is a part of project monitoring, while evaluating the project's outcomes is a part of project evaluation (Armitage, 2008).

Project Performance

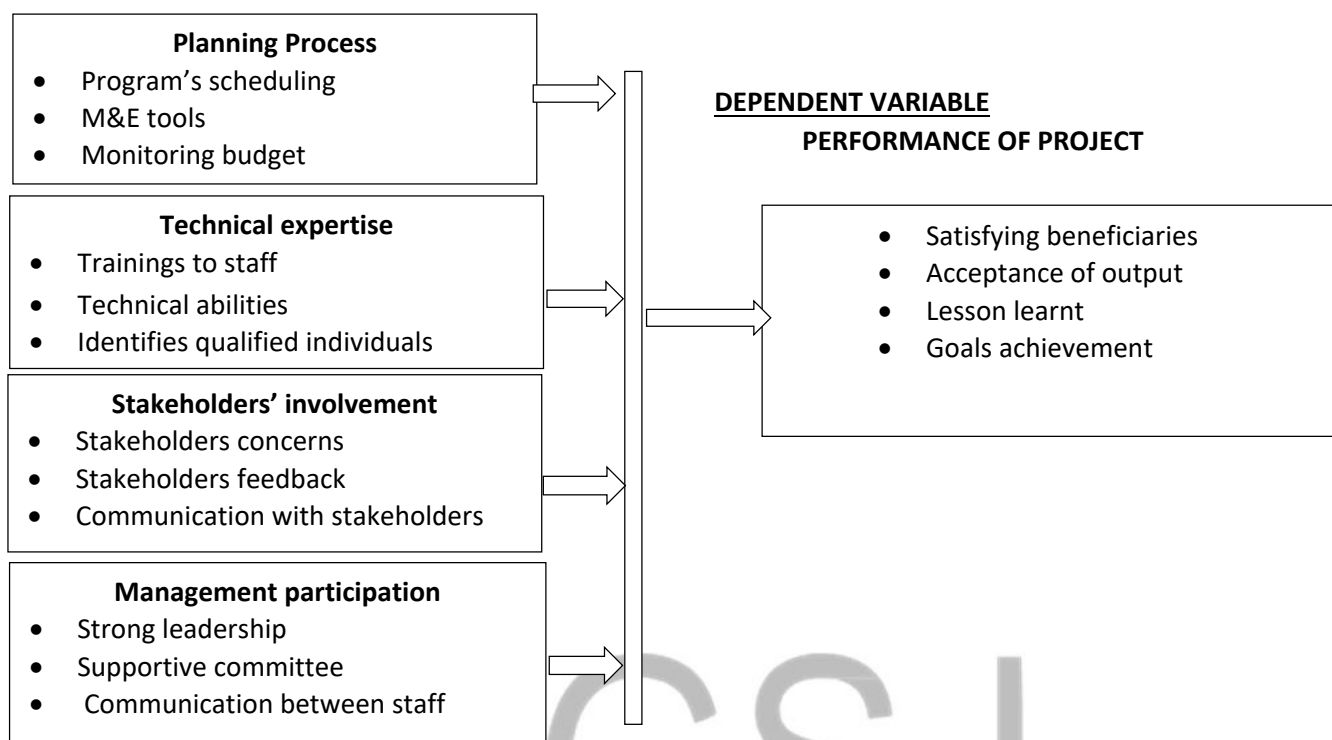
Research shows that project performance is a broad topic with many different sub-categories. Depending on one's area of expertise, project managers and researchers have approached it from various angles. There are some studies that consider project performance to be the same as project success; finishing the project on time, within budget, and to the satisfaction of the customer. Equality is another lens through which to analyze project success. Project success may be judged by meeting the restrictions of schedule, money, and quality, as well as by producing advantages that are both sustainable and acceptable to the customer (Serra & Kunc, 2014).

Conceptual framework

Figure 1: Conceptual framework

INDEPENDENT VARIABLE

MONITORING AND EVALUATION



Source: Researcher, 2022

Theoretical Review

The debates on the M & E concept discussed in light of five theories in the subject area namely program theory, the results based-management (RBM) view theory, goal setting theory and stakeholder theory. Among the mentioned theories, Stakeholder Theory adopted in this survey, For the purpose-of analyzing stakeholders and their influence on project performance as in specific objective of the study there are one focused on management participation and stakeholder-involvement.

Program theory

Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss established the strategic plan (1195). This idea focuses on how-to implement transformation and who is accountable for it. How the overarching logic is used throughout an engagement may be shown using logical models. In the realm of change model and practical development assessment, this idea is well-established. For numerous years, the proponents of this idea applied it to how-to evaluate program theories.

For many years, program theory was a pragmatic instrument for monitoring evaluations; the theory was renowned for its conclusive process to remedy issues, and addressed the necessity to carry out analyses to complement the results.. In addition, it gives instruments for influencing the assessment process (Sethi &Philippines, 2012).

The theory applied in the input output model to monitor performance, communicate findings and improve project performance. The M & E practices are the basic inputs when utilised well equates to the processing of the inputs and eventually give measurable output. Program theory explains the effects of influencing the input and processes to achieve better output, and yield good results. The inputs to the process refer to the variables that influence the outcome, which is performance; in this

case, the variables are the planning process, technical expertise, stakeholder involvement and management participation. The logical model clarify the objectives of the program identify expected casual links in following the result chain; inputs, process, outputs and the overall outcome. It provides a link to identification of performance measures at each stage of the logical model. It answers the questions of uncertainty within the project by monitoring the progress and taking corrective when diversion occurs to ensure the objectives are realised. A program theory shows a single immediate outcome by which the program has achieved, it helps to understand whether there is change towards a desired performance level. Complex programs mainly found in complex projects show a series of immediate outcomes.

Results Based Management Theory

The Results-based management (RBM) theory started with the Australian government in the mid-1980s; the theory became increasingly important in the 1990s spearheaded by the Organisation for Economic Co-operation and Development (OECD). This theory as the name suggests is results oriented. The Results Based Management Group (RBMG) noted the evolution of the results based theory by the preceding theories such as Public Sector Management in the 1960s, Program Management by activity in the 1970s to 1980s, Management by Objectives (MBO) and Logical Framework Approach in mid 1970s, New Public Management (NPM) and Total Quality Management (TQM) in the 1980s.

Main plans adjusted on a regular basis on lessons learned in the course of monitoring and evaluation. Previously used plans are adjusted and new ones established in line with the current lessons. RBM underlines monitoring as a continuing process, and lessons from the monitoring process discussed periodically. They inform actions and decisions for the project execution. Assessments done for project continuous improvements. The implementation of the changes done for the ongoing projects as well future planned projects.

Goal setting theory

According to goal setting theory, consciously defined objectives have an impact on actual results (Latham, 2004). According to goal setting theory, people who have clear and challenging goals outperform those who have only vague ones like "do your best," or even no goals at all. Because managers are more motivated to work hard when they know exactly what they're aiming for, the theory of goal setting states that the definition of specific and measurable goals and performance are directly linked (Locke and Latham, 2002). In order to achieve challenging goals, it is common to set specific output targets. Studies (Locke and Latham, 2002) show a correlation between performance and having goals that can be measured clearly. Recognize, however, that goals that are difficult to measure have less of an impact on performance because of the difficulty of the task.

Stakeholder Theory

Mitroff first suggested the stakeholder idea in 1983, which was subsequently developed by Freeman. In order to provide value for stakeholders, the connection between stakeholders and the company is designed. Theory of stakeholders outlines how to manage valid stakeholder interests in an organization's work. Stakeholders who are contractually obligated and those who have the ability to effect the project, the organization, or other stakeholders have a stake in the project (Kolesnikov, 2014).

Stakeholder management is essential to the success of megaproject deliveries. In order to ensure that stakeholders' expectations are properly met, the project team is focused on fulfilling project goals throughout the project life cycle. A project's strategic goals must take into account the needs and wishes of the many stakeholders involved, and identifying them is an important part of this process. It is assumed under the idea that project managers must connect to the organizational grid, identify and handle potential stakeholder proposals within a project Without taking into account the needs and desires of the project's most influential stakeholders, megaproject managers will fail. In certain

cases, stakeholders may make or break a project's success or failure. The project will not be regarded successful even if it is finished on time, under budget, and in accordance with the scope of the project (Kolesnikov, 2014).

Stakeholder Theory employed in this research, For the purpose of analyzing stakeholders and their influence on performance of Twigire Muhinzi Project as in specific objective of the study there are one focused on management participation and stakeholder involvement.

Empirical review

M & E Planning Process and performance of project

While this may be the case, the Project Planning, Implementation, and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, study by Muhammad et al (2012) found that project management provides an organization with control tools that enhance its capability to plan, implement, and control project activities. The goal of the research was to find ways to improve project performance via better planning, execution, and monitoring. Each step in the project management process may be identified using variable models. Data from a variety of projects and models was examined to help reach this goal; the results demonstrated that project planning methods had a significant impact on project success.

In addition, a research by Singh, Chandurkar, and Dutt (2017) found that the primary driving force behind development programs was monitoring and assessment. It was the goal of this research to assess the impact of monitoring and evaluation on development programs. However, this study's advice was that management should completely support and participate in the monitoring and evaluation process in order to enable them make good and well-informed judgments.

Technical Expertise and performance of project

The real organizational goals on the employee to get better, either as a person or as a service provider to the company, are one of the major factors of growing the skills and competencies of workers. The organization's openness to the idea, along with the rising expectations of employees as a result, creates a self-fulfilling prophesy of higher productivity (Vanessa and Gala, 2011).

According to Uitto (2010) people working in M&E must have the appropriate technical skills in M&E in order to ensure high-quality monitoring and evaluation findings, which is why human capital training is so important. Management must pick the appropriate people with the correct talents, and they must continually improve their abilities by training them in M & E on a regular basis. The team in charge of human resource management should conduct an accurate, thorough, and timely evaluation of training requirements. The ability to do project research in project management provides the team with the necessary data to keep, grow, and upgrade their human capital skills.

Stakeholder Involvement and performance of project

Stakeholder involvement, project impact evaluation, and institutional and community learning and change enable rural innovation in Africa through participatory monitoring and evaluation (PM&E), according to a study by Njuki et al. (2015) at CIAT Africa, Uganda, which examines the role of stakeholders and their contribution to project implementation. According to the findings, integrating local indicators with project-level indicators is necessary to enhance the delivery of outputs and outcomes. As a result, the advantages of the initiative could be seen in a broader context. In addition, this method gives indicators for gauging outcomes such as empowerment from the viewpoint of the communities or individuals participating in the project, which are frequently difficult to quantify. When several stakeholders are involved in a project, it is possible to assess performance from a variety of viewpoints.

Overall efficiency, cost effectiveness, and performance are becoming more important, according to Forssand Carlsson (2012). This necessitated that the active stakeholders have the ability to participate at their highest degree. Stakeholders' involvement in making decisions regarding the program's actions, including what, how, and why. It was vital to adopt this strategy in order to give them more control, as well as to promote inclusiveness and make meaningful engagement possible for a wide range of stakeholders.

Management participation in monitoring and evaluation and performance of project

Study by Ofer, (2008) was done at New Zealand's Wellington, New Zealand's Victoria University Management School. The purpose of the research was to determine how project management involvement by senior management affects project performance. An international software industry survey was conducted. We wanted to see how well upper management backed the idea and how well it really worked. The study's goal was to identify top-level management support procedures that had a substantial impact on project performance and to compare those critical processes with the actual organizational assistance. More than 200 project managers and their supervisors in Japan, Israel and New Zealand participated in the study, which uncovered 17 top management support procedures. These countries' influence on project performance was examined to identify crucial procedures in top management support processes. Comparison of the managers' degree of procedure in both significant as well as minor top management support procedures. According to the findings, top-level management support methods were critical to the improvement of project outcomes.

The outcomes of a project are more likely to be owned, robust, and long-lasting with management engagement and support throughout the programming cycle. In order to have a larger effect, management assistance during monitoring and evaluation was institutionalized. Consistent processes are coded into the system, and management review procedures are used to ensure correctness, validity, and up-to-date information. There is a need to ensure that all project teams are aware of the management engagement at each step of the project lifecycle (Wearne, 2010).

RESEARCH METHODOLOGY

The aim-of this chapter is to show the study's methodological approach and techniques. It includes the research design, population-of the study, methods and techniques that used in sample-selection and data-collection. It goes on to explain how info collected, processed, and analyzed to determine the implications of the findings.

Research Design

This study made use of a mix of descriptive and explanatory research designs. Descriptive survey research designs are appropriate for assessing associations or relationships between things, and the resulting data can be used to provide a causal explanation for phenomena. Descriptive studies are typically the most effective methods for gathering information that demonstrated relationships and describe the world as it currently exists. To explain the relationship between independent and dependent variables, an explanatory research design was used.

Quantitative methodologies were used to better understand the subject matter. Quantitative methods allow researcher to concentrate on the factors of interest and the mathematical symbols that represent those variables while also providing economic summary statistics. By quantifying variables, the quantitative approach was implemented. It may be used to everything that has a number representation.

Target Population

The population of this study was 591 stakeholders of Twigire Muhinzi project in Rulindo District including social Development officers(SEDOS), sector agronomist, district agricultural team comprising of the Mayor, the vice mayor in charge of Economy and Development, RAB focal person, District agronomist, a Model farmer, Cooperative representative, NGOs representative, the police and the army oversee the management of the extension activities at the district level.

Sample Size and sampling technique

The sample-size determined with the help of the Solvin formula which provides a simplified formula to calculate sample-sizes.

This formula used to calculate the sample-size as it is shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population-size, and e is the margin of error (0.05). When this formula is applied to the above sample, the researcher gets the sample-size of 240.

$$n = \frac{591}{1 + 591(0.05)^2} = \frac{591}{1 + 591(0.0025)} = \frac{591}{1 + 1.47} = \frac{591}{2.47} = 240$$

Table 1: Sampling and sample size

No	Category	Population	Sampling	Sample-size
1	Village site committee member	494	$\frac{494}{591} * 240$	200
2	SEDOS	71	$\frac{71}{591} * 240$	29
3	Sector agronomist	17	$\frac{17}{591} * 240$	7
4	District agricultural team	9	$\frac{9}{591} * 240$	4
Total sample-size				240

The study used the purposive sampling technique to select the sample. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which best enable the researcher to answer research questions. Researchers use the purposive-sampling technique to collect information, then selecting individuals who have a shared set-of characteristics and information.

Data Collection Tools

To ensure that the study-is completed successfully, each objective of the study investigated using specific questions. The following data-collection tools used: documentary study, but primarily questionnaires.

The researcher used some documents during the documentary analysis process, and after understanding and analyzing the relevance of texts to this study, the researcher classified them on manuscripts and later type them on a computer for compilation. This is significant because it examines the literature and seeks global perspectives to create a comparative framework for readers' analysis and evaluation.

According to Chareen (2016), the questionnaire is a collection of questions that are often sent or hand-delivered. Closed-ended questions may be included in the questionnaire. Responses to closed-ended questions have a limited number of alternatives. As replies, collectors only was able to choose from a predetermined set of options. closed-ended questions have advantages in that replies may be compared from person to person and are consistent. To make coding and analysis simpler, they are typically able to be coded straight from the questionnaire, saving both time and resources. Respondents, on the other hand, are often able to correctly interpret the question and provide the correct response. Surveys for the Twigire Muhinzi project in Rulindo District delivered to 240 stakeholders.

Data analysis

The researcher utilized Statistical Package for Social Sciences (SPSS) to perform statistical analyses on the collected data (SPSS). The researcher employed descriptive and correlation analysis in this method. The frequency, proportion, and percentage computed on each variable under study used in descriptive analysis. Correlation analysis created to investigate and quantify the statistical relationship that exists between two variables. Correlation analysis used to determine the strength and closeness of the relationship between the independent and dependent variables.

Ethical considerations

The researcher adhered to free expression by respecting the respondents' rights and privacy. When it comes to human subjects research, ethical behaviour is essential. For example, permission obtained and concerned parties were informed of the research objectives. Respondents chose freely and fairly, with no discrimination based on religion, gender, race, or other factors. The information provided in this research kept confidential, and the findings used to further the goal of this research study, as stated in the introduction.

RESEARCH FINDINGS

To complement the results, quantitative analysis was also employed. All 240 surveys issued to respondents were completed and returned, indicating that 100% of the questionnaires distributed were responded to, collected and none went missing. The findings were reported in descriptive statistics using frequencies and percentages. The researcher then conducted a correlation and regression test to determine the associations between variables.

Relationship between M&E planning process and satisfying beneficiaries of Twigire Muhinzi

Project

Table 1: M&E planning process of Twigire Muhinzi Project

M&E planning process	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project operations benefit greatly from the implementation of monitoring plans	91 (37.9%)	106 (44.2%)	20 (8.3%)	16 (6.7%)	7 (2.9%)
Effective monitoring procedures have been taught to all employees	82 (34.2%)	119 (49.6%)	17 (7.1%)	17 (7.1%)	5 (2.1%)
Monitoring procedures are used throughout the program's scheduling	87 (36.3%)	93 (38.3%)	35 (14.6%)	18 (7.5%)	7 (2.9%)
Project managers employ software to keep an eye on the schedule	74 (30.8%)	132 (55.0%)	11 (4.6%)	21 (8.8%)	2 (0.8%)
Project monitoring plans go through a speedy evaluation process	150 (62.5%)	41 (17.1%)	23 (9.6%)	21 (8.8%)	5 (2.1%)

Source: Field data, September 2022

The results in Table 1 show that almost all the respondents agreed with the statement about the M&E planning process of the Twigire Muhinzi Project whereby 37.9% of all respondents strongly agreed and 44.2% of all respondents also agreed that organizational operations benefit greatly from the implementation of monitoring plans. Furthermore, the majority of the respondents agreed with the statement that effective monitoring procedures have been taught to all employees, whereby 34.2% of all respondents strongly agreed and 49.6% of all respondents also agreed. Moreover, respondents confirm that monitoring procedures are used throughout the program's scheduling, whereby 36.3% of all respondents responded with strongly agreed and 38.3% of all respondents also responded with agree. Besides, the majority of the respondents agreed with the statement that project managers employ software to keep an eye on the schedule, whereby 30.8% of all respondents strongly agreed and 55.0% of all respondents also agreed. Additionally, the majority of the respondents agreed with the statement about project monitoring plans going through a speedy evaluation process, whereby

62.5% of all respondents strongly agreed and 17.1% of all respondents also agreed. In agreement with Ochieng & Tubey (2013), they state that to be successful in M&E, it is crucial to prepare ahead. M&E may be considerably simpler to design and execute if the project or program's goals are clearly defined from the outset. It is very difficult to monitor and assess a project that has not been adequately planned to begin with.

According to the researcher, there is an M&E planning process in the Twigire Muhinzi Project, which benefits project operations greatly from the implementation of monitoring plans; effective monitoring procedures have been taught to all employees; monitoring procedures are used throughout the program's scheduling; project managers use software to keep an eye on the schedule; and project monitoring plans go through a rapid evaluation process.

Table 2: Correlation between planning process and satisfying beneficiaries

		M&E Planning Process	Satisfying beneficiaries
M&E Planning Process	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	240	240
Satisfying beneficiaries	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	240	240

Source: Field data, September 2022

Table 2 shows that there is a significant relationship between the variables under study, with a Pearson correlation of 0.802 and a p-value of 0.000 which is less than the conventional significance level of 0.05 indicating that the planning process and beneficiary satisfaction in the Twigire Muhinzi Project in the Rulindo District are strongly associated. In a manner comparable to the study conducted by Muhammad *et al* (2012) find ways to improve project performance via better planning, execution, and monitoring. Each step in the project management process may be identified using variable models. Data from a variety of projects and models was examined to help achieve this goal; the results demonstrated that project planning methods had a significant impact on project success.

Table 3: ANOVA on M&E Planning Process and satisfying beneficiaries

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1034.323	1	1034.323	429.557	.000 ^b
	Residual	573.077	238	2.408		
	Total	1607.400	239			

a. Dependent Variable: Satisfying beneficiaries

b. Predictors: (Constant), M&E Planning Process

Source: Field data, September 2022

Table 3 presents ANOVA statistics used to establish the regression model, and it shows that there is a p value of 0.00 is at the significance level. Therefore, the model is significant as M&E planning process with the satisfaction of beneficiaries of the Twigire Muhinzi Project at Rulindo. This is statistical evidence to reject the null hypothesis of the study whereby the M&E Planning Process has a significant relationship with beneficiaries satisfaction of the Twigire Muhinzi Project in Rulindo District. In line with the study by Crawford and Bryce (2013), monitoring provides the foundation for minimizing time and expense overruns while ensuring that the project is implemented to the needed quality standards. It's also useful for project planners and developers to use assessment as a means of determining whether or not a project has achieved the goals set forth in the project documents.

Relationship between M&E technical expertise and acceptance of output in Twigire Muhinzi Project

Table 4: M&E technical expertise of Twigire Muhinzi Project

M&E technical expertise	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The technical competence needed to conduct M&E is offered to project workers via training	135 (56.3%)	49 (20.4%)	13 (5.4%)	29 (12.1%)	14 (5.8%)
Technical talents have a huge influence on how finances are managed and stressed	98 (40.8%)	83 (34.6%)	25 (10.4%)	18 (7.5%)	16 (6.7%)
The initiative aims to find people who are capable of monitoring and evaluating the progress made	84 (35.0%)	101 (42.1%)	36 (15.0%)	2 (0.8%)	17 (7.1%)
The design of the project may be changed to improve the project's outcomes	153 (63.8%)	66 (27.5%)	7 (2.9%)	8 (3.3%)	6 (2.5%)
Project's M&E operations must be effectively managed, a training requirement analysis is conducted to verify that the necessary skills are in place	127 (52.9%)	63 (26.3%)	26 (10.8%)	10 (4.2%)	14 (5.8%)

Source: Field data, September 2022

The results in Table 4 show that almost all the respondents agreed with the statement about the M&E technical expertise of the Twigire Muhinzi Project, whereby 56.3% of all respondents strongly agreed and 20.4% of all respondents also agreed that the technical competence needed to conduct M&E is offered to project workers via training. Furthermore, the majority of the respondents agreed with the statement that technical talents have a huge influence on how finances are managed and stressed; thereby, 40.8% of all respondents strongly agreed and 34.6% of all respondents also agreed. Moreover, respondents confirm that the initiative aims to find people who are capable of monitoring and evaluating the progress made, whereby 35.0% of all respondents responded with strongly agreed and 42.1% of all respondents also responded with agree. Besides, the majority of the respondents agreed with the statement that the design of the project may be changed to improve the project's outcomes, whereby 63.8% of all respondents strongly agreed and 27.5% of all respondents also agreed. Additionally, the majority of the respondents agreed with the statement that the project's M&E operations must be effectively managed. A training requirement analysis was conducted to verify that the necessary skills are in place, whereby 52.9% of all respondents strongly agreed and 26.3% of all respondents also agreed. The findings are in agreement with Shenhar (2011) that the success of M&E is largely dependent on the quality of its technical work. It was found that M&E technical activities are important for gathering and analyzing information about specific programs and interventions, while evaluation is an assessment that focuses on answering questions about the program or intervention.

There is M & E technical expertise in the Twigire Muhinzi Project because the technical competence required to conduct M & E is provided to project workers through training. Technical abilities have a significant impact on how finances are managed and stressed. The initiative aims to find people who are capable of monitoring and evaluating the progress made. The design of the project may be changed to improve the project's outcomes and the project's M&E operations must be effectively managed, a training requirement analysis is conducted to verify that the necessary skills are in place.

Table 5: Correlation between Technical expertise and acceptance of output

		M&E Technical expertise	Acceptance of output
M&E Technical expertise	Pearson Correlation	1	.643**
	Sig. (2-tailed)		.000
	N	240	240
Acceptance of output	Pearson Correlation	.643**	1
	Sig. (2-tailed)	.000	
	N	240	240

Source: Field data, September 2022

Table 5 shows that there is a significant relationship between the variables under study, with a Pearson correlation of 0.643 and a p-value of 0.000 which is less than the conventional significance level of 0.05 indicating that the technical expertise and acceptance of output in the Twigire Muhinzi Project in the Rulindo District are moderately associated. Similar to the study conducted by Vittal (2008) project monitoring and controlling are critical in today's technology-enabled projects because of the additional obstacles that arise due to the usage of technical instruments. The results of this study shed light on the connections between a project's technical knowledge and how it turns out in the end.

Table 6: ANOVA on Technical expertise and acceptance of output

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	664.356	1	664.356	167.666	.000 ^b
	Residual	943.044	238	3.962		
	Total	1607.400	239			

a. Dependent Variable: Acceptance of output

b. Predictors: (Constant), M&E Technical expertise

Source: Field data, September 2022

Table 6 presents ANOVA statistics used to establish the regression model, and it shows that there is a p value of 0.00 at the significance level. Therefore, the model is significant as M&E technical expertise has a relationship with the acceptance of the output of the Twigire Muhinzi Project at Rulindo. This is statistical evidence to reject the null hypothesis of the study whereby M&E technical expertise has a significant relationship with the acceptance of the output of the Twigire Muhinzi Project in Rulindo District. Ahsan and Gunawan (2010) in their research suggest that independence may be achieved when the project development intervention is carried out by individuals who are not under the supervision of those who have been assigned to manage the strategy and execution of the project. This shows how important it is to get training in how to use M&E in development projects, as this example shows.

Relationship between management participation in M&E and lesson learnt of Twigire Muhinzi project

Table 7: Management participation in M&E of Twigire Muhinzi project

Management participation in M&E	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A commitment to achievement on the part of management is evident	149 (62.1%)	71 (29.6%)	5 (2.1%)	5 (2.1%)	10 (4.2%)
In order to achieve the project's goals, good communication must be maintained by the project's management team	102 (42.5%)	105 (43.8%)	20 (8.3%)	3 (1.3%)	10 (4.2%)
Management participation make certain that the knowledge gained from past initiatives is put to good use.	99 (41.3%)	118 (49.2%)	14 (7.1%)	2 (0.8%)	4 (1.7%)
Management ensures that the outcomes are owned, learnt and perpetuated	115 (47.3%)	82 (34.2%)	11 (4.6%)	7 (2.9%)	25 (10.4%)
The credibility of the review process is enhanced and the outcomes are accepted when management is involved	129 (53.8%)	78 (32.5%)	10 (4.2%)	8 (3.3%)	15 (6.3%)

Source: Field data, September 2022

The results in Table 7 show that almost all the respondents agreed with the statement about management participation in the M&E of Twigire Muhinzi Project, whereby 62.1% of all respondents strongly agreed and 29.6% of all respondents also agreed that a commitment to achievement on the part of management is evident. Furthermore, the majority of the respondents agreed with the statement that in order to achieve the project's goals, good communication must be maintained by the project's management team; whereby, 42.5% of all respondents strongly agreed and 43.8% of all respondents also agreed. Moreover, respondents confirm that management participation makes certain that the knowledge gained from past initiatives is put to good use, whereby 41.3% of all respondents responded with strongly agreed and 49.2% of all respondents also responded with agree. Besides, the majority of the respondents agreed with the statement that management ensures that the outcomes are owned, learnt, and perpetuated, whereby 47.3% of all respondents strongly agreed and 34.2% of all respondents also agreed. Additionally, the majority of the respondents agreed with the statement that the credibility of the review process is enhanced and the outcomes are accepted when management is involved, whereby 53.8% of all respondents strongly agreed and 32.5% of all respondents also agreed. In agreement with Wearne (2010) mentioned that the outcomes of a project are more likely to be owned, robust, and long-lasting with management engagement and support throughout the programming cycle. In order to have a larger effect, management assistance during monitoring and evaluation was institutionalized. Consistent processes are coded into the system, and management review procedures are used to ensure correctness, validity, and up-to-date information. There is a need to ensure that all project teams are aware of the management engagement at each step of the project lifecycle.

The researcher declares that management participation in M&E of the Twigire Muhinzi Project is declared by the researcher as a commitment to achievement on the part of management. In order to achieve the project's goals, good communication must be maintained by the project's management team. Management participation ensures that the knowledge gained from previous initiatives is put to good use. Management ensures that the outcomes are owned, learned, and perpetuated.

Table 8: Correlation between management participation in M&E and lesson learnt

		Management participation in M&E	Lesson learnt
Management participation in M&E	Pearson Correlation	1	.799**
	Sig. (2-tailed)		.000
	N	240	240
Lesson learnt	Pearson Correlation	.799**	1
	Sig. (2-tailed)	.000	
	N	240	240

Source: Field data, September 2022

Table 8 shows that there is a significant relationship between the variables under study, with a Pearson correlation of 0.799 and a p-value of 0.000 which is less than the conventional significance level of 0.05 indicating that management participation in M&E and lessons learnt in the Twigire Muhinzi Project in the Rulindo District are strongly associated. Study by Ofer, (2008). The purpose of the research was to determine how project management involvement by senior management affects project performance. These countries' influences on project performance were examined to identify crucial procedures in top management support processes. Comparison of the managers' degrees of procedure in both significant as well as minor top management support procedures. The results showed that top-level management support methods were crucial to making the project results better.

Table 9: ANOVA on management participation in M&E and lesson learnt

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1025.652	1	1025.652	419.606	.000 ^b
	Residual	581.748	238	2.444		
	Total	1607.400	239			

a. Dependent Variable: Lesson learnt

b. Predictors: (Constant), Management participation in M&E

Source: Field data, September 2022

Table 9 presents ANOVA statistics used to establish the regression model and it shows that there is a p value of 0.00 is at the significance level. Therefore, the model is significant as management participation in M&E has a relationship with lesson learnt in Twigire Muhinzi Project at Rulindo. This is statistical evidence to reject the null hypothesis of the study whereby there is a significant relationship between management participation in M&E and lesson learnt from the Twigire Muhinzi Project in Rulindo District. According to Ahmed (2008), a project manager has the ability to make key decisions and has the authority to reaffirm the project adjustments. The management team's view is greatly influenced by its involvement in monitoring and assessment. One of these strategies is to reach out to team members who don't want to participate or help spread the word about early project successes.

Relationship between M&E stakeholders involvement and goals achievement of Twigire Muhinzi project

Table 10: M&E stakeholders involvement in Twigire Muhinzi project

Stakeholders involvement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Within the participation of stakeholders, the monitoring project takes into account their concerns.	76 (31.7%)	138 (57.5%)	18 (7.5%)	4 (1.7%)	4 (1.7%)
Feedback from stakeholders is examined and used efficiently	104 (43.3%)	83 (34.6%)	35 (14.6%)	6 (2.5%)	12 (5.0%)
Stakeholders will benefit from a strategy to increase information flow	84 (35.0%)	118 (49.2%)	26 (10.8%)	6 (2.5%)	6 (2.5%)
Stakeholder engagement reflects the requirements to the community and encourages community members to take part in monitoring and evaluation	106 (44.2%)	117 (48.8%)	4 (1.7%)	8 (3.3%)	5 (2.1%)
Personal preferences of stakeholders may have an impact on whether a proposal	152 (63.3%)	63 (26.3%)	15 (6.3%)	4 (1.7%)	6 (2.5%)

Source: Field data, September 2022

The results in Table 10 show that almost all the respondents agreed with the statement about stakeholders involvement in Twigire Muhinzi Project, whereby 31.7% of all respondents strongly agreed and 57.5% of all respondents also agreed that within the participation of stakeholders, the monitoring project takes into account their concerns. Furthermore, the majority of the respondents agreed with the statement about feedback from stakeholders being examined and used efficiently, whereby 43.3% of all respondents strongly agreed and 34.6% of all respondents also agreed. Moreover, respondents confirm that stakeholders will benefit from a strategy to increase information flow whereby 35.0% of all respondents responded with strongly agreed and 49.2% of all respondents also responded with agree. Besides, the majority of the respondents agreed with the statement that stakeholder engagement reflects the requirements of the community and encourages community members to take part in monitoring and evaluation, whereby 44.2% of all respondents strongly agreed and 48.8% of all respondents also agreed. Additionally, the majority of the respondents agreed with the statement that personal preferences of stakeholders may have an impact on whether a proposal is adopted, whereby 63.3% of all respondents strongly agreed and 26.3% of all respondents also agreed. In agreement with Wayne (2010) revealed that as part of the early stages of M & E, stakeholders should be included in the process of determining whether or not a M & E strategy is successful. Additionally, if the proper people are involved throughout the whole process, there will be a significant improvement in the result with corrective actions being adopted and executed on time, and the suggestions being well received.

The researcher declared that there is stakeholder involvement in Twigire Muhinzi Project by way of the participation of stakeholders; the monitoring project takes into account their concerns, feedback from stakeholders is examined and used efficiently; stakeholders will benefit from a strategy to increase information flow; stakeholder engagement reflects the requirements of the community and encourages community members to take part in monitoring and evaluation and personal preferences of stakeholders may have an impact on whether a proposal will be implemented.

Table 11: Correlation between stakeholders involvement and goals achievement

		M&E Stakeholders involvement	Goals achievement
M&E Stakeholders involvement	Pearson Correlation	1	.512**
	Sig. (2-tailed)		.000
	N	240	240
Goals achievement	Pearson Correlation	.512**	1
	Sig. (2-tailed)	.000	
	N	240	240

Source: Field data, September 2022

Table 11 shows that there is a significant relationship between the variables under study, with a Pearson correlation of 0.512 and a p-value of 0.000 which is less than the conventional significance level of 0.05 indicating stakeholders' involvement and goal achievement in the Twigire Muhinzi Project in the Rulindo District are moderately associated. A study by Njuki et al. (2015) examined the role of stakeholders and their contribution to project implementation. According to the findings, integrating local indicators with project-level indicators is necessary to enhance the delivery of outputs and outcomes. This method also gives ways to measure outcomes like empowerment from the point of view of the communities or individuals involved in the project, which are often hard to measure.

Table 12: ANOVA on stakeholders involvement and goals achievement

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	422.179	1	422.179	84.776	.000 ^b
	Residual	1185.221	238	4.980		
	Total	1607.400	239			

a. Dependent Variable: Goals achievement

b. Predictors: (Constant), M&E Stakeholders involvement

Source: Field data, September 2022

Table 12 presents ANOVA statistics used to establish regression model and it shows that there is a p value of 0.00 at the significance level. Therefore, the model is significant as M&E stakeholders involvement with goals achievement of Twigire Muhinzi Project at Rulindo. This is a statistical evidence to reject the null hypothesis of the study whereby there is a significant relationship between M&E Stakeholders' involvement and goals achieved of Twigire Muhinzi Project in Rulindo District. Proudlock (2009) said that the impact assessment process went much better when the people who were supposed to benefit from it were involved, especially during the review and analysis of outcomes.

CONCLUSION

Based on research findings there are statistical evidences to reject the null hypotheses of the study whereby M&E Planning Process has significant relationship with beneficiaries satisfaction of Twigire Muhinzi Project in Rulindo District, M&E Technical expertise has significant relationship with acceptance of output of Twigire Muhinzi Project in Rulindo District, there is significant relationship between Management participation in M&E and lesson learnt from Twigire Muhinzi Project in Rulindo District and there is significant relationship between M&E Stakeholders' involvement and goals achievement of Twigire Muhinzi Project in Rulindo District.

Recommendations

The following recommendations were formulated based on the study's results and problems that were found.

- Twigire Muhinzi Project should keep working through the planning process, creating open policies and implementing effective initiatives to better serve their beneficiaries.
- Twigire Muhinzi Project in its role as the project in charge of carrying out farming activities has to ensure that all people who will be impacted have a voice in the planning.
- Twigire Muhinzi Project has to implement technical actions on a regular basis, with well-defined action plans and the use of well-defined tools and techniques in order to achieve its goals.
- It is recommended that the Twigire Muhinzi Project should continue providing training and reinforcing staff capacity or retraining operational participants.

Suggestions for further researchers

In light of this study, the researcher proposes further investigation into the following areas:

- Contribution of project planning practices on performance of farming projects in Rwanda
- Assessment of determinants of agribusiness project success.

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