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Monitoring and Evaluation On Performance Of Projects In Rwanda

A Case of Rural Electricity Distribution Project in Rulindo District

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Abstract:

Background: The study sought to examine the influence of monitoring and evaluation on project performance of Rwanda, a case of Rural Electricity Distribution Project in Rulindo District. The study specifically focused on to determine the influence of accountability, community involvement and project budget on performance of Rural Electricity Distribution Project in Rulindo District. The study will be of important to Government Projects, Researcher, Mount Kenya University and Rural Electricity Distribution Project in Rulindo District to improve their project performance.

Materials and Methods: The study used program theory and theory of constrain. The study used descriptive research design in answering the investigational questions. Target population was 112 and sample of 88 respondents of Rural Electricity Distribution Project in Rulindo District were sampled. The study further adopted probability-sampling technique with the adoption of simple random sampling. Questionnaires was used to generate the required data for analysis. Drop and pick up later method further used to collect the data from the field. A pilot test was used to determine the reliability and validity of the information tools. Statistical Package for Social Sciences (SPSS) version 20.0 was helpful to evaluate information.

Results: Findings confirmed that progress reports make it possible for management and suppliers to stay informed about a project and to change or adjust assignments, schedules, and budgets, stated by majority of respondents agreed and minority disagreed. The identified risks are usually compiled into a formal risk report, which is then delivered to project senior management throughout the organization, confirmed by majority of respondents agreed. Project budget should give a comprehensive and sufficient provision for M & E tasks, stated by 86.8% respondents agreed. There is Presence of a separate budget allocation for Monitoring and Evaluation, confirmed by majority respondents agreed. Monitoring and evaluation budget should not be too little as it affects the credibility and accuracy of the results and neither should, confirm by majority of respondents agreed. According to findings from budgeting in Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group has presented overall average of ($\bar{x}$ =2.8750 and Std Dev= 1.1150) in affecting the performance of the project; that means there is moderate mean and evidence of the existence of the fact and homogeneity of responses. The p-value is 0.000, which is less than standard significance levels of 0.05. This indicates that, out of other factors influencing of performance of Rural Electricity Distribution Project, only budgeting has significant relationship with performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group.

Conclusion: The study thus concluded that putting proper monitoring and evaluation processes in terms; firstly budgeting, secondly budgeting and lastly community involvement respectively would increase project performance in terms of time, cost/budget and quality.

Key terms: Monitoring and Evaluation, Performance of Projects, Rural Electricity Distribution Project, Rulindo District, Rwanda.

i. Introduction

Over the past 50 years, various projects all over the world have learnt how to employ Monitoring and Evaluation (M&E) to support their performance results. Many projects have recognized the benefits of monitoring and evaluation and are working to incorporate it into their projects because of its growing significance throughout the world, (Rogers,

2010). Donor-sponsored programmes in wealthy countries have had up to almost two decades of involvement with monitoring and evaluation (M&E), in contrast to many third world countries who are only starting to employ it. The findings were regarded by industrialized countries as instructive, providing emerging countries with useful advice (World Bank, 2017). To determine performance criteria and indicators for M&E, major instruments for project management towards targets, affecting policy and practices have been employed in India (Bresnen, 2013). Stronza (2019) asserts that monitoring and evaluation scales are important for gauging project success and can be used as a tool to assist management in project planning for non-governmental organizations, public projects, and private projects. To increase democracy's effectiveness in the Chana environment, governments have emphasised extending Monitoring and Evaluation (Florin, 2011). The Rwandan government takes a strong leadership position in the coordination of donors and has started to work with donors to establish a more defined division of labor by identifying areas in which each donor has a competitive advantage.

In accordance with the aforementioned strategy, the Government of Rwanda is implementing a national electricity access programme through the Energy, Water and Sanitation Authority in order to achieve the primary goal for the electricity sector, which is to triple access to electricity by 2012 for approximately 16 percent of households and at least 50 percent of identified public institutions in the areas of health, education, and local government. About 160 000 new grid connections will be needed for this, and efforts to link rural customers and service providers who are now off the national grid will also be made. On the 24th of October 2018, the Permanent Secretary at the Ministry of Infrastructure together with the African Development Fund delegation led by the Vice President of the African Development Bank in charge of Energy, Mr. Amadou Hott, inaugurated the completion of Rulindo and Gifurwe substations.

Contrarily to many third world countries, which are just beginning to use monitoring and evaluation, donor sponsored initiatives in affluent countries have had up to almost two decades of involvement with M&E. The findings have been recognized by industrialized countries as instructive, providing developing countries with valuable advice (World Bank, 2012). The performance criteria and indicators for M&E have been determined globally using major instruments for project management towards objectives, influencing policy and practice (Khandker, Koolwal & Samad, 2010).

Since its extreme hardships, the 1994 Genocide against the Tutsi that devastated nearly all of the country's social and economic structure, and subsequent differences, Rwanda has achieved remarkable progress. Among the many benefits that Rwandans have reaped from the donor-funded organizations are rapid economic growth, reduced poverty, and gender parity.

However, given that many donors' investments did not yield the expected returns after the completion of various projects, several donor-funded projects with poor M&E operations should be the result of ineffective and incorrect data transmission during evaluation (Andove & Mike, 2015). Numerous programmes in developing countries did function as efficiently as feasible thanks to effective monitoring and evaluation of specific responsibilities. The majority of these projects fall short due to issues with design, planning, or quality because they are based on a pre-determined set of data for information that frequently emphasizes problems rather than opportunities using information that may be too subjective.

This is made worse by a lack of guidelines and rules, a structure for dialogue between investors and regulators, and—most significantly—trends in the design of machinery for renewable energy sources. According to the Rwanda Energy Group (2021), 47.6% of Rwandans are linked to the national grid, while 17.8% live off the grid. By providing communities with cutting-edge and dependable renewable energy, Mobisol projects have been fighting to change it.

The main objective of this research was to examine the influence monitoring and evaluation on performance of projects in Rwanda using a case of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group. It was was guided by the following specific objectives:

i.   To determine the project accountability on performance of Rural Electricity Distribution Project in Rulindo District.
ii.   To establish the community involvement on performance of Rural Electricity Distribution Project in Rulindo District.
iii.   To evaluate project budgeting on performance of Rural Electricity Distribution Project in Rulindo District.

ii. Theoretical Literature

Project Accountability

Several technologies are easily accessible to manage monitoring and assessment, data collecting, data analysis, and impact reporting, according to Stronza (2019). Although these tools do have some clear benefits for small organisations, they do not scale well when data is gathered from various sources for numerous programmes. The majority of businesses require a shared data warehouse to host all of their data in order to facilitate smooth continuous data learning and reporting. Although many nonprofits and social entrepreneurs collect data, it is difficult for most

organisations to draw conclusions from the data, which is made even more difficult when data is collected continuously. According to Jamal and Stronza (2019), there is no tried-and-true method for transforming data from raw data into useful information. It can be difficult to choose monitoring and evaluation tools. To meet the standards for donor reporting, some only offer a point-to-point feature and require the usage of various tools. While others offer a wide range of services at a high cost, a significant risk of implementation failure, and a lengthy customising process. Due to the poor user experience, even after implementation, this might not meet criteria.

Community Involvement

Regular people identifying requirements, engaging in project planning and budgeting, implementation, and monitoring are examples of community involvement in project development. This lessens corruption and enhances the administration of public resources. Many countries have addressed this problem by introducing a number of mechanisms to enhance community participatory at local levels (Jamal, & Stronza, 2019). In a study titled Participatory Monitoring and Evaluation (PM & E) for Stakeholder Engagement, evaluation of Project Impacts, and for Institutional and Community Learning and Change Enabling Rural Innovation in Africa - CIAT-Africa, Uganda, Njuki et al. (2015) investigated the function of stakeholders and their contribution to project implementation. The study suggested combining project-level indicators with local indicators to enhance the delivery of the outputs, outcomes, and results reported.

This provided a more thorough knowledge of the benefits of the initiative. Through this process, success indicators that are typically challenging to quantify, such as empowerment from the perspectives of the communities or people involved in the project, are also supplied. It has been observed that monitoring and evaluation staff are being used in an uneven manner, with most of their activities falling outside of monitoring and evaluation. This adds to their burden of having to focus on project M&E-related activities. The lack of time makes it difficult for them to oversee the entire process and advocate strongly for its application, which results in ineffective monitoring and evaluation (Magondu, 2013). A balanced distribution of job tasks is necessary to guarantee that there is qualified staff designated to hold accountable for the monitoring and evaluation system's accomplishment of quality results. They will get committed as a result and strive hard to accomplish the predetermined priorities and objectives.

Project Budgeting

Several projects' performance is heavily influenced by both financial and human-related variables. The availability and use of such resources is very important for the achievement of project results. It is a matter of accountability when resources are allocated for M&E in organisations. A participative approach to budgetary planning, allocation, and review is necessary for the implementation of an efficient M & E (Khake & Worku, 2013). Additionally noteworthy is the fact that including the M&E department's personnel in budgeting fosters ownership and improves project results delivery. But top management must support the political process of supporting M & E (Cishe et al., 2020). Despite the challenges associated with assigning resources for this purpose, M&E is growing in popularity and is recognised as a tool for strategic learning, particularly in project management.

Even though an itemised project budget is essential, more consideration needs to be given to how monitoring and evaluation (M & E) funds are actually allocated and prioritised in order to evaluate project performance. The tracking of project finances has also grown in relevance, even for farmer organisations, with the adoption of results-based M & E. Projects continue to be characterised by low performance despite budget-related performance-based developments (Nzekwe, Oladejo, & Emoh, 2015). As a result, questions have been raised about whether allocating funds for M&E improves project success. Despite growing knowledge of the effects of cost-related project implementation difficulties and project failure, it is nevertheless evident that these problems exist (Naido, 2011; Ika, 2012; Okello & Mugambi, 2015).

Because evaluation is a scientifically based assessment of the project's strengths and weaknesses (Hunter, 2019). Therefore, it is a contrast of what was intended, what was done. The proper execution of monitoring, and evaluation is seen to depend on adequate fiscal allocation. An adequate budgetary allocation is required for an M&E operation to be successful, according to the entire body of research. Budgetary allocation, according to Mwangi et al. (2014), was a crucial element in the project's success. An increase in one unit of budgetary allocation for monitoring and evaluation accounted for 25% of the rise in the effectiveness of the monitoring and evaluation programmes for CDF projects in the constituency. The budget serves as a reference point for evaluating the feasibility and impact of proposed changes or decisions. It provides stakeholders with a clear understanding of the financial implications associated with different options, enabling them to make sound decisions that align with the project's objectives. Furthermore, a well-planned budget enhances communication and collaboration among project stakeholders. It provides a common framework for discussing financial aspects of the project and fosters transparency in resource allocation and expenditure. By involving relevant stakeholders in the budget planning process, organizations can ensure that their perspectives and requirements are considered, leading to a more inclusive and collaborative approach. This helps in building trust and buy-in from stakeholders, which is crucial for project success.

Project Performance

An effort to create a unique good or service that leads to improvement and benefit is called a project (Dyason, 2010). Projects' finite nature stands in stark contrast to processes, or to put it another way, activities, which may or may not be of a permanent nature. the methodical process that produces a homogeneous, high-quality output. The main metric of a project's success is its ability to provide the firm with a successful product or service. Project management success, which includes managing projects to the agreed scope, time limit, budget, along with quality, is closely tied to this. maintaining relationships with clients while preventing project teams from becoming burnt out (Houston, 2008). Project needs, outcomes, and delivery in terms of increased revenue or decreased costs are therefore considered as indicators of project delivery performance. Customer satisfaction and the accomplishment of objectives in relation to achieving technical requirements are measures of project performance.

Effective project management helps a firm operate better over the long term by gaining competitive advantages, strengthening the company's reputation, growing its market share, and achieving targeted revenues and profits (Govindaraj, 2015). Using a range of performance indicators, project performance is measured and assessed in relation to a number of variables, including time, client approval and modifications, firm performance, cost, health and safety, and quality (Cheung et al. 2014). In order to provide everyone involved in a project a direction to work towards, benchmarks for measuring project success are decided upon at the project's inception. Differences in viewpoint, emphasis, and aims will prevent the project from succeeding (Musomba, 2013).

iii. Theoretical Framework

Program Theory

Therefore, stakeholders need to receive training in order for change to happen. In this study, the researcher makes the claim that in order for the anticipated change to materialise, the suitable environment in the form of capacity building must be built. Additionally, for projects to be successful, the correct M & E practises must be accepted. Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss created the programme theory in 1195. This theory focuses on who is in charge of the change and how it can be implemented.

The logical models that are typically used to illustrate the programme theory illustrate the general logic used in an intervention. The theory falls under the category of theory of change and applied development evaluation. The advocates of this theory used it to connect programme theories to assessment Weiss for a long time. For many years, programme theory served as a useful instrument for monitoring evaluations; the theory was renowned for its conclusive approach to solving issues and considers the necessity to include our assessments to support the findings. Additionally, it offers strategies for limiting evaluation's influencing factors (Sethi and Philippines, 2012).

Evaluating the transition by contrasting the expected and actual results. It serves as an illustration of how various programmatic elements should affect the end output. According to Rossi (2012), a programme theory should include an organisational strategy for how to allocate resources and set up the program's operations to ensure that the intended service system is built and kept up to date.

The theory used in the input output model to track project progress, share results, and enhance project performance. When properly applied, the M&E practises are the fundamental inputs that process the inputs to eventually produce measurable output. Programme theory describes how changing the input and processes can improve output and provide positive outcomes. The planning process, technical know-how, stakeholder involvement, and management involvement are the variables that determine the process' output, or performance; these variables are referred to as inputs. The program's objectives are made clearer by the logical model, which also identifies the expected causal links in the chain of results, including inputs, processes, outputs, and overall results.

Theory of Constraints

With an awareness of framework thinking and board limitations, directors can successfully manage associations with the help of the Theory of Constraints (TOC) (Ceniga & Ukalová, 2014). The three stages of change that are the focus of TOC-based administration theory are the association's outlook, its driving metrics, and its internal strategies (Sproull, 2012). Executives' jobs are made more difficult in a multi-party working environment, which is necessary for development initiatives (Boyd & Gupta, 2014). As a result, requirements must be managed to ensure that the board is given a compelling assignment. According to Gupta and Boyd (2012), most tasks are challenging to manage because they involve vulnerability and three unique and constricting obligations, such as a due date, a budget, and a substance. The administrators of the project have acknowledged the triple imperatives measures (time, extension, and expense) as a percentage of undertaking success. Triple is regarded by adventure managers as being essential to the requirements and success of an undertaking.

Learning to expand these three elements will result in a promising completion. The three restrictions of project scope (a measure of value), cost, and time only have an impact on the hauling of projects, which has an impact on project assumptions (Kairu, 2015). Investigation depends on three-layered requirement hypothesis where the greater part embraced checking rehearses from authoritative points of view may function admirably or flop henceforth prompting delays if this hypothesis isn't all around embraced. Postponements in project culmination are a normal issue in the development business not just with an inconceivable expense to society yet additionally with crippling impacts on the contracting parties (Jooste, 2010). Different variables, which measure project execution, incorporate expense and quality necessities. This theory emphasizes the necessity of monitoring and evaluation in the implementation of nutrition projects as a key tool for promoting activities and project completion in Rwanda.

The Theory of Change

In 1195, Huey, Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss put out this notion. The idea places a strong emphasis on identifying the processes and individuals in charge of transformation. The idea is currently depicted by logical models, which also show how general logic is applied in the intervention. It is used in the development assessment domain because it is a part of the theory of change. A long-term assessment paradigm known as the theory of change explains how a project's inputs and activities translate into outputs, outcomes, and ultimately influence.
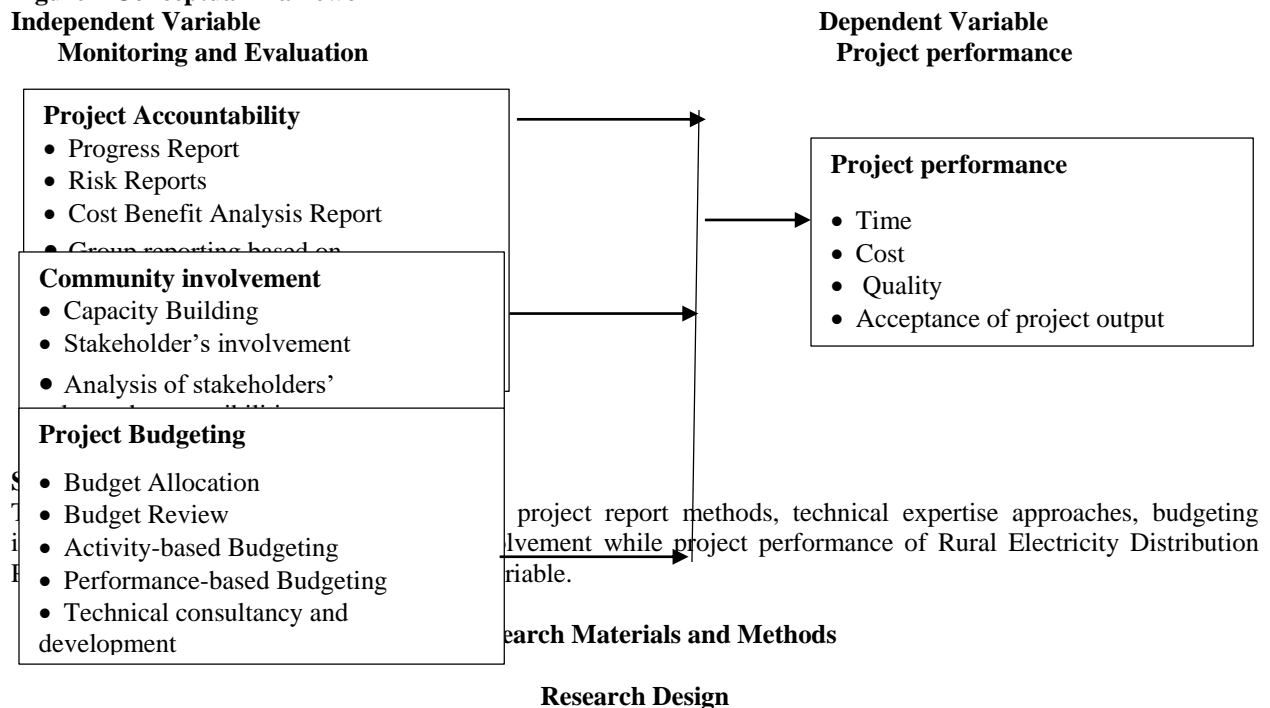
The theory of change establishes a framework for results similar to a logical framework rather than using data gathering as an assessment criterion (Dona & Muamer, 2012). This study concentrated on the theory of change since programme management must comprehend and consider stakeholder requirements when developing programmes in order to ensure sustainability. Stakeholders are seen from an instrument viewpoint as an end, and the organization is urged to consider them because doing so will ultimately result in success.

In order to plan for, support, and sustain the changes they think the project will bring about in society, monitoring and evaluation specialists, according to Shapiro (2005), employ the theory of change. In order to predict the changes the project will bring about in the community, the project uses the theory of change as an M&E tool. According to Rogers (2006), the difference between logical models and the theory of change is that the latter establishes practitioner-held expectations for changes while the former is based on a larger body of research and expresses relationships between outcomes at various levels and interventions with explanations. Thus, the theory of change can be used to improve the planning and execution of an ongoing rural electrification project by reviewing project documentation, speaking with stakeholders, and using monitoring and evaluation data.

iv. Conceptual Framework

Conceptual Framework shows the connection between the dependent and the independent variables can be summarised in figure 1

Figure 1 Conceptual Framework

Independent Variable   Dependent Variable
  Monitoring and Evaluation   Project performance

Project Accountability
- Progress Report
- Risk Reports
- Cost Benefit Analysis Report
- Group reporting based on

Community involvement
- Capacity Building
- Stakeholder's involvement
- Analysis of stakeholders'

Project performance
- Time
- Cost
- Quality
- Acceptance of project output

Project Budgeting
- Budget Allocation
- Budget Review
- Activity-based Budgeting
- Performance-based Budgeting
- Technical consultancy and development

... project report methods, technical expertise approaches, budgeting ... lvement while project performance of Rural Electricity Distribution ... riable.

earch Materials and Methods

Research Design

The overall strategy the researcher used to integrate the numerous study components in a logical and cogent manner, ensuring that the research challenge was successfully addressed, was known as the research design. It served as the guide for the data collection, measurement, and analysis processes (Trochim & William, 2006). Both a descriptive and analytic research design were used for this investigation. Because the study is based on characteristics that are both measurable and easily quantified in numbers, it will also use a quantitative approach. This study will use descriptive research design.

Descriptive research design deals with gathering distributed information to represent a large area of study (Orodhe, 2005). Descriptive research is quick and involve descriptive events experienced by individuals or a group of individuals in a research study. It is also very convenient to predict new items for success. Information is collected through questionnaires in descriptive research by selecting a random sample of individuals.

Target Population

A population is an entire collection of unique cases of items having certain common observable traits, Clark and Watson (2016). The population to whom the researcher seeks to generalise study findings is known as the target population. The study will concentrate on the 112 employees of the Rulindo District's Rural Electricity Distribution Project who work in the accounting, procurement, legal, and operational departments.

Table 1: Population Size

Variables	Population size	Percentage %
Project Accounting department	17	15.18
Project Procurement department	14	12.50
Project Operation department	81	72.32
Total	**112**	**100.00**

Source: Human Resource, 2023

Sample Design

Sample design is used in research to define a plan for obtaining a sample from a given population. It is a phase where researchers specify the technique or procedure to be used in selecting items to be included in the sample (Kothari, 2004). In addition to using simple random sampling, the study will also use probability-sampling methodology. This section's goal is to highlight the sampling methods and sample size that will be used.

Sample Size and Sampling Procedure

Kothari (2014) argues that sampling is the process of learning knowledge about a whole population by focusing on a small subset of it. Both likelihood tests and non-likelihood tests are possible types of testing. For the most part, sizes greater than 30 and lower than 500 are appropriate for evaluation. According to Mugenda & Mugenda (2012), inspecting is the process of selecting a variety of individuals for an examination in order to address the population. With a confidence interval of 95% and a margin of error of 0.05%, the sample size will be determined from a population of 132 using the Slovin's formula as explained below. $n = \frac{N}{1+N\,(e)^2}$

Where n = the desired sample size
    e = probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)
N = the estimate of the population size.

$$n = \frac{112}{1 + 112(0.05)^2} = 87.5 \sim 88$$

Substituting in the above formula, the sample size will be determined. The sample size will be 88 respondents.

Sampling Technique

Sampling is the process of choosing participants from a group for a research in such a way that the chosen participants are representative of the complete group from which they were drawn (Wyk, 2019). Stratified sampling technique will be applied because the sample size is grouped according to their departments of Accounting, procurement, legal and operation department.

Data Collection Method
Data Collection Instruments

The instrumentation details the way the data will be collected for the study (Sekaran &Bougie, 2011). This study will be collected is primary data which referred to the data the researcher collects from the field themselves. In particular, standardised questionnaires will be used in the study to collect data. Closed-ended questions will be the defining feature of the structured questionnaire. The study will use a structured questionnaire because of its many benefits, including the simplicity of data collecting and processing. The study's research objectives will be used to build the structured questionnaires.

Therefore, the structured questionnaire is divided into six sections: the first part contains information on the respondent's demographics, the next four provide data on independent factors, and the last portion has information on the dependent variable. The questionnaire will be created using information on indicators taken from theoretical and empirical research. The study will use a five-point Likert-based measuring scale.

vi. Results

Demographic Characteristics of Respondents

The following chart shows the respondents' demographic features in terms of age, highest level of education, and gender.

Gender of Respondents

In order to determine the type of gender distribution in the Rural Electricity Distribution Project in Rulindo District, the respondents identified their gender profile as either male or female. The sample's gender profile is shown in Table 3.

Table 3: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Females	53	68.0	68.0	68.0
	Males	25	32.0	32.0	100.0
	Total	**78**	**100.0**	**100.0**	

Source: Human Resource Office, (2023)

According to the study, 32% of respondents were men and 68% were women. The findings show that women dominated the initiative in Rulindo District. The study's findings are congruent with a study by Dyason (2010) in which 66% of respondents were women, demonstrating that women continue to dominate rural electricity distribution projects in Rulindo District and Rwanda. But the study might not be impacted by this.

Education Level of Respondents

The respondents were asked to indicate their highest degree of schooling. Figure 4.3 shows the various educational backgrounds of the complete group.

Table 4: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma holders	12	16.0	16.0	16.0
	Bachelor's degree	40	51.0	51.0	67.0
	Master's degree	22	28.0	28.0	95.0
	Professionals courses	04	5.0	5.0	100.0
	Total	**78**	**100.0**	**100.0**	

Source: Human Resource Office (2023)

Figure 4.3 shows that 51% of respondents held a bachelor's degree, 28% held a master's degree, and 16% held a diploma. However, 5% of the responders had diplomas from professional training programmes. This demonstrated that the respondents were able and trustworthy to investigate the underlying problems associated with the study.

<h3 style="text-align:center">Experience Level of Respondents</h3>

According to the questionnaire's request, the respondents provided information about their project experience, and table 5 displays the findings.

Table 5: Experience Levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 yrs.	30	39.0	39.0	39.0
	4 -6 yrs.	33	42.0	42.0	81.0
	7 -9 yrs.	11	14.0	14.0	95.0
	10 & Above yrs.	04	5.0	5.0	100.0
	Total	**78**	**100.0**	**100.0**	

Source: Human Resource Office (2023

Table 5 shows that 42% of the respondents had 4-6 years of experience. Nevertheless, 30% of them have 1-3 years of experience. The remaining 14% of respondents had 7 to 9 years' worth of experience, and 5% had more than 10 years. This suggested that the majority of project participants had the necessary experience to complete the necessary job in the project of rural electrification.

<h3 style="text-align:center">Job Classification of Respondents</h3>

The respondents were asked to identify which job classification they held for the project. The various degrees of job category for the total sample are shown in Figure 6.

Table 6: Job category of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Program Officers	16	20.0	16.0	16.0
	Field Officers	23	29.0	50.0	66.0
	Monitoring & Evaluation Officers	39	51.0	30.0	96.0
	Total	**78**	**100.0**	**100.0**	

Source: Human Resource Office (2023)

From Table 6, 51% of the respondents were in monitoring & evaluation officer department. However, 29% were in field officer department. The remaining 20% of the respondents were in program officer. This suggested that the monitoring and evaluation department employed the majority of the project's workforce. The study's findings are comparable to and in line with those of Mattarella's (2014) study, in which 75% of respondents came from the operational department.

<h3 style="text-align:center">Presentation of Findings</h3>

According to Duncan (2015), a participatory monitoring and evaluation approach is used to assess the contributions of the growing African innovation platform to project outcomes. The perceptions of the respondents on the impact of the monitoring and evaluation process on the project performance of the Rural Electricity Distribution Project in Rulindo District under REG are therefore presented in this part. This was achieved through the project accountability on performance, establishing the community involvement on performance and evaluating project budgeting on performance of the project.

Findings on the assess the influence of Project accountability on Performance

This subsection aims to gauge respondents' responses based on the study's primary research objective. The researcher then presents the elements that examine the impact of project accountability on project performance of the rural electricity distribution project in Rulindo District under REG, which will be shown in Table 7.

Table 7: Findings on Perceptions of Respondents on Project Accountability

Project Accountability	SA		A		N		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
Management and clients may stay updated about a project and modify or reschedule assignments, timetables, and budgets thanks to progress reports.	57	73.5	13	16.2	5	5.9	2	2.9	1	1.5	1.4231	.82995
The identified risks are usually compiled into a formal risk report, which is then delivered to project senior management throughout the organization.	42	54.4	30	38.2	1	1.5	2	2.9	2	2.9	1.6026	.85796
A cost-benefit analysis compares the projected or estimated costs and benefits associated with a project decision to determine whether it makes sense from a project perspective	31	39.7	40	51.5	2	2.9	3	4.4	1	1.5	2.0897	1.16425
Presentation and communication of information relating to a project interaction with the natural environment is associated with monitoring and evaluation.	01	1.5	2	2.9	2	2.9	33	41.2	40	51.5	4.3974	.77861
Project tracking is a method used to track the progress of tasks in a project in initial stages of the project	35	44.9	10	12.8	4	5.1	16	20.5	13	16.7	2.5128	1.60958
Does a project report provide detail on the overall status of the project or specific aspects of the project's progress	4	5.1	10	12.8	12	15.4	42	53.9	10	12.8	3.5641	1.03935
Progress reports make it possible for management and clients to stay informed about a project and to change or adjust assignments, schedules, and budgets.	42	54.4	30	38.2	1	1.5	2	2.9	2	2.9	1.6410	.93939
Overall Average											**2.4615**	**1.0313**

Source: Primary Data, Field results, (2023)

Results from table 7 showed that 89.7% of respondents agreed and a small minority disagreed that progress reports allow management and suppliers to keep informed about a project and update or amend assignments, timetables, and budgets. According to 92.6% of respondents, the risks that have been discovered are often gathered into a formal risk

report and then given to project senior management across the organization. 91.2% of respondents concurred that a cost-benefit analysis compares the anticipated or expected costs and benefits associated with a project choice to ascertain whether it makes sense from a project perspective. According to 92.6% of respondents who disagreed, monitoring and evaluation are related to the presentation and communication of information about how a project interacts with the natural environment.

Project tracking is a method used to track the progress of tasks in a project in initial stages of the project, stated by 55.7% respondents agreed. According to 76.7% of respondents who disagreed and a minority who agreed, a project report gives detail on the overall status of the project or the progress of particular project-related components. According to 92.6% of respondents, progress reports enable management and clients to keep informed about a project and modify or amend assignments, timetables, and budgets. According to project accountability findings, the Rural

Electricity Distribution Project in the Rulindo District under REG has presented an overall average of ($\bar{x}$ =2.4615 and SD=1.0313) in influencing the performance of the project. This shows that there is a moderate mean and evidence of the fact and homogeneity of responses.

However, the researcher's confirmation that they have gathered pertinent data, including accounting awareness as an important accept in project monitoring and controlling, technical expertise in accounting in M&E affect project performance, Rural Electricity Distribution Project in Rulindo District under REG, supports the influence of accountability on project performance of the project. Progress reports enable management and clients to stay informed about a project and update or adjust assignments, timetables, and budgets. A project report gives detail on the general state of the project or specific parts of the project's progress. Staff are equipped with the necessary skill and knowledge on M&E. Project M&E staff have the required competencies to undertake assignment.

Findings on the assess the influence of Community involvement on Performance

This part of the study aims to evaluate respondents' responses based on the study's primary research objective. The researcher then presents the elements that examine the impact of community involvement on the success of the Rural Electricity Distribution Project in Rulindo District under REG, which are shown in Table 8.

Table 8: Perceptions of respondents on influence of Community involvement

Community Involvement	SA		A		N		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The effectiveness of the project is positively impacted by the community involvement strategy.	33	42.6	33	42.6	3	4.4	6	5.9	3	4.4	1.8718	1.06123
To determine goals, a participatory observing and technique is used.	44	55.9	21	26.5	7	8.8	5	5.9	2	2.9	1.7051	1.00788
The success of a development intervention is influenced by stakeholders' consented participation in M&E.	39	50.0	26	33.8	5	5.9	6	7.4	2	2.9	1.7949	1.03646
Community members are involving in monitoring and evaluation, planning and budgeting.	2	2.9	2	2.9	2	2.9	28	35.3	44	55.9	3.7436	1.48967
Community involvement enhances learning, strengthen ownership and encourages transparency among the actors involved.	29	37.2	20	25.6	5	6.4	15	19.2	9	11.5	2.4231	1.44617
Funders, project manager; project staff supporters, communities and other stakeholders who have an influence on a project.	10	12.8	40	51.3	10	12.8	8	10.3	10	12.8	2.5897	1.22141
All stakeholders are participated in Monitoring and Evaluation decision making procedures.	4	5.1	5	6.4	12	15.4	40	51.3	17	21.8	3.7821	1.02751

	SA		A		N		D		SD		Mean	Std Dev.
Feedback of Stakeholders is sought during Monitoring and Evaluation procedures	33	42.6	33	42.6	3	4.4	6	5.9	3	4.4	1.8846	1.05659
Overall Average											**2.4744**	**1.1684**

Source: Primary Data, Field results, January (2022)

Results from table 8 showed that 85.3% of respondents believed that the community involvement method had a positive impact on the project's performance. 82.4% of respondents concurred that participatory observation and method is used in goal setting. According to 83.8% of respondents, a development project's success is influenced by stakeholder approval. The fact that community people are involved in planning, budgeting, and monitoring was supported by 91.2% of respondents who disagreed. 62.8% of respondents believed that community involvement improves learning, strengthens ownership, and fosters transparency among the actors involved. 74.1% of respondents acknowledged that the project management, project employees, supporters, communities, and other stakeholders are all in agreement.

As acknowledged by 74.1% of respondents who disagreed, all stakeholders are involved in the decision-making processes for monitoring and evaluation. According to 85.2% of respondents, feedback from stakeholders is solicited during monitoring and evaluation activities. The Rwanda Energy Group's Rural Electricity Distribution Project in

Rulindo District has presented overall averages of ($\bar{x}$ =2.4744 and SDEV=1.1684) in stimulating the on the project's performance, according to findings; this indicates that there is a moderate mean and evidence of the fact and heterogeneity of responses.

However, there are a variety of community involvement factors that have had an impact on the performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group. These factors include community involvement strategy has a positive effect on the project performance, participatory observing and approach is used in determining objectives, consented participation of stakeholders in M&E influence effectiveness of a development intervention, community members are involved in M&E, and participatory observing and approach is used in deciding objectives. According to Mulwa's (2008) study, the key issues that need to be addressed during monitoring and evaluation can range greatly depending on what is being observed. Scope, scheduling, and location are typically taken into account to ensure optimal participatory monitoring and evaluation of community projects. Responsibilities, authority, applicable law, the project management procedures to be employed, a payment schedule, etc. are additional things that can be seen. Many people are unaware that the main project monitoring criteria or section criterion may not always involve evaluation. Frequently, it has no bearing at all. Since an evaluation plan makes it possible to monitor and evaluate the effects of interventions over the course of a project, evaluation is crucial to its success.

Findings on the Assess the influence of Budgeting on Project Performance

Planning a project budget offers several advantages that contribute to the overall success of a project. It enables cost control, efficient resource allocation, informed decision-making and improved communication among stakeholders. By carefully estimating and allocating resources, organizations can effectively manage costs, track progress, and ensure project objectives are met within the allocated financial constraints. Table 4.8 includes the information that the researcher used to investigate how budgeting affected the success of the Rural Electricity Distribution Project in Rulindo District, which is run by Rwanda Energy Group. This subsection aims to ascertain the respondents' responses based on the third research objective of the study.

Table 9: Perceptions of Respondents on the influence of Project Budgeting

Project Budgeting	SA		A		N		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
Actual allocation and prioritization of monitoring and evaluation (M & E) budget to gauge performance of projects	44	55.9	30	38.2	0	0.0	2	2.9	2	2.9	1.5641	.84653
Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group gives adequate funds for M&E activities (about 5 to 10% of project budget	1	1.5	1	1.5	2	2.9	28	35.3	46	58.8	4.4872	.73403

	SA		A		N		D		SD		Mean	Std Dev.
Project budget should give a comprehensive and sufficient provision for M & E tasks	39	50.0	29	36.8	6	7.4	2	2.9	2	2.9	1.7051	.91324
There is Presence of a separate budget allocation for Monitoring and Evaluation.	44	55.9	17	22.1	3	4.4	8	10.3	6	7.4	2.2564	1.35259
Monitoring and evaluation budget should not be too little as it affects the credibility and accuracy of the results and neither should	40	51.3	10	12.8	14	17.9	8	10.4	6	7.7	2.1154	1.33855
Presence of a linkage in the budgetary decisions for M&E unity.	30	38.5	20	25.6	5	6.4	5	6.4	18	23.1	2.5000	1.60154
Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group ensures that there is timely provision of funds for monitoring and evaluation activities.	10	12.8	5	6.4	6	7.7	21	26.9	36	46.2	3.8718	1.39906
Allocated funds are utilized mainly for monitoring and evaluation activities.	1	1.5	1	1.5	2	2.9	28	35.3	46	58.8	4.5000	.73414
Overall Average											**2.8750**	**1.1150**

Source: Primary Data, Field results, January (2022)

Results in Table 9 reveal that 94.1% of respondents agreed with the demonstrators' and supervisors' confirmed actual allocation and prioritization of the monitoring and evaluation (M & E) budget to evaluate project performance. According to 94.1% of respondents who disagreed, the Rwanda Energy Group's Rural Electricity Distribution Project in Rulindo District provides appropriate funding for M&E activities (between 5 and 10% of the project budget). According to 86.8% of respondents, the project budget should include a thorough and sufficient allocation for M&E work.

According to 77.9% of respondents, there is a separate budget line item set out for monitoring and evaluation. The credibility and correctness of the results are affected when the monitoring and evaluation budget is too low, as indicated by 64.1% of respondents. 64.1% of respondents concurred that there is a linkage in the financial decisions for M&E unity. According to 73.1% of respondents who disagreed, the Rural Electricity Distribution Project in Rulindo District under the Rwanda Energy Group renewable energy project ensures that funds are timely provided for monitoring and evaluation operations. 94.1% of respondents disagreed, confirming that allocated funds are mostly used for monitoring and evaluation tasks. In Rulindo District, Rwanda Energy Group's Rural Electricity Distribution Project has presented overall average of ($\bar{x}$ =2.8750 and Std Dev= 1.1150) in affecting the performance of the project, according to findings from budgeting; this indicates there is moderate mean and evidence of the fact and homogeneity of responses. However, the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group gives adequate funds for M&E activities (about 5 to 10% of the project budget, project budget should give a comprehensive and sufficient provision for M & E tasks, there is a need for M & E tasks that are comprehensive and sufficient, and there is a need for M & E tasks that are comprehensive and sufficient. The presence of a linkage in the budgetary decisions for M&E unity, Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, ensures that funds are provided in a timely manner for monitoring and evaluation. The monitoring and evaluation budget should not be too small as it affects the credibility and accuracy of the results.

Perceptions of Respondents on Performance of Rural Electricity Distribution Project

Table 10 Perceptions of respondents on performance of Rural Electricity Distribution

Performance of Project	SA		A		N		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		

Tasks are carried out and completed within the planned time frame and budget.	44	55.9	21	26.5	7	8.8	3	4.4	3	4.4	1.7179	1.04319
The task meets its planned objectives and destinations	34	44.1	32	41.2	6	7.4	3	4.4	2	2.9	1.8333	.99892
Closed activities typically meet the necessary degree and quality tasks standard	30	38.5	18	23.1	12	15.4	6	7.7	12	15.4	2.6410	2.65298
Tasks are carried out, completed, and met their intended goals and destinations within the anticipated time frame and budget.	10	12.8	42	53.9	5	6.4	8	10.3	13	16.7	2.6410	1.30905
Overall Average											**2.2083**	**1.5010**

Source: Primary Data, Field results (2023)

Results from Table 10 indicate that 82.4% of respondents concur that tasks are carried out and completed within the anticipated time frame and budget. According to 85.3% of responders, the job achieves its intended goals and destinations. 61.6% of respondents believed that closed activities often fulfil the required degree and quality task standards. 66.7% of respondents agreed that tasks are carried out, completed, and kept budgeting, and that they achieve their intended goals and destinations.

Results of the performance demonstrate that there is a moderate mean and evidence of the fact and heterogeneity of responses, with an overall average of ($\bar{x}$ =2.2083 and SD=1.5010) in the Rural Electricity Distribution Project in the Rulindo District under Rwanda Energy Group. Tasks are executed and completed within anticipated time limits and financial budgets, closed activities typically satisfy the required degree and quality tasks standard, and tasks accomplish their specified objectives and destinations. However, the majority of experts agree that these outcomes are in line with performance results.

Correlation Matrix and Regression Analysis test

Correlation Matrix Results

A table displaying correlation coefficients between variables is called a correlation matrix. The correlation between the two variables is displayed in each cell of the table. The table's random variables (Xi) are correlated with each of the other values (Xj). Table 4.10 correlation matrix findings are displayed.

Table 4.10: Correlation Matrix Results

		Project Accountability	Community Involvement	Budgeting Influences	Monitoring and Evaluation	Project Performance
Project Accountability	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	78				
Community Involvement	Pearson Correlation	.855**	1			
	Sig. (2-tailed)	.000				
	N	78	78			
Budgeting Influences	Pearson Correlation	.492**	.613**	1		
	Sig. (2-tailed)	.000	.000			

	N	78	78	78		
Monitoring Evaluation	andPearson Correlation	.967**	.806**	.473**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	78	78	78	78	
Project Performance	Pearson Correlation	.924**	.933**	.576**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	78	78	78	78	78

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

According to the results of the correlation matrix Table, there is a very strong correlation between the project accountability and performance of the rural electricity distribution project run by Rwanda Energy Group in the Rulindo District. The Pearson correlation for this project is.924**, with a p-value of 0.000, which is less than the threshold for standard significance of 0.05. This indicates that, out of the considered other factors influencing performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group in Rwanda, only project accountability has significant and positive effect on the performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group.

The findings indicated that, according to Pearson correlation, there is a very substantial association between community involvement and the success of the Rwanda Energy Group's rural electricity distribution project in the Rulindo District.933**. The p-value, which is 0.000, is below the 0.05 cutoff for normal significance. This shows that, when other factors affecting the performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group are disregarded, community involvement is the only factor that significantly affects the project's performance. From the correlation Table 4.10, the results show that there is strong correlation between budgeting influences and performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group as Pearson correlation is .576**.

The p-value is 0.000, which is less than the 0.05 threshold for normal significance. This shows that, among the other elements affecting the performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, only budgeting has a meaningful association with performance. Table 4.10 generally showed that the p-value was 0.000, which is less than the 0.05 threshold for conventional significance. With a Pearson correlation value of.903**, which is significant, the results of the correlation matrix analysis showed a relationship between monitoring and evaluation on project performance in Rwanda's Rulindo District under the Rwanda Energy Group. The researcher was able to demonstrate this relationship to be very strong and favorable. This implies that monitoring and evaluation has a strong positive influence on performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group and basically the impact is very high.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924ᵃ	.853	.851	.38506

a. **Predictors**: (Constant), Project accountability

The value of R-square in this investigation is displayed in Table 11.8530 denotes that 85.30% of the independent factors (Project Accountability) are responsible for the project's performance (the dependent variable). Given how well the independent variable explains the dependent variable, this suggests that the model is quite robust. To account for new variables in the model, the adjusted R-square is utilized. The adjusted R-square for the Rulindo District Rural Electricity Distribution Project, run by Rwanda Energy Group, is 85.1% in this instance.

Table 12: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.565	1	65.565	442.190	.000[b]
	Residual	11.269	76	.148		
	Total	76.833	77			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Project Accountability

In this instance, the fit level is 442.190 and the p-value is 0.000, which is less than the threshold of 0.05 in the ANOVA Table12. This means that the alternative hypothesis, which states that the independent variable affects the performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, was accepted in place of the null hypothesis, which stated that project accountability has no statistically significant influence on project performance of the Rural Electricity Distribution Project.

Table 13: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.225	.088		2.559	.012
	Project Accountability	.950	.045	.924	21.028	.000

a. Dependent Variable: Project Performance

$Y = \alpha + \beta_1 X_1 + e$

Y= Dependent variable– Project Performance

α=Constant   e=Error β =Coefficient of the Disbursement
X_1 = Project Accountability
Y = 0.225 + 0.950 (Project Accountability) +0.045

The regression equation demonstrates that, regardless of the presence of other factors, the performance of rural electrification initiatives in Rwanda will always depend on a constant factor of 0.225. The other variables explain that; every unit increase project accountability will increase performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, Rwanda by a factor of 0.950.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933[a]	.870	.868	.36231

a. Predictors: (Constant), Community Involvement

According to Table 14, this study's R-square value is 0.870, which suggests that 87.0% of the success of the Rural Electricity Distribution Project (the dependent variable) can be attributed to the independent factors (community involvement). Given how well the independent variable explains the dependent variable, this suggests that the model is quite robust. In order to account for new variables in the model, the adjusted R-square is used. In this case, the adjusted R-square is 86.8% for performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, Rwanda.

Table 15: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.857	1	66.857	509.327	.065[b]
	Residual	9.976	76	.131		
	Total	76.833	77			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Community Involvement

In this instance, the level of fit is equivalent to 509.327 and the p-value is 0.065, which is higher than the threshold of 0.05 in the ANOVA Table 15. This means that we reject the alternative hypothesis, which states that there is a statistically significant relationship between community involvement and the performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, and that we fail to reject the null hypothesis, which states that "community involvement has no statistically significant influence on project performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group." This signifies that community involvement has no effect on the project performance.

Table 16: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.138	.097		-1.431	.157
	Technical Expertise	1.114	.049	.933	22.568	.065

a. Dependent Variable: Project Performance

$Y = \alpha + \beta_2 X_2 + \epsilon$

Y=Dependent variable– Performance of Rural Electricity Distribution Project α=Constant

ϵ=Error β =Coefficient of the Disbursement

X_2 = Community Involvement

Y = -0.138 + 1.114 (Community Involvement) + 0.049

The regression equation demonstrates that, regardless of the presence of other factors, the success of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group will always depend on a constant factor of -0.138, necessitating increased effort. The other variables explain that; every unit increase in management of community involvement will increase performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group by a factor of 1.114.

Testing H_o3

"Budgeting has no statistically significant influence on Project Performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group"

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576[a]	.331	.322	.82224

a. Predictors: (Constant), Budgeting Influences

According to Table 17, this study's R-square value is 0.331%, which suggests that 33.1% of the performance of the Rural Electricity Distribution Project (the dependent variable) is explained by the independent variables (the Budgeting Influences). As the independent variable low explains the dependent variable, this suggests that the model is very weak. To account for new variables in the model, the adjusted R-square is utilized. The performance of the Rural Electricity Distribution Project in the Rulindo District, run by Rwanda Energy Group, has an adjusted R-square of 32.2%.

Table 18: ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.452	1	25.452	37.647	.000ᵇ
	Residual	51.382	76	.676		
	Total	76.833	77			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Budgeting Influences

In this instance, the fit level is 37.647, and the p-value from the ANOVA Table 18 is 0.000, which is less than the threshold of 0.05. This means that the alternative hypothesis, which states that the independent variable influences performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group, was accepted instead of the null hypothesis, which claimed that budgeting has no statistically significant influence on project performance of the rural electricity distribution project.

Table 19: Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.691	.582		-2.906	.005
	Budgeting Influences	.783	.128	.576	6.136	.000

a. Dependent Variable: Project Performance

$Y = \alpha + \beta_3 X_3 + e$

Y=Dependent variable– Performance of Rural Electricity Distribution Project α=Constant
        e=Error β =Coefficient of the Disbursement
X_3 = Budgeting Influences

Y = -1.691+ 0.783 (Budgeting Influences) + 0.128

The regression equation demonstrates that, regardless of the existence of other elements that also require extra work owing to negative factors, the performance of the Rural Electricity Distribution Project will always depend on a constant factor of -1.691. The other variables explain that; every unit increase in budgeting influences will increase performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group by a factor of 0.783 but more effort is required due to presence of factor -1.691.

Testing H₀

"There is no statistically significant influence of monitoring and evaluation processes on performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group in Rwanda"

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964ª	.930	.927	.26970

a. Predictors: (Constant), Budgeting Influences, Community Involvement, Accountability

The value of R-square in this investigation is displayed in Table 20. 930 indicates that the monitoring and evaluation methods account for 93.0% of the performance of the Rural Electricity Distribution Project (dependent variable).

Given how well the independent variable explains the dependent variable, this suggests that the model is quite robust. In order to account for new variables in the model, the adjusted R-square is used. In this instance, the performance of the Rural Electricity Distribution Project in Rwanda's Rulindo District, run by Rwanda Energy Group, has an adjusted R-square of 92.7%.

Table 21: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.451	3	23.817	327.428	.000[b]
	Residual	5.383	74	.073		
	Total	76.833	77			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Budgeting Influences, Community Involvement, Accountability

Based on ANOVA Table 21, the fit level is 327.428 and the p-value is 0.000, which is less than the 0.05 threshold. This means that the alternative hypothesis, which states that the independent variable influences performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group in terms of budgeting influences, community involvement, and accounting, was accepted in place of the null hypothesis, which claimed that there is no statistically significant influence of monitoring and evaluation processes on the performance of the Rural Electricity Distribution Project in Rwanda.

Table 22: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.252	.202		-1.249	.216
	Project Accountability	.486	.061	.473	7.946	.000
	Community Involvement	.041	.078	.510	7.775	.065
	Budgeting Influences	.609	.053	.030	.768	.000

a. Dependent Variable: Project Performance

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y= Performance of Rural Electricity Distribution Project
α=Constant $\varepsilon_{(1-3)}$ =Error $\beta_{(1-3)}$ =Coefficient of the Disbursement
X_1 = Project Accountability

X_2 = Community Involvement

X_3 = Budgeting Influences

Y = -.252 + .486 (Accountability) + .041 (Community Involvement) +.609 (Budgeting) + 0.983

The multiple regression equation shows that regardless of the presence of other factors, the performance of the Rural Electricity Distribution Project in Rwanda will always depend on a constant factor of -.252. The other factors help to explain this; every unit increase in project budgeting will boost project performance by a factor of.609, with unit changes in project accountability coming in second place by a factor of.486 and community involvement coming in third place by.041. This shows that, when compared to other variables, efficient project budget management will always result in higher performance. The *p-value* is 0.000, which is less than the 0.05 defined as the conventional significance thresholds based on Coefficients[a] Table 22.

This means that null hypothesis stated that there is no statistically significant relationship among project accountability and budgeting towards performance of Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group in Rwanda, were rejected and goes by the alternative hypothesis, which states that the two independent variables influence performance of projects in Rwanda in terms of time, cost/budget and quality.

vii. Discussion

The research was meant to establish the role of monitoring and evaluation processes and performance of the Rural Electricity Distribution Project in Rulindo District under Rwanda Energy Group in Rwanda. The monitoring and evaluation processes were considered as budgeting influences, community involvement, and accountability. Out of the total research population of 112, 88 randomly chosen respondents received questionnaires from Table 4.1. 78 of the 88 questionnaires were completed and returned, for a response rate of 88.64%. This is comparable to the study by Rogers (2010), which found that 89.64% of the 135 mailed questionnaires were returned. The response rate discovered was sufficient for the study's analysis and discussions. The 11.36% of incomplete questionnaires that were not returned could be attributed to respondents' delays in completing them and their inability to do so on the date of collection owing to unforeseen events like sick leave and maternity leave.

The study observed that 68% of the respondents were females and 32% were males. The results indicate that the females dominated the project in Rulindo District. According to Table 4.3, 51% of respondents had a bachelor's degree, 28% had master's degrees, and 16% had diploma certificates. However, 5% of the responders had diplomas from professional training programmes. This demonstrated that the respondents were able and trustworthy to investigate the underlying problems associated with the study. According to Table 4, 42% of the respondents had an experience level of 4-6.4. Despite this, 30% have 1-3 years of experience.

The remaining 14% of the respondents had experience level of 7-9 years and 5% with 10 years and above experience. This implied that most of the people in project are experienced to bring the required work in project of rural electrification. From Table 4.5, 51% of the respondents were in monitoring & evaluation officer department. However, 29% worked in the department for field officers. Programme officers made up the remaining 20% of responses. This suggested that the monitoring and evaluation department employed the majority of the project's workforce. The study's findings are comparable to and in line with those of Mattarella's (2014) study, in which 75% of respondents came from the operational department.

viii. Conclusion

The Rural Electricity Distribution Projects are key economic pillar for economic development as much as Rwanda Vision 2020 as was concerned. Therefore, a healthy nation would provide a vibrant working environment for Rural Electricity Distribution and so it is functioning are implemented fully in terms of budgeting influences, community involvement and accountability hence key performance concerns of the projects are observed with care to provide quality service. Considering this, the study sought to establish the role of monitoring and evaluation processes and performance of the Rural Electricity Distribution Projects in Rwanda. The study thus concludes that putting proper monitoring and evaluation processes in terms; firstly budgeting, secondly budgeting and lastly community involvement respectively would increase project performance in terms of time, cost/budget and quality.

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