



THE INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENT ORGANIZATION IN RWANDA, A CASE OF HOME DE LA VIERGE DES PAUVRES (HVP) GATAGARA IN QECW PROJECT

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Abstract

The purpose of this study is to examine the influence of monitoring and evaluation practices on the performance of non-government organization in Rwanda with the particular goals: to determine the influence of stakeholders' participation in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization; to evaluate the influence of reporting of results in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization; to evaluate the influence of accountability in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization and to establish the influence of resources allocation in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization. It could be a subjective examination that includes cautious perception of a situation. The analyst utilized surveys to gather information, as distant as this study is concerned; the population was comprised of people, staff management and partners of HVP Gatagara focusing on 174 workers. In this way, sample sizes of 174 individuals were considered to answer formulated questions. Universal sampling, as all population was questioned. The sample was made by number the staff management, stakeholders and employees of HVP Gatagara respondents who were involved in interaction with researcher. Research adopts the questionnaire for collecting primary data and documentation review to collect secondary data. Pilot study was performed to ensure the validity and reliability of data collection instrument. The data was analyzed through Statistical Package for Social Sciences to

percentage, mean and standard deviation. The third statement evaluated was "It helps project managers in keeping track the implementation of the projects and its prudence in the utilization of the resources" this was measured by a mean of 3.86 and standard deviation of 1.098. This indicated that the respondents are agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement". It can therefore be concluded that PM&E is a necessary tool for long term sustainability so that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. As a result of the active involvement of primary stakeholders in reflection, assessment and action, a sense of ownership is created, capacities are built, beneficiaries are empowered and lessons learned are applied both in the field and at the programme level, increasing effectiveness. The outcome of Home de la Vierge des Pauvres (Hvp) Gatagara in QECW Project suggests that PM&E methodologies are effective strategies for building beneficiaries' capacities, facilitating various forms of empowerment and identifying strategies to increase sustainability and performance of projects.

Keywords: Monitoring, evaluation practices, performance of non-government organization in Rwanda.

1. Introduction

Worldwide, different countries began to show concepts of monitoring & evaluation and programmes in the late 1970s and early 1980s after lack of monitoring & evaluation was identified as a reason for the failure of much non-government organization for its performance (World Bank, 2016). Monitoring and evaluation (M&E) should be an integral part of any performance of non-government organization sometimes it is brought into development planning as a contingent element. This is not supposed to be so. According to Ika et al, (2019) organization monitoring and evaluation is even more critical than planning in achievement of performance of non-government organization and survive for long. They reiterated that organization monitoring and evaluation ranks highly as one of the major performance of non-government organization factors.

The Canadian Developed agencies have only recently recognized the need for monitoring & evaluation for sustainability of government projects. Proponents of Project Monitoring & Evaluation argue that it is more cost-effective, accurate and sustainable than conventional approaches. Monitoring & Evaluation in decision-making processes can also motivate people who want to see those decisions implemented effectively. Another motivation for monitoring & evaluation is to strengthen government projects as well. Traditionally, evaluation tended to be managed with an outsider perspective, often giving little recognition to local expectations and the potential for stakeholder contributions. In effect, stakeholders were the objects of evaluations rather than key participants. Beneficiaries, local organizations and governments in recipient countries were left without substantive roles, (Canadian International Development Agency, 2016).

Monitoring is the collection and analysis of information about a project or programme, undertaken while the project/programme is ongoing. Evaluation is the periodic, retrospective assessment of an organization, project or programme that might be conducted internally or by external independent evaluators. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach. Evaluation is the systematic assessment of an activity, project/programme, strategy, policy, topic, theme, sector, operational area or organization performance. *Monitoring and Evaluation* (M&E) is used to assess the performance

of *organization*, institutions and programmes set up by governments, international organizations and NGOs. Its goal is to improve current and future management of outputs, outcomes and impact.

Several other researchers also gave their views on the essentials of monitoring and evaluation; Monsalve, (2018) is another scholar who gave his contribution towards the rationale of monitoring and evaluation tool in organization management effectiveness. When organization are effectively managed, the impact is evident to the beneficiaries. He asserts and said that monitoring and evaluation are fundamental aspects of good programme management at all levels, be it national, regional and local. Monitoring and evaluation provides data on programme progress and effectiveness; it improves programme management and decision making; it allows accountability to stakeholders including funders; provides data for planning future resource needs and also it provides data useful for policy making and advocacy (Monsalve, 2018).

Some African countries especially in Nigeria and South Africa are using them in term of political circles to mean people being involved in political and project decisions, for others it is people having reasonable control over decisions of the organization they belong. For development economists Project Monitoring & Evaluation refers to the poor equitably sharing project benefits. Still others consider monitoring & evaluation to be an instrument to enhance project efficiency and its sustainability. Some would regard monitoring & evaluation as an end, whereas others see it as a means to an end (Mulwa, 2017).

Monitoring & evaluation can occur at any stage in the project cycle as (Stiglitz, 2015) highlighted: firstly in planning; secondly in project design; and thirdly through mobilization of local resources as an important ingredient of the initiative. Put differently, there are chances for monitoring & evaluation in the entire project cycle; needs analysis, planning, implementation and monitoring and evaluation. In fact, participation ought to involve people throughout the project cycle; in implementation, having a share of development benefits and evaluating project outcomes. The stakeholders also are in a position to define goals and project preparation. Despite contention among authors on the benefits of participation, the rationale of stakeholder participation is evident in several case studies (Mulwa, 2017).

Diabre (2019) in the Handbook of Monitoring and Evaluation for Results contends that the growing demand for development effectiveness is largely

based on the realization that produces good deliverables is not enough. Efficient or well managed organization and outputs will lose their relevancy if they yield no noticeable improvement in development conditions and ultimately in peoples' lives. The United Nations Development Programme is therefore increasing its focus on results and how it better contribute to them. The essence of this therefore is that, for any development organization to be useful for long time and have a positive change on the way of living of the beneficiaries it should increase its focus on results and the contribution should be visible from planning, monitoring and evaluation. The rationale of monitoring and evaluation towards organization performance were also defended by Chinnanon (2018) where he asserts that Monitoring and evaluation can be an effective tool to enhance the quality of the organization planning and management. It was noted that monitoring helps organization managers and staff to understand whether the organization are progressing on schedule and to ensure that project inputs, activities, outputs, and the life of organization in general. Therefore, monitoring and evaluation is a tool to help planners and managers to identifying organization performance.

Kenya monitoring & evaluation is thought to emphasize project sustainability, improve project effectiveness and efficiency, bring inclusivity in development as well as build social capital and empower poor people as platform in the region. In addition it is to empower the government project as it ensures accountability (Duggal, 2015). Monitoring & evaluation is instrumental in having better designed projects were shown the contribution of the stakeholders, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost, protection and time are assured. It also aims at reducing incidences of corruption and ensuring ownership for equitable distribution of project benefits (Mansuri, 2016). Regional Partnership for Resource Development (2009) argued that monitoring & evaluation development begins a process of empowerment which enables the project stakeholders to take responsibility in designing and implementing their own initiatives and in the process this leads to project sustainability. If development is to be effective, the major project stakeholders should be involved by forming project implementation committees to oversee the activities of the various phases of the project cycle including but not limited to initiation, planning, budgeting and procurement. For any development to be meaningful, monitoring & evaluation by all interest groups is inevitable finally lead to sustainable development (Mulwa, 2017).

In Rwanda, monitoring & evaluation was seen as one of the solutions for government projects performance. Not only would participatory approaches assist project sustainability but it was argued that monitoring & evaluation would make organization more efficient and effective (Gee, 2016). There has been a greater interest in monitoring & evaluation to research and development infrastructures such as road constructions for all citizens we need a huge monitoring & evaluation for its performance, there has also been an increased concern with monitoring and evaluation by donors, governments, NGOs and others (World Bank, 2016). This is affected by several factors: the trend in many management circles towards 'performance-based accountability' and 'management by results'; growing scarcity of funds, leading to a demand for demonstrated performance and the growing capacity of NGOs in Rwanda as actors in the development process (Marisol & John, 2015).

There are two main ways to characterize monitoring and evaluation: by whom it is initiated and conducted, and whose perspectives are particularly emphasized. The first distinguishes between M&E that is externally led the efforts are generally organized and initiated externally and conducted mainly by individuals or groups considered as having no direct involvement or no direct personal or institutional interest in the outcome of the organization or initiative; internally led the efforts are carried out mainly by those directly involved in organization or programme planning and implementation; or jointly led (both internally and externally). The second distinguishes between which stakeholders are emphasized all major stakeholders including those who may be directly or indirectly affected by or involved in the organization or programme interventions, beneficiaries of organization or programme interventions, or marginalized groups, including all categories of people (Price, 2018).

Worldwide conventional method point-out monitoring and evaluation are mostly done by external experts and usually upon performance of organization/programme though sometimes mid-term. Over the past many years in Rwanda, many non-government organizations, have continuously reported poor performance of the non-government organization in their daily activities. The government of Rwanda has created a lot of development organization for different areas and it put a lot of energy for non-government organizations to be succeed. When we look at on the ground some non-government organizations are performing well and failed due to the luck of monitoring and evaluation, non-government organizations was water for all: the

objective of the programme was to provide sustainable drinking water supply and sanitation services to rural communities with a view to improving their living conditions. The pressure from government at times forces the non-government organization leaders to act beyond the normal management principles (Belagis, 2018). Today, it is time to work towards a sustainable performance; where everything possible should be done to ensure that all NGO assets contribute to excellent performance as well as its sustainability. Poor planning is affecting negatively performance of non-government organization and its strategic planning has taken a central point which affect performance of non-government organization. There are some non-government organization which was failed mainly due to poor planning such as Off-Grid Plants and Energy (MINIFRA report, 2016).

Experience has shown that this conventional way of evaluation doesn't enhance participation especially of beneficiaries and there is lack of understanding of the non-government organization process itself. Moreover, there is decreased authenticity of monitoring and evaluation findings that are locally relevant, little or no performance of non-government organization activities, decreasing local level capacity in monitoring and evaluation, which in turn contributes to self-reliance in overall implementation in non-government organization, lack of sharing of experiences, weakened accountability to donors and less efficient allocation of resources, all elements illustrated above affect negatively performance of non-government organization. Most non-government organization or programs are centrally planned without any involvement of common or non-government organization beneficiaries with intended participants only involved in the implementation of non-government organization. In Rwanda many

Review of Literature

Theoretical Literature

Stakeholders' participation

Involving stakeholders in a project requires identifying, analyzing, communicating with, and engaging them in the life of the project. One of the first steps in any project management plan is stakeholder identification. According to Mark (2013), stakeholder identification is the process used to identify all stakeholders of a project. It is important to understand that not all stakeholders have the same impact or influence on the project. Thinking now is important and helps identify stakeholders in a systematic way. Stakeholder identification should result in the project's stakeholder registry. Here, the project team does not record the names, contact information, titles,

non-government organization when are finished the community generally do not want to continue to introduce activities and do not want to be responsible for maintaining the services provided meaning that at the end of the day, there is no significant long term impact on the target population. There is no other study was conducted to examine the influence of effective monitoring and evaluation on the performance of non-government organization in Rwanda. Due to the luck of monitoring and evaluation of non-government organization in Gikondo/Kicukiro district now is still straggling among of them closed the doors. That is why this research study was intended to examine the influence of monitoring and evaluation practices on the performance of non-government organization in Rwanda with a case study of Home de la Vierge des Pauvres (HVP) Gatagara in Gikondo sector/Kicukiro district.

The key purpose of school establishment is output
The objectives of the paper are:

- i. To determine the influence of stakeholders' participation in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization;
- ii. To evaluate the influence of reporting of results in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization;
- iii. To evaluate the influence of accountability in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization;
- iv. To establish the influence of resources allocation in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization.

organizations, and other relevant information of everyone involved. As EPO (2016) argues, stakeholders can often be identified during the preparation of other project plan deliverables. There are many ways to identify project stakeholders.

However, it should be done in a methodical and logical manner so that stakeholders are not simply left behind. This can be done by looking at stakeholders organizationally or geographically, or by engaging them in various project phases or outcomes. Phil (2013) emphasized that his other method of identifying stakeholders is to identify those who are directly and potentially indirectly affected by the project. This is a necessary tool during Stakeholder Management and will provide significant value for the project team to communicate with stakeholders in an organized

manner. To identify stakeholders, Ismek (2014) suggested techniques to use such as to be systematic by considering all aspects of the projects area of influence, to remember the interest groups, also to identify those groups or organizations that are not directly impacted by the project but whose interests determine them as stakeholders. Then use past stakeholder information by referring to previous similar projects can save time and flag up stakeholders risks, liabilities, or unresolved issues that can then be included in the analysis, Consider the entire project lifecycle because it is important to remember that both stakeholders and their interests may change as the project progresses, consider all stages of the project when drawing up the stakeholder list and review it regularly as the project progresses and consider

People matter although stakeholders may be both organizations and people, ultimately in communicating with individual people; make sure that you identify the correct individual stakeholders within each stakeholder group. After using these techniques, it is a time of identifying the stakeholders who are able of helping the project to succeed. According to Bryson (2014) the second step of involving stakeholders is the stakeholder analysis. He explained that as the world becomes more and more interconnected, stakeholder analysis is more important than ever. According to Mark (2013), the process of stakeholder analysis requires a detailed examination of each stakeholder to gather detailed information to understand their influence, engagement, communication needs, and preferences. These are the types of questions that must be answered for a complete analysis. According to Scott (2016), project teams often use stakeholder registers to create stakeholder analyses, simply by adding details to each entry. We recommend keeping these documents separate and preparing a stakeholder analysis separate from the registry. Analysis may include information that should not be freely distributed to all stakeholders, such as registries. In addition to the general information in the Stakeholder Register, the Stakeholder Analysis includes additional relevant information on barriers and mitigation pathways to project implementation. Another stage of stakeholder engagement is communication. According to Shyla (2013), communication is most effective when engaging stakeholders when they feel they can be heard or can influence outcomes in some way. Therefore, it is important that Symantec not only informs people about our efforts, but also listens to a variety of voices and gives our stakeholders, especially our employees, ownership of the results.

Reporting of results

Over the past decade, there has been an increase in the implementation of event reporting systems in high-risk projects. These systems are based on the premise that frontline personnel are involved in a variety of information that is unknown to the rest of the organization. The field of authorities has seen a surge in the development and implementation of mandatory and voluntary reporting system measures, fueled by reports from projects suggesting that human error is responsible for the annual total. As an additional incentive for the move, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) said the development of mandatory or voluntary reporting systems could lead to error reduction through data aggregation and analysis. The airline industry, with its long history of reporting systems, has shown that these systems can provide previously unknown safety-critical information for the development of proactive approaches to human error management (Robinson, 2015).

Accountability in monitoring and evaluation practices

Another important characteristic of effective teams is clear roles and responsibilities of team members. Roles that clearly delineate responsibilities from the beginning to the end of the tasks assigned help team members work together effectively (Kelly 2017). Team members need to understand their role in maintaining or supporting the team processes based on their function on the team and how they are expected to contribute the skills and expertise they bring to the team (MacMillian, 2014).

Teams function most efficiently when members share a common understanding of each other's roles and responsibilities. Indeed, one of the reasons why teams fail is a lack of clarity among team members regarding their respective roles, responsibilities, and the expectations they hold of one another when working together to accomplish their vision, mission, goals, and objectives. When roles and responsibilities are clearly defined, team members are more productive. There is less duplication of effort; less confusion, disappointment, and frustration; and greater productivity. When roles and responsibilities are clearly defined, team members look beyond their own individual positions and learn to understand, respect, and value the unique contributions of one another, and they recognize that the overall success of the team is a function of shared responsibility and ownership (Faniel, 2016).

Resources allocation in monitoring and evaluation practices

Resource allocation is the assignment and management of the assets in a way that supports

the strategic goals of the M&E system of the project organization (Harris, 2014). Resource allocations aimed at ensuring that relevant assets have been assigned to the various activities of the M&E system in the project organization (Omollo, Ngacho & Onyango, 2017). There are different sets of resources that are needed for realization of the goals of the M&E system, which include finances, technologies, materials and people (human resources) (Maritan & Lee, 2017; & Lemarleni et al., 2017). Inadequate resource allocation may constrain the various activities supported by the M&E system in a project organization (Danis & Kilonzo, 2014; & Jørgensen, 2015). Financial resources are important assets needed for well-functioning of the M&E system in a project organization (Omesa, Gachunga, Okibo & Ogutu, 2019). The various activities including data collection and analysis require funds and these determine the quality of the M&E reports and information generated in the project organization. Thus, inadequate funds would adversely affect the quality of the reports generated from the M&E system in the project. Well-functioning M&E system requires an organization to set aside an adequate budget for the M&E department in place. Allocation of financial resources to the M&E system requires an organization to adopt budgetary practices (Kwarteng, 2018). Despite its role in project management, Ojha and Pandey (2017) shared that financial resource allocation has not been well conceptualized and understood especially in the context of M&E systems.

Organization performance

Success criteria should include hard metrics, such as delivering on the time and within budget, achieving the organization scope, meeting milestone dates, achieving cost targets, reaching specific goals, and managing organization risks such as safety, health, environmental and security requirements. All the above metrics in the success criteria to evaluate the success of the organization, it would be wise to use just three or four, particularly if you are a small private company just the delivery of project on time, within budget and achieving a specific task would be enough (Pinto & Prescott, 2013).

But if, for example, you are an industrial company working in the mining or energy sectors, you might want to include managing project risks, meeting safety and security requirements in the success criteria. As another example, if you are a company working in the environmental sector, it would be imperative to include health and environmental requirements as success criteria within organization plans. Beneficiary's satisfaction is also an important indicator of success or failure, regardless of sector

or industry. Let's be honest, at the end of the day customer is king! For that reason, at the end of any project it's a good idea to send a questionnaire to all the stakeholders (senior management, customers, final users, the full project team, subcontractors, etc.) to get some valuable feedback for the future project progress and organization development (Henderson & Berla, 2014).

Hard facts and metrics are good, but don't underestimate the human side of things, such as the behaviour and attitudes of organization managers or project teams, as well as team satisfaction, quality of daily work, and communication and collaboration among team members. It is always important to evaluate the human element of organization management during complex projects (Jeffrey & Dennis, 2016).

There are also many combinations of criteria to evaluate the performance of organization manager. It could analyze the success of organization manager based on just one project, or it could evaluate them globally based on the number of organization and it's successfully completed. It could even measure the performance of an organization just by the way he motivates or inspires his team, rather than the successful completion of an organization which (depending on the success criteria) may be subjective and dependent on various parameters (Hanson & Arthur, 2018).

Better still; an excellent measure of the success of a project manager is their ability to carefully manage a crisis. Are they able to turn a crisis into an opportunity? Can they navigate a team through the difficult terrain of office politics, keeping the goal of successfully finishing the project in mind? This skill is not to be underestimated. As with many professions, the approach and measurement of projects and project managers is highly influenced by human factors such as experience, personality and working styles. The trick is to acknowledge this as an influence even a positive early on, and benefit from what each person can bring to the table, while also being clear from the start about what success means to everybody (Francis & Tubey, 2017).

1.1 Critical Review and Research Gap identification

The literature reviewed indicates effective monitoring and evaluation in an organization is very important to the performance of organization. It will be observed that monitoring and evaluation should be involved at all levels of an organization and these levels have been identified as planning, implementation stage and monitoring and evaluation stages. It was seen that each level of involvement has its own impact on the overall

performance of organization. Further, various researchers have been conducted about effective monitoring and evaluation and performance of organization, for instance, Mahmoud (2016) conducted research on the effect of effective monitoring and evaluation on performance of organization in Colombia. His findings showed that effective monitoring and evaluation increases organization outcomes at 79%. However, he did not use inferential statistical such as Pearson coefficient correlation and regression line. Further, Rajani (2017) did a research on the organization manager responsibilities in improving the organization performance. The researcher did not indicate the types of organization influenced by organization manager responsibilities to enhance performance of organization.

The research gap identified is that through several studies have occurred before on the subject of effective monitoring and evaluation, most of them have occurred outside Rwanda for instance that by Njogu (2019) conducted research in Malawi about relationship between effective monitoring and evaluation and performance of organization in Malawi. In addition to, Wanyeki, Maina, Sanyanda and Kiiru, (2019) conducted the research on the factors influencing accountability at Kenyatta University. Basing on the above researches, there was not research done to assess the effects of effective monitoring and evaluation and performance of organization in Rwanda with reference of HVP Gatagara as non-government organization. Therefore, research wants to fill this gap by conducting the research on the influence of effective monitoring and evaluation on organization performance in non-government organization in Rwanda.

Theoretical Framework

Theoretical framework involves the review of theories underlying the study topic. Theories covered in this study include Theory of constraints, stakeholder engagement theory and prospect theory.

Stakeholder Engagement Theory

The theory has its origin in management literature as traced by Pretson (2016) to great Depression (2014) in United States of America. According to Freeman (2004) he traced by mentioning the word Stakeholder as back to research conducted by Stanford Research Institute (SRI) which explains stakeholder as "those group without whose support the organization would cease to exist cited (Freeman 2014), he also expand this notion by including any group or individual that can affect or affected by the achievement of the corporation

purpose. With stakeholder engagement theory the complexity of interaction between different interest group in corporation can be viewed easily through firm owners, customers, employee, and suppliers. The theory has been divided into three perspectives which are Descriptive, normative and instrument perspective.

Descriptive perspective, with this perspective one can clearly delineate the stakeholder characteristics involved in the system and how an organization interact with its stakeholders (Brenner and Cochran 2011), descriptive helps in understanding the relationship between organization and its stakeholders. Normative perspective, this perspective view stakeholder as an end in themselves based on the principal of fairness, that all human being are ultimately affected by any decision because we all have an equal and legitimate interest in a safe and stable life as also exemplified by (Chamber, 2014) in his work he emphasizes on the need for understanding and addressing stakeholder needs in development by conducting interview with stakeholder and inviting solution from the community itself (Chamber, 2014). Instrument perspective view stakeholders as an end itself and the organization are argued to take the stakeholders into consideration as this led to success in the end.

Prospect Theory

According to Tversky and Kahneman (2019), prospect theory helps in decision-making under conditions of risk. Decisions often involve internal conflicts over value trade-offs. This theory is designed to help organizations and individuals to better understand, explain and predict choices in a world of uncertainty. The theory explains how these choices are framed and evaluated in the decision-making process. Prospect theory is descriptive and empirical in nature. It focuses on two parts of decision making: the framing phase and the evaluation phase (Tversky, 2017). The framing phase describes how a choice can be affected by the way it is presented to a decision maker. The evaluation phase consists of two parts, the value function, and the weighing function, where the value function is defined in terms of gains and losses relative to the reference point.

Prospect theory is used in decision-making where the decision maker multiplies the value of each outcome by its decision weight. Decision weights not only serve as measures of perceived likelihood of an outcome, but also as a representation of an empirically derived assessment of how people arrive at their sense of likelihood (Tversky & Kahneman, 2019). Risk is an exposure to the possibility of economic or financial loss or gain, or delay because of the uncertainty associated with pursuing a certain

course of action. When assessing risks in a project, relevant data must be available to enable statistical analysis, otherwise, the experience and knowledge of the decision makers is used to assess the probability of an adverse event. Risks impact projects in a great way by affecting the planned expenses, quality of work and expected project performance. Therefore, risk management is important in managing projects that are exposed to risks to ensure that the objectives of the projects are achieved within the constraints of the project.

Apart from being significant in risk management, prospect theory is also relevant in monitoring and evaluation, leadership, and stakeholder participation. The evaluation phase of the prospect theory incorporates monitoring and evaluation to determine the relevant inputs, reviews, and controls that will lead to the achievement of improved results. Prospect theory also incorporates leadership, which is useful in explaining common patterns of choices by leaders in specific situations. Decision-making requires the participation of stakeholders to improve the quality of decisions. This is supported by the prospect theory which addresses how choices are evaluated in the decision-making process (Gitau, 2015).

Theory of Constraints

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 2014. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2010). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems and dealing with them in order to improve performance. According to Goldratt (2014), organizational performance is dictated by constraints present in processes and systems. Constraints are restrictions that hinder an organization from maximizing its performance and achieving its goals and objectives (Goldratt, 2014). He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization.

Theory of constraints can be applied in conjunction with other management techniques such as total quality management and risk management to ensure a comprehensive set of techniques that ensure continuous improvement in all areas of

Materials and Methods

The research was descriptive and analytical research design; it is key role in statistics and data analysis. Descriptive research classifies, describes, compares, and measures data; it is also identified characteristics, frequencies, trends, and categories for the influence of monitoring and evaluation

operation in an organization (IMA, 2019). The theory is based on five steps which include: identifying the system's constraints that limit progress toward the goal, exploiting the most important constraint, subordinating everything else to the decision made by managing the system's policies, processes and resources to support the decision, elevating the constraint by adding capacity or changing the status of the original resources to increase the overall output of the constraining task or activity, and finally going back to step one and identify the next most important constraint (Steyn, 2012). The five steps in applying the theory of constraints enable an organization's management to remain focused on the most important constraints in their systems.

Theory of constraints is applicable in many aspects of project management. Monitoring and evaluation are done throughout the steps on the theory of constraints in order to record information regarding the progress of managing the constraints. Step five of the theory of constraints provides for feedback which is important in evaluation of results to determine whether there is progress in achieving project goals and objectives (Steyn, 2016).

Any project risk might be a constraint or could become a constraint (Steyn, 2016). In most cases, risk events that are initially not considered as posing the highest risk are neglected. Often, this may result in a risk event that was initially considered as not being critical becoming the most important constraint. Once a risk event has been identified as important or critical, the focus is to eliminate the risk or reduce either the probability of its occurrence or its impact to a level where it would not be critical anymore (Steyn, 2016). Project leadership is critical in executing the theory of constraints. It involves managing project schedules to ensure projects are completed on time and within the scope and budget (IMA, 2019). Managing constraints requires project leaders to coordinate their project teams to minimize the effects of constraints effectively. Stakeholder participation is important in any project or organization as they contribute to decision-making to enhance the quality of products and services. While executing a project, stakeholder needs could be expected to change, which leads to changes in scope of the project (Steyn, 2016).

practices on the performance of non-government organization in Rwanda with a case of HVP Gatagara. The study was based on a single case study to enable a broad cross section of researchers to facilitate the great understanding of the phenomenon and apply a series of statistical tests to

help in the presentation of the data via mean, standard deviation, correlation and regression analysis.

Target Population

Population was the staff management, members and HVP Gatagara and was comprised by 174 people. This was the study population though a convenient sample which was taken based on sampling design represented.

Sample Size

There are many ways of calculating sample size, but the researcher may need to calculate the necessary sample size for a different combination of levels of precision, confidence, and variability. Due to the information needed, the researcher decided to use all population as simple size thus simple was 174 respondents.

Sampling technique

Universal sampling

As all population was a sample size. The sample was, therefore, be made of number the staff management, stakeholders and employees of HVP Gatagara

Data Collection Methods

Data collection is the systematic gathering of data using a specified scientific process (Cooper & Schindler, 2014). Poor selection of data collection methods affects the collected data. Research was

adopted the questionnaire for collecting primary data and documentation review to collect secondary data.

Here it follows a rationale that once questionnaires and other data collection tools have been administered the mass of collected raw data must be systematically organized in a manner that facilitates analysis. Thus, data from completed questionnaire was edited, categorized and entered into the computer SPSS and summarized using simple frequency counts and percentage distribution for analysis, mean and standard deviation was used during data analysis. In relation to qualitative analysis the researcher used the collected information from the respondents to establish patterns and relationships with the area being studied. Quantitatively the researcher summarized data using descriptive statistics like graphs, percentages and frequencies which enabled the researcher to meaningfully describe the distribution of scores and measurements. Using these techniques, the presentation, analysis and interpretation of the findings made it easy to comprehend and draw conclusions were based on the findings. A regression model was provided a function that was describe the relationship between one or more independent variables and a response, dependent, or target variable.

4. Results

4.1 Descriptive statistics on stakeholders' participation in monitoring and evaluation practices for performance of HVP Gatagara as non-government organization

	N	Mean	Std. Deviation
Home de la Vierge des Pauvres (HVP) Gatagara inform stakeholders about organization	174	4.07	1.051
Home de la Vierge des Pauvres (HVP) Gatagara consult with stakeholders during organization activities	174	3.93	1.214
Home de la Vierge des Pauvres (HVP) Gatagara, stakeholders will participate in the organization works	174	4.18	.944
Valid N (listwise)	174		

Source: Primary data, (2023)

The findings in table above indicated that for the first statement that stated that “Home de la Vierge des Pauvres (HVP) Gatagara inform stakeholders about organization” “the respondents agreed with a mean of 4.07 and standard deviation of 1.051 with the statement and this indicated that the

respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

The second statement evaluated that “Home de la Vierge des Pauvres (HVP) Gatagara consult with stakeholders during organization activities” where the respondents strongly agreed with a mean of 3.93 and standard deviation of 1.214. “This indicated that the respondents agreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the

standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “Home de la Vierge des Pauvres (HVP) Gatagara, stakeholders will participate in the organization works” this was measured by a mean of 4.18 and standard deviation of .944.

4.2 Descriptive statistics on reporting of results in monitoring and evaluation practices for performance of HVP Gatagara as non-government organization

	N	Mean	Std. Deviation
Develop the information to be communicated at Home de la Vierge des Pauvres (HVP) Gatagara	174	4.20	.935
Develop a strategy for expanding the successful features of Home de la Vierge des Pauvres (HVP) Gatagara	174	4.20	.935
Assist the beneficiaries to organize themselves into self-run groups and organizations especially Home de la Vierge des Pauvres (HVP) Gatagara	174	4.19	.946
Valid N (listwise)	174		

Source: Primary data (2023)

The findings in table above indicated that for the first statement that stated that “Develop the information to be communicated at Home de la Vierge des Pauvres (HVP) Gatagara” “the respondents agreed with a mean of 4.20 and standard deviation of .935 with the statement and this indicated that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

indicated that the respondents agreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated that “Develop a strategy for expanding the successful features of Home de la Vierge des Pauvres (HVP) Gatagara” where the respondents strongly agreed with a mean of 4.20 and standard deviation of .935. “This

The third statement evaluated was “Assist the beneficiaries to organize themselves into self-run groups and organizations especially Home de la Vierge des Pauvres (HVP) Gatagara” this was measured by a mean of 4.19 and standard deviation of .946. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

Table 4.1 Descriptive statistics on accountability in monitoring and evaluation practices on performance of HVP Gatagara as non-government organization

	N	Mean	Std. Deviation
It increases beneficiaries empowerment for long term development at Home de la Vierge des Pauvres (HVP) Gatagara and dive people ownership over specific areas	174	3.90	1.176

Always help beneficiaries to discover new opportunities for longtime at Home de la Vierge des Pauvres (HVP) Gatagara and ask employees about their long-term goals	174	4.01	1.180
It brings satisfaction of beneficiaries for getting the services for long time at Home de la Vierge des Pauvres (HVP) Gatagara and align roles and accountability with their goals	174	3.91	1.101
Valid N (listwise)	174		

Source: Primary data (2023)

The findings in table above indicated that for the first statement that stated that “It increases beneficiaries empowerment for long term development at Home de la Vierge des Pauvres (HVP) Gatagara and give people ownership over specific areas” “the respondents agreed with a mean of 3.90 and standard deviation of 1.176 with the statement and this indicated that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

The second statement evaluated that “Always help beneficiaries to discover new opportunities for longtime at Home de la Vierge des Pauvres (HVP) Gatagara and ask employees about their long-term goals” where the respondents strongly agreed with a mean of 4.01 and standard deviation of 1.180.

“This indicated that the respondents strongly agreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “It brings satisfaction of beneficiaries for getting the services for long time at Home de la Vierge des Pauvres (HVP) Gatagara and align roles and accountability with their goals” this was measured by a mean of 3.91 and standard deviation of 1.101. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

5. Conclusions

Following the discussions from the findings, monitoring and evaluation practices in all aspects of M&E of the project as well as its performance. This shows that even if Home de la Vierge des Pauvres (Hvp) Gatagara in QECW Project ends its interventions, the beneficiaries can still continue the project’s activities for a long time without any assistance because their capacities have been built and strengthened through the various trainings and economic empowerments to ensure the project becomes sustainable. The overall involvement of the beneficiaries participatory in M&E has empowered them to find solutions to their problems and use the solution as a recommendation for planning for future activities.

A very limited number of them participate in a few of the M&E activities, they do not do self-evaluations nor monitor how the project is being implemented so that they can suggest possible ways to make it more effective. Because they participate in M&E only to a very small extent, they cannot therefore know how to handle the project’s

activities should the intervention cease. No assessments have been conducted to evaluate the sustainability of the project even after some years of its non-existence, which is not a good sign for the guarantee of project sustainability. The Pearson correlation also shows that even though PM&E has an impact on project sustainability, the impact is not high because PM&E is low as well as the respondents’ perceptions on the indicators for project sustainability.

It can therefore be concluded that PM&E is a necessary tool for long term sustainability so that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. As a result of the active involvement of primary stakeholders in reflection, assessment and action, a sense of ownership is created, capacities are built, beneficiaries are empowered and lessons learned are applied both in the field and at the programme level, increasing effectiveness.

To the Government of Rwanda

The outcome of Home de la Vierge des Pauvres (Hvp) Gatagara in QECW Project suggests that PM&E methodologies are effective strategies for building beneficiaries' capacities, facilitating various forms of empowerment and identifying strategies to increase sustainability and performance of projects.

The research findings suggest that implementing these strategies and conducting PM&E in Home de la Vierge des Pauvres (Hvp) Gatagara in QECW Project and also increasing the number of trainings to the primary beneficiaries, should contribute to increase its performance.

Project implementers should involve policy makers at an early stage in the project if policy support is likely to be required to achieve project objectives. This is particularly important when attempting to improve its performance.

To the Home de la Vierge des Pauvres (Hvp) Gatagara in QECW Project

All institutions particularly Home de la Vierge des Pauvres (Hvp) Gatagara in QECW Project and international organizations should involve their

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beneficiaries' participation and even the employees in M&E because it is believed that participation would lead to empowerment through capacity building, skills and training. By increasing the ability of people, projects and/or communities to be self-reliant, they are then able to contribute towards the performance of development projects which in turn contribute to the broader notion of sustainable national development.

To the Beneficiaries

Furthermore the recommendations to employees of beneficiaries were suggested: The beneficiaries should keep in mind that they need to protect the infrastructures for better performance; encouragement systems should be set up on all levels of leadership to encourage beneficiaries to integrate strategies and activities supporting each other into their work; Beneficiary's communication between them at all levels should be put in place and beneficiaries should be self-motivated in order to show their ability and capacity.

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