

The findings are in line with Tahir, Faiza and Sana (2014) carried out a study called Capacity building boost and project performance in banking Sector of Pakistan. Research outcomes depict that supervisory support and organizational support for career development doesn't impact significantly on Employees Performance of banking sector, whereas Capacity Building of an individual employee leads to enhance his/her performance. They observed capacity building positive has impact on project performance along with the external factors with statistically significant measures.

Table 5: Budgeting influence on performance of CIR, educational projects

| n=296 | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean | Standard Deviation |
|--|----------------|--------------|-------------|-----------|-------------------|------|--------------------|
| Monitoring and evaluation budgeting in compassion international Rwanda, enhance quality performance | 98 33.1% | 172 58.1% | 19 6.4% | 4 1.4% | 3 1.0% | 4.20 | 0.70 |
| Monitoring and evaluation budgeting in compassion international Rwanda, improves timeliness of the project | 144 48.6% | 92 31.1% | 41 13.9% | 6 2.0% | 13 4.4% | 4.17 | 1.03 |
| Monitoring and evaluation budgeting in compassion international Rwanda, stimulates stakeholder involvement | 105 35.5% | 147 49.7% | 28 9.5% | 6 2.0% | 10 3.4% | 4.13 | 0.94 |
| Monitoring and evaluation budgeting in compassion international Rwanda, enhances scope maintenance | 144 48.6% | 134 45.3% | 4 1.4% | 9 3.0% | 5 1.7% | 4.11 | 0.90 |
| Monitoring and evaluation budgeting in compassion international Rwanda, leads to cost reduction | 199 67.2% | 70 23.6% | 18 6.1% | 3 1.0% | 6 2.0% | 4.53 | 0.82 |

Source: Field data, September 2022

Table 5 shows the respondents views on budgeting influence on performance of CIR, educational projects at Tumba Parish. The respondents 33.1% confirmed the statement strongly agree, 58.1% agree, 6.4% were neutral, 1.4% disagree and 1.0% strongly disagree that Monitoring and evaluation budgeting in compassion international Rwanda, enhance quality performance, this also supported by a mean of 4.20 which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.70 as standard deviation.

The respondents 48.6% confirmed the statement with strongly agree, 31.1% agree, 13.9% were neutral, 2.0% disagree and 4.4% strongly disagree that Monitoring and evaluation budgeting in compassion international Rwanda, improves timeliness of the project, this also supported by a mean of 4.17 which is high mean as evidence of existence of the fact from heterogeneous of responses of 1.03 as standard deviation.

Beside, 35.5% of respondents confirmed the statement with strongly agree, 49.7% agree, 9.5% were neutral, 2.0% disagree and 3.4% strongly disagree that Monitoring and evaluation budgeting in compassion international Rwanda, stimulates stakeholder involvement, this also supported by a mean of 4.13 which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.94 as standard deviation.

The respondents 48.6% confirmed the statement with strongly agree, 45.3% agree, 51.4% were neutral, 3.0% disagree and 1.7% strongly disagree that Monitoring and evaluation budgeting in compassion international Rwanda, enhances scope maintenance, this also supported by a mean of 4.11 which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.90 as standard deviation.

The respondents 67.2% confirmed the statement with strongly agree, 23.6% agree, 6.1% were neutral, 1.0% disagree and 2.0% strongly disagree that Monitoring and evaluation budgeting in compassion international Rwanda, leads to cost reduction, this also supported by a mean of 4.53

which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.82 as standard deviation.

All project actions are strongly interwoven around project budget. The amount of required money, in most cases, dictates the duration and type of the used resources, operations and activities within the area of a project. The whole project may collapse due to project budget miscalculation, poor judgment and lack of proper oversight (Cserháti and Szabó, 2014).

Interviewee said that *“Establishing a project's primary goals is made possible via the budgeting process. Budgeting is essential to ensure that a project is finished on schedule. As a result, the project manager is aware of the limits of his financial resources”*.

Based on research findings, testimonial and discussion for other scholar, researcher revealed that there is effect of budgeting influence on performance of CIR, educational projects at Tumba Parish.

Table 6: Project performance of CIR, educational projects

| n=296 | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean | Standard Deviation |
|---|----------------|-------|---------|----------|-------------------|------|--------------------|
| Project Monitoring and Evaluation leads to performance of compassion International Rwanda. | 96 | 159 | 19 | 17 | 5 | 4.09 | 0.87 |
| | 32.4% | 53.7% | 6.4% | 5.7% | 1.7% | | |
| Project Monitoring and Evaluation leads to performance of compassion International Rwanda through limited school dropout. | 103 | 140 | 29 | 17 | 7 | 4.06 | 0.94 |
| | 34.8% | 47.3% | 9.8% | 5.7% | 2.4% | | |
| Project Monitoring and Evaluation leads to performance of compassion International Rwanda, through improved sanitation of body and clothes. | 91 | 164 | 11 | 30 | 0 | 4.06 | 0.86 |
| | 30.7% | 55.4% | 3.7% | 10.1% | 0.0% | | |
| Project Monitoring and Evaluation leads to performance of compassion International Rwanda, through improved education quality. | 185 | 50 | 36 | 20 | 5 | 4.31 | 1.03 |
| | 62.5% | 16.9% | 12.2% | 6.8% | 1.7% | | |
| Project Monitoring and Evaluation leads to performance of compassion International Rwanda, through children motivation: school feeding | 200 | 25 | 11 | 40 | 20 | 4.16 | 1.35 |
| | 67.6% | 8.4% | 3.7% | 13.5% | 6.8% | | |

Source: Field data, September 2022

Table 6 shows the respondents views on performance of CIR educational projects at Tumba Parish. The respondents 32.4% confirmed the statement strongly agree, 53.7% agree, 6.4% were neutral, 5.7% disagree and 1.7% strongly disagree that project Monitoring and Evaluation leads to performance of compassion International Rwanda, this also supported by a mean of 4.09 which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.87 as standard deviation.

The respondents 34.8% confirmed the statement with strongly agree, 47.3% agree, 9.8% were neutral, 5.7% disagree and 2.4% strongly disagree that project Monitoring and Evaluation leads to performance of compassion International Rwanda through limited school dropout, this also supported by a mean of 4.06 which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.94 as standard deviation.

Beside, 30.7% confirmed the statement with strongly agree, 55.4% at agree, 3.7% were neutral, 10.1% disagree and none strongly disagree that project Monitoring and Evaluation leads to performance of compassion International Rwanda, through improved sanitation of body and clothes, this also supported by a mean of 4.06 which is high mean as evidence of existence of the fact from heterogeneous of responses of 0.86 as standard deviation.

The respondents 62.5% confirmed the statement with strongly agree, 16.9% at agree, 12.2% were neutral, 6.8% disagree and 1.7% strongly disagree that Project Monitoring and Evaluation leads to performance of compassion International Rwanda, through improved education quality, this also supported by a mean of 4.31 which is high mean as evidence of existence of the fact from heterogeneous of responses of 1.03 as standard deviation.

The respondents 67.6% confirmed the statement with strongly agree, 13.5% agree, 3.7% were neutral, 8.4% disagree and 6.8% strongly disagree that project Monitoring and Evaluation leads to performance of compassion International Rwanda, through children motivation: school feeding, this also supported by a mean of 4.16 which is high mean as evidence of existence of the fact from heterogeneous of responses of 1.35 as standard deviation.

The findings are in agreement with Tache (2011) carried out a study called developing an integrated Monitoring and Evaluation flow for Sustainable Investment Projects in Romania. The study used critical analysis and found that both the estimated advantages and the disadvantages of such a managerial tool, opening new perspectives for developing further improved models and systems. Where Monitoring and Evaluation affect positively the performance of the projects in Romania.

Inferential statistics

For this study, inferential statistics in research provide inferences that could be reached from frequencies, means and standard deviations.

Table 7: Correlations matrix

| | | Project performance | Key performance indicators | Monitoring and evaluation framework | Human resource capacity building | Monitoring and evaluation budgeting |
|-------------------------------------|---------------------|---------------------|----------------------------|-------------------------------------|----------------------------------|-------------------------------------|
| Project performance | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 296 | | | | |
| Key performance indicators | Pearson Correlation | .704** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| | N | 296 | 296 | | | |
| Monitoring and evaluation framework | Pearson Correlation | .717** | .673** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| | N | 296 | 296 | 296 | | |
| Human resource capacity building | Pearson Correlation | .680** | .617** | .725** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| | N | 296 | 296 | 296 | 296 | |
| Monitoring and evaluation budgeting | Pearson Correlation | .826** | .578** | .728** | .813** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 296 | 296 | 296 | 296 | 296 |

Source: Field data, September 2022

Table 7 reveals that questionnaires were answered by 296 respondents. (p=0.000<0.05, Pearson Correlation = 0.704). This table indicates that key performance indicators had a significant high correlation with performance of Compassion International Rwanda educational projects at Tumba Parish. In his study Ofori (2014) assessed enabling World-class performance in Ghanaian contractors.

The study revealed time, Cost, Quality, Client satisfaction, Client changes, Business performance, Health & safety. Key performance indicators in construction enable measurement of project and organisational performance throughout the industry.

Table 4.9 reveals that questionnaires were answered by 296 respondents. ($p=0.000<0.05$, Pearson Correlation = 0.717). This table indicates that monitoring and evaluation framework had a significant high correlation with performance of Compassion International Rwanda educational projects at Tumba Parish. Not far for Land Policy Initiative (2015) the general objective of the M&E Framework of the project, Support to and capitalization on the EU Land Governance Programme in Africa is to provide a mechanism for continuous and systematic assessment of progress towards the achievement of the project objectives.

Table 6 reveals that questionnaires were answered by 296 respondents. ($p=0.000<0.05$, Pearson Correlation = 0.680). This table indicates that Human resource capacity building had a significant moderate correlation with performance of Compassion International Rwanda educational projects at Tumba Parish. In agreement with Ojokuku and Adegbite (2014) analyzed the impact of capacity building and manpower development on staff performance in selected organizations in Nigeria. Findings revealed a significant positive relationship between capacity building and staff performance in the selected organisations. This study found that capacity building and manpower development activities result in new knowledge, skills and management capabilities, and should therefore be the focus of greater attention and efforts by organisations.

Table 6 reveals that questionnaires were answered by 296 respondents. ($p=0.000<0.05$, Pearson Correlation = 0.826). This table indicates that Monitoring and evaluation budgeting had a significant high correlation with performance of Compassion International Rwanda educational projects at Tumba Parish. But, though time and quality might be of equal importance in the life cycle of a project, nothing can advance without the required amount of money and that requires a well planned and estimated budget (Davis & Papakonstantinou, 2012).

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .878 ^a | .770 | .767 | 6.79643 |

a. Predictors: (Constant), Monitoring and evaluation budgeting, Key performance indicators, Monitoring and evaluation framework, Human resource capacity building

Source: Field data, September 2022

Table 7 summarizes the coefficient of determination, which indicates how well changes in the Monitoring and evaluation budgeting, Key performance indicators, Monitoring and evaluation framework and Human resource capacity building explained variations in project performance. Correlation coefficient of 0.878, R Square of 0.770 indicates that the project monitoring and evaluation affected 77.0% on performance of Compassion International Rwanda educational projects at Tumba Parish. Joseph, Bernard and Edward (2017) mentioned Effective performance measurement is critical to project success. A set of nine (9) KPIs has been developed for Ghanaian contractors as follows: Client Satisfaction, Cost, Time, Quality, Health and Safety, Business Performance, Productivity, People and Environment. These KPIs present a set of common criteria which can be used by Ghanaian contractors to measure and benchmark their performance and by client groups to compare contractor performance.

Table 8: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 45028.820 | 4 | 11257.205 | 243.707 | .000 ^b |
| | Residual | 13441.718 | 291 | 46.191 | | |
| | Total | 58470.537 | 295 | | | |

a. Dependent Variable: Project performance

b. Predictors: (Constant), Monitoring and evaluation budgeting, Key performance indicators, Monitoring and evaluation framework, Human resource capacity building

Source: Field data, September 2022

Table 8 demonstrates that the overall model was significant as the entire model was significant with $F=243.707$ and $p=0.000<0.05$). The findings indicate that Monitoring and evaluation budgeting, Key performance indicators, Monitoring and evaluation framework, Human resource capacity building

are predictors for performance of Compassion International Rwanda educational projects at Tumba Parish. For here the researcher confirmed alternative hypothesis (H_{1j}): There is significant effect of project monitoring and evaluation on project performance. Moriarty (2011) stated that in at theory of Benchmarking the performance measurement has been identified as being essential to any efforts to improve performance and a cornerstone to efforts to attain world-class performance.

Table 9: Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.524 | 1.770 | | -.296 | .767 |
| | Key performance indicators | 1.389 | .163 | .335 | 8.519 | .000 |
| | Monitoring and evaluation framework | .355 | .150 | .112 | 2.374 | .018 |
| | Human resource capacity building | .530 | .167 | .165 | 3.167 | .002 |
| | Monitoring and evaluation budgeting | 1.769 | .133 | .685 | 13.319 | .000 |

a. Dependent Variable: Project performance

Source: Field data, September 2022

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y = Project performance

β_i ; $i=1,2,3,4$ = The coefficients representing predictors variables.

B_0 = The Y intercept

X_i ; $i=1, 2, 3,4$ = Values-of the various independent (Covariates) variables

e = the error term which is assumed to be normally distributed with mean zero and constant variance, X_1 = Key performance indicators, X_2 = Monitoring and evaluation framework, X_3 = Human resource capacity building, X_4 =Monitoring and evaluation budgeting.

Table 9 on regression equation shows that Project performance depended on a constant factor of 4.506 regardless of the existence of other determinants. The other variables explain that; every unit increase in Key performance indicators increased performance of CIR educational projects at Tumba Parish by a factor of 1.389. Every unit increase in Monitoring and evaluation framework increased performance of CIR educational projects at Tumba Parish by a factor of 0.355.

Every unit increase in Human resource capacity building increased performance of CIR educational projects at Tumba Parish by a factor of 0.530. Every unit increase in Monitoring and evaluation budgeting increased performance of CIR educational projects at Tumba Parish by a factor of 1.769.

This test helped the researcher on hypotheses tests, It showed that Key performance indicators had p-value $0.000 < 0.05$ hereby the researcher confirmed alternative hypothesis (H_{1a}): Key performance indicators in Compassion International Rwanda has a positive effect on project performance.

It showed that Monitoring and evaluation framework had p-value $0.018 < 0.05$ hereby the researcher confirmed alternative hypothesis (H_{1b}): Project Monitoring and Evaluation framework of Compassion International Rwanda has a positive effect on project performance.

It showed that Human resource capacity building had p-value $0.002 < 0.05$ hereby the researcher confirmed alternative hypothesis (H_{1c}): Human resource capacity building of Compassion International Rwanda has a positive effect on project performance.

It showed that Monitoring and evaluation budgeting had p-value $0.000 < 0.05$ hereby the researcher confirmed alternative hypothesis (H_{1d}): Monitoring and Evaluation budgeting of compassion international Rwanda has a positive effect on project performance.

CONCLUSION

The findings indicate that the variable key performance indicators is a determinant of performance of Compassion International Rwanda educational projects at Tumba Parish. The findings indicate that the variable monitoring and evaluation framework is a determinant of performance of Compassion International Rwanda educational projects at Tumba Parish. The findings indicate that the variable human resource capacity building is a determinant of performance of Compassion International Rwanda educational projects at Tumba Parish. The findings indicate that the variable monitoring and evaluation budgeting is a determinant of performance of Compassion International Rwanda educational projects at Tumba Parish. The findings indicate that the variable Environmental

and political support is a determinant of performance of Compassion International Rwanda educational projects at Tumba Parish. Hereby, all research objectives were achieved and null hypotheses were rejected while alternative hypotheses were confirmed means that Project Monitoring and Evaluation has significant effect on project performance of CIR Project Monitoring and Evaluation has an effect on project performance.

Recommendations

- The CIR should stick with the monitoring and evaluation process, put in place open policies, and launch effective projects to help its people more.
- To fulfill its goals, the CIR Project must carry out technical activities on a regular basis in line with well-defined action plans and using well-defined tools and methods.
- It is suggested that the CIR Project keep training and building up the skills of its staff and also retrain operational participants.
- Because the CIR Project is in charge of real educational activities, it is responsible for ensuring that all parties impacted have a voice in the project's early phases of development.

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