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Monitoring and Evaluation Practices and Project Performance in International Organizations: A Case of Prism Implemented by Heifer International Rwanda, Musanze District

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Abstract

The study aimed to assess the influence of monitoring and evaluation practices and project performance in international organizations, the case of PRISM implemented by Heifer International Rwanda in the Musanze district. The specific objectives of the study were to: assess the influence of stakeholders' participation in monitoring and evaluation practices and performance of PRISM in Musanze district, examine the influence of technical expertise in monitoring and evaluation practices and performance of PRISM in Musanze District, and determine the influence of management engagement in monitoring and evaluation practices and performance of PRISM in Musanze District. The total population is 195, made of beneficiaries of PRISM, Technical staff of PRISM, Heifer International Rwanda programs manager, and PRISM country manager. The granular formula is used to determine the sample size equal to 137. The study employed both purposive and stratified sampling strategies as sampling techniques. Data collection instruments were questionnaires and interviews, while SPSS was employed to edit, clean, and analyze quantitative data and on the other hand, content analysis was used to analyze qualitative data. The results showed a highly positive relationship between monitoring and evaluation practices and project performance implemented by international organizations. Stakeholders' participation in monitoring and evaluation has 0.987 correlations with project performance. Technical expertise in monitoring and evaluation has 0.977 correlations with project performance, and management engagement in monitoring and evaluation has 0.959 correlations with project performance. Regression analysis revealed that a combination of stakeholder participation, technical expertise and management engagement contributes up to 93.6% to the performance of PRISM. This implies that the combination of all these independent variables contributes significantly to the performance of projects implemented by international organizations.

Keywords: *Monitoring and Evaluation Practices, Project Performance, International Organizations, Prism Implemented, Heifer International Rwanda*

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1.1 Background to the Study

There is no doubt that international organizations, considered partners and donors of local organizations, have been an engine and promoter of the socioeconomic development of numerous nations. In this modernized and globalized world, projects, including those implemented by international organizations, are the cornerstone of the social and economic development of the population. Indeed, Monitoring and Evaluation (M&E) has become an increasingly important tool within global efforts toward achieving project goals and objectives. Globally many projects fail to be realized because of several problems connected to M&E. One of these is a failure to recognize the significance of monitoring and evaluation as a contributor to a project's performance. In addition, poor monitoring and evaluation are reasons for projects' failure globally, followed by inaccurate requirements, shifting project objectives from project goals to managers' goals, poor project management, and corruption during implementation (Didace, 2022).

Many organizations consider M&E as a requirement for donors rather than a management tool for tracking progress and fixing issues with project planning or implementation (Baron, 2013). Identifying and reporting the project's position regarding what has already been planned, analysing the discrepancies, and taking the necessary corrective actions to lessen deviations from what are all part of monitoring and evaluation (Hazir, 2014). Worldwide, projects are often carried out with constrained periods and few resources; making efficient use of those available resources within the constrained periods is crucial to the projects' success. To do this, project managers and implementers must successfully monitor the project's success at every level, which in some instances may necessitate modifying how the project is carried out (Onsomu, 2020). The attraction of monitoring and evaluation has increased due to the global trend toward more accountable, responsive, and effective management, which is the primary goal of programs to enhance management within a holistic development framework (UNDP, 2021).

Although the idea of M&E is novel and frequently not fully embraced as an essential component of organizational undertakings in Africa, many organizations and businesses have copied the idea (Crawford & Bryce, 2010). Since African countries have started to use M&E as management practices, countries in the continent have started progressively developing monitoring and evaluation systems to track their progress and produce data on what is and is not adequate for development (Nyamurinda, 2019). Furthermore, African governments are increasingly creating Monitoring and Evaluation Systems to measure their performance and generate evidence on what is working and what is not. This is a significant development. Unlike donor-driven M&E systems that have previously dominated the continent, these country-led systems increase government ownership of monitoring and evaluation-generated evidence (CLEAR, 2019). The findings presented in this document show how systems for M&E in countries of focus are slowly growing. These M&E systems differ significantly in maturity, capacity, and effectiveness. Governments are increasingly taking M&E seriously, investing in establishing M&E units, departments, and ministries and developing M&E policies to guide the practice. M&E is slowly being institutionalized and systematized. However, M&E systems still need more financial and human resource allocation. Much work is still needed to adapt methods and approaches for Monitoring and Evaluation to the context of most governments in the continent to meet increasing demands from the government and its people (CLEAR, 2019).

According to Emmanuel (2015), project M&E significantly contributes to different project players, such as sponsors and stakeholders. It goes beyond to certify that the same programmes are duplicated elsewhere and not only turns around a few areas but also gives a continuous response which supports the organizational track values, individual and organizational development, execution time, monetary and economic results, as well as compare what was planned to current performance. The study conducted by the Centers for Learning on Evaluation and Results on monitoring and evaluation systems in five Eastern African countries in 2019 showed that there are many organizations with a keen interest in strengthening national M&E capacity in all countries. These include international development partners, UN agencies, International M&E capacity-building institutions, and local universities providing training, Voluntary Organisation for Professional Evaluation, amongst others. Growing national M&E capacity in East African countries would allow partners to maximize the impact of their work and bring about better development outcomes.

The government of Rwanda has started the initiative of being open and working with others, including international organizations that wish to establish their initiative and extend their services in Rwanda today, according to the Rwanda Development Board (RGB), which has the mandate to regulate and oversee both activities of local and international organizations. 28 international organizations are operating in Rwanda, and each organization daily implement, supports, or jointly collaborate with local organizations to implement projects. Indeed, international organizations have been the backbone of the country's development. For the last two decades, they have been working closely with the government of Rwanda to promote inclusive socioeconomic development. The management team at the international organization values monitoring and evaluation because it helps them grasp the significance of the project they are working on for themselves and the people they are helping. Routine monitoring and evaluation procedures enable them to gather feedback from various parties (donors and beneficiaries) and make adjustments as needed (Nyakundi, 2014).

Since 2000 Heifer International began to operate in Rwanda, and it has been using funds from UNDP, IFAD, ENABEL, USAID etc., to carry out a modest development project. Along the way, this international organization has been working hand in hand with farmers and rural communities to explore and invest in business opportunities that would generate a decent income to develop solutions to regional concerns to develop inclusive, resilient economies.

The PRISM, which Heifer International Rwanda has been implementing with IFAD, ENABEL and the government of Rwanda since 2019 and last till 2026 with the mission of reducing poverty by empowering poor rural men, women and youth to participate in the transformation of the Rwanda livestock and enhance their resilience. The programme development objective is to improve food and nutritional security and the incomes of poor rural households through better performance of the value chains (IFAD, 2022). The project targets 15 districts across the northern, southern and western provinces. Those districts selected based on the level of districts and sectors have been selected based on poverty and food insecurity incidence. Therefore, this study seeks to examine the extent to which Heifer International practice Monitoring and Evaluation and links with the performance of PRISM.

1.2 Problem Statement

Globally, project performance is a significant issue, since numerous projects that are built at high cost frequently struggle to be sustainable and reach to their intended objective (Khan, 2019). This issue of poor project performance has been raised by major donors, including World Bank, International Monetary Fund, African Development Bank, and bilateral aid organizations (Augustin, 2016). Despite monitoring and evaluation play role in project implementation, due to the complexity of managing big data that come from many projects implemented by international organizations and considering that monitoring and evaluation is still in the early stage, there is insufficient data revealing the influence of such management tool specifically to the projects implemented by international organizations. Stated of America Meltzer Commission (2000) found that more than 50% of the World Bank's various projects are marked with failure.

According to the World Bank report (2016) indicated that 60% of the projects in Rwanda undergo poor performance due to absence of sustainable M&E services. According to Ika (2012) stated that globally more than 50% of projects implemented by international organizations are marked with poor performance due to lack of sufficient engaging stakeholders and low involvement of organization management team. Also, a study done by the Standish Group International indicates that the project success reduced from 34% in 2004 to 32% in 2010. A study conducted by McKinsey-Devex survey 2013, indicates that 64% of donor-funded projects or international organizations declined (Hekala, 2012). The World Bank's private arm, the International Finance Corporation, has found that only half of its Africa projects succeed (Associate press, 2022). According to associated press, there are many projects implemented in Africa funded by International agencies which failed to succeed including Chad-Cameroon oil pipeline to the Atlantic Ocean funded by World Bank with cost of \$4.2 billion, Lake Turkana fish processing plant, Kenya funded by Norwegian government with cost of \$22 million, Lesotho Highlands water project funded by World Bank, European Investment Bank, African Development Bank with the cost of \$3.5 billion and the reputable reasons behind are ignoring the concerns of project stakeholders and lack of required skills to monitor and evaluate project implementation.

Further, in this field of project management, most of the research undertaken has been assessing the influence of monitoring and evaluation practices and project performance implemented by local organizations and the context of international organizations has been left behind which the study aims to fulfil. Monitoring and Evaluation practices frequently are neglected or are not implemented effectively due to stakeholder factors, lack of technical expertise or skills required and fair collaboration between organization or project senior management team with subordinate employees (Bamberger, 2016). Under this study, the researcher assessed the overall contributors to successful monitoring and evaluation practices, specifically looking at the contribution of involving project stakeholders, role of technical expertise, and engaging organization management in monitoring and evaluation to the performance of PRISM. Since PRISM started, numbers of official reports have been released at National and district wise which the current study built on and dive into to assess the contribution of monitoring and evaluation practices to the presented performance.

1.3 Study Objectives

- i. To assess the influence of stakeholders' participation in monitoring and evaluation practices and performance of PRISM in Musanze.
- ii. To examine the influence of technical expertise in monitoring and evaluation practices and performance of PRISM in Musanze District.

- iii. To determine the influence of management engagement in monitoring and evaluation practices and performance of PRISM in Musanze District.

1.4 Research Hypothesis

- i. H01: There is no significance influence of stakeholders' participation in monitoring and evaluation practices and performance of PRISM in Musanze.
- ii. H02: There is no significance influence of technical expertise in monitoring and evaluation practices and performance of PRISM in Musanze District.
- iii. H03: There is no significance influence of management engagement in monitoring and evaluation practices and performance of PRISM in Musanze District.

2.0 Literature Review

2.1 Theoretical Literature

Monitoring and assessment are a crucial managerial tactic used by many businesses. Monitoring involves gathering and reviewing data about a particular program or intervention, whereas evaluation entails carrying out an analysis with the intention of finding problems with the program or intervention. Each of these definitions describes monitoring as a continuing activity that primarily concentrates on the goals and rules established during the work's planning stage. It can notify management if anything isn't going as planned while a project is being worked on and assist keep the project on schedule. If done correctly, it can be a useful tool for effective project management and provides a solid evaluation base.

The project's actions or strategy are routinely evaluated for changes that could have an impact on the anticipated outcomes. (2010) Goyder It aids in decision-making for next projects and enables project management to assess if the project has succeeded in achieving its planned goals and objectives. Practices for monitoring and evaluating programs guarantee that the project/results programs may be quantified at the levels of impact, outcome, output, process, and input, which supports the formulation of sound program and policy decisions. The impact and results of the project are more important in an evaluation. In order to ensure logical reporting, link outcomes and show accountability, quantify efficiency and effectiveness, ensure efficient resource allocation, promote ongoing learning, and enhance decision-making, the International Fund for Agricultural Development recognizes monitoring and evaluation practices as a critical component of program design. Although implementing monitoring and evaluation methods can be costly, time-consuming, and resource-intensive, they are crucial to the accomplishment of projects and shouldn't be disregarded from the beginning of the procedure (khan, 2012).

Performance of a project is an effort made to develop an original good or service those results in improvement and benefit. Projects' limited character contrasts sharply with processes or, to put it another way, operations, which can either be permanent in nature or not. The repetitive procedure that results in high-quality, uniform product. Delivering a successful product or service to the business is the key indicator of a project's success. This is strongly related to project management success, which entails managing projects to the agreed-upon scope, time limit, budget, and quality (Anandajayasekeram & Gebremedhim, 2009). From Ofori-kuraguet *al.* (2016), a set of nine key performance indicators (KPIs) were proposed, which included cost, quality, client satisfaction, time, business performance, health and safety, people, productivity and lastly, environment, attainment of these is a good sign of a performed project. Successful project leads to advancements in the tools, processes, and systems of project management (Mir & Pinnington, 2014). Therefore,

project needs, outcomes, and delivery with regard to increased income or decreased costs are considered as measures of project delivery performance.

The achievement of objectives in meeting the technical criteria and customer satisfaction are indicators of project performance. Effective project management helps a business achieve its three long-term goals of gaining competitive advantages, improving its reputation, growing its market share, and generating the targeted revenues and profits (Al-tmeemy, 2018). Monitoring and reviewing projects, policies, and programs is a crucial step in the adaptation process. as a result, it was determined how well various adaptation techniques work to lessen susceptibility and increase resilience. Future strategies influenced by the lessons learned, best practices, market gaps, and needs identified during the monitoring and assessment of current and finished initiatives, policies, and programs (UNFCC, 2010).

For success to be determined, it is crucial to define what has to be assessed, how it may be measured, during what time periods the measurement will take place, and what successful outcomes will look like when they are obtained. According to Spearman and McGary (2011), monitoring and assessment are essential to fostering successful adaptation in two ways: In order to incorporate the gradual process of learning what works in adaptation and to equip practitioners with a strong tool to manage their work. Monitoring and evaluation are essential steps in the process of understanding what works, when, when, how, and why so that the efficacy of adaptation plans may be increased. Therefore, it can be claimed that monitoring and evaluation help achieve the goals by giving justification, accountability, priority, and learning. Additionally, it is essential that efforts be made to transfer monitoring and evaluation learning into continuing adaptation and continual development. By monitoring and evaluating adaptation actions, it is possible to determine whether they are effective in attaining the desired adaptation goals and to make sure the plan is up to date and operating as intended (UKCIP, 2013).

Associations of nations (or their agencies), non-governmental organizations, moral communities, and private citizens from various states comprise international organizations. 2016 (Alexander). An international organization that has at least three member states, conducts business internationally and has written agreements binding its members together. International organizations were conceived by European writers like Pierre Dubois (in the year of 1250–1320) and ÉmericCrucé (in the year of 1590–1648) and founded by Greek city-states, but it wasn't until the 19th century that they took on their modern structure. After the French Revolution and the Napoleonic Wars in the late 18th and early 19th centuries, officials of the major European powers regularly met in a system of consultation known as the Concert of Europe in an effort to maintain the status quo and protect their rulers from internal insurrection. The International Telecommunication Union, which was founded in 1865 and is now known as the International Telegraph Union, was one of many international organizations that were established later in the 19th century to perform specific tasks. European and non-European nations gathered in 1899 and 1907 to set rules for the use of armaments and the conduct of war. These conferences resulted in The Hague Conventions, which established guidelines for the treatment of prisoners of war, the rights of neutral nations, and the peaceful resolution of disputes. The precursors to 20th-century international organizations like the League of Nations and the United Nations were numerous summits and accords (UN). The UN became the hub of a network of international organizations as a result of the interdependencies in politics, economics, and communication as well as the advancements in transportation and communication that emerged following World War II.

2.2 Empirical Literature

Stakeholder involvement is the process of involving project beneficiaries and anyone else who has an interest in the projects' success. Njuki et al. (2015) examined the function of stakeholders and their contribution to project implementation 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. The study suggested combining local indicators with project-level measures to improve the delivery of the outputs, outcomes, and results specified. As a result, the advantages of the effort were more clearly understood. Indicators of success that were previously difficult to measure, including empowerment from the viewpoints of the communities or individuals involved in the effort, were now made available through this procedure. The efficacy of collaborative community engagement between and among stakeholders within an indigenous community, especially when it comes to community-based development, implementation and evaluation activities has been documented (Chilisa, Major, and Khudu-Petersen 2017; Tengan and Aigbavboa 2017; and Oduro 2021). A traditional leader explained that to design an effective and efficient indigenous community-based development project and evaluation activities, there is a need to create a reliable and cordial relationship between the indigenous hierarchical power structures and any other local groupings (Tengana, 20117).

Stakeholder requests are met and the project is more responsive to their expectations when they are included from the start of the tool design process. Participatory techniques help promote and encourage project ownership by stakeholders (Clarke, 2017). The increased importance of outcomes as well as general efficiency and cost effectiveness was highlighted by Forssman Carlsson (2012). This meant that those who were actively contributing ought to possess the skills required to do so as thoroughly as feasible. Participation of stakeholders in the formulation of the activities' what, how, and why. Their empowerment, inclusivity, and meaningful involvement by various stakeholder groups were all made possible by this technique. Participation of stakeholders as necessary Identification of the issue and involvement in project management are essential because, after stakeholders have prioritized a problem, they may go on to understand its breadth and defend the solution process. Even if a need is discovered with the aid of the outside world, if they do not take part in its identification, they will not legitimize it. Because there is a higher likelihood of halting at the implementation stage, this results in subpar performance and sustainability (Barasa&Jelagat, 2013).

Monitoring and evaluation results are highly dependent on human capital with extensive expertise. Since sound monitoring and assessment of human resource capital is required, in terms of both quantity and quality, the global bank needs monitoring and evaluating methodologies for the construction and securing proper maintenance system (2016). Experts in monitoring and evaluation are in short supply, and project management technical assistance must be organized (Gorgens, 2019). One of the key elements in developing an employee's abilities and capacities is the organization's true objectives for the employee's improvement, whether as an individual or as a provider of services to the firm. The institution's openness and higher expectations in response to the opportunity lead to an identity prediction of rising staff output Vanessa and Gala (2011). According to Musomba et al. (2013), organizational technological expertise for conducting evaluations, examining monitoring and evaluation procedures on lessons learned, conveyed, and perceived can greatly alter skilled labour's ability to participate in policymaking and motivation to question managerial decisions.

Effective risk management is a necessary component of project success. The three key barriers are performance requirements, effort, and expense. The project manager must possess, use, and demonstrate suitable management and leadership abilities in order to achieve this (Zimmerer & Yasin, 2019). Using the required leadership qualities, such as consistency, knowledge, perseverance, competent decision-making, principles, values, honesty, and integrity, a project manager can improve their ability to complete the project successfully and on time (Maylor, 2013). The perception of the team is greatly influenced by management's active involvement in monitoring and assessment. Effective communication results from the involvement of the numerous stakeholders. These include improving the management's communication of project wins early on and reaching out to team members who are unwilling to participate.

2.3 Theoretical framework

Theory of change

planning, participation, adaptive management, and assessment methodology is the theory of change. Long-term goals are the starting point for the theory of change, and it works backward to identify critical prerequisites. An initiative can start at any time, and a theory of change describes the process of change by stressing the causal relationships within it (Westine, & Schoter, 2011). Briefly put, a theory of change explains how and why a sequence of logically connected events should have a particular outcome. It states assumptions about how short-, medium-, and long-term change occurs in particular external contexts, including who, what, when, and for what purposes. It also describes how early and intermediate results toward the long-term change will be brought and documented. Kurt Lewin developed a model that was linked to the theory of change and required three phases: unfreezing, altering, and refreezing. This model served as support for the theory of change.

According to Lewin, in order to alter people's behavior, one must first persuade them that change is necessary, then guide them toward the desired, new standard of behavior, and then establish the desired, new behavior as the norm. This theory helps interpret data and provides strategies for reproducing unfavorable social processes. This concept is useful for creating and concentrates on the planning framework in the initial designing phase rather than the execution phase. Participants in Theory of Change must be clear on long-term objectives, establish quantifiable measures of success, and create plans of action to reach those objectives. It differs from other methods of expressing initiatives in a number respects, including the way it demonstrates a causal pathway from one point to another by outlining the conditions for achieving objectives. You must state underlying assumptions that can be verified and assessed. It starts by shifting your perspective on projects from what you are doing to what you want to accomplish. We state the presumptions used by stakeholders to describe the change process as represented by the change framework when formulating theories of change. All proposed causal relationships between expectations and short-, medium-, and long-term outcomes are predicated on assumptions.

The definition of planning theory is set within the framework of the numerous procedures covered in the project management literature guide. Project planning practices include scope, resource, cost, and budget and risk (Ofer, 2014). Planning is a series of decisions or tactics that individual adopts and adjusts to solve a problem or attain a goal, it is a supervisory attentional system that controls behaviors, rejecting distractions, and it is a process of programming, regulating, and verifying behavior. Making plans becomes more of a social mobilization activity that encourages novel methods of analyzing situations and novel practices, as opposed to making projections of

what will happen based on assumptions. (Gunder, 2015). In order to determine the variables affecting the performance and outcomes of any project, planning models are important in the field of project management. (Bourne, Derek H.T. Walker, 2005). Therefore, planning theory was so important because it was expected to assist the researcher to examine the challenges in planning process.

Managers are taught how to run organizations successfully using the theory of constraints, which is founded on the principles of system thinking and constraint management (Gupta & Tiongson, 2018). The organizational mentality, driving factors, and internal operating procedures are the three stages of change that are heavily emphasized by the TOC-based management philosophy. Additional Tiongson Gupta (2018). Project management is challenging due to the requirements and limitations of a multi-party working environment, which is important for building projects. Regulation of constraints is therefore required for effective project management (Lau and Kong, 2006).

The majority of projects are challenging to manage because they involve three competing, unknowable demands, such as due dates, finances, and content, according to Jacob and McClelland (2011). Project management experts accept the three constraint criteria (time, scope, and cost) as a barometer for project success. Project managers assert that triple constraints are essential to a project's requirements and success. By reducing these three elements, the quality and fortunate finish can be increased. Each of the three task constraints scope (a measure of value), cost, and time—affects how projects are carried out, but because these components are connected in some way, one restriction eventually affects the other two, having a greater overall impact on project expectations, Hamid et al. (2012). According to the triple constraint theory, which forms the basis of this study, the majority of Assessment and Monitoring methods chosen from organizational viewpoints will either succeed or fail, which would result in delays.

2.4 Conceptual framework

Independent variable

Dependent variable

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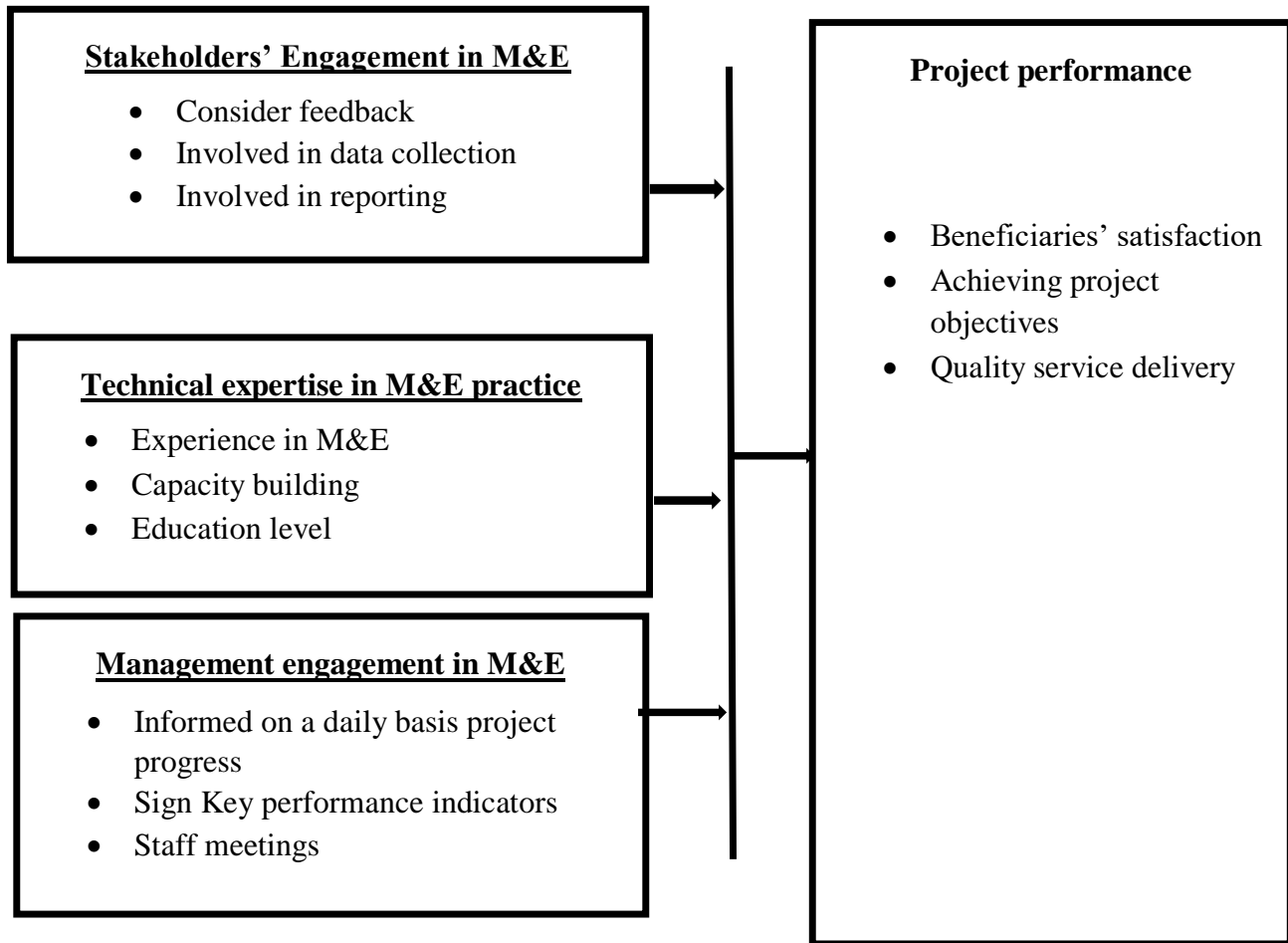


Figure 1: Conceptual framework

3.0 Research Methodology

The study employed descriptive research design. Total population was 195 participants including 188 beneficiaries; 5 project technical staff, 1 project manager, 1 programs manager under Heifer International Rwanda. Using granular formula which is $n = N/1+N(e^2)$ where N means population and e^2 means margin of error or confidence interval where the standard margin of error is equal to 5% for 95% confidentiality by Applying above formula, the sample size becomes $n = 195/1+195(0.05)^2 = 137$ respondents. The study employed two tools of data collection, which are: Questionnaire and an interview. Both qualitative and quantitative data qualitative and quantitative domains were collected to address the specific study objectives. The quantitative data were entered, cleaned, and analyzed using the SPSS and the qualitative data were analyzed using content analysis.

4.0 Research Findings and Discussion

The findings indicated that most respondents were male, 85(62.0%), compared to their counterparts' females, 52(38.0%). About 72 (52.6%) were between 31 and 40 years old,

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43(31.4%) of respondents were between the age of 41 and 50 years, 14(10.2%) were below 30 years old, 5(3.6%) were between 51 and 60 years old and the least which is equal to 3 were those above 60 years olds represented 2.2%. The findings indicated that both educated and non-educated participated in PRISM. The difference in the educational level of the respondents contributes significantly to the study by noticing different opinions offered by people with different levels of education.

4.1 Correlation analysis

Researcher applied correlational analysis to measure the relationship between independent variables and dependent variables. Independent variables were stakeholders’ participation in monitoring and evaluation, technical expertise in monitoring and evaluation, and management engagement in monitoring and evaluation while dependent variable was project performance. Table 1 illustrates the findings

Table 1: Correlation Matrix

	Stakeholders' participation	Technical expertise	Management engagement	Project Performance
Stakeholders' participation	1.000			
	0.000			
Technical expertise	0.923	1.000		
	0.000			
Management engagement	0.959	0.961	1.000	
	0.000	0.000		
Project performance	0.987	0.977	0.959	1.000
	0.000	0.000	0.000	

The table 1 indicates how independent variables correlated with dependent variable, the results showed that there is high positive relationship between monitoring and evaluation practices and projects performance implemented by international organizations. Stakeholders’ participation in monitoring and evaluation has 0.987 correlations with project performance. Technical expertise in monitoring and evaluation has 0.977 correlations with project performance and management engagement on monitoring and evaluation has 0.959 correlations with project performance. This implies that, it is always vital to engage project stakeholders in monitoring and evaluation, comply with required technical expertise and engage management in monitoring and evaluation to guarantee performance of projects implemented by international organizations.

4.2 Regression analysis

This section illustrates the relationship between independent variable which is monitoring and evaluation practices and dependent variable which is projects performance implemented by international organizations. Analysis was done using regression linear to find out the influence of monitoring and evaluation practices and project performance in international organizations. The following table illustrates the findings.

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.958	.936	.11241

The table 2 shows that regression analysis revealed combination of stakeholder’s participation, technical expertise and management engagement contributes up to 93.6% to the performance of PRISM. This implies that, the combination of all these mentioned independent variables contributes significantly to the performance of projects implemented by international organizations.

Table 3: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1264.01	3	461.032	10121.864	.000 ^b
Residual	41.02	133	.035		
Total	1323.06	137			

The findings showed that F value of the model is 10121.864 which significantly different from zero. The calculated P-value is 0.000 is below 5% and it indicates statistically significance of independent variables to the dependent variable. In recommendation, the model is good to indicate performance of PRISM or in general the model is good to indicate the performance of projects implemented by international organizations because monitoring and evaluation practices take into consideration stakeholder’s participation, technical expertise and management engagement.

5.0 Conclusions

The applied correlational analysis to measure the relationship between independent variables and dependent variable. The results showed that there is high positive relationship between monitoring and evaluation practices and projects performance implemented by international organizations. Stakeholders’ participation in monitoring and evaluation has 0.987 correlations with project performance. Technical expertise in monitoring and evaluation has 0.977 correlations with project performance and management engagement on monitoring and evaluation has 0.959 correlations with project performance. Regression analysis revealed combination of stakeholder’s participation, technical expertise and management engagement contributes up to 93.6% to the

performance of PRISM. This implies that, the combination of all these mentioned independent variables contributes significantly to the performance of projects implemented by international organizations. The study concluded that stakeholders' participation in monitoring and evaluation, technical expertise in monitoring and evaluation and management engagement in monitoring and evaluation contribute significantly to the performance of projects implemented by international organizations in Rwanda.

6.0 Recommendations

Based on the collected and analyzed data. The study concludes with the following major recommendations: International organizations are recommended to always engage stakeholders in monitoring and evaluation, engage organizational management and recruit technical team in monitoring and evaluation to guarantee their projects performance; the study recommends international organizations operating in Rwanda to engage projects stakeholders in monitoring and as a way of identifying potential issues, mitigating risks, and ensuring that project objectives are met timely; there is a need to consistently organize monitoring and evaluation capacity building sessions as a way of a continuing learning; and Key performance indicators should be introduced in similar organizations to always aligning organization's strategic objectives, personal in charge of monitoring and evaluation targets in order to ensure that project activities are focused on achieving the desired outcomes.

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