

# The effect of monitoring and evaluation planning on performance of Every Voice Counts (Pro-Femmes Twese Hamwe) in Kicukiro District

Augenia KABANYIGINYA<sup>1</sup> and James Kant KAMUHANDA<sup>2</sup>

<sup>1</sup> School of Business and economics, Mount Kenya University,  
Kigali, Rwanda

<sup>2</sup> School of Public Health, Mount Kenya University,  
Kigali, Rwanda

## Abstract

The purpose of this study was to analyze the effect of monitoring and evaluation planning on performance of Every Voice Counts Project in Pro- Femmes Twese Hamwe, Kicukiro District, Rwanda. A descriptive research survey design was used with quantitative approach. The target population comprised 242 beneficiaries of Every Voice Counts Project, seven key informants (two senior management team, five staff members of Voice Counts Project). The sample size was 155 selected using simple random and purposive sampling techniques. This research used quantitative data collection method using questionnaires. The researcher used descriptive statistics for mean and standard deviation for variables while inferential statistics were used to establish the correlation and regression effect between variables. The statistical package for social science (SPSS) software version 21 was used during data analysis. The results were presented using frequencies and tables for findings interpretation. On the effect of M&E planning, the overall mean of results was 4.06 that is between Agree (4) and Strongly Agree (5), it means that the high number of respondents agreed that monitoring and evaluation planning affect the project performance. The correlation between M&E planning and project performance was  $r=0.879$ , it showed that there was a high positive correlation and there was high significant relationship between M&E planning and project performance. results presented that the variables were statistically significant with  $F(74.915,1)=519.146$  and  $P=0.000$ , it means there was a significant relationship between M&E planning and project performance of Every voice

counts (Pro-Femme Twese Hamwe) project in Kicukiro District

## Keywords:

*Monitoring and evaluation planning, Project performance, Every Voice Counts and Pro- Femmes Twese Hamwe, Kicukiro-Kigali*

## 1. Introduction

There is a growing realization of the need of monitoring and evaluation practices across the global. Cognizant of capacities of monitoring and evaluation practices in public institutions, a number of countries were working towards to have monitoring and evaluation practices within the institution. M&E practices were pertinent management instruments, their adequate operational was constrained by management phases (Cusworth & Franks, 2013). The utilization of monitoring and evaluation practices are now adopted the world by organization to track development, assess and identify results (Hardlife *et al.*, 2013).

For example, post evaluation was done late, therefore, not affecting strategic decision making in the execution of policies or projects. Therefore, the growing issue was that, coordination team pay much emphasis on the project execution but forgets the contribution of M&E practices as the most crucial whose effectiveness contributes immensely towards the performance of projects. As Mbiti and Kuruja (2015) denotes that M&E practices were pertinent management instruments in attaining outcomes and

meeting specific targets. Monitoring and evaluation practices were pertinent tracking instruments that are part of organization management toolkits. This validates the higher expect for an adequate tracking system in operational development programs specifically for checking on development and channeling of asset at any point during any project.

Monitoring and Evaluation experts are supposed to be trained on a daily basis for them to be updated. Experts should be given different trainings on data collection methodology, report writing, data analysis and dissemination. This means that, M&E experts should have enough trainings on project monitoring and evaluation they should be trained on results oriented. Monitoring and Evaluation team should be strengthened to conduct their work effectively, this means that if the team is lacking the necessary capacity, they may apply an appropriate methodologies hence leading to failure of the projects (Mladenovic, *et al.*, 2013).

According research done by Kamau *et al.*, (2015), M&E staff members can be missing pertinent ability to conduct their study adequately or they can be affecting the use of improper methods and can miss crucial management assistance. M&E was supposed be done on time to track progress towards its objectives, its objective was to increase the recent and future, this mean that M&E should begin at the beginning of the project and should be planned accordingly. If you identify problems earl in the implementation, you can respond immediately by modifying your program strategy, shifting financial resources to improve the chances of meeting your program or project goals and objectives M&E were the crucial tools to project management performance of outputs, outcomes and impact. This means that if they are not done on time, project managers will not have a room for improvement. Monitoring and evaluation are defined as the process that supports managers in increasing the performance and attaining expected outcome. Regular collection of information should be done to assist project managers in making timely decisions, guarantee accountability and give the basis for assessment and learning (Mono, 2013).

Benin M&E mechanism trust on the state figures structure for assessing information. Training was required for employees to retain and to bring the implementation of instruments. The small degree of proficiency in monitoring and evaluation differentiates with reasonably great degree of its organization. The practice had workers who possess substantial elementary capacity building, therefore they were few and their capacity is sometimes low. Data collected through M&E system is not appropriately considered. However, it is well-known that there is progressive thanks to the implementation of outcome relied on management. An institutionalization of governmental policies of Benin

involved to the progress national assessment policies for government in Benin M&E practices.

The major progress was made after some years of applying M&E system in Ghana. However, challenges comprise simple financial problems, organizational and technical training problems, portioned and incept data and evidences, specifically at the sector. To overcome the constraints, recent organizational provisions had been strengthened toward suitable ability to assist to endure adequate M&E and current M&E strategies would be reinforced, matched or successfully synchronized (Fedel, 2011).

In Rwanda, absence of M&E ability leads to unsuccessful project results (Kule & Umugwaneza, 2016). In Rwanda, Kicukiro Distrcit, a number of issues were seen and include the fact that many women initiated projects were assisted to enhance their living conditions, but many of them are failing to be implemented in timeline, cost/budget and quality of results (Workforce Development Authority [(WDA), 2017). Every voice counts (Pro-Femmes Twese Hamwe) is conceived to empower poor women to through different platforms. The project started in 2015 by Pro-Femmes Twese Hamwe with the support of three districts in the City of Kigali.

Projects adopted different approaches to M&E realizing different performance levels (Gaitano, 2011). In many instances, M & E practice is enforced as a donor requirement where 10% of overall project budget is reserved for purpose of M & E (Cusworth & Franks, 2013). Review of specific aspects of the practice of M & E and effect on performance of project has been limited to a few projects (Mackay, 2010). Studies on this concept were mostly generalized. Assessment of specific M & E practices of planning, process tools usage and effect on project performance is limited to donor-funded projects in Rwanda. Review of these M & E practices is imperative to understand addendum projects achievements or lack thereof as it informs decisions on ways to improve project performance. Women project in the Kigali City fail to attain their objectives (2020-2021) out of 750 project, 29% were unsuccessful in 2018, 33% in 2019, 49% in 20120 (City of Kigali, 2021). The above considerations led to the research problem consisting in knowing if and how M&E practices contribute to the performance of Every Voice Counts (Pro-Femmes Twese Hamwe) in Kicukiro Distrcit, Rwanda

## 2. Review of Literature

The M&E planning is more likely to enhance awareness of the way of achieving the performance of any program and the way to assess and manage project cycle. This facilitates initial discovery of issues and more improves the execution process for

monitoring and evaluation operations. The plan may show provable indexes for measuring components and persons in charge of gathering data (Jackson, *et al.*, 2015). According to Jetu and Riedl (2013) project did not performance owing to manager's guideline within insufficient facts on time and financial assets to utilize for decreasing project components.

Magondu (2013) asserts that most of institutions did not allocate sufficient time to plan and follow up of project execution. The plan has to reveal the time and means of collecting information and persons in charge of information gathering and presentation of findings to the organization, customers and stakeholders as part of coordination (Kontinen & Robinson-Moncada, 2014). Furthermore, it was necessity to confirm and verify strategies to enable project performance.

There is need to develop M&E work plan that would ensure, timing demonstrated to the specific periods. It is essential to choose the instruments that were adopted in every phase of project execution (Wachaiyu, 2016). M&E work plan leads to a good knowing project resources, procedures and results (Mwala, 2012). This means that if, M&E work plan is well developed and followed up during the entire project life cycle it will lead to its performance.

A study carried out by Tucheran (2017) on project M&E activity used a qualitative research design with a sample size of 29 key informants. The study found that donor obligation rather than a management instrument Project performance contributes more to the achievement of organizational development. This concur with a research done in Chine, there is particular team in the government to follow up the responsibilities of M&E (Angus *et al.*, (2014). The study findings evidenced that M&E duties had developed in its role, partially it supports management to reimburse for the loss of follow up because of improvement in institutional complexity, but many significantly, and it supports management to find and coordinate risks that is pertinent part of organizational administration.

In Africa, A study of Florin (2011) in South Africa positioned cumulative role of M&E during the democratic era. The study used a descriptive research design with inferential statistics. It focuses on follow up plan to attain their socio-economic development. In Kenya, a study by Mwangu (2015) on M&E practices and its impact used a correlational research design with a sample of 345 respondents. The study findings revealed that 77.8% of participants revealed that M&E impact project performance and that why monitoring and evaluation practices are essential during the project implementation. Monitoring and evaluation practices of programs by pertinent does pertinent highest profit owe to better awareness they give regarding achievement of expected targets.

In Ghana, after some years of executing national M&E system, substantial development was made (Clear, 2012). Therefore, constraints comprise severe financial challenges, organizational, operational and technical ability challenges, disjointed or uncoordinated data, mostly. To overcome obstacles the clear report evidences that the recent organizational preparations should be fortified with effective ability to assists and endure appropriate M&E and prevailing M&E strategies would be fortified, linked and managed.

According to a study conducted by Makori *et al.*, (2016) on factors influencing M&E performance in Kenya, a descriptive research design was adopted and the study findings demonstrated a pertinence owing to a lot of public and donor funded resources were given to firms to execute different programs. Not only did best practices necessitate that programs were monitored for follow up but also all parties necessitate transparency, responsiveness for asset utilization and effect, good performance and learning for future. Another study done in Kenya by Mwangu (2015), a qualitative approach was adopted for several projects in Kenya. The study findings realized that 66.7% of project in Gatanga are achieved in the budgetary line and 53.3% of projects are achieved according to the project timeframe. This confirms the importance of M&E practices during lifespan of project.

In Rwanda, a research done on M&E practices by Umugwaneza (2016) used a quantitative approach and considered as a fundamental document that holds accountability in ensuring the successful implementation of the project. The study findings evidenced that M&E plan is always developed by different stakeholders in Rwanda for more transparency and for the better coordination among the partners. This was evidenced confirmed by 98.0% of project's performance in Rwanda was described.

The study of Umugwaneza (2016) did not contradict the report of Republic of Rwanda (2018) on the use and respect of M&E practices to support the government and its partners to track progress and achievements in its implemented projects. The report specified that M&E practices were used to ensure consistency of result-based framework, procedures for data collection, and analyzing, sharing and daily assessment of the performance. In this regards, the same report (GoR, 2018), evidenced that throughout 59 years ago, institutions globally were recognized M&E activities to advance the project performance.

### 3. Materials and Methods

A descriptive research design was employed, which represents precisely the characteristics of an individual, situation or group (Mauro, & Marly, 2014). The research design is made of the outline techniques on data collection, measuring and data

analysis. The current research used a descriptive research design with a correlation regression r-size effect using both qualitative and quantitative models for collecting analyzing information.

### Target Population

The target population refers to a set of persons or objects under research study (Kothari, 2014). Target population denotes a unit to which an investigator needs to make generalization of study findings. The population of the study was 145 EVC Project participants, 5 Project based staff and 2 District officials totaling people 252.

### Sample Size

Prior to the collection of information, it is necessary to indicate how the sample size is calculated. Yamane's formula shown below enables the researcher to calculate the sample size with an expected degree of accuracy. This formula reveals the research an opinion of how their sample size needs to be sure and ideal accuracy results.

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

Where

N=Sample Size

N=Target Population

e= Accepted Margin error

The confidence level for this research is 95% by considering 0.05 as a margin error. In this regards, the sample size is determined as follows.

$$n = \frac{252}{1 + 252(0.05)^2} = 155$$

The outcome was the sample size for the study. All the above considerations led to the study sample size of 155 respondents that participated in the research process of the present study. The above sample size was chosen due to the nature of their roles of dealing with monitoring and evaluation on daily basis

Table 1 distribution of sample size

Category of respondent	Target Population	Sample Size	Sampling Technique
Project staff	5	5	Purposive
Kicukiro District	2	2	Purposive
Project participant	245	148	Simple random
Total	252	155	

Source: Pro Femme Twese Hamwe (2022)

### Sampling Technique

Since it was not possible to contact every beneficiary, the researcher used a sampling technique that was a convenient sampling, where the researcher selected respondents according to how easy it is to access them. The respondents were met in their offices and in different beneficiaries located in Kicukiro district. The findings were then generalized to the whole population. Slovin sampling method was used to obtain sample size under this research. Mauro and Marly (2014). Sampling is commonly used when the population is huge for instance the population of the United States.

In this study, stratified-sampling technique was used for selecting project participants, senior management staff and project-based staff. Simple random sampling was used as an elementary sampling technique to select project participants where all respondents had an opportunity of being chosen. This type of sampling is selected to avoid biases. Purposive random sampling technique was used to

select senior management staff and project -based staff.

### Data Collection Methods

This research was both primary and secondary data. Primary data collection involves using designed questions to distribute to project under study while secondary data was gotten via the existing documents in related field, publications, magazines, internet, reports, and literature of the other researchers, and for the intention of finishing the study by a good outcome, each objective of the study was critically analyzed specifically in exploring monitoring, evaluation and project performance.

### Data Collection Instruments

To conduct the present research and gather reliable information, the researcher used questionnaires and interview guide. The selection of questionnaire is that it is self-reporting and saves time with data collection and processing. Bogere, *et al* (2018). Questionnaires to have dominated social science

measurements of demographic characteristics, achievements, social relationships, and social environments among others (Creswell & Plano, 2011).

A list of structured questions were constructed for reliability test to provide consistence in what is being measured and to capture the objectives of the study. A well-designed questionnaire collects the required information with minimized errors and helps in coding and capturing of data, which is less costly to conduct. The researcher also used observation, interviews and documentary methods as other tools for data collection.

According to Patton (2013) documentary analysis refers to awareness of citations reviewed for the study. According to Perrin (2012) said that one returns for previous researches was to assess their sources for obtaining more evidences on aspect of the topic. These emanate from books, journals, reports and internet sources. The method was pertinent owing to an attempts to assess international, regional and local views with the intention to make comparison with the existing literature.

#### Administration of Data Collection Instruments

This study used questionnaires as tools for data collection. Structured questions were constructed and exposed to reliability test, which provided consistence in what is being measured for. The researcher gathered information using questionnaires, conducting an interview guide and consulting documents related to the study. M&E was assessed using planning, process and tools. However, performance of project was identified using in term of timeline, quality, and budget. A key of five Likert scale to obtain information was assessed to demonstrate the real connections between dependent and independent variables.

#### Data Analysis

Information was structured in a more meaningful and explanatory way to achieve the study's objectives.

After data collection from the field, data was entered imported into SPSS version 21.

Under this study, data analysis and processing involves preparing data gathered into useful, meaningful, clear and understandable information. Data processing consists of entering editing, coding, and tabulating information collected from the respondents. Editing implies the inspection and whether necessary connections of each and every questionnaire or observations form, the main objective of editing is to inflict some standards on raw data.

In addition, coding objective in research is to give clarification of responses obtained, coded and tallies were utilized to identify the frequencies of each answer. Answers were grouped based; tabulation was applied to compare the number of appearances of each response to questions asked.

Quantitative information was performance through descriptive statistics to indicated numbers, percent, means and dispersion. In addition, inferential statistics were applied to establish a correlation and regression r-size effect between variable. The regression analysis included establishing connection between variables. A regression is a set of establishing the link between statistics that comprises of dependence (Kothari, 2014). Therefore, the correlation coefficient measures effect size r and regression analysis

## 4. Results and Discussion

### Demographic Characteristics of Respondents

The general information of respondents is very important to the study because it is used by the researcher as a baseline information to the research questions and objectives. Socio-economic characteristics of respondents were gender of respondents, age groups, education level and occupation.

**Table 2 Gender of respondents**

	Frequency	Percent
Male	81	52.3
Female	74	47.7
Total	155	100.0

**Source: Primary data, (2022)**

The gender distribution of respondents was on the concern of the study, researcher wanted to know how gender of respondents was distributed. The results is presented in Table 2. Out of 155 respondents, the

52.3% (81) of respondents were Males while 47.7% (74) respondents were Females. It showed that gender balance at Pro-Femme Twese Hamwe took place in their organization.

**Table 3 Education of respondents**

	Frequency	Percent
High school	4	2.6
Bachelor's level	118	76.1
Master's level	33	21.3
Total	155	100.0

**Source: Primary data, (2022)**

only 2.6% (4) of respondents had High school, 76.1% (118) of respondents had Bachelor's level and 21.3% (33) of respondents had the Master's level. Generally, high number of them had the Bachelor's level.

The study wanted to know the influence of education level of respondents on performance of project. The results presented in Table 3. Out of 155 respondents,

**Table 4 Marital Status of the respondents**

	Frequency	Percent
Single	27	17.4
Married	114	73.5
Widower	14	9.0
Total	155	100.0

**Source: Primary data, (2022)**

were singles, 73.5% (114) of respondents were married and only 9% (14) of respondents were widowers. The results showed that high number of respondents were married.

The study presented the marital status of respondents. The results were presented in Table 4. Out of 155 respondents, 17.4% (27) of respondents

**Table 5 Age Group Distribution of respondents**

	Frequency	Percent	Valid Percent
Between 18-25 years	9	5.8	5.8
Between 26-35 years	49	31.6	31.6
Between 36-45 years	77	49.7	49.7
Above 45 years	20	12.9	12.9
Total	155	100.0	100.0

**Source: Primary data, (2022)**

respondents were between 18-25 age group, 31.6% (49) of respondents were between 26-35 age group, 49.7% (77) of respondents were between 36-45 age group, and 12.9% (20) of respondents had above 45 old years. The results showed that high number of them had old years between 36-45 age group.

The age group distribution of respondents is one of demographic background information of respondents the study wanted to know. The results presented in Table 5. Out of 155 respondents, 5.8% (9) of

**Table 6 Working Experience of respondents**

	Frequency	Percent
Less than 2 years	26	16.8
2-5 years	41	26.5
Above 5 years	88	56.8
Total	155	100.0

**Source: Primary data, (2022)**

In this study, the working experience was considered. Out of 155 respondents, only 16.8% (26) of respondents had working experience less than 2 years, 26.5% (41) of respondents had working experience between 2-5 years and 56.8% (88) of respondents had the working experience above 5 years. The results showed that, the high number of them (56.8) had an enough experience of above 5 years.

**Findings on the Effects of M&E Planning on Performance of every voice counts**

The first indicator analyzed was the effect of monitoring and evaluation planning on project performance. The study wanted to determine how M&E planning affect project performance of every voice counts (Pro-Femme Twese Hamwe). The results will assist on how to improve or develop M&E planning in order to achieve on effective performance. The further presentation and interpretation are in table 4.6 as follow:

**Table 7 Effect of M&E Planning on Project Performance of every voice counts**

Statement	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Meeting planned before carrying out M&E	0	0	7	4.5	5	3.2	124	80	19	12.3	155	4.00	0.581
Field visit carried out to check on M&E	1	0.6	5	3.2	2	1.3	110	71	37	23.9	155	4.14	0.649
Project performance indicators formulated during planning process	0	0	9	5.8	3	1.9	100	64.5	43	27.7	155	4.14	0.716
Revises the indicators planned	4	2.6	11	7.1	6	3.9	102	65.8	32	20.6	155	3.95	0.874
<b>Overall Mean</b>												<b>4.06</b>	

Source: Primary data, (2022)

The study wanted to find out the effects of planning meeting before carrying out M&E was undertaken on project performance. Out of 155 respondents, 4.5% (7) of respondents disagreed, 3.2% (5) of respondents were undecided, the 80% (124) of respondents agreed and 12.3% (19) of respondents strongly agreed that Pro-Femme Twese Hamwe plan meetings before carrying out M&E are undertaken. The study wanted to know if the project carry out field visit to check on M&E, 0.6% (1) of respondent strongly disagree, 3.2% (5) of respondents disagreed and 1.3% (2) of respondents were undecided, the 71% (110) of respondents agreed and 23.9% (37) of respondents strongly agreed that Pro-Femme Twese Hamwe carries out field visit to check on M&E that helps them to know the level of project performance and how to improve.

The researcher wanted to know how formulating project performance indicators during planning

process affects project performance. 5.8% (9) of respondents disagreed, 1.9% (3) of respondents were undecided, 64.5% (100) of respondents agreed and 27.7% (43) of respondents strongly agreed that Pro-Femme Twese Hamwe formulate project performance indicators during planning process that is why project perform the duties;. The study also wanted to know the effects of planning revises indicators on project performance. 2.6% (4) of respondents strongly disagreed, 7.1% (11) of respondents disagreed, and 3.9% (6) of respondents were undecided, and 65.8% (102) of respondents agreed and 20.6% (32) of respondents strongly agreed that Pro-Femme Twese Hamwe plan revises the indicators of M&E planning that bring and promote project performance. The overall mean of results (4.06) that is between Agree (4) and Strongly Agree (5), it presented that the high number of respondents agreed that monitoring and evaluation planning affects the project performance.

**Table 8 Relationship between M&E planning and project performance**

		Effects of M&E Planning on Performance	Performance of Every Voice Counts Project
Effects of M&E Planning on Performance	Pearson Correlation	1	.879**
	Sig. (2-tailed)		.000
	N	155	155
Performance of Every Voice Counts Project	Pearson Correlation	.879**	1
	Sig. (2-tailed)	.000	
	N	155	155

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Primary data, (2022)**

Table 8 presents the relationship between M&E planning and project performance in Every Voice Counts (Pro-Femmes Twese Hamwe) project in Kicukiro District, Rwanda. The statistical package for social science (SPSS) software was used to get the results of Pearson coefficients. A Pearson coefficient correlation is between -1 and 1 where -1 to 0 present negative correlation (-1 to -0.5 indicates high negative correlation and -0.5 to 0 indicates low negative correlation); and 0 to 1 present positive

correlation (0 to 0.5 indicates low positive correlation and 0.5 to 1 indicates high positive correlation). According to the results, the correlation between M&E planning and project performance was  $r=0.879$ , it shows that there was a high positive correlation and there was high significant relationship between M&E planning and Every voice counts (Pro-Femme Twese Hamwe) project performance in Kicukiro District, Rwanda.

**Table 9 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 <sup>a</sup>	.772	.771	.380

a. Predictors: (Constant), Effects of M&E Planning on Performance

Table 9 presents Model Summary, the results indicates that the R Square=0.772. it was clear that 77.2% of all variables in project performance can be explained by one's of all variables of M&E planning.

**Source: Primary data, (2022)**

**Table 10 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.915	1	74.915	519.146	.000 <sup>b</sup>
	Residual	22.079	153	.144		
	Total	96.994	154			

a. Dependent Variable: Performance of Every Voice Counts Project

$F(1,153)=519.146$  and P value=0.000, it means there was a significant relationship between M&E planning and project performance of Every voice counts (Pro-Femme Twese Hamwe) project in Kicukiro District.

**Source: Primary data, (2022)**

Table 10 presents ANOVA, the results presented that the variables were statistically significant with

**Table 11 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.871	.158		5.530	.000
	Effects of M&E Planning on Performance	.840	.037	.879	22.785	.000

a. Dependent Variable: Performance of Every Voice Counts Project  
**Source: Primary data, (2022)**

Table 11 presents the constant of independent variable of M&E planning. It is statistically significant since p value is less than 0.05. The results presented that variables of M&E planning were statistically significant with p value =0.000.

The first study specific objective was to assess the effect M&E Planning on Performance of every voice counts in Kicukiro District. According to Wachaiyu, (2016), there is need to develop M&E work plan that would ensure, timing demonstrated to the specific periods. It is essential to choose the instruments that were adopted in every phase of project execution. And according to the results of the study, the effects of plan meeting before carrying out M&E was undertaken on project performance was analyzed. Out of 155 respondents, 4.5% (7) of disagreed, 3.2% (5) of were undecided, the 80% (124) of agreed and 12.3% (19) of respondents strongly agreed that Pro-Femme Twese Hamwe plan meeting before carrying out M&E are undertaken. The study examined if the project carry out field visit to check on M&E 0.6% (1) of respondents strongly disagree, 3.2% (5) of respondents disagreed and 1.3% (2) of respondents were undecided, he 71% (110) of respondents agreed and 23.9% (37) of respondents strongly agreed that Pro-Femme Twese Hamwe carries out field visit to check on M&E that helps them to know the level of project performance and how to improve. The study also wanted to know the effects of planning revises indicators on project performance. 2.6% (4) of respondents strongly disagreed, 7.1% (11) of respondents disagreed, and 3.9% (6) of respondents were undecided, and 65.8% (102) of respondents agreed and 20.6% of 32 respondents strongly agreed that Pro-Femme Twese Hamwe plan revises the indicators of M&E planning that bring and promote project performance. The overall mean of results (4.06) that is between Agree (4) and Strongly Agree (5), it presented that the high number of respondents agreed that monitoring and evaluation planning affect the project performance. The correlation between M&E planning and project performance was  $r=0.879$ , it shows that there was a high positive correlation and there was high significant relationship between M&E planning and every voice counts project. And the results presented that the variables were statistically significant with

$F(74.915)=519.146$  and  $P=0.000$ , it means there was a significant relationship between M&E planning and project performance of Every voice counts (Pro-Femme Twese Hamwe) project in Kicukiro District.

**5. Conclusion**

The study analyzed the indicator that help project to the M&E practices that increase the performance of Every voice counts (Pro-Femme Twese Hamwe) project in Kicukiro District. That indicator was M&E planning, the study concluded based on the results, the overall mean of results (4.06) that is between Agree (4) and Strongly Agree (5), it presented that the high number of respondents agreed that monitoring and evaluation planning affect the project performance. The inferential statistics presented that the correlation between M&E planning and project performance was  $r=0.879$ , it shows that there was a high positive correlation and there was high significant relationship between M&E planning and Every voice counts project. And it presented that the variables were statistically significant with  $F(74.915)=519.146$  and  $P$  value=0.000b that means there was a significant relationship between M&E planning and project performance of Every voice counts (Pro-Femme Twese Hamwe) project. It is important to plan M&E before you start your project

**Acknowledgments**

I wish to acknowledge Dr. James Kant Kamuhanda (PhD) for his contribution to this work from the beginning up to its completion. I extend my acknowledgement to Kicukiro authorities and Pro-Femmes Twese Hamwe leadership for their support and cooperation during this study

**References**

[1] Abdulkadir, H.S. (2014). *Monitoring and Evaluation Johannesburg*. World alliance for Citizen Participation.  
 [2] Abdul-Rahman, H., Wang, C., & Muhammad, N. A. B. (2011). Project Performance monitoring methods used in Malaysia and perspectives of introducing evaluation as a standard approach. *Journal of Civil Engineering and management*, 17(3), 445-455.

- [3] Acevedo, G. L. (2010). *Challenges in Monitoring and Evaluation: An opportunity to institutionalize M&E systems*. Working paper No.55853. Caribbean, Latin America.
- [4] Aggett, S., Dunn, A., & Vincent, R (2012): *Engaging with impact: How do we know if we have made a difference?* London. United Kingdom
- [5] Andove Wilson Mwangu (2015): How monitoring and Evaluation Affects the Outcome of Constituency. *International Journal of Academic Research in Business and Social Sciences*. 5(3)
- [6] Baker, M. (2011). How Monitoring and Evaluation Affects the outcome of Constituency How Development Fund Projects in Kenya: A Case Study of Projects in Gatanga Constituency. *International Journal of Academic Research in Business and Social Sciences*, 5(3), 13 - 51.
- [7] Ballesters-Perez, P. & Ferdnazed-Diego. M. (2012). Human resources allocation management melt project using isodiametric techniques: *International Journal of project management*, 30(8), 901-913.
- [8] Banyenzaki, M. (2015). *Contract Management practices and performance of the road construction projects: The case of Wakiso District*, Unpublished dissertation in project Managements and Evaluation. Wakiso, Uganda.
- [9] Basha, Q. R. (2017). *Performance issues in Civil Engineering: Methods and techniques (4<sup>th</sup> edition)*. Kansensero: Global Publishers Ltd.
- [10] Bhattacharjee A (2012). *Social Science Research. Principles, Methods, and Practices*: University of South Florida USA
- [11] Charles G. Kamau, Humam Bin Mohamed (2015): Efficacy of Monitoring and Evaluation Function in Achieving Project Performance in Kenya: A Conceptual Framework. *Science Journal of Business and Management*, 3(3)
- [12] Cowen, A. P. (2012). *The effects of status transfer and interfirm coordination*. Virginia: university of Virginia.
- [13] Cusworth, J. W., & Franks, T.R (2013). *Managing projects in developing countries*. Routledge.
- [14] Damoah, I., Akwei, C. and Mouzughy, Y. (2015). Damoah, I., Akwei, C. and Mouzughy, Y. (2015). *Causes of government project failure in development countries. Focus on Ghana British Academy of Management conference, Portsmouth University, available at: [www.researchgate.net](http://www.researchgate.net) (accessed April 7, 2018)*
- [15] Dobrea, R. C., Ciocoiu, N. & Tipa, S. (2010). *Investments Characteristics in Infrastructure industries, Economia. Seria Management*, 13(1), 204-210
- [16] Fedel, C. (2011). *Construction quality control inspection program*. Retrieved on 20<sup>th</sup> September, 2019 from :([www.ferc.gov/industries/hydropower/safety/guideline/eng-guide](http://www.ferc.gov/industries/hydropower/safety/guideline/eng-guide)).
- [17] Florin, (2011). *Developing an integrated Monitoring and Evaluation Flow for Sustainable Investment projects*. Romania: The Bucharest Academy of Economic Studies.
- [18] Gaitano, S, (2011). *The Design of M&E Systems: A Case of East Africa Dairy Development project*. A paper presented at INTRAC 7<sup>th</sup> Monitoring and evaluation conference 2011
- [19] Government of Rwanda. (2013). *The Nation Census of the United Republic of Tanzania 2011/2012. Dar es Salaam*: Tanzania bureau of statistics. Government. A report of road Maintenance Budget summary for road funds. Bangamoyo, Tanzania.
- [20] Green, W. (2014). *Construction Program Management and Inspection Guide*. Retrieved on 20<sup>th</sup> Sept, 2019 from [www.fhwa.dot.gov/construction/cpmi04/pdf](http://www.fhwa.dot.gov/construction/cpmi04/pdf).
- [21] Gwadoya, M. (2012). *A Study of the leadership and Coaching Behaviors of high Level Hurling Coaches*. Waterford, Ireland: Waterford Institute of technology.
- [22] Hans, R.T. (2013). Work breakdown structure: a tool for project scope verification. *International journal of Software Engineering & Application*, 4(4)1-7.
- [23] Hassan, A .I. (2013). An Investigation of structural capacity as a component of Monitoring and Evaluation in Project Performance of Road Construction Projects in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 3 (8), 443-452
- [24] Hummelbrunner, R. (2010). *Beyond log Frame: Critique, Variation and Alternatives*, in Beyond log frame; Using systems Concepts in evaluation ‘, Tokio, FASID
- [25] Ika, L A., Diallo, A., & Thuillier, D. (2012). Critical Performance factors for World Bank projects: an empirical investigation. *Internal Journal of project management*, 30(1), 105-116.
- [26] Ika, I. A. (2012). Project management for development in Africa: why projects are failing and what can be done about it. *Project management Journal*, 43(4), 27-41

- [27] Ika, L. A., Diallo, A., D. (2010). Project management in the international development industry: the project coordinator's perspective. *International Journal of Managing projects in Business*, 3(1), 61-93.
- [28] Jackson, L.O., Joseph, K. M., & Ben, M, N. (2015). Factors Affecting the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects In Kenya: A Case of Laikipia West Constituency. *Journal of Economics and Finance*, 6 (1), 74-87.
- [29] Jetu, F .T. & Riedl, R (2013). Cultural values influencing project team Performance: An empirical investigation in Ethiopia. *International Journal of Managing Projects in Business*. 6(3).425-456.
- [30] Joseph, N., & Peter, M (2015). Factors, Strategies, polices & Stakeholders Influence for Youth performances in Agri-Business projects in Bugesera District Rwanda. *The International Journal of Business & Management*,
- [31] Joshua Mulei Kimweli (2013): The Role of Monitoring and Evaluation Practices to the Performance of Donor Funded Food Security Intervention Projects. A Case Study of Kibwezi District.
- [32] Karanja, G. (2014). Influence of management practices on Performance of youth income generating projects in Kangema District, Murang'a Country, and Kenya. *International journal of Education and Research*, 2(2), 1-12.
- [33] Kariungi, S. M. (2014). Determinants of Timely Completion of projects in Kenya: A Case of Power and Lighting Company, Thika. *ABC Journal of Advanced Research*, 3(2), 9-19.
- [34] Khan E (2010). *The next Generation of Economic Issues in Energy policy in Europe*. London: CEPR Press.
- [35] Kimweli, J.M. (2013). The role of monitoring and Evaluation practices to the Performance of donor funded food security intervention projects. *International journal of academic research in Business and Social sciences*, 3(6), -11
- [36] Kothari C.R (2014), *research methodology, Methods and Techniques* (Second Revised Edition), New Delhi: Age International publishers.
- [37] Kule, J. W., & Umugwaneza, A. (2016). The role of monitoring and Evaluation on project Performance in Rwanda. *Journal of business and social science*. 5(7), 159-177.
- [38] Kusters, C, Vugt, S V., Wigbolus, S. & Woodhill, B. W. (2011). *Making Evaluation Mat a practical guide for Evaluators*, Wageningen, Netherlands: Centre for development Innovation.
- [39] Lahey, R. (2015). *Common Issues Affecting Monitoring and Evaluation of Large ILO projects: Strategy to address them*. Retrieved on 3<sup>rd</sup> April, 2019 from [www.ilo.org](http://www.ilo.org).
- [40] Mackay, K. (2010). *The nuts & Bolts of M&E Systems*. Washington, D.C World Bank
- [41] Magondu, A. (2013). *Factors influencing Implementation of Monitoring and Evaluation in HIV Research Projects, a case of Kenya Aids Vaccine Initiative*. Masters Dissertation. University of Nairobi, Kenya.
- [42] Marangu, E. M. (2012). *Factors influencing implementation of community based projects undertaken by the Banking industry in Kenya. A case of Barclays Bank of Kenya (Masters Dissertation)*. Kenyatta University, Nairobi, Kenya
- [43] Margolius, M & Salafsky, O. (2010). Effectiveness of internal Audit as Instrument of improving Public Sector Management. *Journal of Emerging Trends in Economics and management Sciences*. 2(4), 304-309.
- [44] Margoluis, R. & Salafsky, N. (2010). *Measures of Performance*. Washington, D.C: Island Press
- [45] Mark, B. (2010). *Charismatic Leadership Case Study with Ronald Reagan as Exemplar*. London: Regent University.
- [46] Mauro, L. & Marly, M (2014). *Conceptual framework of Performance in project management oriented to Performance*. Sao Paulo: University of Sao Paulo.
- [47] Mbiti, M.V & Kuruja, E. (2015). Role of monitoring and Evaluation on performance of Public Organization Projects in Kenya: A Case of Kenya Meat Commission M&E on performance of Public Organization projects in Kenya. *International journal of innovative Development and Policy studies*, 3(3), 12-27.
- [48] Ministry of Finance and Economic Planning (2013). *Annual Reports on Small and Medium Enterprises development in Rwanda*. Kigali. Rwanda.
- [49] Mladenovic, G., Vajdic, N., Wüdsch, B., & Salaje, A. T. (2013). Use of key performance indicators for PPP transport projects to meet stakeholders' performance objectives. *Built environment project and Asset Management*, 3(2), 228-249.

- [50] Mu'azu, M & Siti, P. (2012). *The part of last Resort: Adaptive Environment Assessment and Management (AEAM)*. Minnesota: Adaptive Management.
- [51] Mugenda, O. M & Mugenda, A.G. (2013). *Research method: Qualitative and Quantitative approaches*. Nairobi African center, O. M & Mugenda, A.G. (2013). *Research method: Qualitative approaches*. Nairobi African center for technology studies.
- [52] Musomba, K., Kerongo, F., Mutua, N. & Kilika, S. (2013). Factors affecting the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects in Changamwe Constituency, Kenya. *Journal of International Academic Research for Multidisciplinary*, 1(8)
- [53] Myrick, D. (2013). A Logical framework for monitoring and Evaluation: A Pragmatic Approach to M&E. *Mediterranean Journal of social Sciences*, 4(14), 423-42
- [54] Naidoo, I. A. (2011). *The role of monitoring and evaluation in promoting good governance in South Africa: A case study of the department of social Development*. Doctoral dissertation. University of Witwatersrand.
- [55] Ngogi, K., & Nyandika. F. O. (2014). Influence of Stakeholders' Participation on Performance of Road Projects at Kenya National highways authority. *Journal of Business Management*, 1(11), 384-404.
- [56] Nisa, Z. U. (2015). Impact of project performance Measurement System on project Performance. *International journal of science, basic and applied Research*, 22(2), 289-315.
- [57] Niwagaba, H.(2018). Influence of Monitoring and Evaluation Planning on Project Performance in Rwanda: A case of selected non-governmental organizations in Gasabo District
- [58] Njama, A. W. (2015). *Determination of effectiveness of M & E System for projects: A case of Amref Kenya WASH program*. Nairobi: University of Nairobi (UoN).
- [59] Numutesi, E. (2018). *The influence of Monitoring and Evaluation on project Performance: A Case of Africa Indoor Residual Spraying*. A Research Project Submitted in Partial Fulfillment for the Award of a Degree in a Master of Business Administration (Project Management Option) of Mount Kenya University. Kigali, Rwanda.
- [60] Nyandika, O.F., & Ngugi, K. (2014). Influence of stakeholders Participation on Performance of Road projects at Kenya National Highway Authority. *Journal of business Management*, 1(11), 384-404.
- [61] Nyonje, R.O., Ndunge, K.D & Mulwa, A.S. (2012). *Monitoring and Evaluation of Projects and programs-A Handbook for students and Practitioners*. Aura Publishers. Nairobi.R.O.,
- [62] Patton, M.Q. ((2013). *Utilization-Focused Evaluation (U\_FE) Checklist*. Kalamazoo: Western Michigan University
- [63] Perrin, B. (2012). *Linking Monitoring and Evaluation to impact evaluation*. Retrieved on 6<sup>th</sup> April, 2019 from: <http://www.interaction.org>
- [64] Republic of Rwanda (2018) Monitoring & Evaluation Plan for the Health Sector Strategic Plan (HSSP III)
- [65] Republic of Rwanda. (2013). Electricity access scale-up and sector-wide approach (SWAP) development project. Kigali: World Bank
- [66] Ruesga, G. A. (2011). *Philanthropy Abertross debunking Theories of Change*. Retrieved on 15<sup>th</sup> August, 2019 from: [www.theoryofchange.nl.org](http://www.theoryofchange.nl.org).
- [67] Saunders, M.N., Lewis, K., & Thornhill, A. (2012). *Research Methodology for Business Students* (6<sup>th</sup> edition). Harlow: Pearson Education Ltd.
- [68] Sekaran, U. (2010). *Research Methodology of Business: a Skill Building Approach* (7<sup>th</sup> edition). New York, NY: John Willey&Sons, Inc.
- [69] Sekaran, U., & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach* (5<sup>th</sup> edition). West Sussex, UK: John Wiley & Sons Ltd.
- [70] Shah, N. (2013). Driving Project Performance through Stakeholder Management. India: *International Society for Pharmaceutical Engineering*. 23(1), 311-325
- [71] Shimwa, P. (2019). *Project implementation and project Performance: a case s of electricity access rollout project, Nyarugenge, Rwanda*. A Research Project Submitted in Partial Fulfillment for the Award of a Degree in Master of Business Administration (Project Management Option) of Mount Kenya University. Kigali, Rwanda.
- [72] Silvius, A.J.G., Brink, J. Van der, & Kohler, A. (2010). The Concept of Performance and tis Application to Project Management. *Paper Presented at IPMA Expert Seminar Survival and Performance as Challenges for Projects*, Zurich. Sudan, Juba.

- [73] Tucheran, M, (2017). *Challenges and Key Factors of Integrating Learning and Change in Development Projects*. Washington, D.C, World Bank
- [74] Turner, R, & Humanim. (2010). *Responsibilities for Sustainable development in project and program management*. IPMA Expert Seminar Survival and Performance as Challenges for Projects, Zurich, Switzerland.
- [75] Umugwaneza, A (2016). Role of Monitoring and Evaluation on Project Performance in Rwanda. A case study of electricity access scale-up and sector-wide approach development project (EASSDP)
- [76] United Nations Development Program [UNDP] (2012). *Annual Report for Project Development*. Washington. USA.
- [77] Victoria Wanjala Wachaiyu (2016). Monitoring and Evaluation factors influencing Performance of development projects: A case of Starehe Sub-County, Kenya
- [78] Wabwoba, M.SN. & Wkhungu, J.W. (2013). Factors Affecting Performance of Community Food Security Projects in Kiambu County, Kenya. *Journal of Agriculture & Food Security*. 2 (3), 2-9.
- [79] Workforce Development Authority [WDA]. (2017). *Kora Wigire Program in the City of Kigali, annual report*. Kigali, Rwanda.
- [80] World Bank, (2015). *Improving Environmental Performance in Road Projects*. Retrieved on 15/02/2017 from [www.worldbank.org](http://www.worldbank.org).
- [81] World Bank. (2011). *Conflict, Security and Development*. *World Development Report*. The World Bank.
- [82] Yaghootkar, K. & Gil, N. (2011). The effects of Schedule-driven project management in Multi-project environment, *International Journal of Project Management*, 30(1), 127-140.
- [83] Zvoushe, H & Gideon, Z. (2013). Utilization of Monitoring and Evaluation Systems by Development Agencies; Case of UNDP in Zimbabwe. *American International Journal of Contemporary Research*, 3(3), 70-83.