ROLE OF MONITORING AND EVALUATION ON PROJECT SUSTAINABILITY IN RWANDA. A CASE STUDY OF ELECTRICITY ACCESS SCALE-UP AND SECTOR-WIDE APPROACH DEVELOPMENT PROJECT (EASSDP)

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ABSTRACT

Generally, role of monitoring and evaluation on project sustainability in Rwanda is necessary by focusing on why the lack of M & E capacity continue to cause unsustainable outcomes of projects because the results of many projects are not benefited after being implemented. The general objective of the study was to examine the role of monitoring and evaluation on projects sustainability in Rwanda. Specific objectives were to identify the role of effective information **to** the sustainability of the projects in Rwanda; to examine how partnership for planning influences the sustainability of projects in Rwanda; to ascertain the effect of supportive supervision to the sustainability of projects in Rwanda; and to establish relationship between **accountability and** the sustainability of projects in Rwanda. The findings will help policy makers in decision making and enable them put in place policies guiding running of projects in the country. This study adopted a descriptive research design. The target population of this study was 104respondents comprised of 100 monitors of Rwanda Electricity Access Scale-Up and Sector-Wide Approach (SWAP) development project and four directors of REG in Kayonza, Bugesera, Karongi and Gatsibo. Slovin's formula was used to determine the sample of 83 respondents. Purposive sampling method was used to select four directors, while for SWAP staff simple random sampling method was used. Both primary data and secondary data was used for the study. Primary data was collected using a well-structured questionnaire. The study utilized questionnaires as an instrument for data collection. Data collected was analyzed through SPSS version 23. Data analysis involved statistical computations for averages, percentages, and correlation and regression analysis. Findings of the study was presented using frequency distribution tables. For the first and second research objectives, this research used descriptive statistics (frequency, percentage, mean and standard deviations), regression analysis was used for the third research objectives, while Pearson correlation was used for the fourth research objective to establish relationship between variables under study. The study findings indicated that accountability (r=0.347, p<0.01), effective communication (r=0.466, p<0.01), partnership for planning (r=0.506, p<0.01) and supportive supervision (r=0.612, p<0.01) significantly correlate to the sustainability of projects in Rwanda. The study recommended that commitment by the management in overseeing the monitoring and evaluation exercise in the project will enhance project sustainability in Rwanda.

Key words: Accountability, Effective information, Partnership for planning, Supportive supervision, Sustainability of projects

1.0 Background.

During the past 50 years, organizations worldwide in the public sectors have established Monitoring and Evaluation (M&E) functions to improve their sustainability outcomes. Due to the growing importance of the monitoring & evaluation all-over the world, many projects identified the benefits and they are trying to establish it in their operations (Baker, 2011). Government projects have been occupying the role of main service providers over the past few years (Ashbaugh, 2004). At national and international scales, sustainability criteria and indicators for M&E were important tools for project management towards goals, and influencing policy and practices. At regional and sub-regional scales M&E is important for assessing the sustainability of local practices, and can be an important tool to assist with management planning in Non-Government Projects (Margoluis, & Salafsky, 2010).

Monitoring and evaluation (M & E) in Spain has become an increasingly important tool within global efforts toward achieving environmental, economic and social sustainability (Mrosek, Balsillie & Schleifenbaum, 2006). The evolution of Monitoring and Evaluation in France has been grouped into several distinct phases for the purpose of clarity, and it does help to show how ideas have generally evolved and how expectations have expanded over the years (Roger & Tim, 2008).

In China, there were special officers in the government to control the duties of Monitoring and Evaluation (Angus & Mohammed, 2014). As of date, the M&E function has grown in its importance, partly because it helps the management to compensate for the loss of control as a result of increase in organization complexity, but most importantly it helps management to detect and manage risks which is a crucial part of corporate governance process (Mu'azu & Siti, 2012).

Developed countries' Government projects, particularly those of the Organization for European Co-operation and Development (OECD), have had as many as 20 or more years of experience in M&E, while many developing countries are just beginning to use this key public management tool. The experiences of the developed countries are instructive, and can provide important lessons for developing countries (World Bank, 2004).

Developing countries are performing some kind of regular monitoring and evaluation activities, these range from comprehensive national evaluation systems in countries such as India and Malaysia to basic monitoring of selected projects in many countries in Africa and the Middle East (Zvoushe & Gideon, 2013). The imperative is to focus and strengthen monitoring and evaluation capacity across all spheres of government (Mackay, 2007). Similarly, project sustainability is a major challenge in many developing countries, Large number of projects are implemented at huge costs often tend to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter (Khan, 2012).

In African context, the South African government has placed increasing importance on Monitoring and Evaluation during its third term of office since democracy (Florin, 2011).

The evidence shows that Kenya mostly relies on traditional and informal control structure to fulfill their welfare agendas. Formal M &E systems as practiced in Kenya have not fully been incorporated in the Government projects control systems under M &E (Abdulkadir, 2014).

In recent years, Rwanda has suffered from an acute shortage of electricity supply and severe load shedding. Its installed generation capacity, has been severely constrained by regional drought, which led to a rapid draw-down of the reservoirs. Furthermore, the poor quality of supply severely limits the competitiveness of Rwandan businesses, the sector has emerged from a period of supply shortages, helped by better-than-average rainfall and additional base-load thermal generation (Republic of Rwanda, 2013).

The Rwanda Economic Development and Poverty Reduction Strategy (EDPRS, 2008-2012) therefore targets to support Economic growth by improving infrastructure service provision especially electricity.

The Rwanda electricity access Scale-Up and Sector-Wide Approach (SWAP) development project should help launch the National Electricity Access Program (NEAP); to realize the primary target of the Second Economic Development and Poverty Reduction Strategy (EDPRS 2) for the electricity sector of tripling access to electricity by 2012 to about 16 percent of households and at least 50 percent of identified public institutions. The project was also providing an effective means to advance implementation of the Government-led sector wide approach and ongoing harmonization process in the electricity sector (Ministry of Finance and Economic Planning [MINECOFIN], 2013).

Even if SWAP project indicates success in the first phase, the performance assessment completed in April 2015, highlights that Energy, Water and Sanitation Authority (EWSA) performance has been poor that caused inefficient electricity in Rwanda. This poor performance should be a result of an increasing maintenance costs may be due to lack of effective M&E. Hence, currently most M&E works related to performance of the projects, internal accounting control and security over assets rather sustainability of the projects outcome. It is felt necessary to study the role of M &E to the projects sustainability in Rwanda, with reference of SWAP.

1.2 Statement of the Problem

In developping countries, lack of M & E capacity continues to cause non-sustainable outcome of the projects, because the outcomes of many projects are not benefited after being implemented (Angelo, 2008). The study of Tache (2011) inRomania used critical analysis and concluded that Monitoring and Evaluation (M&E) determinants are the best that affect the sustainability of the projects. The study of Paulinus and Iyenemi (2014)in Nigeria and Ghanarevealed that the absence of sustainability of the projects depended on the lack of project planning partnership due to M&E.While Karanja (2014) revealed that financial management, appropriate training and leadership are the major determinants that influence the sustainability of the projects in Kenya. As indicated by Marcus (2005), the expected sustainable benefits of half of the World Bank project investments had failed after the completion of the project. Therefore, when projects fail to meet their desired sustainable objectives as planned, it becomes a big threat to both management and beneficiaries of the projects. Although, the Government of Rwanda, (2010) has established a programme for Monitoring & Evaluation, till now, many of Government projects do not sustain their outcomes (Ministry of Finance and Economic Planning [MINECOFIN], 2013).

However, this does not rule thatM&E affect the sustainability of the projects. Given the understanding of different scholars arguments on this topic, it leads the researcher in unbalanced academic position not conclude whether project sustainability is fully affected by Monitoring and Evaluation (M&E). Therefore, the researcher stands to study the relationships between Monitoring and Evaluation (M&E) and sustainability of projects in Rwanda

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to analyze the role of monitoring and evaluation on projects sustainability in Rwanda.

1.3.2 Specific objectives

The specific objectives of the study were:
1. To establish the relationship between **accountability and** sustainability of projects in Rwanda.
2. To determine the influence of effective information on the sustainability of the projects in Rwanda
3. To examine the influence of partnership for planning on the sustainability of projects in Rwanda;
4. To determine the influence of supportive supervision to the sustainability of projects in Rwanda

2.0 Literature Review

2.1 Empirical review

2.3.1 Empirical Literature Related to Monitoring &Evaluation

Zubair, Muhd, Majid and Mushairry (2006) carried out a study called a systematic approach for monitoring and evaluating the project progress. The objective of this study was to identify techniques that can be used in the construction industry for monitoring and evaluating the physical progress, and also to establish how current computer technology can be utilised for monitoring the actual physical progress at the construction site. They discusseed the results of questionnaire survey conducted within Malaysian Construction Industry and suggests a prototype system, namely Digitalising Construction Monitoring (DCM). Using emerging technologies and information system the DCM re-engineer the traditional practice for monitoring the project progress. The study revealed that the system can automatically interpret drawings of buildings and extract data on its structural components and store in database. It can also extract the engineering information from digital images and when these two databases are simulated the percentage of progress can be calculated and viewed in Microsoft Project automatically.

Tache (2011) carried out a study called developing an integrated Monitoring and Evaluation flow for Sustainable Investment Projects in Romania. the objective of the study was to develop a general integrated flow, encompassing both a project monitoring system and also a project evaluation system for the investment projects involving economic objectives, as well as cross-cutting social and environmental targets. The whole approach was being presented as a flowchart, which highlights the intimate relationship between the monitoring and evaluation processes, and provides a formal framework for performing a logical monitoring and evaluation process, taking into account simultaneously the economic, social and environmental perspectives, within an investment project. 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 sustainability of the projects in Romania.

Paulinus and Iyenemi (2014) carried out a study called M&E rural water supply projects and sustainable development in Nigeria and Ghana. The study reviews the sustainability issues that are associated with rural community water provision and some of the challenges experienced in the in Niger Delta region of Nigeria within the context of project benefits sustenance. The sustainability of this approach to water provision was assessed using a qualitative research methodology and undertaking a comparative review of Micro-Projects

Programme (MPP3) in Nigeria with that of Volta Region Community Water Supply Programme (VRCWSP). The findings reveal the absence of sustainability in the current approach and the paper recommends that if community based hand pump operated rural water supply projects are to be sustainable; the sustainability factors must be given full consideration in its design and implementation.

Zvoushe and Gideon (2013) analyzed the utilisation of Monitoring and Evaluation Systems by Development Agencies, the Case of the UNDP in Zimbabwe. They examined the utilisation of Monitoring and Evaluation Systems (M&Es) by international development agencies, using the UNDP in Zimbabwe as the case study. It does not have a standalone monitoring and evaluation department. The study used documentary analysis and found that, there is low note systematic use of evaluation findings from previous programmes while its evaluation approaches have a disturbing skew towards the quantitative. Such overly quantitative approaches carry the risk of sidelining the impact of contextual factors in development programmes and projects.

Karanja (2014) investigated the influence of management practices on sustainability of projects in Kangema District (Kenya). The objective of the study was to assess the influence of management practices on sustainability of the projects in Kangema District, Murang'a County, Kenya. It focused on Training, Monitoring &Evaluation, Leadership and financial management aspects in relation to project sustainability. Descriptive survey design was adopted with 13 groups selected through stratified sampling where the chairperson and member of each group included in the sample. Two groups were involved in focused group discussion. District officer was also interviewed. Data was analyzed using descriptive statistics. The results were presented in form of tables and percentages. The study revealed that, sound financial management, appropriate training, leadership and effective monitoring and evaluation influence the sustainability of the projects.

Kimweli (2013) analyzed the role of monitoring and evaluation practices to the success of donor funded food security intervention projects in Kenya. The purpose of the study was to find out the role of monitoring and evaluation practices to the success of donor funded food security intervention projects. The study targeted residents of Kibwezi district who have benefited from donor funded food security projects. The study utilized a case study design because it was considered a robust research method particularly when a holistic and in-depth investigation is required. A sample of 40 respondents was selected from four Locations; Makindu, Nzambani, Masongaleni and Mtito Andei ; from the larger Kibwezi district through purposive sampling. Data was collected through a questionnaire with 10 questions where respondents indicated responses on statements in a Likert scale. Data from Semi structured interviews from key informants, focussed discussion groups and the government officers who had been involved in these projects were used for triangulation. Quantitative data collected was analysed using MS Excel 2010. The study established that the community was not involved in any monitoring and evaluation of the food security intervention projects. The findings of the study indicated that food security project implementing agencies to recognize the role played by participatory monitoring and evaluation (P M & E) practices in the success and sustainability of the projects.

Ochieng, Paul, Ruth and Kuto (2012) analyzed the effectiveness of monitoring and evaluation of Constituency Development Fund (CDF) projects in kenya. a case of ainamoi constituency.The objective of the study was to look at the effectiveness of monitoring and evaluation process on CDF projects in Ainamoi constituency, Kenya. A case study research design methodology is used where the target population comprises of CDFC members, selected constituents, Project Management Committee (PMC), and District Development Officer (DDO). The results of the study showed that PMC, CDFC and external assessors are involved in monitoring and evaluation of projects with minimal participation of constituents.

Andove and Mike (2015) aseesd how monitoring and evaluation affects the outcome of constituency development fund projects in Kenya. The aim of the study was to establish whether the project monitoring and control efforts of the contractors and project supervisors contribute to an improved project outcome. A field survey was conducted using a sample of 45 respondents who were selected by stratified random sampling. The data were collected using structured questionnaires and analyzed using Statistical Package for Social Sciences. The results of the study revealed that contractors and project supervisors apply monitoring tools to a certain level in their project operations consequently producing satisfactory levels of success. The findings further revealed that most constituency development fund projects in Kenya were completed within the stipulated time frame and budget and that majority of the respondents considered them a success.

Jackson, Joseph, and Ben (2015) analyzed factors affecting the efectiveness of monitoring and evaluation of constituency development fund projects in kenya. The objective of the study was to establish the factors affecting monitoring and evaluation on the projects with reference to technical capacity, political influence, stakeholders' participation, and budgetary allocation of Constituency Development Fund(CDF) projects in Kenya. Descriptive research design was used. The target population was all the Project Management Committee (PMC) and CDF members. Stratified random sampling was used to get the sample. Data was collected using questionnaires which were subjected to content, face and construct validity tests. Descriptive and inferential statistics were used. Mean, standard deviation, correlation, ANOVA and Multiple regression analysis was used to determine the effectiveness of Monitoring and evaluation for CDF projects. The model was able to explain 85.6% of the variances in effectiveness in monitoring and evaluation thus it's a significant tool on CDF projects at 5%.

2.3.2 Empirical Literature Related to Sustainability of the Project

Gilbert , Ron, and Schipper (2014)   analyzed the sustainability in project management competencies: analyzing the competence gap of project managers in Netherlands. The objective was to analyze the coverage of the competencies required for considering sustainability aspects, in the standards of project management competencies. The study also aimed to specify the competence gap of project managers with regards to sustainability, and to provide guidance on how to close this gap. Thestudy therefore made specific suggestions on how the standards of project management competencies should develop in order to prepare project managers for their pivotal role in realizing sustainability of organizations. The stuy used documentary analysis and conclued that Projects are "instruments of change" within organizations, which play an important role in the realization of sustainable business processes and practices. Project managers are therefore important "change agents" in organizations that have a strong influence on the sustainability of organizations.

Mukuhlani (2014) carried out a stusy called empowerment through small business development projects in zimbabwe.The general objective of the study was to address the prevalent issue of unemployment and poverty in Zimbabwe's Midlands Provincial Capital City of Gweru. Twenty s ventured in a brick moulding project and successes and challenges were noted. Through interviews, questionnaires, focus group discussions and observations the researcher found out efforts being made by their generation to make ends meet and to have a sustainable project..

Karanja (2014) analyse the influence of management practices on sustainability of projects in Kangema District, Murang'a County, Kenya. The purpose of the study was to assess the influence of management practices on sustainability of the projects. The specific objectives were to establish influence of Leadership on sustainability of projects in Kangema District, to establish influence of Training on sustainability of projects in Kangema District, to establish the influence of financial management on sustainability of projects in Kangema District, to assess the influence of Monitoring and evaluation on sustainability of projects in

Kangema District. It focused on Training, Monitoring &Evaluation, Leadership and financial management aspects in relation to project sustainability. Descriptive survey design was adopted with 13 groups selected through stratified sampling where the chairperson and member of each group included in the sample. Two groups were involved in focused group discussion. District officer was also in terviewed. Data was analyzed using descriptive statistics. The study revealed that, sound financial management, appropriate training, leadership and effective monitoring and evaluation influence the sustainability of the projects.

Joseph, Eugene and Peter (2015) analyzed factors, strategies, polices & stakeholders influence for performances in agri-business projects in Bugesera District Rwanda. The general objective of this study was to assess the level of involvement of the in Agri-business projects for employment and poverty reduction in Bugesera District of Rwanda. Descriptive cross-sectional study design was employed using a stratified sampling technique. Target population was the aged (15-35) years who are residence of Bugesera District and engaged in Agri-Business activities whose numbers is estimated to be 142,162. A samplesize of 400 s was involved in this research. Self-administered Questionnaire with open ended questions was used to collect the data. Data was analyzed using SPSS tool version 21. Correlation analysis showed that there was a positive significant relationship between performance in agribusiness, training, motivation and income generated.

2.4 Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. In this study the conceptual framework to be used is presented in Figure 2.1
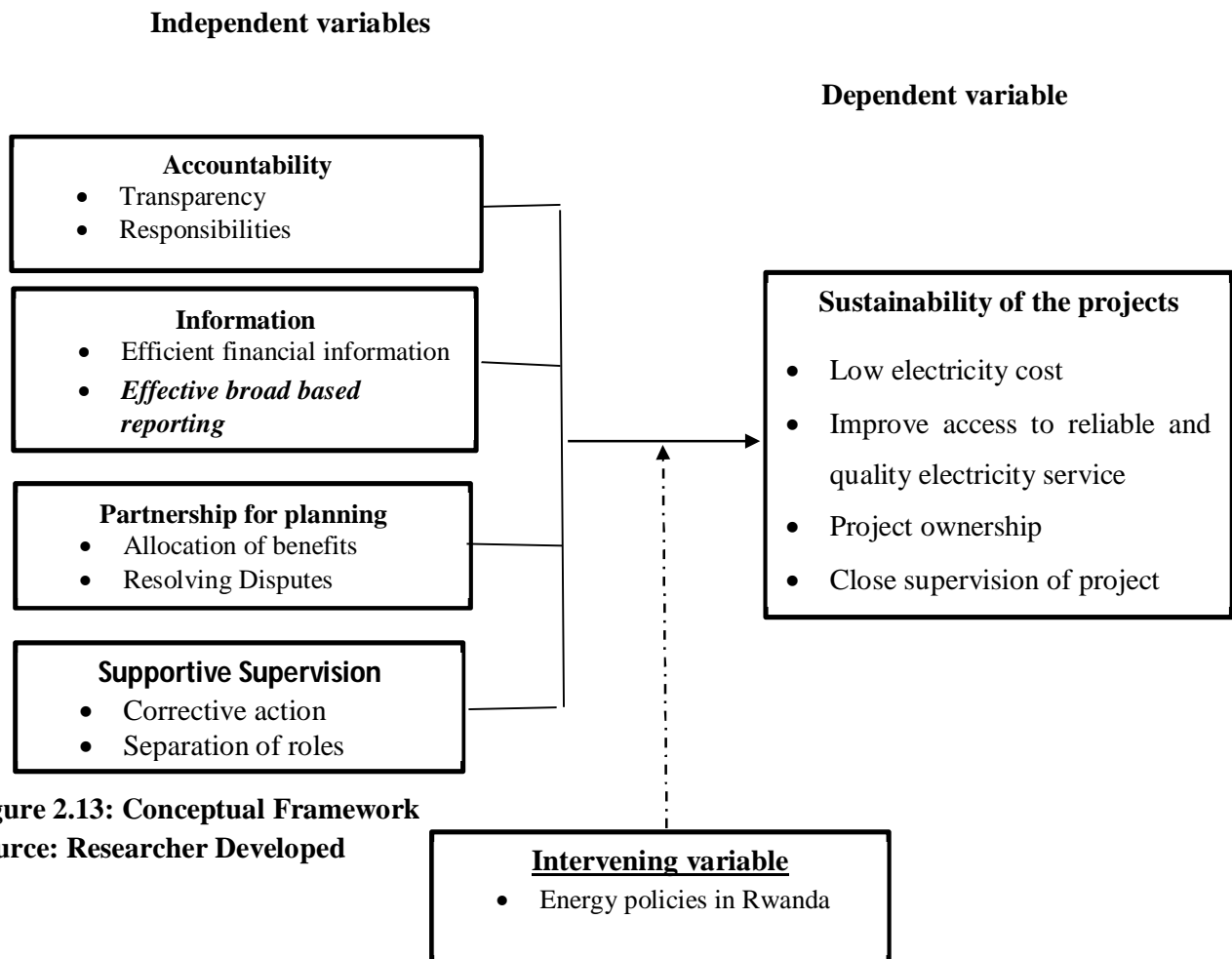
Independent variables

Dependent variable

Figure 2.13: Conceptual Framework
Source: Researcher Developed

Figure 2.1 presents dependent variables, independent variables and intervening variable. Accountability is the obligation of an individual or project to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. Being accountable simply means being responsible for decisions made, actions taken, and assignments completed (Carol & Richard, 2004). Partnersip for planning is a prerequisite for successful M&E systems is the existence of M&E partnerships for both beneficiaries and owners of the projects. Partnerships for M&E systems are for projects because they complement the project's M&E efforts in the M&E process and they act as a source of verification for whether M&E functions align to intended objectives (Siemiatycki, 2006). Supportive supervision implies that an individual or project is able to supervise regularly the M&E processes in such a way that the supervisor offers suggestions on ways of improvement. Supportive supervision is important since it ensures the M&E process is run efficiently (Meena, Bhuputra, Sanghamitra, Srinivas, Anita, Abhimanyu, Chauhan, Kumar & Sanjay, 2014)**.**

Access to electricity involves more than a first supply to the household; this definition of access also involves consumption of a specified minimum level of electricity, access to electricity also includes electricity facilities which can be used without harm to the health of those in the household and which are more environmentally sustainable and energy efficient (Tarun, Reaz &, Ambarish, 2013).

The close Supervision is conducted after a project has been completed. The purpose of the close supervision is to evaluate how successfully the project objectives have been met and how effective the project management practices were in keeping the project on track. The close supervision is an assessment and review of the completed working solution. It will be performed after a period of live running, sometime after the project is completed (Moussa, 2013). Energy policy is the manner in which a governmental entity has decided to address issues of energy development including energy production, distribution and consumption. The attributes of energy policy may include legislation, international treaties, incentives to investment, guidelines for energy conservation, taxation and other public policy techniques (Estache, 2014).
Improve access to reliable and quality electricity service

3.0 Research design

This study adopted descriptive research design. A descriptive study is a study concerned with describing the characteristics of a particular individual or of a group (Kothari, 2004). This design method squarely fits the topic at hand by analyzing the role of monitoring and evaluation on projects sustainability in Rwanda. According to Mugenda and Mugenda (2003) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. The design will be considered for this study due to its ability to ensure minimization of bias and maximization of reliability of evidence collected. Furthermore, descriptive survey design raises concern for the economical completion of the research study. The method is rigid and focuses on the objectives of the study (Gay, 2011).
Population is defined as the total collection of elements about which we wish to make inferences (Cooper & Schindler, 2003). Mugenda and Mugenda, (2003), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study. The population of this study was 104 people including,100 monitors of Rwanda Electricity Access Scale-Up and Sector-Wide Approach (SWAP) development project and four directors of REG in Kayonza, Bugesera, Karongi and Gatsibo, because these four (4) Districts were used for pilot study of Rwanda Electricity Access Scale-Up and Sector-Wide Approach (SWAP) development project.

Table 18: Population under study

Category	Target population
SWAP staff	100
Directors	4
Total	104

Source: SWAP (2016)

3.4   Sample size and sampling procedure

Sampling is defined as the process of selecting a number of individuals for a study in such a way that they represent the larger group from which they are selected (Mugenda & Mugenda, 2003). A sample size of 83 respondents was determined from a total population of 104 individuals using the formula by Yamane (1967).

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

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

$$n = \frac{104}{1 + 104\,(0.05)^2} = 83$$

When limited resources such as time and costs dictate that complete census is not possible, sampling is an alternative. Therefore, in this research, the researcher had constraints concerning cost and time, as well as the population under study is 104 people, this research used purposive sampling method to select four directors, while for SWAP staff simple random sampling method was used.

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.3 Accountability on the sustainability of projects

From the secondary data regarding the role of accountability majority of respondents noted that without accountability, there's no reason to lead a project or be on a project team as one is doomed for failure. Yet this isn't nearly as easy to achieve as it might seem. Often, the members of a project team report to a different organizational leader, and so direct authority can be non-existent. Also, often, project tasks are considered 2nd priority to day-to-day responsibilities. Thus, respondents were asked how they ensured accountability for project management? A few keys to success include: 1) Set expectations. 2) Track progress. 3) Integrate with performance management processes. The respondent's views were noted basing on the Table 4.4

Table 19: Nature of Accountability

	Frequency	Percentage
Set expectations	18	25.7
Track progress	35	50.0
Integrate project with performance management processes	17	24.3
Total	70	100

Results indicated that 25.7% of the respondents considered setting expectations a very important component during monitoring and evaluation, 50% of the respondents considered tracking progress a very important component during monitoring and evaluation, whereas 24.3% of the respondents considered integrating the project with performance management processes a very important component during monitoring and evaluation Therefore, from the study findings, it can be deduced that respondents had experience on accountability.

Furthermore, respondents whose response were positive on accountability as a tool for monitoring and evaluation of projects were asked the benefits which they got as a result of having accountable employees. Their responses were recorded as can be seen in the Table 3 below:

Table 20: Benefits of accountable employees

		Frequency	Percent
Valid	Better productivity	17	33.3
	Goal setting	12	23.5
	Goal achievement	10	19.6
	Admirable character trait	8	15.7
	Builds self-esteem	5	9.8
	Total	51	100.0

From Table 3 the benefits that they got basing on accountability as a tool for monitoring and evaluation of projects were 33.3 % indicated that they had better productivity, 23.5% of the respondents indicated that that they were able to set their goals, 19.6% indicated that they achieved their goal, 8% indicated that they were able to get the admirable character trait whereas 9.8% of the respondents indicated that they were able to build self-esteem within the project.

Table 21: Correlation between accountability and the sustainability of projects

		Accountability	Sustainability of projects
Accountability	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	70	
Sustainability of projects	Pearson Correlation	.347[**]	1
	Sig. (2-tailed)	.000	
	N	70	70
**. Correlation is significant at the 0.01 level (2-tailed).			

Table indicate that accountability is significantly correlated to sustainability of projects (r=0.347, p<0.01). This implies that accountability would result to sustainability of projects.

4.4 Effective information on sustainability projects in Rwanda.

respondents whose response were positive on effective information in the project team were asked on benefits which they got as a result of effective information in the project team. Their responses were recorded as can be seen in the Table 5 below:

Table 22: Benefits of effective communication

		Frequency	Percent
Valid	Employee Morale	22	39.2
	Team Building	14	20.0
	Conflict is reduced	10	17.9
	Stronger relationship	10	17.9
	Total	56	100.0

From Table 5 the benefits that they got basing on effective communication within the project team. 39.2 % indicated that effective communication enhanced employee morale, 20.0% of the respondents indicated that effective communication within the project team facilitated team building, 17.9 % indicated that conflict was reduced, whereas 17.9% of the respondents indicated that they got stronger relationship within the project.

Table 423: Correlation between effective information and the sustainability of projects

		Effective information	Sustainability of projects
Effective information	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	70	
Sustainability of projects	Pearson Correlation	.466**	1
	Sig. (2-tailed)	.000	
	N	70	70
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 6 indicate that effective information is significantly correlated to sustainability of projects (r=0.466, p<0.01). This implies that effective information would result to sustainability of projects.

4.5 Partnership for planning influence on the sustainability of projects

Respondents views regarding project stakeholders meeting the characteristics on the sustainability of projects. Their views were recorded as shown in the Table 7 below

Table 24: Characteristics of stakeholders

		Frequency	Percent
Valid	Complimentary skills	25	35.7
	Prospective of stakeholders	18	25.7
	Moral support	14	20.0
	Creative brainstorming	13	18.6
	Total	70	100.0

From Table 7 shows that the majority (35.7%) stakeholders met complimentary skills, 25.7% prospective of stakeholders, 20% moral support while 18.6% indicated that they had creative brainstorming.

Table 25:Correlation between partnership for planning and the sustainability of projects

		Partnership for planning	Sustainability of projects
Partnership for planning	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	70	
Sustainability of projects	Pearson Correlation	.506[**]	1
	Sig. (2-tailed)	.000	
	N	70	70
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 8 indicate that partnership for planning is significantly correlated to sustainability of projects (r=0.506, p<0.01). This implies that partnership for planning would result to sustainability of projects.

4.6 Supportive supervision on the sustainability of projects

Respondents were asked why supportive supervision was needed in the project success and their views were recorded as shown in the Table 9

Table 26: Importance of supportive supervision

		Mean	Std. Deviation
Valid	Development of knowledge and skill	3.74	0.886
	Receive feedback and reflect on the content	3.94	0.891
	Process of the work from more than one perspective	2.94	0.789
	Review and discuss project issues	2.77	0.697

The findings in Table 9 show that the respondents agreed that Development of knowledge and skill was important in their organization and receiving feedback and reflecting on the content the mean scores of 3.94 and 3.74 respectively. However, the respondents neither agreed nor disagreed on process of the work from more than one perspective and review and discuss project issues shown by the mean score of 2.94.

Table 27: Correlation between supportive supervision and the sustainability of projects

		Supportive supervision	Sustainability of projects
Supportive supervision	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	70	
Sustainability of projects	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	70	70
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 10 indicate that supportive supervision is significantly correlated to sustainability of projects (r=0.612, p<0.01). This implies that supportive supervision would result to sustainability of projects.

4.8 Regression analysis showing the role of monitoring and Evaluation in sustainability of projects

Table 28: Regression model summary showing the combined effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990ᵃ	.980	.980	.235

a. Predictors: (Constant), Accountability, Effective communication, Partnership for planning, Supportive supervision

Source: Primary data, 2016

According to results in above Table 11 role of monitoring and evaluation have strong positive effect on sustainability of projects where (R=0.990) with all factors (Accountability, Effective communication, Partnership for planning and Supportive supervision) contributing (98%) of the sustainability of projects.

Table 29: Regression analysis showing the combined effect

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.094	.050		1.887	.061
	Accountability	.669	.036	.062	1.923	.001
	Effective communication	.824	.040	.850	20.790	.000
	Partnership for planning	.484	.034	.079	2.449	.015
	Supportive supervision	.510	.026	.010	.363	.020

a. Dependent Variable: Sustainability of projects

Using linear regression analysis from SPSS data bases, the role of monitoring and evaluation were regressed to find out how they impacted on sustainability of projects $=0.094+0.669x1+0.824x2+0.484x3+0.510x4+ \varepsilon$. From the above regression equation, it was revealed that holding accountability, effective communication, partnership for planning and supportive supervision to a constant zero, sustainability of the project would be at 0.094. A unit increase on accountability would lead to increase in sustainability of the project by a factor of 0.669, a unit increase in effective communication would lead to increase in sustainability of the project by a factor of 0.824, a unit increase in partnership for planning would lead to increase in sustainability of the project by a factor of 0.484 and unit increase in supportive supervision would lead to increase in sustainability of the project by a factor of 0.510.

5.0. Conclusions

The findings of this study revealed that there is a significant positive relationship between accountability, effective communication, partnership for planning and supportive supervision have a positive effect on sustainability of projects in Rwanda. When combined with Pearson Product Moment Correlation Coefficient the study found that sustainability of projects in Rwanda is positively correlated to accountability, effective communication, partnership for planning and supportive supervision. The regression model obtained an adjusted R^2 of 0.98this implies that, 98.0% of the variations in sustainability of projects in Rwanda can be explained by variations in monitoring and evaluation whereas 2% of the variations in sustainability of projects in Rwanda can be explained by other factors outside of the multiple regression models developed.

Following the findings, the study concluded that   accountability is significantly related to sustainability of projects. This is evidenced by the correlation analysis that that generated R value of with P value less than 0.01.

Regarding the role of effective communication on sustainability of projects the study concluded that effective communication affects sustainability of projects in Rwanda. This was confirmed through the significant correlation between effective communication and sustainability of projects realized through correlation analysis (r=0.466, p<0.01).

Regarding the role of partnership for planning on sustainability of projects the study concluded that partnership for planning affects sustainability of projects in Rwanda. This was confirmed through the significant correlation between effective communication and sustainability of projects realized through correlation analysis (r=0.506, p<0.01).

Additionally, the study concluded that the role of supportive supervision affects sustainability of project and sustainability of projects in Rwanda.

5.4. Recommendations

From the findings and conclusion, the role of monitoring and evaluation on sustainability of projects in Rwanda is to larger extent. The study recommends that organizations should consider monitoring and evaluation as mandatory at all levels of the projects. When these are put in place sustainability of projects in an organization will be accomplished.

1. The study recommends that accountability need to be improved and that there is a need for departments regarding monitoring and evaluation of projects in Rwanda to enhance accountability in projects.
2. The study also recommends that effective communication within the project team in projects should be enhanced so that management can seek more ways of engaging staff in decision making to create a sense of belonging and improve sustainability of projects in Rwanda thus resulting to better achievement of the organizational goals.
3. The study also recommends that partnership for planning in projects in Rwanda should be emphasized on all projects to develop the skills of the employees thus enhancing sustainability of projects in Rwanda. Human resource management need to continuously engage in partnership for planning of the project for better achievement on sustainability.
4. The study recommends that the presence of supportive supervision on projects. This will also ensure competent and experienced staff in the projects in Rwanda are retained and eventually will lead to sustainability of projects in Rwanda.

5.5. Areas for further research

Despite the overall findings procedure in this study, there are still open opportunities for further studies. Similar studies should be conducted on:

1. The role of women in enhancing the sustainability of rural community projects in Rwanda
2. Factors influencing utilization of Monitoring and evaluation of projects in other regions so as to allow for generalization of role of Monitoring and evaluation of projects in Rwanda.
3. The influence of social cultural factors on long term sustainability of projects. Especially age, gender and education levels of stakeholders in projects in Rwanda.

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