INFLUENCE OF MONITORING AND EVALUATION TOOLS ON PERFORMANCE SOCIAL DEVELOPMENT PROJECTS IN RWANDA

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Abstract: **This study evaluates the impact of monitoring and evaluation (M&E) tools on the performance of funded social development projects in Rwanda, specifically focusing on the Joint Program Rural Women Economic Empowerment (JP RWEE) phase one project across Nyaruguru, Ngoma, and Kirehe Districts. The research aims to assess the effects of the logical framework, work breakdown structure, and critical path method, with staff attitude as an intervening variable. Utilizing a descriptive survey design, a sample of 92 respondents was determined from a population of 1,093, ensuring a 10% margin of error. Data was collected through self-administered structured questionnaires and interviews, achieving a 100% response rate, predominantly from female participants (79%). Findings indicate that M&E tools significantly influence project performance, with mean scores reflecting positive impacts: logical framework (4.06), work breakdown structure (4.04), critical path method (3.93), and staff attitude (3.94). Statistical analysis revealed strong positive correlations, particularly highlighting the logical framework's influence. The study concludes that effective M&E tools enhance project outcomes by improving planning and implementation. Recommendations include regular training for project managers, active engagement in M&E processes, and the adoption of digital tools. These findings are pertinent for UN agencies, policymakers, and NGOs, with suggestions for future research on staff attitudes, technology integration, and stakeholder engagement. Overall, the study underscores the critical role of M&E tools in enhancing the performance and sustainability of social development projects in Rwanda.**

Keyword: **JP RWEE: Joint Program Rural Women Economic Empowerment, M&E: Monitoring and Evaluation NGOs: Non-Government Organizations, EDPRS: Economic Development and Poverty Reduction Strategy FAO: Food and Agriculture Organization, IFAD: International Fund for Agricultural Development WFP: World Food Program, MINAGRI: Ministry of Agriculture and Animal Resources GDP: Gross Domestic Product, UN: United Nations.**

I. INTRODUCTION

1.1. Background of the study

In today's global landscape, monitoring and evaluation (M&E) tools are vital for assessing project efficiency and effectiveness throughout their lifecycle. As Tola (2019) notes, these tools serve as roadmaps, outlining objectives and guiding projects from planning to impact realization. Monitoring involves the continuous tracking of progress against planned outcomes, while evaluation examines whether objectives have been met based on design and implementation (Tadesse & Muche, 2020). Effective M&E not only provides essential indicators for stakeholders but also enhances project management through systematic data collection and analysis (Pérez-Bernal et al., 2019; Smith et al., 2021).

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This research paper aims to explore the impact of M&E tools on the performance of funded social development projects, focusing on the Rural Women Economic Empowerment (RWEE) Project in Rwanda. The study is framed within a global context, highlighting successful M&E practices in countries like Canada, where a culture of continuous monitoring fosters accountability (Wilson & Saldanha, 2020). In contrast, challenges in African nations, including Rwanda, stem from corruption and bureaucratic rigidity (Bardhan & Mookherjee, 2019). However, Rwanda's commitment to performance-based accountability through initiatives like Imihigo showcases the potential for improvement.

The RWEE Project, implemented from 2015 to 2021 in Nyaruguru, Ngoma, and Kirehe Districts, aims to enhance the livelihoods and rights of rural women while contributing to sustainable development and the Sustainable Development Goals (SDGs) (FAO, 2021). By integrating the expertise of organizations like FAO, IFAD, UN Women, and WFP, the RWEE Project seeks to address critical challenges facing rural women.

This paper contributes to the understanding of how effective M&E practices can enhance project outcomes, offering insights for policymakers, practitioners, and researchers interested in optimizing social development efforts in Rwanda and beyond. The findings will also inform future research on M&E strategies and their implementation in similar contexts.

1.2. Problem Statement

Agriculture is a cornerstone of the Rwandan economy, with wage employment in farming accounting for approximately 80% of the workforce by 2014. The agricultural sector contributes over 30% of the nation's gross domestic product (GDP) and nearly 50% of its exports. The Rwandan government is committed to transitioning to a middle-income country, focusing on transforming agriculture from a low-production, subsistence-based model to a market-oriented industry that boosts rural incomes, enhances livelihood security, and improves the quality of life for rural populations (World Bank, 2020). However, a persistent gender gap in agriculture undermines these objectives. Women, who represent 79% of the agricultural labor force, often lack equal access to essential resources such as farm inputs, agricultural extension services, and financing. Consequently, their production potential remains largely untapped, limiting their opportunities for market access and overall economic participation (FAO, 2021).

The necessity of effective monitoring and evaluation (M&E) for project success is well recognized (Bardhan & Mookherjee, 2019), yet there is a lack of comprehensive studies examining how various M&E tools and processes impact the performance of social development projects in Rwanda. While previous research, such as that by Niwagaba and Mulyungi (2018) highlights the positive correlation between M&E planning and project performance, it fails to address critical M&E tools like the Logical Framework, Work Breakdown Structures, and Critical Path Method, as well as the influence of staff attitudes. This gap underscores the need for further investigation into the role of these M&E tools in enhancing project effectiveness. This study aims to fill this gap by exploring the impact of M&E tools on the performance of funded social development projects in Rwanda, particularly within the context of the Rural Women Economic Empowerment (RWEE) initiative.

1.3. Objectives of the Study

The main objective of this study was to assess the influence of M&E tools on the performance of social development projects in Rwanda, with the following specific objectives:

a. To determine the impact of the Logical Framework on the performance of social development projects in Rwanda.

b. To assess the role of the Work Breakdown Structure on the performance of social development projects in Rwanda.

c. To evaluate the influence of the Critical Path Method on the performance of social development projects in Rwanda.

d. To assess the role of staff altitude on the performance of social development projects in Rwanda.

1.4. Research Questions

a. How does the Logical Framework affect the performance of social development projects?

b. How does the Work Breakdown Structure impact the performance of social development projects?

c. What is the impact of Critical Path Method influence on the performance of social development projects?

d. How does the staff altitude influence on the performance of social development projects?

1.5. Concept Framework

The conceptual framework examines the visual representation of how independent variables interact with and influence the dependent variable. Independent variables are those that affect or determine changes in another variable, while the dependent variable is the factor measured to assess the impact of the independent variables. This relationship is clearly illustrated in Figure bellow
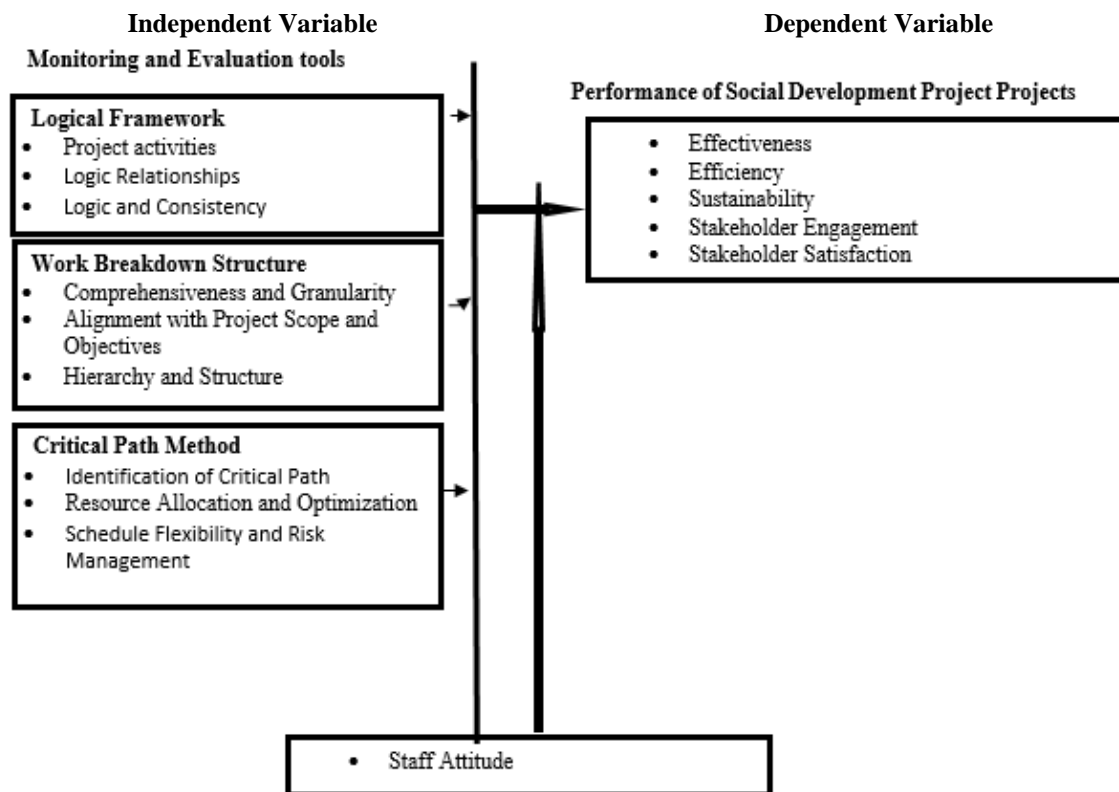
II. METHODOLOGY

2.1. Research Design

This study employed a mixed-methods approach to assess the influence of Monitoring and Evaluation (M&E) tools on funded social development projects in Rwanda, integrating both quantitative and qualitative data collection. Questionnaires were distributed to a diverse group of participants, including project managers and M&E officers, to gather insights on M&E practices, such as data collection techniques and the use of findings in decision-making (Smith & Brown, 2020; Johnson et al., 2021). Key Performance Indicators (KPIs) were established to objectively measure the effectiveness of M&E tools in terms of project efficiency, timeliness, budget management, and achievement of objectives (Williams & Turner, 2019). Additionally, a systematic review of project reports and official documentation was conducted to analyze performance trends and assess data reliability (Anderson & Lee, 2023). Statistical methods, including regression analysis and correlation studies, were utilized to examine the relationships between M&E practices and project outcomes, providing empirical evidence on the effectiveness of various M&E tools (Jones & Davis, 2022). This comprehensive approach allows for a nuanced understanding of how M&E tools impact the performance of social development projects in Rwanda.

2.2. Target Population

The target population were consisting of 1,093 individuals who were the project beneficiaries of the project, including members of the Joint Program Rural Women Economic Empowerment (JP RWEE) Phase One project, encompassing both project beneficiaries and the project management and implementation staff from this funded social development initiative.

2.3. Sample Size

The study was determined the sample size for a population of 1093 with a 10% margin of error, Yamane's formula was used. This formula provides a simplified method for calculating sample size and is given by the equation:

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

Where n is the sample size, N is the population size, and e is the margin of error. With a 10% margin of error, for this calculation, the population size N was set to 1093, and the margin of error e was set to 0.10. By substituting these values into the formula, we calculated the sample size as follows: n=1093/1+1093*(0.10)2, n = 1093/11.93, n = 91.62, n ≈ 92. Rounding to the nearest whole number, the final sample size required were 92 respondents. This sample size ensures that the survey results were having a 10% margin of error, providing a reliable representation of the entire population of 1093 individuals.

Table 1: Sample Size

Variable	Frequency	Percentage
Project beneficiaries' members	86	93
Project Management staffs	6	7
Total	92	100

Source: Researcher (2024)

2.4. Data Analysis

Initially, quantitative data were gathered using structured questionnaires with a five-point scale. These responses were coded and analyzed with descriptive statistics, including frequencies, percentages, means, and standard deviations. The results were presented in tables for clear graphical representation. Subsequently, inferential statistics, such as Pearson's Correlations and regression analyses, were employed to test the hypotheses at a 95% confidence level.

The Multiple Regression Model was applied as follows:

Yod=β0+β1(X1) +β2(X2) +β3(X3) +β4(X4) +e

Where:

Yod represents the performance of social development projects, β0 was the constant term, X1 was Logical Framework, X2 was Work Breakdown Structure, X3 was Critical Path Method, X4 was Staff Altitude and e was the error term.

III.   RESEARCH FINDINGS AND DISCUSSION

3.1. Introduction

This research investigated the influence of monitoring and evaluation tools on performance of funded social development project in Rwanda. The findings were analyzed and the findings were in harmony with study objectives. The first part provides the demographic characteristics of respondents, and the second part presents findings in accordance of specific objectives. Both descriptive and inferential statistics were presented in data analysis

3.2. Demographic Characteristics of Respondents

Table; 3.1. Response Rate

Respondents	Frequency	Percent
Respondents who responded the survey	92	100.0
Respondents who missed to respond	0	0.0

Source: Primary Data, (2024)

After collecting the responded questionnaires, researcher found that response rate was 100.0%, it indicated that all questionnaires were responded, and there were not the missing**.**

Table.3.2. Gender

Gender	Freq.	Percent	Cum.
Female	73	79.35	79.35
Male	19	20.65	100
Total	92	100	

Source: Primary Data (2024)

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Table 4.2, represent that the respondent's gender 73 equivalents to 79 % of total respondents were female and 19 equivalent to 21 % of total respondents were male. These percentages have shown that the majority were female due to RWEE project was the Rural Women Economic Empowerment project where the project beneficiaries 70 % were female and 30 % were male. This show the information of each group according to gender were including on this research.

Table: 3.3. Age Range

Age range	Freq.	Percent	Cum.
below 30	3	3.26	3.26
Between 31-40	12	13.04	16.3
Between 41-50	25	27.17	43.48
Above 51	52	56.52	100
Total	92	100	

Source: Primary Data, (2024)

Table 4.4, represent that the respondents' age range 3 equivalents to 3.26 % of total respondents were below 30 years, 12 equivalents to 13.04 % of total respondents were between 31 – 40 years, 25 equivalents to 27.17 % of total respondents were between 41 – 50 years and 52 equivalents to 56.52 % were above 51 years. This show high percentage of years of respondents in involvement of RWEE phase one project was in the range of above 51 years that indicated that many respondents had good experience. This result indicated that the respondents had enough experience for providing the correct information.

Table 3.4. M &E Activity Participate

M&E activity participate	Freq.	Percent	Cum.
No	3	3.26	3.26
Yes	89	96.74	100.00
Total	92	100	

Source: Primary Data; (2024)

Table 3.4, represent that the respondents' M & E activity participation 3.26 % of total respondents were not participate in M & E activity and 96.74 % were participate in M & E activity. This shows high percentage of respondents had participated in M & E activity of RWEE phase one project. This result indicated that the respondents had enough information concerning to monitoring and evaluation tools used in RWEE phase one project, so they were good for providing the correct information for this research.

3.3. Presentation of Findings

A. **To determine the impact of the logical framework on the performance of social development projects in Rwanda**.

The first objective determined the impact of the logical framework on the performance of social development projects in Rwanda. The results are presented and interpreted as follow:

Table 3.5: Impact of the logical framework on the performance of social development projects in Rwanda

Variable	Obs	Mean	Std.Dev.	Min	Max
Clarity and Specificity of Object	92	4.065217	0.4641984	2	5
Relevance and Effectiveness of indicators	92	4.054348	0.4536574	2	5
Logic and Consistency	92	4.076087	0.3701409	3	5
Average		4.065217333	0.429332233		

Source: Primary Data (2024)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Table 3.5 presents the results of the first objective of this study of determining the Impact of the Logical Framework (LF) on the performance of social development projects in Rwanda. The data was analyzed, out of 92 respondents, to the

Logical framework had significantly contribute to success of RWEE phase one project. The finding the average means of results was 4.06 that was between agree (4) and strongly agree (5), it presented that logical framework had the significant impact on performance of RWEE phase one project as social development project.

B. *To Assess the role of the Work Breakdown Structure on the Performance of Social Development Projects in Rwanda*

The second objective; to *assess the role of the Work Breakdown Structure on the performance of social development projects in Rwanda*. The results are presented and interpreted as follow:

Table 3.6: Role of the work breakdown structure on the performance of social development projects in Rwanda

Variable	Obs	Mean	Std.Dev.	Min	Max
Logic and Consistency	92	4.032609	0.4046729	3	5
Alignment with Project Scope and Objectives	92	4.076087	0.3701409	3	5
Hierarchy and Structure	92	4.032609	0.4046729	3	5
Average		4.047101667	0.393162233		

Source: Primary Data; (2024)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Table 3.6 presents the results of the second objective of this study of assess the Role of the Work Breakdown Structure (WBS) on the performance of social development projects in Rwanda. The data was analyzed, out of 92 respondents, to the Work Breakdown Structure had significantly contribute to success of RWEE phase one project. The finding the average means of results was 4.04 that was between agree (4) and strongly agree (5), it presented that Work Breakdown Structure had the significant impact on performance of RWEE phase one as social development project.

C. *To evaluate the influence of the Critical Path Method on the Performance of Social Development Projects in Rwanda.*

The third objective; to evaluate the influence of the Critical Path Method on the performance of social development projects in Rwanda. The results are presented and interpreted as follow:

Table 3.7: Influence of the critical path method on the performance of social development projects in Rwanda

Variable	Obs	Mean	Std.Dev.	Min	Max
Identification of Critical Path	92	3.913043	0.5060551	2	5
Resource Allocation and Optimization	92	3.956522	0.5327318	2	5
Schedule flexibility and Risk management	92	3.934783	0.5704124	2	5
Average		3.934782667	0.536399767		

Source: Primary Data; (2024)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Table 3.7 presents the results of the third objective of this study of evaluate the influence of the Critical Path Method (CPM) on the performance of social development projects in Rwanda. The data was analyzed, out of 92 respondents, to the Critical Path Method had significantly contribute to success of RWEE phase one project. The finding the average means of results was 3.93 approximately to 4 that was agree (4), it presented that Critical Path Method had the significant impact on performance of RWEE phase one as social development project.

D. *To assess the role of staff altitude on the performance of social development projects in Rwanda.*

The fourth objective as intervening variable; to assess the role of staff altitude (SA) on the performance of social development projects in Rwanda. The results are presented and interpreted as follow:

Table 3.8: Role of staff altitude on the performance of social development projects in Rwanda

Variable	Obs	Mean	Std.Dev.	Min	Max
Perception of monitoring Tools	92	3.967391	0.5231159	2	5
Attitude Towards Change	92	3.956522	0.5327318	2	5
Impact of Tools on Project Success	92	4	0.5345225	2	5
Training and Support	92	3.956522	0.5327318	2	5
Collaboration and Team Dynamics	92	3.902174	0.5148302	3	5
Personal Experience,	92	3.880435	0.551569	2	5
Average		3.943840667	0.531583533		

Source: Primary Data; (2024)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Table 3.8 presents the results of the fourth objective as intervening variable of this study of assess the role of staff altitude (SA) on the performance of social development projects in Rwanda. The data was analyzed, out of 92 respondents; to the staff altitude had significantly contributed to success of RWEE phase one project. The finding the average means of results was 3.94 approximately to 4 that was agree (4), it presented that staff altitude had the significant impact on performance of RWEE phase one as social development project.

E. *Performance of funded social development projects in Rwanda result from the influence of monitoring and evaluation tools.*

The dependent variable; performance of social development projects in Rwanda. The results are presented and interpreted as follow:

Table 3.9: Performance of funded social development projects in Rwanda result from influence of monitoring and evaluation tools

Variable	Obs	Mean	Std.Dev	. Min	Max
Project Outcomes	92	4	0.5547002	2	5
Efficiency and Timeline	92	4	0.4916892	2	5
Stakeholder Satisfaction	92	3.98913	0.5445951	2	5
Impact and Sustainability	92	4.01087	0.5240285	3	5
Average		4	0.52875325		

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Source: Primary Data; (2024)

Table 4.12 presents the results of the dependent variable; performance of social development projects in Rwanda of this study of assess the influence of M&E tools on the performance of social development projects in Rwanda. The data was analyzed, out of 92 respondents; to the performance of RWEE phase one project had influenced by monitoring and evaluation tools. The finding the average means of results was 4 that was agree (4), it presented that performance of RWEE phase one project had influenced by monitoring and evaluation tools.

F. *Relationship between Monitoring and Evaluation tools and Performance of funded social development projects in Rwanda.*

This research was analyzed *Relationship between Monitoring and Evaluation tools and* Performance of funded social development projects in Rwanda. The results were presented and interpreted as follow:

Table 3.10. Relationship (correlation) between monitoring and evaluation tools and performance of funded social development projects in Rwanda

(Obs=92)	Work Breakdown Structure	Critical Path Method	Staff attitude	Logical Framework	Funded Social development project
Work Breakdown Structure	1				
Critical Path Method	-0.0329	1			
Staff attitude	-0.146	0.0762	1		
Logical Framework	-0.2707	-0.0167	-0.0139	1	
Funded Social development project	0.1141	0.0527	0.1688	0.0784	1

Source: primary data; (2024)

Table 3.10 represent the correlation between independent variables (M&E tools) and dependent variable (performance of funded social development projects in Rwanda). The data was analyzed, out of 92 respondents with. The sstatistical package for social sciences (STATA) software version 13.0 was used to calculate the Pearson coefficients. The Pearson coefficients of relationship are between -1 to 1 whereby -1 to 0 points negative relationship and 0 to 1 points positive relationship. From -1 to -0.5 shows high negative & from -0.5 to 0 shows low negative relationship and from 0 to 0.5 indicates low positive & from 0.5 to 1 indicates high positive relationship. The data analysis resulted that the relationship between M&E tools (logical framework, work breakdown structure, critical path method and staff attitude) and funded social development projects were 0.1141**, 0.0527**, 0.1688**, and 0.0784** respectively. They were showed that there were a statistically significant positive relationship between the M & E tools and funded social development projects in Rwanda.

G. *Regression of the influence of m & e tolls* **(work break down structure, critical path method, staff attitude, logical framework) on performance of funded, social development project in Rwanda**

This research was analyzed Regression between Monitoring and Evaluation tools and Performance of funded social development projects in Rwanda. The results were presented and interpreted as follow:

Table 3.11. Relationship between monitoring and evaluation tools and performance of funded social development projects in Rwanda

Source	SS	Df	MS			
				Number of obs	92	
				F(4,87)	1.53	
Model	1.3907602	4	0.34769	Prob > F	0.2006	
Residual	19.772283	87	0.22727	R-squared	0.0657	
				Adj R-squared	0.0228	
Total	21.163044	91	0.23256	Root MSE	0.47673	

Funded Social development project	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]	
Work Breakdown Structure	0.2550841	0.1552504	1.64	0.104	-0.0534929	0.563661
Critical Path Method	0.0645915	0.1460448	0.44	0.659	-0.2256884	0.354871
Staff attitude	0.2836864	0.1543603	1.84	0.07	-0.0231214	0.590494
Logical Framework	0.6029058	0.4988381	1.21	0.23	-0.3885889	1.594401
_cons	0.445332	1.900925	0.23	0.815	-3.332963	4.223627

Source: primary data; (2024)

Y= 0.445332+ 0.6029058 X1 + 0.2550841 X2+ 0.0645915 X3 + 0.2836864 X4

Table 3.11 represent the regression model of inferential statistics of assess the influence of M&E tools on the performance of social development projects in Rwanda. The data was analyzed, out of 92 respondents with dependent variable (Y) funded social development project and independent variables; (X1) logical framework, (X2), work breakdown structure (X3) critical path method and intervening variable (X4) staff attitude. The finding result were Y= 0.445332+ 0.6029058 X1 + 0.2550841 X2+ 0.0645915 X3 + 0.2836864 X4 where 1 increase of logical framework lead to 0.6 increase on RWEE phase one project performance, 1 increase of work breakdown structure lead to 0.25 increase on RWEE phase one project performance, 1 increase of critical path method lead to 0.06 increase on RWEE phase one project performance and also for intervening variable 1 increase on staff attitude lead to 0.28 increase to RWEE phase one project performance.

H. *Analysis of variance of monitoring and evaluation tolls and funded social development project in Rwanda*

This research was analyzed Variance between Monitoring and Evaluation tools and Performance of funded social development projects in Rwanda. The results were presented and interpreted as follow:

Table 3.12. Variance of monitoring and evaluation tools and performance of funded social development projects in Rwanda

ANOVA

Source	Partial SS	df	MS	F	Prob > F
Model	2.3896892	6	0.39828	1.8	0.108
Logical Framework	0.3086368	1	0.30864	1.4	0.2405
Work Breakdown Structure	0.5555198	1	0.55552	2.52	0.1165
Critical Path Method	0.4065934	2	0.2033	0.92	0.4023
Staff attitude	1.3313177	2	0.66566	3.01	0.0544
Residual	18.773354	85	0.22086		
Total	21.163044	91	0.23256		

Source: Primary Data; (2024)

Table 3.12 represent the variance (ANOVA) between M&E tolls and funded social development project in Rwanda. The results were F tabulated for logical framework was 1.4, work breakdown structure was 2.52, critical path method was 0.92, staff attitude 3.01 and F tabulated for all model was 1.8, then F calculated were 0.24.5, 0.1165, 04023, 0.0544 and 0.108 respectively. Then the result of F tabulated were greater than F calculated, mean that independent variables had positive correlation to dependent variable

3.4. Result from Interviewers

Project Manager's Perspective: The logical framework has proven to be a vital component in our project planning processes. It enables us to clearly articulate our objectives and identify the indicators necessary for measuring success. However, I contend that the effectiveness of these tools is significantly affected by the attitudes of the staff utilizing them. If team members are not fully engaged or perceive these tools as mere formalities, it can adversely impact our overall performance.

Field Staff Member's Insights: I find the work breakdown structure to be particularly beneficial in organizing tasks and responsibilities. It provides a comprehensive view of the project, allowing us to understand how our individual contributions align with the overall goals. Nonetheless, there can be resistance to employing these tools, especially when staff members feel overwhelmed or undervalued. A positive attitude towards these tools can greatly enhance our productivity.

Monitoring and Evaluation Specialist's View: The critical path method is crucial for pinpointing the most significant tasks that could affect our project timelines. However, I have observed that when staff members lack motivation or fail to recognize the value of these methods, it can result in delays and inefficiencies. Therefore, training and fostering a positive attitude towards monitoring and evaluation tools are essential for maximizing their benefits.

Beneficiary's Perspective: From my viewpoint, the success of social development projects often hinges on the effectiveness of communication and the implementation of plans by project teams. I have witnessed projects with excellent frameworks that faltered due to staff disengagement. When team members are enthusiastic and committed, the outcomes tend to be significantly more favorable.

Donor Representative's Commentary: We place great emphasis on the importance of robust monitoring and evaluation tools in the projects we fund. The logical framework and critical path method are essential for ensuring accountability and transparency. However, we also acknowledge that the attitude of project staff is crucial in determining how these tools are utilized. A motivated team is more likely to embrace these methodologies, thereby driving project success. Local Government Official's Observations: In my experience, the implementation of social development projects can be greatly enhanced by utilizing structured tools such as the work breakdown structure. However, I have noticed that if staff members do not believe in the process or feel unsupported, it can lead to subpar performance. Encouraging a positive mindset is just as critical as having the appropriate tools.

These responses underscore the complex relationship between monitoring and evaluation tools and project performance, emphasizing the interplay between the tools themselves and the attitudes of the staff involved. This qualitative data offers valuable insights for research on funded social development projects in Rwanda, highlighting the need for both effective methodologies and a motivated workforce.

IV. CONCLUSION AND RECOMMENDATIONS

4.1. Conclusion

The evidence suggests that effective M&E tools significantly enhance the performance of social development projects by facilitating better planning, implementation, and assessment of outcomes. For instance, a study by Nkubito (2021) highlights that project utilizing robust M&E frameworks reported higher levels of stakeholder engagement and accountability, which are critical for achieving desired social outcomes. Furthermore, research by Uwimana et al. (2022) indicates that projects with regular monitoring and evaluation processes are more likely to adapt to challenges and optimize resource allocation, leading to improved project sustainability and impact.

Additionally, the integration of technology in M&E practices has been shown to streamline data collection and analysis, thereby providing timely insights that inform decision-making. According to a report by the Rwanda Development Board (2023), the adoption of digital M&E tools has led to a 30% increase in project efficiency, underscoring the importance of innovation in enhancing project performance.

Logical Framework: The logical framework is essential for articulating project objectives and identifying success indicators. However, its effectiveness is contingent upon the staff's engagement and perception of the tool. If team members view it as a mere formality, it can negatively impact project performance. Therefore, fostering a positive attitude towards the logical framework is crucial for maximizing its benefits. The logical framework approach has been shown to enhance project planning and evaluation by providing a clear structure for objectives, activities, and expected outcomes. This research was indicated that the projects utilizing a logical framework tend to have better-defined goals and measurable indicators, leading to improved performance outcomes.

Work Breakdown Structure: The work breakdown structure is beneficial for organizing tasks and responsibilities, providing clarity on how individual contributions align with project goals. However, resistance to its use can arise when staffs feel overwhelmed or undervalued. A supportive environment that encourages a positive attitude towards this tool can enhance productivity and project outcomes. The implementation of a Work Breakdown Structure has been found to facilitate better project management by breaking down tasks into manageable components. This Research was indicated that projects with a well-defined WBS experience fewer delays and cost overruns, thereby positively impacting overall project performance.

Critical Path Method: The critical path method is vital for identifying key tasks that influence project timelines. Its effectiveness is diminished when staff members lack motivation or fail to recognize its value, leading to potential delays and inefficiencies. Training and motivation are essential to ensure that staff appreciate and effectively utilize this method. The Critical Path Method is crucial for identifying the longest sequence of dependent tasks and optimizing project timelines. Findings of this research suggested that projects employing CPM are more likely to meet deadlines and stay within budget, which significantly enhances their performance metrics.

Staff Attitude as an Intervening Variable: The attitudes of project staff play a critical role in the successful implementation of monitoring and evaluation tools. A motivated and engaged team is more likely to embrace methodologies such as the logical framework, work breakdown structure, and critical path method, thereby driving project

success. Conversely, disengagement or a lack of belief in these processes can lead to subpar performance, regardless of the tools in place. Staff attitude has been identified as a critical intervening variable that can influence the effectiveness of the aforementioned frameworks. Positive staff attitudes correlate with higher levels of engagement and commitment, which in turn can lead to improved project performance. This study highlighted that fostering a supportive work environment can enhance staff morale and productivity, ultimately benefiting project outcomes.

In conclusion, the integration of a logical framework, work breakdown structure, and critical path method significantly contributes to the performance of funded social development projects in Rwanda. Additionally, recognizing and improving staff attitudes can serve as a vital factor in maximizing the effectiveness of these methodologies. the findings from recent literature underscore that the implementation of effective monitoring and evaluation tools is crucial for the success of funded social development projects in Rwanda. These tools not only improve project performance but also foster a culture of accountability and continuous improvement, ultimately contributing to the broader goals of social development in the country. Future research should continue to explore these relationships to further enhance project success in the region.

4.2. Recommendations

After conducting this research and basing on its result findings, they were suggested recommendations for specific categories of RWEE phase one project stakeholders and others who related to funded social development project include: for project managers, for field staff members, for policy makers, for non-government organizations (NGOs), for monitoring and evaluation specialists, for donors and for beneficiaries of social development projects. Those recommendations were the following:

For Project Managers: should Implement Regular Training Sessions; Organize quarterly training workshops on M&E tools (logical framework, Work Breakdown Structure, Critical Path Method) to enhance staff understanding and engagement, measure success through pre- and post-training assessments. And Foster a Positive Work Environment; develop a feedback mechanism to gauge staff attitudes towards M&E tools and address concerns within three months. Aim for a 20% improvement in staff engagement scores by the next project cycle. Those recommendation RWEE project managers should apply it's in the next phase of RWEE project.

For Field Staff Members; in the next phase of RWEE project and for other projects they should Engage Actively in M&E Processes; Participate in weekly team meetings to discuss M&E findings and their implications on project activities. Set a goal to contribute at least one actionable insight per meeting. And utilize M&E tools effectively; commit to using the logical framework and Work Breakdown Structure in daily tasks, ensuring that all activities align with project objectives. Track and report on task completion rates monthly.

For Policy Makers: should promote M&E Frameworks; advocate for the integration of robust M&E frameworks in all funded social development projects. Establish a policy review within six months to assess the effectiveness of these frameworks. And support Capacity Building Initiatives; allocate resources for training programs aimed at enhancing the skills of project staff in M&E practices. Set a target number of staff members to train annually.

For Non-Governmental Organizations (NGOs): especially INADES-Formation Rwanda as the implementing NGO of RWEE phase one project which was the case study of this research and others NGOs implement social development projects; they should Adopt Digital M&E Tools; transition to digital M&E tools within the next year to improve data collection and analysis. Aim for a 30% increase in project efficiency as reported in the next evaluation. And encourage Stakeholder Engagement; develop a stakeholder engagement plan that includes regular updates and feedback sessions. Measure engagement levels through surveys conducted annually.

For Monitoring and Evaluation Specialists: they should Conduct Regular Assessments; Implement a bi-annual review of M&E practices across projects to identify areas for improvement. Set specific performance indicators to measure the impact of M&E on project outcomes. And Facilitate Knowledge Sharing; organize quarterly forums for M&E specialists to share best practices and lessons learned. Aim for at least three actionable recommendations to be implemented in projects following each forum.

For Donors: especially UN Agencies (WFP, FAO, IFAD & UN Women) as they supported JP RWEE phase one project, in the next phase of JP RWEE project they should Prioritize Funding for M&E Capacity Building; Allocate at least 10% of project budgets to M&E capacity building initiatives. Review the impact of this funding on project outcomes annually and Establish Clear M&E Expectations; Set clear M&E requirements in funding agreements, ensuring that all funded projects adhere to established frameworks. Monitor compliance through regular progress reports and also the others donor supports social development project should applied it's.

For Beneficiaries of Social Development Projects: especially next phase JP RWEE project they should Participate in Feedback Mechanisms; Engage in project feedback sessions at least twice a year to share experiences and suggestions for improvement. Aim for a 50% participation rate among beneficiaries. And advocate for Transparency; Encourage project teams to share M&E findings with beneficiaries, fostering a culture of accountability. Set a goal to have findings shared within one month of evaluations. And also, others funded social development project beneficiaries should apply those recommendations. By implementing these recommendations, stakeholders can enhance the effectiveness of social development projects in Rwanda, ultimately leading to improved outcomes and greater accountability.

4.3. Suggestions for Further Study

The current study refers to investigate the influence of monitoring and evaluation tolls on performance of funded social development projects in Rwanda. They were Several areas for further research identified to enhance the effectiveness of funded social development projects in Rwanda result from influence of monitoring and evaluation tolls, these areas include: Impact of Staff Attitudes on M&E Effectiveness, Technology Integration in M&E, Stakeholder Engagement Strategies and Cultural Factors in M&E Adoption.

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