

Effect of Monitoring and Evaluation on Success of Cross Border Projects in Rwanda

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ABSTRACT

It has been recognized that the monitoring and evaluation is important even though consideration must be undertaken on Effect of monitoring and evaluation on success of cross border projects. The research assessed the relationship between monitoring and evaluation and success of projects. The objective of the research was to determine the effect of monitoring and evaluation implementation on success of cross border projects in Rwanda. Three research theories namely: Classical organization theory, theory of change and realistic evaluation theory guided the research.

The methodology applied quantitative research design, quantitative and inferential statistics have been applied to tabulate and analyze collected data. The target population was 2102 from great lakes trade facilitation project including SPIU employees and cross border traders in which the researcher selected a sample size of 336. The Researcher approached and reviewed Literatures and empirical reviews in order to establish coherence on effect of monitoring and evaluation on success of cross border projects. The study relied on primary data and secondary data in respect to the instruments of questionnaires and documentary instrument that was employed to review and sourcing information through internet source for secondary data on study entitled effect of monitoring and evaluation on success of cross border projects. Quantitative analysis used descriptive statistics to produce frequency tables, percentages and mean. Inferential statistics were used in order to use Pearson correlation and multiple regression model to test and draw relationship between variables both for independent and dependent. The data was analyzed using SPSS 26.0 version revealed that, the overall mean of the variables was 1.66 that is between Agree (2) and Strongly Agree (1), M&E implementation and project success was 0.947, and the results presented that the variables were statistically significant with p value=0.000^b. the M&E implementation was statistically significant with p value=0.000^b. The Model Summary the results present that, the R Square is 0.915. thus it is statistically significant clear that 91.5% of all variables of project success can be explained by one's of all variables of the monitoring and evaluation in project. The test of hypothesis showed that H_{01} on whether, there is no significant of Monitoring and Evaluation implementation affect the success of cross border project trade facilitation in Rwanda showed that ($\beta_2=0.836$, p -value=0.000<0.05, $t= 12.273$). Subsequently the null hypothesis was rejected because p -value=0.000 is less than 5% level of significance. It was concluded that there was a significant relationship between Monitoring & evaluation and cross border project success case of Great Lakes Trade Facilitation Project in Rwanda. The study recommended to integrate monitoring and evaluation at all the project phases to anticipate effective and efficient communication of the project performance results to the stakeholders for ownership and accountability.

Key words: Impact; Relevance; Effectiveness; Efficiency; Sustainability.

1. Background of the study

Monitoring is a continuous function that uses systematic data collection on specified indicators for an ongoing development intervention to provide management and stakeholders with indication of the extent of progress and achievement of objectives and progress in the use of allocated funds (MINECOFIN, NMEAL Guidelines, 2021). The main aim of monitoring is to be able to detect problems at an early stage where it is still possible to change aspects of the project and thus steer it towards a successful outcome. Furthermore, monitoring contains elements of accountability in that it confirms whether projects conform to agreements and project plans. However, it is important that the problem-solving and forward-looking perspective is emphasized. Additionally, monitoring should lead up to and form a basis for evaluations. It provides some of the information needed for evaluation and will document the development of the project. Therefore, elements to be included in evaluations should also be included in monitoring (AfDB, 2004).

M&E answers questions about how well a project or strategy is working and identifies the conditions that will determine whether a conservation action succeeds or fails. M&E (Monitoring and Evaluation) is a highly valuable tool in any project work activities. It provides a vital mechanism of how any project works and activities can be measured and how it can help to the achievement of project objectives and ultimate attainment of goals which in the end lead to a successful performance of an organization (Tasilwebakwa, 2022).

Monitoring and evaluation helps to extract useful information for reorientation and future planning from past and continuing activities and it is difficult to know the advancement and achievement of work without effective planning, and check and balance during implementation and compilation of monitoring and evaluation reporting (UNDP., 2009).

An effective Monitoring and evaluation system can positively help to obtain data and information required for the formulation and implementation of policies, programs and projects (MINECOFIN, 2021). Paris Declaration on Aid effectiveness (2005) indicated that, the capacity to plan, manage, implement, and account for results of policies and programs, is critical for achieving development objectives from analysis and dialogue through implementation, monitoring and evaluation. Monitoring and Evaluation can provide unique information about the performance of government policies, programs, and projects. It can identify what works, what does not, and the reasons why. They are necessary for the achievement of evidence-based policy making, budget decisions, management, and accountability (Mackay, 2007).

The notion of what properties constitutes a “Successful” project has been much discussed in the project management field. In fact, evidence seems to indicate that this set of characteristics has changed or developed over the years. Earlier work by Avots, Gaddis and others seemed to suggest implicitly that project success involved concern for three factors: time, budget and project performance. If the project come in on time or near budget, and performed as per expected to perform (tolerance of time limits) it was considered as success. More recently, an additional element has been added to the formula for a successful project. This element involves concern for the satisfaction and welfare of the clients (Pinto, 2015). Project success is one of the few topics in the field of project management that are so frequently discussed, and yet rarely agreed upon. One of the uncertain concepts of project management is project success. This is because each individual or groups of people who are involved in a project interpret project success in their own way of understanding. "For those involved with a project, project success is normally thought of as the achievement of some pre-determined project goals" whereas user satisfaction is the most common

criteria to judge success. For others, Most of the writers agree that there are two components of project success, (i) project success factors, which are elements of a project that contribute to the result and can be influenced to increase the likelihood of success e.g. top management support, communication, project manager, realistic objectives, political, legal and economic factors etc. and (ii) project success criteria which is a measure, a principle or standard by which we judge the successful outcome of a project e.g. time, cost, quality and customer satisfaction (Khan, 2016).

Statement of the problem

Monitoring and Evaluation is a valuable tool in any project work activities. The monitoring and evaluation process is one of the factors that contribute to the project's success. The thorough practices involve M&E planning, M&E implementation and M&E reporting alongside with management support, stakeholder involvement, employee skills, perfect training programs, successful information technology use, and the production of timely and useful reports, lead to successful and sustainable development project objectives (Mutesi, 2022). Project management today is facing several challenges whereby project managers and founders set impossible deadlines with a lot of resource deprivation especially in the initiation of the project, project designers set ambiguous contingency plans that may not be accomplished, project developers and fund managers do not have enough skills undertake accountability thoroughly. These challenges impact the scope of the project a lot that cause scope changes and delay in the project completion together with lack of stakeholder's engagement in the project design, implementation, monitoring and evaluation (Didace, 2020).

Many challenges are encountered when there is application of monitoring and evaluation and the management personnel meet various M&E challenges including inadequate funding and low skills in key staff, time constraints and sometimes the political will becomes a challenge in order to enable M&E resources available (PATH, 2013).

According to Global Project Management Outcomes (PMI 2021), 73% of the projects undertaken met original goals, 62% completed within original budget, 55% completed on time, 35% stalled, 34% experienced scope creep, while 12% deemed failure.

According to statistics, NGO are the pick where more occurrences of inculpabilities exist thus failure, about 33% of the projects are at risk of falling into failure as cited by (Banyenzaki, M. , 2015) as revealed by low earning income rate (Basha, Q. R. , 2017), and it proven that project failure and inactive exist at early stage (Gaitano, S., 2011), thus resulting into financial discontinuity (Cusworth & Franks, 2013), discontinue to reach additional beneficiaries (Gilbert, A. J, Ron, J. S. , 2014) According to The East African Journal (2017) Government of Rwanda lost around 55 billion from failed projects (biodiesel production plant and Karisimbi geothermal extraction, not only failed to meet their intended objectives but also failed to meet effectiveness and efficiency from the government investments hence inadequate to meet projects constraints and failure to meet stakeholders' interests and expectations (Ndegeya, 2017).

It is for the reason, the researcher was interested in carrying out research on this topic: The effect of monitoring and evaluation on the success of cross border projects: Case of Great Lakes Trade Facilitation project 2016-2020. in order to know if effective M&E can resolve the projects failure problem.

Objectives of the study

The general objective is to assess the effect of monitoring and evaluation on the success of cross border projects in Rwanda. The specific objectives: To determine the effect of Monitoring and Evaluation

planning on success of cross border projects in Rwanda; To analyze the effect of Monitoring and Evaluation implementation on success of cross border projects in Rwanda; To determine the effect of Monitoring and Evaluation reporting on success of cross border projects in Rwanda.

Research Hypotheses

H_{01} = There is no significant effect of Monitoring and Evaluation implementation on the success of cross border projects in Rwanda.

Theoretical review

To explain the effect of monitoring and evaluation on cross border success, this research used three theories namely; (i) Classical organization theory, The theory is applicable to research studies as embedded in classical organization theory as split into assignment independently, in this perspective view, Taylor paid location of mixed variables with intent of yielding with large increase in monitoring and evaluation under Taylor's scientific management theory that showed fruitfulness in the straight forward tasks when new century rolled out over (Mark, B. , 2010) In this perspective, the hypothesis fuses scientific management, relatively to bureaucratic theory as well as administrative theory as acknowledged that the monitoring and evaluation are about the administration and leadership to the Large extent , it is with regard, with absence of administration the project cannot accomplish the targeted goals and it is in this way that management theories are deployed and classified as classical ones , behavioral and situational management theories (Ziarab, M. Muhammad, B., 2012). Therefore , the researcher considered the theory with regard to the relationship adopted by the research study on Effect of monitoring and evaluation on success of project. A case of great lakes project. (ii) Theory of Change emphasizes not only on thoughtful generation about the project effectiveness whereas must rely on the how to use the effective methods (Cox, L., Nelson, H., Lockey, R., Calabria, C., Chacko, T., Finegold, I., Nelson, M., Weber, R., Bernstein, D.I., Blessing-Moore, J. Khan, D.A., 2011). With this perceptive, the theory of change delivers a template of how the project work should be operationalized in relation to the road map to enable the attempted project is achievable based on the monitoring and evaluation as well as assessment test and refining, cleansing road map under communication that helped change in target a sit was cited by (Msila, V. Setlhako, A., 2012) Pointed out that the theory of change delivers the foundation in order paved out the contended actions in order to make significant difference while employing theory concepts by drawing know-how through the projects trials intended to do by how and why with respect to the possible project employees in terms of evaluators and monitors to evaluate the needed outcomes in comparison with them versus the initial change theory (Alcock, P. Craig, G. eds., , 2009) ,according to (MacKay, M., 2007). The significance role of monitoring and evaluation is to gather the appropriate information and on forecast potential functioning reliability of project operationalization with respect to comparable adjustment to ensure best project outcome is achievable, the Researcher adopted the theory in accordance with heightened concepts to experience the relativity on Effect of monitoring and evaluation on success of project. A case of great lakes project. (iii) The realistic evaluation theory was first put into existence in 1997 as an offered model that focused on figuring out the intervention of project generated results through sequential of what generated, how generated in terms of significance about distinct circumstances under the what were the procedures (Pawson, R. Tilley, N.,, 2014). Realistic evaluation concerns with what and under what conditions by working imposing whom and how in order attain realistic (Pawson, R. Tilley, N.,, 2014) .According to Cohen & Morison (2008) emphasized that the evaluators ensure elementary model

undertake variables interventions for efficiency and productivity within the field of monitoring and evaluation as cited (Pawson, R. Tilley, N., 2014), the realistic theory of assessment as it was firstly released in 1997 and owned by Pawson when offered the model was emphasizing on what intended results generated out of mediations on the projects with typically the focus is of the realistic evaluation processes. According to (Cohen, L., Manion, L., Morison, K., 2008) Cohen & Morison (2008) pointed out that with argument that theoretical context helps the evaluators understanding perception either efficient intervention or unproductivity as well as ensuring realistic evaluation as it was adopted by (Fukuda, T.Y., Melo, W.P., Zaffalon, B.M., Rossetto, F.M., Magalhães, E., Bryk, F.F. Martin, R.L., 2012) pursues to examine the appropriate situations that permit interventions to effectively study how to attain results are engendered. With this regard, the theory was adopted by researcher to use on the research study on Effect of Monitoring and Evaluation on success of cross border projects in Rwanda. A case of great lakes trade facilitation project.

Empirical review

According (Obadia .Patrick,,2018)an effective project implementation comprises institute of the corporation's funds and inspiration of the staff to achieve goals. Effective site activities are about working in group and follow a common goal, membership and be informed with each other in their daily activities about what they have to do for successfully performing their duties. The price of plan and its proficient contributions contain growing output, reducing inputs, increasing returns, and improving service for getting the quality products. They distinguished that it may be very simple to think of an effective plan than it is to implement it as much of the inadequacies in management area is attributable to failures in the implementation process rather than in the making of plan oneself. Every action is distributed with a particular funds and must be accomplished within the limited period, then it may undesirably affect the whole plan of the project. Hence, the best arrangement of resources to use for performing a project-activities is required to manage the effective accomplishment of the project, (Irugal. B., 2020). Finally, a duty planning is a significant factor that definitely enhances a success of project implementation, by (Heldman, K., 2011), the project duties' planning knowledge area is related with setting the responsibilities capacity to every employee during the project plan activities, putting the employees in positions according project agenda, and monitoring and evaluation their performances from the plan. Duty planning is an essential aspect of project organization as it preserves the project activities on pathway those activities in contradiction of the project plan to make sure the project is accomplished on suggested period with enough results and control that project objectives are completely done with a success of project.

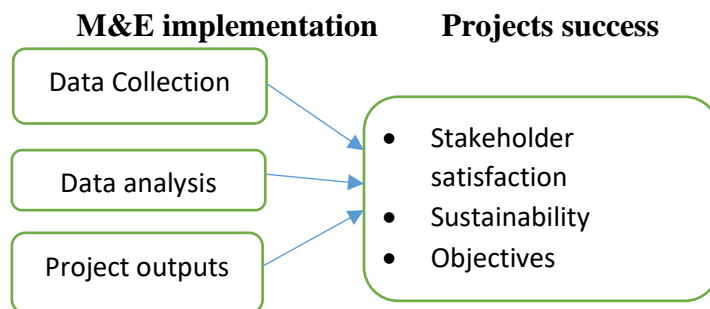
(Sharma, 2005)found that Monitoring and Evaluation are, perhaps the least emphasized areas in development programs/projects implementation of Nepal, as reflected in the continuous low performance of the periodic plans themselves and the researcher also found that, an effective M&E in development projects and Particular emphasis is placed on the M&E of poverty reduction projects as the basic goals of the Tenth Plan as well as development of a methodology for the active role of local government in the process. Basic issues such as income measurement and other indicators to development are discussed along with highlights on the specific desirable characteristics and the robustness of the indicators A Proposed M&E arrangement for poverty reduction is presented from the central to the grassroots level. Relevant critical issues in data generation and use in M&E are discussed with specific emphasis on poverty reduction focused development projects including proper strategies. An analytical framework is also

presented on critical development performance issues, in general and for the meaningful public participation.

These assertions are confirmed by some researchers. (Joy, K.W., 2011). has conducted a study on M&E for the conducted successful of ecological restoration by University of Washington Restoration Ecological Network (UW_REN) capstone projects. The results indicated that M&E of restoration projects provide information as to whether action must be taken in order to keep the site on a succession position and sustainable trajectory. M&E of ecological restoration theories consider the community context, contributing to adaptive management and maintenance protocols. Most restoration projects are not monitored and thus, the importance of this study becomes very clear as long it was concerned.it is possible to track actual trajectories of change if evaluations determine species composition, invasive vegetation potential, presence of functional group, ecological processes occurring at a restoration area, diversity and the role of the site in the landscape. The results shown that many measurements may be include data describing the site before restoration was put into practice. In future UW-REN restoration projects recommended that a thorough evaluation of the site occur before the implementation of the restoration project so that site attributes and important changes may be detected in future years.

Conceptual framework

Independent variables Dependent variables



Research Gap

Another research study was carried out by (Ika, L. A. , 2009) established that project success was insensitive to the level of project planning efforts and again, study carried out by (Koot, 2000). Monitoring for efficiency emphasizes on the primary project activity i.e., inputs, means and outputs but they study both of two authors were focus on half way on monitoring and evaluation and project success and Researcher did not tackle fully monitoring and evolution towards project success from this perspective gap is found of this indented research study seeks to address.

According (Obadia. Patrick, 2018) an effective project implementation comprises institute of the corporation’s funds and inspiration of the staff to achieve goals and (Sharma, 2005)found that Monitoring and Evaluation are, perhaps the least emphasized areas in development programs/projects implementation of Nepal focused on implementation however, Authors were limited on the overall project success hence research gap was seen from this perspective view it gives green light to a researcher to fill this gap.

According to (Atkinson, 2003)states that in South Africa monitoring and evaluation system provided information that supported the government’s programmes from aspect of both learning and accountability in the design and delivery of government policies, programmes, services and utilization of public funds and (Naidoo, I. A., 2011) noted that if the M&E function is located in a section or associated with significant power in terms of decision-making. Therefore, authors were focusing on the systems and

functions rather than the project success in this way research found a gap definitely in this way a researcher is pushed to fill this research gap.

In summary, according to the researches consulted, none of the author addressed the project monitoring and evaluation in relation to project success or determining the link between the monitoring and evaluation towards the project success, therefore, the reason of this research is to fill the gap. also, the reviewed literatures looked lacking enough M&E team, M&E approaches and Ownership of the key players as stakeholders that could enable to resolve the challenges encountered in the monitoring and evaluation towards the project success. Therefore, it is with this regard the Researcher was interested to conduct a study on effect of monitoring and evaluation on success of project. A case of Great Lakes Trade Facilitation project and finally the knowledge gap that was discovered, it is important for a researcher to try to add to the body of knowledge.

METHODOLOGY

Research design

The study adopted descriptive research design, the purpose of this type of research design is gaining information after cases happened, it is in this regard, the research design has tendency to observe the reasons why condition looks like based on the knowledge in which the case study is the most appropriate for exploring the procedure underneath of actions are explained, in this review, the study will use quantitative approaches in such way that, the quantitative approach employs the descriptive statistics and correlational design to enable variables considered in order to be undertaken in analysis of relevant information related to the people's perceptions and in turn to the research study under investigation on effect of monitoring and evaluation on success of cross border project. A case of Great Lakes trade facilitation Project.

Sampling Size

The research study undertook sample size determination by employing (Slovin, 1980) formulation to enable sample size calculation under the following considerations (95% confidence level from that $\alpha=0.05$) for applicable on the questionnaire that was distributed to the respondents under government institutions that implementing the project, cross border traders that benefited from the project interventions as respondents.

Sample size was used to determine the number of cross border traders to be as respondents from Great lakes Facilitation project beneficiaries and staff from project implementing government institutions to ensure this study achieve the research intention, it is in this regard, to determine the sample size, the study used (Slovin, 1980) quoted by (Omar, 2017) formula to calculate sample size of which include (95% confidence level and $\alpha=0.05$) for questionnaires to be dispatched among the respondents in this regard a confidence level of interval will be 95%, the sample size will be calculated by using (slovin, 1980) as follow below

$$n = \frac{N}{1 + N * (e^2)} = \frac{2,102}{1 + 2,102 * (0.05^2)} = 336$$

Sample Technique

The technique used was purposive and simple random sampling to ensure all respondents pick questionnaires regardless the absentees or this is because each person cannot access the questionnaire due

to the limited number obtained from the sampling size calculations, however during the selection all the respondents had the equal chances in as far as the questionnaire picking was concerned.

Table 1: Population distribution

Professional Details	Population	Sample size
Project team from government institutions	57	9
Cross border traders that benefited from the project	2,045	327
Total	2,102	336

Data collection methods and instruments

Research study underwent primary data collection methods in such way that, primary data was undertaken as the firsthand information, this perspective view, questionnaire instrument was employed for primary data.

Questionnaire

A questionnaire is structured and formulated in a written form that show order in form of sequence of questions which are addressed to the respondent for them to answer, always the questionnaires are to be dispatched to the respective targeted respondents for answering by filling questionnaires and return to the researcher, the use of questionnaire is to provide the efficient and precision of information in data collection time, and again questionnaire is easier administered due to the fact that, the essence is to requesting marching answers to respective questions. In terms of economy, it is cheap costly in as far as resource allocation is concerned.

Piloting

It is an obligation for generation of reliable and viable researcher, the pilot study was conducted in one day, in order to prove the accuracy and clarity of questions before the main study activities starts, the piloting study conducted won't be considered and was not accounted in the main study, the only essence of it is for reliability measurement and checking for internal consistency of items in the study kits that usually include questionnaire and interview which give similar results each time used under similar situation. The Cronbach alpha was employed in order to test the response from pre-testing to enable collected questions and responses are gathered in piloting study were relevant and accurate. From this point of view, the lower acceptable Cronbach alpha coefficient is said to be 0.7 and above. Based on benchmark and standard of Cronbach, then Cronbach alpha was calculated and equated to a 0.7 threshold. The value of 0.931 was obtained from 37 items of tested respondents therefore the piloting study represented research instruments, the internal consistency and respondents' responses proved consistently and researched objectives.

Data processing

Validity

Validity is the suitable instrument, from perspective view, this concerns with content in such way that, the validity is attained, the validity emphasizes on the content to ensure measurement to the theoretical

concepts in line with multiple data sourcing, from this perspective view, it served and present the contextual in terms of emergence themes which are supportive, the study was recognized in terms of provision of potential transferable and judge-able in condition.

Reliability

This instrument subjected to reliability undertakes the same results in a case it is repeatedly concurrently under usage to ensure variable measurement from the same respondents to constitute the internal consistency and shaped logical flow casted questions before data collection, in order to attain the objectivity or consistency it required for the study ,a comprehensive instrument and approaches can be considered in relation to the reliability achievement, it is with this regard, the questionnaire and information gathered in respective manner was able to be entered into SPSS 26.0 version computer software ,and this run a testing for attainment of internal consistency to ensure reliability.

Data Analysis

Quantitative data was analyzed underutilization content analysis to ensure interviewing happens successfully and also applying as complementary approach quantitatively.

Descriptive statistics produced frequency tables, percentages and mean, and it was undertaken in order to present many characteristics for the data set. Inferential statistics were used to retrieve relationship/correlation between components of Effect of monitoring and evaluation on Success of Cross Border Projects. A case of Great Lakes Facilitation Project.

Multiple correlation and regression model was used to analyse the data; SPSS version 27.0 aided with computer software. Inferential statistics including Pearson correlation test and multiple regression analysis was employed to develop the relationship between the independent variables and the dependent. Regression is a statistical technique to determine the linear relationship between two or more variables. Regression is primarily used for prediction and causal inference. Thus, it is the determination of statistical relationship between two or more variables references as the regression model below;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y = Project success; β_0 = constant; β_1 , = regression coefficients;

X_1 = Monitoring and Evaluation Implementation; ε = error term.

Measuring Variables

Measuring variables was undertaken into formulae or Likert scale that was applicable to this research study to enable variables measured while using a five-point Likert scale by 5=Strongly agree, 4=Agree,3=Neutral ,2=Disagree and 1=Strongly disagree. The respondents have to choose by ticking in one of the boxes to ensure easy coding and analysing of the results from findings.

RESEARCH FINDINGS

The effect of Monitoring and Evaluation implementation on success cross border projects in Rwanda. The analyzed objective was to examine the effect of monitoring and evaluation on project success on Great Lakes Trade Facilitation Project. The detailed results are presented in the table as follow.

Table 2: Monitoring and Evaluation implementation

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
There was data collection materials for the GLTFP	0	0	0	0	0	0	90	26.9	246	73.1	336	1.66	0.473
The project had a specific system acquired for data management	0	0	0	0	0	0	223	66.3	113	33.7	336	1.77	0.423
There was specified project outputs for GLTFP	0	0	0	0	0	0	258	76.9	78	23.1	336	1.83	0.378
There was a capacity building held on data collection under GLTFP	0	0	0	0	0	0	277	82.7	58	17.3	336	1.95	0.486
There was a communication strategy designated for GLTFP	0	0	0	0	32	9.5	256	76.2	48	14.3	336	1.60	0.491
Overall Mean												1.76	

Source: Primary data, (2023)

The findings analyzed showed that, out of 336 respondents, on there was data collection materials for the GLTFP, 26.9% agreed and 73.1% strongly agreed that there were data collection materials for the GLTFP. On the project had a specific system acquired for data management, 66.3% agreed and 33.7% strongly agreed that project had the specific system acquired for data management. On there was specified project outputs for GLTFP, 76.9% agreed and 23.1% strongly agreed. On there was a capacity building held on data collection under GLTFP, 82.7% agreed and 17.3% strongly agreed that there was capacity building in data collection under GLTFP. On there was a communication strategy designated for GLTFP, 9.5% were on neutral side, 76.2% agreed and 14.3% strongly agreed that there was a communication strategy designated for Great Lakes Trade Facilitation Project. The overall means of results was 1.76 that was between Agree (2) and Strongly Agree (1), it presents that the monitoring and evaluation implementation significantly contribute to the project success of Great Lakes Trade Facilitation Project.

Table 3: Correlation of M&E and Project success

		M&E Implementation	PROJECT SUCCESS
M&E Implementation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	336	
PROJECT SUCCESS	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	

	N	336	336
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Source: Primary data, (2023)

The results present the relationship between the effect of M&E and project success of Great Lakes Trade Facilitation Projects. The monitoring and evaluation factors taken include but not limited to M&E implementation. The statistical package for social science (SPSS) software version 27.0 was used to determine the Pearson coefficients. The Pearson coefficient correlation is between -1 and 1 where -1 to 0 presents negative correlation (-1 to -0.5 indicates high negative correlation and -0.5 to 0 indicates low negative correlation) and 0 to 1 presents positive correlation (0 to 0.5 presents low positive correlation while 0.5 to 1 presents high positive correlation). According to the results, the correlation between M&E implementation and project success was 0.947, it presents that there was a significant relationship between Monitoring & evaluation and project success of Great Lakes Trade Facilitation Project.

Table 4: Model Summary of M&E and project success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.956 ^a	.915	.914	.183	.915	1184.509	3	332	.000

a. Predictors: (Constant), M&E Reporting, M&E Planning, M&E Implementation

Source: Primary data, (2023)

The researcher sought to know effect of monitoring and evaluation on success of cross border projects. A case of great lakes trade facilitation project, from the perspective, the researcher used regression analysis to measure the effect of Monitoring and Evaluation implementation on success cross border projects in Rwanda. Correlation coefficient (**R=0.956^a**) demonstrated the relationship between M&E and project success of great lakes facilitation project, therefore The results present the Model Summary, the results present that the R Square=0.915. It was statistically significant clear that 91.5% of all variables of project success can be explained by one's of all variables of the monitoring and evaluation in project.

Table 5: ANOVAa of M&E and Project success

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.586	3	39.862	1184.509	.000 ^b
	Residual	11.173	332	.034		
	Total	130.759	335			

a. Dependent Variable: Project success

b. Predictors: (Constant) and M&E Implementation

Source: Primary data, (2023)

The results indicate ANOVA^a, the results presented than the variables were statistically significant with F=1184.509 and p value=0.000^b, it means that there was a significant relationship between the monitoring & evaluation and project success of Great Lakes Trade Facilitation Project.

Table 6: Coefficientsa of M&E and Project success

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B
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	B	Std. Error	Beta		Lower Bound	Upper Bound
(Constant)	-.081	.032	-2.558	.011	-.143	-.019
1 M&E Implementation	.836	.068	.743	12.273	.000	.702 .970

a. Dependent Variable: Project Success

Source: Primary data, (2023)

The results present the constant of independent variables of the Monitoring & Evaluation. It is statistically significant since p value is less than 0.05. The results present the variables of M&E; the M&E implementation was statistically significant with p value=0.000^b.

As per SPSS generation of table 6 in regard to the equation $Y = \beta_0 + \beta_1 X_1 + \epsilon$, where by Y= Project success of Great Lakes Trade Facilitation Project (GLTFP), then the Equation served as;

$$Y = -0.81 + 0.836X_2$$

The findings show that holding all the independent variables constant, the project success would be negatively affected by 0.81. while, one-unit increase in monitoring and evaluation implementation would increase project success by 0.836.

The SPSS Calculated the t-statistic as t-test decreased on -2.558 and t-test increased on 12.273. The results present the variable of M&E, the M&E implementation was statistically significant with p value=0.000^b.

As a researcher, the findings obtained from the analysis enabled the consistence of cross border trades as the project stakeholders responded and showed the positive results achieved from cross border trade facilitation project.

Hypothesis testing

In order to test the study’s one formulated hypothesis, the t statistic that tests whether a B value is significantly different from zero ($H_0: \beta=0$) The study computed simple regression analysis to test the study of hypothesis. For p-value<0.05 and H_0 was rejected;

Testing research hypothesis two

H_{02} = There is no significant of Monitoring and Evaluation implementation affect the success of cross border project trade facilitation in Rwanda. The unstandardized beta value of Monitoring and Evaluation implementation affect the success of cross border projects in Rwanda was significantly greater than zero ($\beta_2=0.836$, p-value=0.000<0.05, t= 12.273). Subsequently the null hypothesis was rejected because p-value=0.000 is less than 5% level of significant, hence Monitoring and evaluation implementation had a statistically significant influence on success of cross border trade facilitation project in Rwanda.

Summary of findings

The summary of results is in accordance with analyzed factors in chapter four. The study assessed the effect of monitoring and evaluation on the success of cross border projects in Rwanda. Descriptive research design was used and questionnaire was used for data collection and statistical package for social science (SPSS) software version 26.0 was used for analyzing the data.

The data of the effect of Monitoring and Evaluation implementation on success cross border projects in Rwanda. The findings were analyzed, on there was data collection materials for the GLTFP, 73.1%

strongly agreed that there were data collection materials for the GLTFP. On the project had a specific system acquired for data management, 66.3% agreed that project had the specific system acquired for data management. On there was a capacity building held on data collection under GLTFP, 82.7% agreed that there was capacity building in data collection under GLTFP. The overall means of results was 1.76 that was between Agree (2) and Strongly Agree (1), it presents that the monitoring and evaluation implementation significantly contribute to the project success of Great Lakes Trade Facilitation Project in Rwanda.

The data of project success of Great Lakes Trade Facilitation Project was analyzed, on the GLTFP was relevant to cross border traders, the 5.6% disagreed and 73.2% agreed that the Great Lakes Trade Facilitation Project was relevant to cross border traders. On GLTFP respond to traders' expectations, the 15.2% were neutral and 58.6% agreed that GLTFP respond to traders' expectations. On there were strategies to handle cross border raised issues related to trade, 82.7% agreed. On new traders join cross borders trade because of the GLTFP interventions, 69.3% agreed and 30.7% strongly agreed. On that project interventions help cross border traders reduce the expenses they were previously incurring at the border, 83.1% agreed that expenses on cross border traders reduced. On that GLTFP help cross border traders increase their revenues 73.5% strongly agreed that projects help cross border traders to increase their revenues. The overall means of results was 1.66 that is between Agree (2) and Strongly Agree (1), depending on the results, it presents that the project success of Great Lake Trade Facilitation Project was on good grades.

The findings show that holding all the independent variables constant, the project success would be negatively affected by 0.81. while, one-unit increase in monitoring and evaluation implementation would increase project success by 0.836.

The test of hypothesis showed that H_{02} on whether, there is no significant of Monitoring and Evaluation implementation affect the success of cross border project trade facilitation in Rwanda showed that ($\beta_2=0.836$, $p\text{-value}=0.000<0.05$, $t= 12.273$). Subsequently the null hypothesis was rejected because $p\text{-value}=0.000$ is less than 5% level of significance. Thus, there was a significant relationship between Monitoring & evaluation and cross border project success case of Great Lakes Trade Facilitation Project in Rwanda.

Conclusions

Monitoring and Evaluation is a highly valuable tool in any project work activities. It provides a vital mechanism of how any project works and activities can be measured and how it can help to the achievement of project objectives (Tasilwebakwa, 2022).

In this study, researcher concluded basing on the results. The relationship between M&E implementation and project success was 0.947, and the results presented the variables were statistically significant with $p\text{ value}=0.000^b$, it concluded that there was a significant relationship between Monitoring & evaluation and project success of Great Lakes Trade Facilitation Project in Rwanda.

Recommendations

The MINICOM should hold regular consultations with to cross border traders and other stakeholders in the cross border trade project, to increase ownership and accountability of the project outcomes that impact the lives of the traders and the economic growth at large.

Suggestions for further studies

The researcher suggests that, further researches should be:

1. To examine the relationship between cross border investment and countries' economic development.
2. To assess the impact of countries' partnership on successful implementation of cross border projects.
3. To establish the contribution of stakeholder's participation on success project of cross border projects

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