

Influence of Monitoring and Evaluation Practices on Sustainability of World Bank Funded Project. A Case of Rwanda Urban Development Phase One in Musanze District

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ABSTRACT

The purpose of this study is to find out the influence of practicing monitoring and evaluation during the project cycle on sustainability of World Bank funded project. Specific objectives included: to determine the influence of partnerships in monitoring and evaluation on sustainability of a World Bank funded project; to determine the influence of communication in monitoring and evaluation on sustainability of World Bank funded project; to evaluate the role of accountability in monitoring and evaluation on sustainability of World Bank funded project and to establish the contributions of resource allocation for monitoring and evaluation on sustainability of World Bank funded project. The researcher used questionnaires to collect data, as far as this study was concerned, the population was comprised of employees of Rwanda urban development phase one in Musanze district in different departments targeting 125 people. To describe target population of the study as the point of focus from which a generalization was made regarding the research findings. Thus, a sample size of 125 employees as respondents was considered representative of the total population. I used primary and secondary data to get all information needed in this study, the quantitative data was analyzed using descriptive and inferential statistics after running the data collected through the Statistical Package for Social Sciences (SPSS). The findings indicated that 55 of respondents with 44% are strong agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project promotes beneficiaries' awareness of objectives of M&E and participate in public activities, 60 of respondents with 48% are agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project promotes beneficiaries' awareness of objectives of M&E and participate in public activities while 10 of respondents with 8% are neutral about statement. 55 of respondents with 44% are strong agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project creates a sense of ownership of the project for beneficiaries while 70 of respondents with 56% are agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project creates a sense of ownership of the project for beneficiaries. 40 of respondents with 32% said that contributions of resources allocation for monitoring and evaluation on sustainability of World Bank funded project is to assign the resources during project implementation and 34 of respondents with 27.2% said that contributions of resources allocation for monitoring and evaluation on sustainability of World Bank funded project is to divide the project into tasks during project

implementation. Following the discussions from the findings, monitoring and evaluation practices in all aspects of M&E of the project as well as its sustainability. This shows that even if Rwanda Urban Development Phase One in Musanze district ends its interventions, the beneficiaries can still continue the project's activities for a long time without any assistance because their capacities have been built and strengthened through the various trainings and economic empowerments to ensure the project becomes sustainable. The overall involvement of the beneficiaries participatory in M&E has empowered them to find solutions to their problems and use the solution as a recommendation for planning for future activities. All institutions, both private and public, including for profit organizations, NGOs and international organizations should involve their beneficiaries' participation and even the employees in M&E because it is believed that participation would lead to empowerment through capacity building, skills and training. By increasing the ability of people, projects and/or communities to be self-reliant, they are then able to contribute towards the sustainability of development projects which in turn contribute to the broader notion of sustainable national development.

Keywords: Monitoring, Evaluation, Sustainability, Project, Accountability

INTRODUCTION

Worldwide, some countries began to show concepts of monitoring & evaluation and programmes in the late 1970s and early 1980s after lack of monitoring & evaluation was identified as a reason for the failure of many government projects for its sustainability (World Bank, 2010). Monitoring and evaluation (M&E) should be an integral part of any sustainability of project sometimes it is brought into development planning as a contingent element. This is not supposed to be so. According to Ika et al, (2010) project monitoring and evaluation is even more critical than planning in achievement of project success and survive for long. They reiterated that project monitoring and evaluation ranks highly as one of the major project success factors.

The Canadian Developed agencies have only recently recognized the need for monitoring & evaluation for sustainability of government projects. Proponents of Project Monitoring & Evaluation argue that it is more cost-effective, accurate and sustainable than conventional approaches. Monitoring & Evaluation in decision-making processes can also motivate people who want to see those decisions implemented effectively (Gyorkos, 2003). Another motivation for monitoring & evaluation is to strengthen government projects as well. Traditionally, evaluation tended to be managed with an outsider perspective, often giving little recognition to local expectations and the potential for stakeholder contributions. In effect, stakeholders were the objects of evaluations rather than key participants. Beneficiaries, local organizations and governments in recipient countries were left without substantive roles, (Canadian International Development Agency, 2016).

Some African countries especially in Nigeria and South Africa are using them in term of political circles to mean people being involved in political and project decisions, for others it is people having reasonable control over decisions of the organization they belong. For development economists Project Monitoring & Evaluation refers to the poor equitably sharing project benefits. Still others consider monitoring & evaluation to be an instrument to enhance project efficiency and its sustainability. Some would regard monitoring & evaluation as an end, whereas others see it as a means to an end, (Mulwa, 2017).

Monitoring & evaluation can occur at any stage in the project cycle as (Stiglitz, 2015) highlighted: firstly in planning; secondly in project design; and thirdly through mobilization of local resources as an important

ingredient of the initiative. Put differently, there are chances for monitoring & evaluation in the entire project cycle; needs analysis, planning, implementation and monitoring and evaluation. In fact, participation ought to involve people throughout the project cycle; in implementation, having a share of development benefits and evaluating project outcomes. The stakeholders also are in a position to define goals and project preparation. Despite contention among authors on the benefits of participation, the rationale of stakeholder participation is evident in several case studies, (Mulwa, 2017).

In Kenya monitoring & evaluation is thought to emphasize project sustainability, improve project effectiveness and efficiency, bring inclusivity in development as well as build social capital and empower poor people as platform in the region. In addition it is to empower the government project as it ensures accountability (Duggal, 2015). Monitoring & evaluation is instrumental in having better designed projects were shown the contribution of the stakeholders, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost, protection and time are assured. It also aims at reducing incidences of corruption and ensuring ownership for equitable distribution of project benefits (Mansuri, 2016). Regional Partnership for Resource Development (2009) argued that monitoring & evaluation development begins a process of empowerment which enables the project stakeholders to take responsibility in designing and implementing their own initiatives and in the process this leads to project sustainability. If development is to be effective, the major project stakeholders should be involved by forming project implementation committees to oversee the activities of the various phases of the project cycle including but not limited to initiation, planning, budgeting and procurement. For any development to be meaningful, monitoring & evaluation by all interest groups is inevitable finally lead to sustainable development, (Mulwa, 2017).

In Rwanda, monitoring & evaluation was seen as one of the solutions for government projects sustainability. Not only would participatory approaches assist project sustainability but it was argued that monitoring & evaluation would make projects more efficient and effective (Gee, 2016). The concept of sustainability has made donors to begin to think that “it is better to teach people to fish than give them donations of food.

While there has been a greater interest in monitoring & evaluation to research and development infrastructures such as road constructions for all citizens, we need a huge monitoring & evaluation for its sustainability, there has also been an increased concern with monitoring and evaluation by donors, governments, NGOs and others (World Bank, 2010). This is affected by several factors: the trend in many management circles towards ‘performance-based accountability’ and ‘management by results’; growing scarcity of funds, leading to a demand for demonstrated success; a move towards decentralization and devolution, providing a need for new forms of oversight; and the growing capacity of NGOs and community-based organizations as actors in the development process (Marisol & John, 2015).

Monitoring is the collection and analysis of information about a project or programme, undertaken while the project/programme is ongoing (ADA ,2011). Evaluation is the periodic, retrospective assessment of an organization, project or programme that might be conducted internally or by external independent evaluators (ADA ,2011). Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach. Evaluation is the systematic assessment of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institution's performance. Monitoring and Evaluation (M&E) is used to assess the performance of projects, institutions and programmes set up by governments, international organizations and NGOs. Its goal is to improve current and future management of outputs, outcomes and impact (Diabre,2002).

Several other researchers also gave their views on the essentials of monitoring and evaluation; Monsalve, (2004) is another scholar who gave his contribution towards the rational of monitoring and evaluation tool in project management effectiveness. When development projects are effectively managed, the impact is evident to the beneficiaries. He asserts and said that monitoring and evaluation are fundamental aspects of good programme management at all levels, be it national, regional and local. Monitoring and evaluation provides data on programme progress and effectiveness; it improves programme management and decision making; it allows accountability to stakeholders including funders; provides data for planning future resource needs and also it provides data useful for policy making and advocacy (Dominique & Ingrid, 2010).

Diabre (2002) in the Handbook of Monitoring and Evaluation for Results contends that the growing demand for development effectiveness is largely based on the realization that produces good deliverables is not enough. Efficient or well managed projects and outputs will lose their relevancy if they yield no noticeable improvement in development conditions and ultimately in peoples' lives. The United Nations Development Programme is therefore increasing its focus on results and how it better contribute to them. The essence of this, therefore, is that, for any development project to be useful for long time and have a positive change on the way of living of the beneficiaries it should increase its focus on results and the contribution should be visible from planning, monitoring and evaluation (Diabre, 2002).

The rationale of monitoring and evaluation towards project success were also defended by Chinnanon (2002) where he asserts that Monitoring and evaluation can be an effective tool to enhance the quality of the project planning and management. It was noted that monitoring helps project managers and staff to understand whether the projects are progressing on schedule and to ensure that project inputs, activities, outputs, and the life of project in general. Therefore, monitoring and evaluation is a tool to help planners and managers to identifying sustainability of project (Gyorkos, 2003).

There are two main ways to characterize monitoring and evaluation: by whom it is initiated and conducted, and whose perspectives are particularly emphasized. The first distinguishes between M&E that is externally led the efforts are generally organized and initiated externally and conducted mainly by individuals or groups considered as having no direct involvement or no direct personal or institutional interest in the outcome of the project or initiative; internally led the efforts are carried out mainly by those directly involved in project or programme planning and implementation; or jointly led (both internally and externally). The second distinguishes between which stakeholders are emphasized all major stakeholders including those who may be directly or indirectly affected by or involved in the project or programme interventions, beneficiaries of project or programme interventions, or marginalized groups, including all categories of people (Price S & Mylius B. 2018).

The worldwide conventional method point-out that monitoring and evaluation are mostly done by external experts and usually upon completion of project/programme though sometimes mid-term. Over the past many years in Rwanda, many government projects, have continuously reported non-sustainable outcomes of the projects in their daily (Belagis, S., 2012). The government of Rwanda has created a lot of development projects for different areas and it put a lot of energy for those projects to succeed. When we look at on the ground some projects failed due to the lack of monitoring and evaluation. The project that we studied was water for all and its main purpose was to provide sustainable drinking water supply and sanitation services to rural communities with a view to improving their living conditions. The second project was green water in Gashaki sector. The pressure from government at times forces the project managers to act beyond the normal management principles (Belagis, S., 2012).

Today, it is time to work towards a sustainable development; where everything possible should be done to ensure that all government projects assets contribute to excellent performance as well as its sustainability. Poor planning is affecting negatively sustainability of projects and its strategic planning has taken a central point which affect sustainability of government project. There are some government projects which were failed mainly due to poor planning such as Off-Grid Plants and Energy, Water and Sanitation Authority (EWSA), (MINIFRA, 2016).

Many projects failed due to lack of M&E, working beyond normal management principles, poor planning, Lack of people participation, lack of involvement of beneficiaries, decreased authenticity of monitoring and evaluation, little or no sustainability of project activities, decreasing local level capacity in monitoring and evaluation. No available data on the influence of M& E with regard to the World Bank funded projects including this one. That is why this research was intended to find out the influence of practicing monitoring and evaluation during the project cycle on sustainability of World Bank funded project.

Theoretical framework

Conflicting Theories

When reviewing the literature, the researcher established that, though there were no strong conflicting theories in the area of monitoring and evaluation, there are still some areas where different authors had divergent emphasis in regard to the importance of monitoring and evaluation systems and tools to enhancing project sustainability. Gizachew (2011) dwelt much on specific type of monitoring and evaluation where he says that, for M&E to be successful, it has to be participatory. Mackay (2007) on the other hand, without specifying the type of monitoring and evaluation to be employed, emphasized the four importance of M&E concepts; project durability, policy development, management of the projects and accountability. Monsalve (2004) shared the same views with Mackay, and had two more important aspects of monitoring and evaluation where he said that, it provides data for planning future resource needs and advocacy. Bambarger (2006) like other authors acknowledges the importance of beneficiaries' participation in project monitoring and evaluation tools for sustainability of project, but used a different approach where he said that, it's a powerful tool for learning about what works, what does not, and the reasons why. It is important to note however, that, though sometimes used divergent wording and ideas, there common words that keep coming when talking about the importance of monitoring and evaluation tools in project management. This theory was used to determine clearly the influence of monitoring and evaluation practices on sustainability of world bank funded project and how conflict can affect negatively sustainability of the project.

Criticism Theories

Different evaluators often regard monitoring as playing a secondary and relatively simple role compared to evaluation proper. He notes that the view underestimates the potential of monitoring information in enhancing the value of evaluative work, in particular to increase the 'half-life' of evaluation findings. In fact, his concern was that, the advocates of this theory ignored the fact that, monitoring complements the fragmented and ad-hoc nature of evaluation work, so that the process of monitoring presents an opportunity to develop a framework within which individual evaluations exists (De Boer, 2001).

Evaluation also has been criticized in a sense that good evaluations need expertise, resources, and above all time. This normally leads to a lagged cycle of commissioning evaluations to address policy questions, only to have evaluations reported well after the necessary decisions have been made. Conversely, decision-

makers often view earlier evaluations as out of date; and rightly or wrongly, irrelevant to current policy questions. While monitoring and evaluation is understood to serve a range of purposes, it is unfortunate that, sometimes, is erroneously viewed as an annoying task of simply providing donors with the information they require (Woodhill 2000). Certainly, accountability to funding bodies is one function of an effective monitoring and evaluation system, but it is certainly not the only or the most important function. This theory was used to know importance of the criticism in the projects and how criticism can affect sustainability of the project.

Sustainability Theory

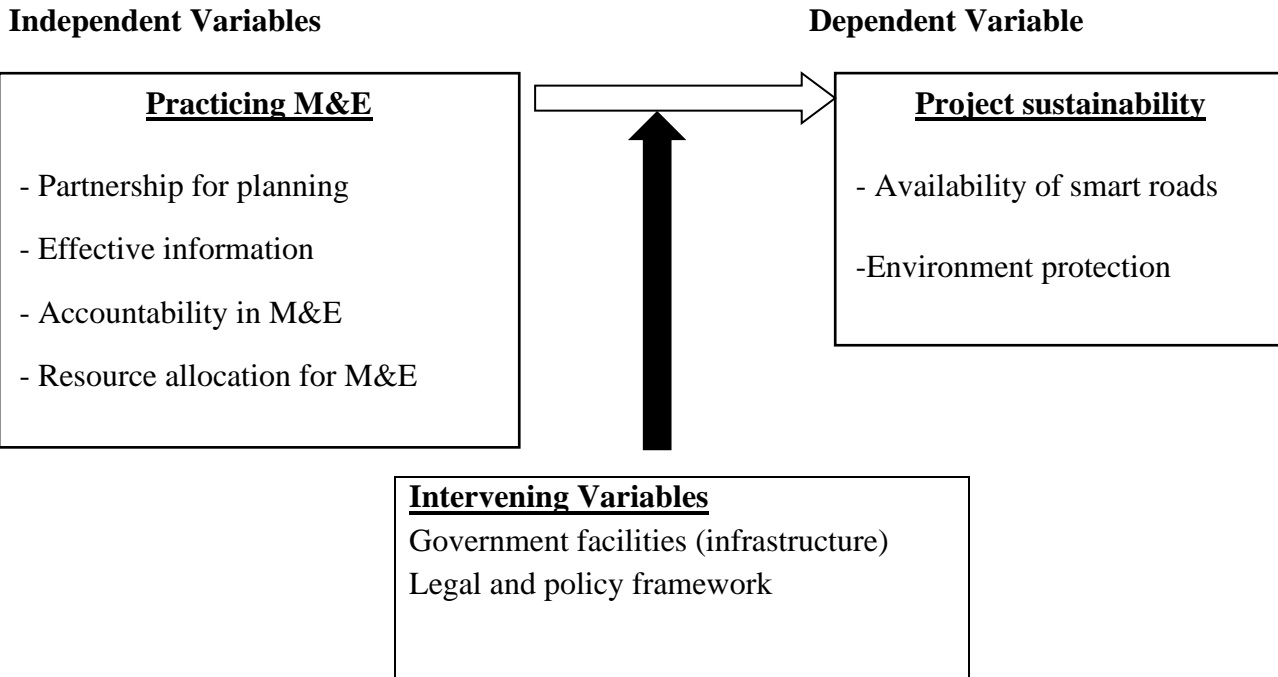
According to Brundtland, (1972) define sustainability as a capacity to maintain some entity, outcome, or process over time, in addition to that, the concepts of sustainability frame the ways in which environmental problems jeopardize the conditions of health economic, ecological and social systems sustainability theory attempts to prioritize and integrate social responses to environmental and cultural problems. Some critiques have been raised against the theory claiming that the term is too widely used, and thus meaningless, in other instance the theory is completely opposed. For those broadly in favor of sustainability one common criticism is that it is defined too vaguely (UN publication, 1987). Also, there is a meaning that it is too easy to assume that the sustainability has been reached without having detailed understanding of the concept of sustainability, thus governments and industry, can talk about being sustainable while remaining with business as usual. There is also the problem of how to measure whether sustainability is being achieved. This theory was used to know what the sustainability of the project is and how the project can be sustain and achieve its goals.

Conceptual framework

A conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under influence of practicing monitoring and evaluation and sustainability of World Bank funded project from this study. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. It can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation.

The interconnection of these blocks completes the framework for certain expected outcomes. An independent variable is one that is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. The independent variables in the study will be: practicing monitoring and evaluation. A dependent variable is what is measured in the experiment and what is affected during the experiment, it responds to the independent variable. The dependent variable in the study was sustainability of World Bank funded project at Rwanda urban development phase one in Musanze District.

Figure 2. 1: Relationship between project M&E and sustainability of project



Empirical review

Experience of monitoring and evaluation and sustainability of developmental projects

Some authors recognize the importance of participatory involvement in project monitoring and evaluation to both the local population and even on researchers. For example Mahdu, Trevor, Michael, Alison, and Eleanor (2009) in their study on participatory evaluation of cropping practices in Yunnan Province, China acknowledge the fact that the involvement of local user groups in the project monitoring and evaluation of spatial and temporal changes in the roads can be beneficial for local users in that, it may help improve “land literacy” (the ability to identify and appreciate good/poor conditions) concerning the roads development; and for researchers it would provide less expensive and rapid information about complex natural resource management issues compared to conventional approaches, requiring large and expensive datasets. So, they recommend that any such research and development program should start with an orientation on participatory approaches, and to improve outcomes and protection of public activities, participatory approaches should be used from the outset to engage farmers more fully in the project so as to achieve greater ownership of objectives and outcomes, leading to higher adoption rates and sustainability. They further recommend that in order to solicit meaningful contributions from farmers and also evaluations on adoption/adaptation of project activities should be carried out sometime after project completion in order to determine project impact and to decide if it is worth extrapolating these outcomes to similar areas. Beneficiaries action research aims to address both the practical concerns of participants and stakeholders and the goals of research through people working together collaboratively on projects and participatory evaluations have been found to enhance the long-term sustainability and success of programs through building community capacities, and increasing community ownership, inclusion and participation (June, Greg, Lyn & Megan, 2005). This does not go without adding that implementing and evaluating capacity building projects requires addressing issues related to gender and power. This conclusion was drawn because the extent of community capacity building achieved by some projects was somewhat limited due to the fairly low number of participants as beneficiaries who were actively involved over the duration of the project, and other issues and barriers related to participation and empowerment.

Contributions of resources allocation for monitoring and evaluation on project sustainability

Monitoring & evaluation of project need to be undertaken by individuals with the relevant skills, sound methods and adequate resources as well as transparency in order to secure their quality (Jones et al, 2009). This implies the need for the personnel to be highly trained in order to secure the effectiveness of monitoring and evaluation. Further, budgetary allocation is required to provide adequate funds for the evaluation. A monitoring and evaluation budget need to be developed and included in the overall project budget in order to provide the monitoring and evaluation function its due recognition in its place in project management (Gyorkos, 2003; McCoy et al., 2005). Apart from the framework provided, politics is also a major element to put into consideration in projects. Monitoring as such enhances the project management decision making during the implementation phase thus securing the success of the project (Gyorkos, 2003; Crawford & Bryce, 2003). Further, monitoring puts an emphasis on transparency and accountability in the use of resources to the stakeholders such as donors, beneficiaries and the wider community where the project is implemented. Chambers (2009) argue that the starting point in politics as an element of evaluation involves asking who would gain lose and how. This also involves how the results make a difference to the various stakeholders.

Role of accountability in monitoring and evaluation on project sustainability

Project sustainability in the context of international development and post-conflict assistance, the word “sustainability” is most often associated with the concept of “sustainable development.” The project implementers need to meet the needs of current generations without compromising the ability of future generations to meet their needs and aspirations.” As used in the development field, “sustainability” is perhaps best understood as a way of thinking that encourages awareness of the tensions among development goals, and consideration of the far-reaching effects of development projects across time and across the closely interconnected systems of societies, economies, and the environment. Sustainability and the Rule of Law Rule of law has been increasingly recognized as a prerequisite to sustainable development, but it has yet to be closely examined as an object of sustainable development finally project monitoring and evaluation documents that track projects over time are rarely made public and often do a poor job of explaining how goals were achieved, (Ena D., 2015). The study conducted by Irene (2009) in north-east Brazil, one of the factors that will motivate those involved in project monitoring and evaluation is the clear and direct usefulness of collecting and analyzing information. For example, Brazilian farmers monitoring the costs of initiating agro forestry concluded after the first year that it was prohibitively expensive and have now found a way to be compensated for the time they invest in their field research. The farmers could now improve the management of their own farming enterprise and activated the interest of other farmers not involved in sustainable agriculture. Rural workers unions could evaluate the impacts with more certainty and evaluate better non-agricultural aspects of the union’s work, while the local NGO evaluated the effects of technical, social innovations on ecological, social and economic well-being amongst smallholders. The capacity of farmers and unions for autonomous planning and implementation of sustainable agricultural activities was thus enhanced. Furthermore, Mahdu, Trevor, Michael, Alison, and Eleanor (2009) recognize the importance of using indicators in carrying out evaluation. In their study, the farmers of Kelang village were highly capable of evaluating environmental changes in the watershed using scientific indicators. This indicates their potential to work in collaborative ventures for soil conservation and watershed improvement. This is supported by Irene, Dominique and Ingrid (2010) who state that setting manageable, affordable, sustainable and relevant, indicators prove to be attractive and raise

stronger awareness of FFS (farmer field schools) in Kyrgyzstan benefits among stakeholders and it also allows for efficient data collection. Participating in the selection of impact indicators relevant to them, deciding on the rating scale, collecting data and drawing first conclusions motivates FFS trainers and farmers to improve their activities and skills because they themselves identify what is achieved. Participation in those steps is also absolutely essential, as only farmers can decide, what indicates a relevant improvement on their livelihood situation and which rating scale is realistic under their specific conditions. Wolfgang and Ann (2002) further add that the pastoralists in Somaliland focus on water development activities, and develop a range of indicators for assessing quality, quantity and reliability of water supply. Their assessment revealed positive impacts of water development, such as better nutritional status of children, as well as negative impacts, such as an increase of malaria around a certain type of water point.

Influence of communication in monitoring and evaluation on project sustainability

Jan (2011) emphasizes the urgent need to incorporate sustainability indicators into projects according to his research work in Guatemala regarding importance of communication during project cycle. Communication specifically is one tool that used by participatory is essential in all facets of development work. Participatory communication can be defined as balanced in monitoring and evaluation, two-way information sharing wherein information help project to be sustainable. The use of various types of communication during project cycle enables stakeholders to participate in the development process, decision making and hence, allows them to influence or contribute to the design, implementation, and monitoring of a development activity. Notwithstanding the level of participation, communication can contribute to increasing awareness, fostering behavioral changes, facilitating mobilization, and establishing partnerships in pursuit of common goals led to the achieving the sustainability with its objectives. However, the lack of information can break down its sustainability, limit alternatives to addressing problems, constrain benefit distribution of development interventions, lead to marginalization of stakeholders and, ultimately, restrict the attainment of desired outcomes. The Asian Development Bank (ADB) has recognized the important role of communication in facilitating development work through its emphasis on participation. Successful projects are inclusive of the whole diversity (age, ethnicity, skill level and effective communication among them) of people in a community, including women and men, indigenous people and people from various community sectors (June, Greg, Lyn, & Megan, 2005); but a lack of ownership and control significantly reduces the likelihood that community capacity will be built and that sustainable community development will occur. Mahdu, Trevor, Michael, Alison, and Eleanor (2009), further emphasizes that training and orientation programs in participatory approaches should be designed for the participants of the project. Pasteur and Turrall (2006) also note that participatory approaches and the sustainable livelihoods framework offer particularly successful directions for future innovation. From their study, farmers have always developed and/or adapted innovations and new innovations need to be rooted in farmers' natural, social and cultural reality in order to be useful. Farmers become the researchers, experimenters and evaluators in this process. They actively participate in the identification of problems, needs, opportunities and priorities, in the design and implementation of experiments, and in the evaluation of results to ensure that the research will focus on their needs. There are several factors which influence monitoring & evaluation and sustainability. This is clearly expressed by another author including Komalawati (2008) while carrying out a study on a project in Java, Indonesia. The author highlights the following factors influencing the full participation of the project participants

which are: the responsibility of leaders and management team provide a positive impact on meeting participants; the need to gain information, knowledge and skills from facilitators; also financial and social incentives, money and grants, saving, credits and friendships motivate participants to participate in the project activities; the availability of sanctions like fines; geographic location, age, domination of certain people based on their own interests; support from the Indonesian government and limited involvement of facilitators as too much involvement can cause over dependency. He goes further to emphasize that other factors other than practicing monitoring & evaluation also influence sustainability. Support from the government in terms of granting the access to facilities, land and funds, the role of facilitators, the kind of participatory approach in the identification phase and the motivation of participants in the project all increased sustainability.

Research design

This thesis was relied on the method of the case study in order to understand the influence of practicing monitoring and evaluation during the project cycle on sustainability of World Bank funded project. Descriptive survey research design used to describe characteristics of a phenomenon to be studied (Duttolph, 2011). A descriptive analytical approach was utilized in order to interpret data. Therefore, both quantitative (questionnaire) and qualitative (interview) research techniques were be used by researcher in order to collect data (information) related to the objectives of the study and for data analysis.

Study population

The ideal practice in research would be to gather information from the entire population; this was ensuring the maximum coverage of the population concern in the research. But due to limited time and funds the entire population of the research cannot be covered and the sample defined as a sub set of population was used. Duttolph (2011) argued that if the sample is selected properly, the information collected about the sample may be used to make statements about the whole population. The entire target population of the study who was provide the information and data related to the objectives of the research study was included employees of Construction of World Bank Roads in Musanze District, beneficiaries (local people), and authorities in the social affairs department/Musanze district and Policy Makers/ Musanze district. The total number of the target population was 125 persons including the key informants. Thus, this total of population was used to extract the sample size of the research.

Sampling and Technique

Since the study population was made of a small number of people, the census inquiry method was used i.e no sampling method was used.

Data Collection

The study applied the following tools of data collection; questionnaires, interview documentation and observation were used to collect secondary data. Data collection was based on secondary and primary data. A Likert-scale questionnaire has been used to collect both qualitative and quantitative data.

ANALYSIS AND INTERPRETATION

Descriptive Analysis

Influence of partnerships in monitoring and evaluation on sustainability of World Bank funded project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
Partnership in M&E promotes beneficiaries' awareness of objectives of M&E and participate in public activities;	(n)	55	60	10	-	-	125
	(%)	44	48	8	-	-	100%
Creates a sense of ownership of the project for beneficiaries	(N)	55	70	-	-	-	125
	(%)	44	56	-	-	-	100%
Partnership in M&E is giving the chance for entrepreneurs to start own business through benefiting infrastructures	(n)	40	60	10	15	-	125
	(%)	32	48	8	12	-	100%
Partnership in M&E also bring the innovation and creative through self-confidence	(n)	20	50	15	25	15	125
	(%)	16	40	8	20	8	100%

Source: Primary data, July,2021

The findings indicated that 55 of respondents with 44% strongly agreed that partnerships in monitoring and evaluation on sustainability of World Bank funded project promotes beneficiaries' awareness of objectives of M&E and participate in public activities, 60 of respondents with 48% are agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project promotes beneficiaries' awareness of objectives of M&E and participate in public activities while 10 of respondents with 8% are neutral about statement. In addition, the findings indicate that 55 of respondents with 44% are strong agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project creates a sense of ownership of the project for beneficiaries while 70 of respondents with 56% are agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project creates a sense of ownership of the project for beneficiaries.

Further, the table indicates that 40 of respondents with 32% strongly agreed that partnerships in monitoring and evaluation on sustainability of World Bank funded project gives the chance for entrepreneurs to start own business through benefiting infrastructures, 60 of respondents with 48% are agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project gives the chance for entrepreneurs to start own business through benefiting infrastructures, 10 of respondents with 8% are neutral about statements while 15 of respondents with 12% are disagree that partnerships in monitoring and evaluation on sustainability of World Bank funded project can't give the chance for entrepreneurs to start own business through benefiting infrastructures.

In the same context, 20 of respondents with 16% are strong agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project it is also bring the innovation and creative through self-confidence, 50 of respondents with 40% are agree that partnerships in monitoring and evaluation on sustainability of World Bank funded project it is also bring the innovation and creative through self-confidence, 15 of respondents with 8% are neutral about the statement, 25 of respondents

with 20% are disagree that partnerships in monitoring and evaluation on sustainability of World Bank funded project can't bring the innovation and creative through self-confidence while 15 of respondents with 8% are strong disagree that partnerships in monitoring and evaluation on sustainability of World Bank funded project can't bring the innovation and creative through self-confidence.

The influence of communication in monitoring and evaluation on sustainability of World Bank funded project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
Communication among staff and employees in monitoring and evaluation hence sustainability of project;	(n)	60	65	-	-	-	125
	(%)	48%	52%	-	-	-	100%
There are different in project initiated by leaders rather than communication with project beneficiaries;	(n)	40	50	20	5	10	125
	(%)	32%	40%	16%	4%	8%	100%
Social affairs department of Musanze district trains the staff and employees to the effective communication to make their project sustainable;	(n)	50	75	-	-	-	125
	(%)	40	60	-	-	-	100%
There are challenges in communication faced by Social affairs department to make sustainable projects in Musanze district	(n)	45	60	15	5	-	125
	(%)	36%	48%	12%	4%	-	100%

Source: Primary data, July 2021

From the findings indicated that 60 of respondents with 48% are strong agree that communication among staff and employees in monitoring and evaluation hence sustainability of project while 65 of respondents with 52% are agree that communication among staff and employees in monitoring and evaluation hence sustainability of project. 40 of respondents with 32% are strong agree that there are different in project initiated by leaders rather than communication with project beneficiaries, 50 of respondents with 40% are agree that there are different in project initiated by leaders rather than communication with project beneficiaries, 20 of respondents with 16% are neutral with the statement, 5 of respondents with 4% are disagree that there are not different in project initiated by leaders rather than communication with project beneficiaries while 10 of respondents with 8% are strong disagree that there are not different in project initiated by leaders rather than communication with project beneficiaries.

For 50 of respondents with 40% are strong agree that social affairs department of Musanze district trains the staff and employees to the effective communication to make their project sustainable while 75 of respondents with 60% are agree that Social affairs department of Musanze district trains the staff and employees to the effective communication to make their project sustainable and 45 of respondents with 36% are strong agree that there are challenges in communication faced by Social affairs department to make sustainable projects in Musanze district, 60 of respondents with 48% are agree that there are challenges in communication faced by Social affairs department to make sustainable projects in Musanze district, 15 of respondents are neutral with the statement while 5 of respondents with 4% are disagree that

there are not challenges in communication faced by Social affairs department to make sustainable projects in Musanze district.

The role of accountability in monitoring and evaluation on sustainability of World Bank funded project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
It increases project acceptability by beneficiaries and increases beneficiary’s empowerment for long term development;	(n)	55	60	10	-	-	125
	(%)	44%	48%	8	-	-	100%
Always help beneficiaries to discover new opportunities for longtime and keeping beneficiaries healthy;	(n)	40	50	30	5	-	125
	(%)	32%	40%	24%	4	-	100%
It is easy to work with financial institutions for beneficiaries and Project sustainability brings hope between beneficiaries and local government;	(n)	55	70	-	-	-	125
	(%)	44	56	-	-	-	100%
It brings satisfaction of beneficiaries for getting the services for long time	(n)	45	50	15	5	10	125
	(%)	36%	40%	12%	4%	8	100%

Source: Primary data, July 2021

The findings indicates that 55 of respondents with 44% are strong agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project increases project acceptability by beneficiaries and increases beneficiaries empowerment for long term development, 60 of respondents with 48% are agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project increases project acceptability by beneficiaries and increases beneficiaries empowerment for long term development while 10 of respondents are neutral with statement.

Other hands 40 of respondents with 32% are strong agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project Always help beneficiaries to discover new opportunities for longtime and keeping beneficiaries healthy, 50 of respondents with 40% are agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project Always help beneficiaries to discover new opportunities for longtime and keeping beneficiaries healthy, 30 of respondents with 24% are neutral with statement while 5 of respondents with 4% are disagree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project not always help beneficiaries to discover new opportunities for longtime and keeping beneficiaries healthy.

Another 55 of respondents with 44% are strong agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project, it is easy to work with financial institutions for beneficiaries and Project sustainability brings hope between beneficiaries and local government while 70 of respondents are agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project, it is easy to work with financial institutions for beneficiaries and Project

sustainability brings hope between beneficiaries and local government and 45 of respondents with 36% are strong agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project, it brings satisfaction of beneficiaries for getting the services for long time. 50 of respondents with 40% are agree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project, it brings satisfaction of beneficiaries for getting the services for long time, 15 of respondents with 12% are neutral with statement, 5 of respondents with 4% are disagree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project can't bring satisfaction of beneficiaries for getting the services for long time while 10 of respondents with 8% are strong disagree that the role of accountability in monitoring and evaluation on sustainability of World Bank funded project can't bring satisfaction of beneficiaries for getting the services for long time.

Influence of resources allocation for monitoring and evaluation on sustainability of World Bank funded project

Statements	Frequency	Percentage (%)
Determine resource attributes during project implementation	51	40.8
Assign the resources during project implementation	40	32
Divide the project into tasks during project implementation	34	27.2
Total	125	100%

Source: Primary data, 2021

The findings show that 51 of respondents with 40.8% said that contributions of resources allocation for monitoring and evaluation on sustainability of World Bank funded project is to determine resource attributes during project implementation, 40 of respondents with 32% said that contributions of resources allocation for monitoring and evaluation on sustainability of World Bank funded project is to assign the resources during project implementation and 34 of respondents with 27.2% said that contributions of resources allocation for monitoring and evaluation on sustainability of World Bank funded project is to divide the project into tasks during project implementation.

Test of hypothesis

There is a significant relationship between practicing monitoring & evaluation and sustainability of World Bank funded project

The findings in table 4.15 show that (61.2%) of variation of practicing monitoring & evaluation can be explained by the sustainability of World Bank funded project leaving 38.8% of the variation in the dependent variable being explained by the error-term.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.603	.748

a. *Predictors: (Constant), Practicing monitoring & evaluation and Sustainability of World Bank funded project*

The study results in table 4:15 show that practicing monitoring & evaluation da has statistically significant effect on sustainability of World Bank funded project with a positive coefficient of determination of 0.782 indicate that there is a positive correlation between independent values and dependent value. The coefficients of independent variable (practicing monitoring & evaluation) β_1, β_2 and β_3 are respectively -0.903; 0.330 and 0.160 with a statistically significant ($p = 0.00$). Therefore, the model equation derived is: $y = 3.804 - 0.903x_1 + 0.330x_2 + 0.160x_3 + e$. The negative coefficient further demonstrates that a 1% decrease of practicing monitoring & evaluation to 90.3% decrease in sustainability of World Bank funded project.

ANOVA Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.600	3	38.867	69.480	.000 ^b
	Residual	73.841	122	.559		
	Total	190.441	125			

Dependent Variable: Sustainability of World Bank Funded Project

Predictors: (Constant), Practicing monitoring & evaluation

Table 4. 16 show the t-statistic value (0.000) indicates the effect is statistically significant at 95% confidence level. An increase of 1% on practicing monitoring & evaluation will increase the sustainability of World Bank funded project by 33.0 % at the t-statistic value (0.003) indicates that the effect is statistically significant at 95% confidence level while a positive coefficient demonstrates that a 1% increase in practicing monitoring & evaluation causes an increase of 16.0% on sustainability of World Bank funded project with t-statistic value (.040) indicates the confidence level of 95% the effect is statistically significant.

Multiple Correlation

The correlation between practicing monitoring & evaluation and sustainability of World Bank funded project

Correlational analysis		Pacticing monitoring & evaluation	Sustainabilit y of World Bank funded project	
Spearman's coefficient Correlation	Pacticing monitoring & evaluation	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.000	
		N	125	
	Sustainability of World Bank funded project	Correlation Coefficient	.993 ^{*s}	1.000
		Sig. (2-tailed)	.000	.
		N	125	125

The variation of Spearman Coefficient correlation is between -1 and 1. Spearman Coefficient correlation has significance when it is equal or greater than 0.01. According to the research, the correlation of 0.993 (91.4%) is located in the interval [0.75 - 1.00] categorized as positive and strong correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e. 0.0%) is less than 1%. This leads to confirm that there is significant relationship between practicing monitoring & evaluation and sustainability of World Bank funded project.

CONCLUSION

Following the discussions from the findings, monitoring and evaluation practices in all aspects of M&E of the project as well as its sustainability. This shows that even if Rwanda Urban Development Phase One in Musanze district ends its interventions, the beneficiaries can still continue the project's activities for a long time without any assistance because their capacities have been built and strengthened through the various trainings and economic empowerments to ensure the project becomes sustainable. The overall involvement of the beneficiaries participatory in M&E has empowered them to find solutions to their problems and use the solution as a recommendation for planning for future activities. It can therefore be concluded that PM&E is a necessary tool for long term sustainability so that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. As a result of the active involvement of primary stakeholders in reflection, assessment and action, a sense of ownership is created, capacities are built, beneficiaries are empowered and lessons learned are applied both in the field and at the programme level, increasing effectiveness.

Recommendations

Based on the above findings and conclusion; the following recommendations to the Government of Rwanda and world bank are as follow: The outcome of Rwanda Urban Development Phase One implemented in Musanze district suggests that PM&E methodologies are effective strategies for building beneficiaries' capacities, facilitating various forms of empowerment and identifying strategies to increase sustainability and success of projects.

The research findings suggest that implementing these strategies and conducting PM&E in Rwanda Urban Development Phase One and also increasing the number of trainings to the primary beneficiaries, should contribute to increase its sustainability. Project implementers should involve policy makers at an early stage in the project if policy support is likely to be required to achieve project objectives. This is particularly important when attempting to improve sustainability.

All institutions particularly World Bank should, including for profit organizations, NGOs and international organizations should involve their beneficiaries' participation and even the employees in M&E because it is believed that participation would lead to empowerment through capacity building, skills and training. By increasing the ability of people, projects and/or communities to be self-reliant, they are then able to contribute towards the sustainability of development projects which in turn contribute to the broader notion of sustainable national development.

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