

MONITORING AND EVALUATION PRACTICES AND YOUTH PROJECT PERFORMANCE: A CASE OF DIGITAL MENTAL HEALTH PROJECT FUNDED BY UNDP RWANDA

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Abstract

The purpose of this study is to examine the influence of monitoring and evaluation practices and youth project performance in Rwanda. It could be a subjective examination that includes cautious perception of a situation. The analyst utilized surveys to gather information, as distant as this study is concerned, the population was comprised of people, staff management and partners of digital mental health funded by UNDP Rwanda focusing on 180 workers. In this way, sample sizes of 180 individuals were considered to answer formulated questions. Universal sampling, as all population was questioned. The sample was made by number the staff management, stakeholders and employees of digital mental health funded by UNDP Rwanda respondents who was involved in interaction with researcher. Research was adopting the questionnaire for collecting primary data and documentation review to collect secondary data. Pilot study was performed to ensure the validity and reliability of data collection instrument. The data was analyzed through Statistical Package for Social Sciences. The results indicate the value of adjusted r squared was 0.281(28.1%) an indication that there was variation of 28.1% on youth project performance funded by UNDP Rwanda was due to changes in monitoring and evaluation practices at 95% confidence interval. Additionally, this means that factors not studied in this research contributed 71.9% of youth project performance funded by UNDP Rwanda. As indicated in ANOVA Table, the F-test value was 5.571 with significance value of 0.03 at 5% level of significance. Since the p-value obtained was less than 0.05, the F-test was significant hence the conclusion that the regression model was good. The research findings suggest that implementing these strategies and conducting PM&E in Digital Health as one of the Youth Project Funded by UNDP Rwanda and also increasing the number of trainings to the primary beneficiaries, should contribute to increase its performance. 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 its performance.

Keywords: Monitoring and evaluation practices, planning, communication and youth project performance.

1. Introduction

Several other researchers also gave their views on the essentials of monitoring and evaluation; Monsalve, (2014) is another scholar who gave his contribution towards the rationale of monitoring and evaluation tools 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 for youth project performance; 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, 2015).

Diabre (2019) in the Handbook of Monitoring and Evaluation for Results contends that the growing demand for development effectiveness is largely based on the realization that producing good deliverables is not enough. Efficient or well managed projects and outputs will lose their relevance 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 contributes to them. The essence of this, therefore, is that, for any development project to be useful for a 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.

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, 2017). 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 terms 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 youth project performance. Some would regard monitoring & evaluation as an end, whereas others see it as a means to an end (Mulwa, 2017).

Kenya monitoring & evaluation is thought to emphasize project performance, 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).

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

The Rwanda’s National Strategy for transformation (NST1) shows youth empowerment as one of the priority areas, meaning that all sectors and programs should contribute to addressing the needs of the youth. The Ministry of youth and culture in partnership with the United Nations Development Programme (UNDP) Rwanda and the Embassy of the Republic of Korea through the Korea International Cooperation Agency (KOICA-Kigali) initiated the fund in November 2020 as an urgent response to the pandemic. More than 1,788 youth applied to its first round of funding, and 156 youth entrepreneurs were financially supported (UNDP, 2020). As Rwanda continues on its journey to sustainable development, its young generations will continue to be an important driving force, for that to happen youth need to be turned into job and wealth creators. Despite the funding opportunity offered by UNDP and other partners a number of funded projects failed at startup due to the lack of contracts and networks, social attitudes, entrepreneurship education, and regulatory framework.

Statement of the problem

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, youth projects have continuously reported non-sustainable outcomes of the projects in their daily (Belagis, 2019). The government of Rwanda has created a lot of development projects for different areas for the youths and it put a lot of energy for those projects to be succeeded. When we look at the ground some projects failed due to the lack of monitoring and evaluation practices. The project that was studied was AKAZI KANOZE Rwanda Youth Project sponsored by United States Agency for International Development (USAID) and its main purpose was to provide Increase Livelihood Opportunities for Youth and Develop a Thriving Youth Livelihood Support System with a view of improving their living conditions. The pressure from government at times forces the project managers to act beyond the normal management principles (Belagis, 2019).

Today, it is time to work towards a sustainable development and project performance; where everything possible should be done to ensure that all youth projects assets contribute to excellent

performance as well as its sustainability. Poor planning is negatively affecting youth projects performance and its strategic planning has taken a central point which affects youth projects performance. There are some youth projects which failed mainly due to monitoring and evaluation practices such as Art Rwanda Ubuhanzi and Youth National Talent Development Program (YouthConnekt Africa, 2017). Many projects failed due to lack of monitoring and evaluation practices, working beyond normal management principles, poor planning, poor communication in monitoring and evaluation practices, lack of resource allocation in monitoring and evaluation practices, lack of management participation, lack of involvement of beneficiaries that decreased authenticity of monitoring and evaluation practice, little or no performance of project activities, decreasing local level capacity in monitoring and evaluation. No available data on the influence of monitoring and evaluation practices with regard to youth project performance funded by UNDP Rwanda including this one. That is why this research was intended to find out the influence of monitoring and evaluation practices and youth project performance funded by UNDP Rwanda.

The objectives of the paper are:

- i. To determine the influence of monitoring and evaluation planning on performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda;
- ii. To determine the influence of communication in monitoring and evaluation on performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda;

2. Review of Literature

Monitoring and Evaluation Planning

Mackay (2017) says that most government's projects are considerable emphasis on the two uses of monitoring and evaluation; it's establishes that monitoring & evaluation, support evidence-based policy making such as budgeting, policy development, management of the projects and accountability. It is recognized that, governments in the Organization of Economic Co-operation and Development (OECD) generally understand that for a government to improve its own performance for the project, it needs to devote substantial efforts to measuring its sustainability.

Several other researchers also gave their views on the essentials of monitoring and evaluation. Monsalve (2014) 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.

Diabre (2019) 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 longtime 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.

The rationale of monitoring and evaluation towards project success were also defended by Chinnanon (2017) 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. The comments that participatory approaches have also been mainstreamed in assets creation projects and is probably the most important change from past approaches and a factor in the success achieved and in the sustainability of the results. Also, in health and education projects adoption of the participatory approach is not yet systematic, but when undertaken has improved the level of project ownership and sustainability (WFP, 2016).

Monitoring and evaluation is a powerful tool to produce many positive outcomes for agricultural and rural development initiatives. Sustainable Agriculture and Rural Development (2016) brings out the fact that these potential benefits can be realized by strengthening institutional and professional capacities for PM&E and this should have priority for agriculture and rural development, particularly at the community and local levels. Moreover, when it comes to determining its effectiveness, many programmes and projects in agriculture and rural development suffer from three common problems: a lack of clear objectives, lack of appropriate data, e.g. on livelihood improvement options and on the factors that can determine their success.

ADA (2016) suggests the following important questions which should be borne in mind by all evaluators: what is the probability of continued long-term benefits and the resilience to risk of the net benefit flows over time? Are the positive effects sustainable? How is the sustainability or the continuity of the intervention and its effects to be assessed? To what extent will activities, results and effects be expected to continue after donor intervention has ended? To what extent does the intervention reflect on and take into account factors which, by experience, have a major influence on sustainability like e.g. economic, ecological, social and cultural aspects? How self-supporting in particular is the assisted local counterpart? This will serve to enhance the continuation of benefits from a development intervention after major development assistance has been completed.

The involvement of communities in PM&E has many distinct advantages. It can provide better insights about the dynamics of project implementation, and generate useful information about the roles of key local stakeholders and how local resources are used. In addition, it helps foster a sense of ownership among local people with regard to the outcomes. This in turn enhances the prospects of sustainability of an initiative. Feedback obtained from communities about the strengths and limitations of a project can also help improve the design of interventions (IFAD, 2018). Simon and Morse (2015) included an additional learning zone to their framework based upon variants of the Kolb learning cycle (Kolb, 2014) which they think of as ‘Sustainability Therapy’.

Communication in monitoring and evaluation

This report highlights a number of imperative patterns, challenges and approaches related with inquiring about, checking and assessing Communication for Improvement (C4D) inside the UN setting. It could be a key component of the Inquire about, Observing and Assessment (R, M&E) Asset Pack for C4D Programs. This Asset Pack is being created as portion of an progressing arrangement of techniques that point to regulated C4D inside the Universal Improvement Motivation, illustrate the commitments and impacts of C4D, and subsequently reinforce C4D's regulation position inside the UN. To plan this report, we attempted a major writing survey and meetings with C4D Central Focuses or M&E pros from seven UN offices and a 15 part Master Board, who given broad inputs into the venture, counting proposed modifications to a draft of this report which was talked about at a arrangement of gatherings at UNICEF central command in Modern York in December 2010 (Pamer et al., 2018). There has been a move (in talk at slightest) from vertical one-way, top-down models of communication for improvement to flat models that point to encourage cooperation, incorporation and strengthening. Be that as it may, numerous approaches allude to both viewpoints in conflicting ways, coming about in disarray and unseemly compromises that restrain the viability of C4D activities. For case, communication is frequently marginalized, whereas at the same time, it is proclaimed as a major column for advancement and alter.

Project performance

Over the past few decades, open administration writing has centered exceptionally intensely on project execution. (Ingraham, 2015) famous in a discourse at the national conference for the American Society for Open project that “performance, at its heart is around governance and accountability”. Measuring execution makes a difference open supervisors oversee more efficiently and give open administrations more effectively. Performance measures are “periodic estimation in arrange to allow following of problems, progress, and trends” (Hatry et al. 2017). An open organization, these measures ought to be derived from the expressed missions, objectives, and destinations of the organization (Poister, 2013). Performance estimation is characterized by Poister as the method of characterizing watching, and using such measures. The framework that combines gathering information for execution measures and monitoring advance is called execution administration (VanDooren et al., 2015).

The subject of execution in open organizations is a continuous investigate theme for numerous public sector researchers. This proceeded intrigued within the subject of execution is to a great extent due to recent efforts within the open segment to redo public sector organizations more within the picture of private sector firms. Reexamination endeavors just like the Unused Open Administration have created a strongly center upon measuring execution. Bouckaert wrote a point by point history of execution measure utilization in the open division in 1990 (Williams, 2013). This article focuses to an awfully long history of using measures within the open sector, beginning within the early 1900s since of the want for a more efficient government. From the 1940s until the 1970s, open organizations were particularly interested in execution measures as a way to assist keep costs down. Within the 1970s, fetched control efforts were supplanted with the call to be

proficient with citizen dollars. In the 1980s and 1990s, the developments were toward reevaluating government to guarantee most extreme productivity and effectiveness.

Theoretical Review

Theoretical review involves the review of theories underlying the study topic. Theories covered in this study include: Theory of Constraints, Conflicting Theories, Criticism Theories and Stakeholders' theory.

Theory of Constraints

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 1984. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2017). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems and dealing with them to improve performance. According to Goldratt (2014), organizational performance is dictated by constraints present in processes and systems. Constraints are restrictions that hinder an organization from maximizing its performance and achieving its goals and objectives (Goldratt, 2014). He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization.

Theory of constraints can be applied in conjunction with other management techniques such as total quality management and risk management to ensure a comprehensive set of techniques that ensure continuous improvement in all areas of operation in an organization (IMA, 2009). The theory is based on five steps which include: identifying the system's constraints that limit progress toward the goal, exploiting the most important constraint, subordinating everything else to the decision made by managing the system's policies, processes and resources to support the decision, elevating the constraint by adding capacity or changing the status of the original resources to increase the overall output of the constraining task or activity, and finally going back to step one and identify the next most important constraint (Steyn, 2016). The five steps in applying the theory of constraints enable an organization's management to remain focused on the most important constraints in their systems.

Theory of constraints is applicable in many aspects of project management. Monitoring and evaluation are done throughout the steps on the theory of constraints to record information regarding the progress of managing the constraints. Step five of the theory of constraints provides for feedback which is important in evaluation of results to determine whether there is progress in achieving project goals and objectives (Steyn, 2016).

Any project risk might be a constraint or could become a constraint (Steyn, 2016). In most cases, risk events that are initially not considered as posing the highest risk are neglected. Often, this may result in a risk event that was initially considered as not being critical becoming the most important constraint. Once a risk event has been identified as important or critical, the focus is to eliminate the risk or reduce either the probability of its occurrence or its impact to a level where it would not be critical anymore (Steyn, 2016). Project leadership is critical in executing the theory of constraints. It involves managing project schedules to ensure projects are completed on time and within the scope and budget (IMA, 2019). Managing constraints requires project leaders to

coordinate their project teams in order to minimize the effects of constraints effectively. Stakeholder participation is important in any project or organization as they contribute to decision-making to enhance the quality of products and services. While executing a project, stakeholder needs could be expected to change, which leads to changes in scope of the project, (Steyn, 2016). It helps management focus on what's important by identifying individual constraints that inhibit the organization from achieving its goals. The process allows organizations to identify the root cause for poor performance

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 performance. Gizachew (2013) 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 (2017) 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 (2014) 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 (2016) like other authors acknowledges the importance of beneficiaries' participation in project monitoring and evaluation tools for project performance, 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 project performance.

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, 2016).

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, 2018). 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 performance of the project.

Stakeholders' theory

The theory that guided this study was stakeholders' theory. Stakeholder theory first developed in 1950's and during 1960's (Kippenberger, 2016). This was during post-war period as economic growth raised living standards that both employees with strong unions and consumer groups started to challenge the power and might of modern organizations. Management of these organizations had to accept that there were other interested parties beyond themselves and their shareholders of whom they would have to take some account.

Freeman in 2015 was the first scholar to present a theory assessing the role of actors in the firm's environment. He states that organizations operations are affected by both internal and external actor's behaviour besides stockholders (Susan, 2017). The theory says that all stakeholders must be identified and listed and that they are supposed to shape the organizational structure and behaviour. Mellisa, (2012) quotes freeman's book, Strategic Management: A stakeholder approach that the firm exists for the purpose of serving stakeholder interests. A stakeholder has been defined as any group or individual who can affect or is affected by achievement of an organizations purpose (Mellissa, 2012). There is a consensus that stakeholders often include customers, employees, management, stockholders, creditors, suppliers, community and even competitors (Stark, 2014). Evan and Freeman (2015) say that stakeholder theory does not give primacy to one stakeholder group over the other. He further emphasizes participation and that all members have the right to participate in the decisions which affect the accomplishment of their projects in an important way.

Whereas it may be correct to suggest that the firm's survival be linked to external, the motivating description of this linkage needs to be more clearly addressed. Further Hill and Jones (2016) beg to differ from Evan and Freeman above by saying that some stakeholders have more primacy than others and may vary with respect to the degree of importance management places on their stakes and with respect to the amount of power the stakeholder has with management. Carroll also conquers with Hill and Jones by saying that stakeholders with more power and legitimacy require more attention as quoted by (Starik, 2014). Shareholder theory was used it to challenge corporate leaders and project owners to rethink their usual approaches to management. It advocates managers shifting the primary focus of the education projects away from short-term performance and toward long-term success.

3. Materials and Methods

The research was descriptive and analytical research design; it is key role in statistics and data analysis. Descriptive research classifies, describes, compares, and measures data; it is also identified characteristics, frequencies, trends, and categories for the influence of monitoring and evaluation practices and youth project performance funded by UNDP Rwanda. The study was based on a single case study to enable a broad cross section of researchers to

facilitate the great understanding of the phenomenon and apply a series of statistical tests to help in the presentation of the data via mean, standard deviation, correlation and regression analysis.

Target Population

Population was the staff management, members and Digital Mental Health Project Funded By UNDP Rwanda and was comprised by 180 people. This was the study population though a convenient sample which was taken based on sampling design represented.

Sample Size

There are many ways of calculating sample size, but the researcher may need to calculate the necessary sample size for a different combination of levels of precision, confidence, and variability. Due to the information needed, the researcher decided to use all population as simple size thus simple was 180 respondents.

Sampling technique

As all population was a sample size. The sample was, therefore, be made of number the staff management, stakeholders and employees of Digital Mental Health Project Funded By UNDP Rwanda Data Collection Methods

Data collection is the systematic gathering of data using a specified scientific process (Cooper & Schindler, 2014). Poor selection of data collection methods affects the collected data. Research was adopted the questionnaire for collecting primary data and documentation review to collect secondary data.

Here it follows a rationale that once questionnaires and other data collection tools have been administered the mass of collected raw data must be systematically organized in a manner that facilitates analysis. Thus, data from completed questionnaire was edited, categorized and entered into the computer SPSS and summarized using simple frequency counts and percentage distribution for analysis, mean and standard deviation was used during data analysis. In relation to qualitative analysis the researcher used the collected information from the respondents to establish patterns and relationships with the area being studied. Quantitatively the researcher summarized data using descriptive statistics like graphs, percentages and frequencies which enabled the researcher to meaningfully describe the distribution of scores and measurements. Using these techniques, the presentation, analysis and interpretation of the findings made it easy to comprehend and draw conclusions were based on the findings. A regression model was provided a function that was describe the relationship between one or more independent variables and a response, dependent, or target variable.

4. Results

The chapter also talks about presentation of research findings whereby each objective is addressed by the analysis. The data collected were analyzed in an attempt to measure the influence of monitoring and evaluation practices and youth project performance funded by UNDP Rwanda the analysis was made according to responses from designed questions to the respondents of Digital Health as one of the Youth Project Funded by UNDP Rwanda.

Table 1: Descriptive of the respondents of monitoring and evaluation planning

	N	Mean	Std. Deviation
Its helps to address all issues of measuring project performance and achievement of the projects scope for Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	4.02	1.096
Monitoring and evaluation planning aims for determining the fulfillment of project objectives, measurement of the project's efficiency, effectiveness for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	3.88	1.229
Monitoring and evaluation planning has a significance and impact, as well as incorporate the learning of lessons in the decision-making process for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	4.21	.939
It helps project managers track the progress and ensures that the project remains on time for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	4.24	.899
Valid N (listwise)	180		

Source: Primary data, (2023) The findings indicated that for the first statement that stated that “Its helps to address all issues of measuring project performance and achievement of the projects scope for Digital Health as one of the Youth Project Funded by UNDP Rwanda” “the respondents agreed with a mean of 4.02 and standard deviation of 1.096 with the statement and this indicated that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

The second statement evaluated that “Monitoring and evaluation planning aims for determining the fulfillment of project objectives, measurement of the project's efficiency, effectiveness for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” where the respondents strongly agreed with a mean of 3.88 and standard deviation of 1.229. “This indicated that the respondents agreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “Monitoring and evaluation planning has a significance and impact, as well as incorporate the learning of lessons in the decision-making process for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda

" this was measured by a mean of 4.21 and standard deviation of .939. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement". The last statement evaluated was "It helps project managers track the progress and ensures that the project remains on time for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda" this was measured by a mean of 4.24 and standard deviation of .899. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement".

Table 2: Descriptive of the respondents on N	Mean	Std. Deviation
Communication in monitoring and evaluation among staff and employees brings the desired performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180 4.22	.931
There are different ways used in project prepared to communicate to the project beneficiaries in order to obtain real performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180 3.99	.771
There are challenges in communication in monitoring and evaluation faced by members that affect performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180 4.76	.991
Staff management trains employees to the effective communication for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180 4.40	.823
Valid N (listwise)	180	

Source: Primary data (2023)

The findings indicated that for the first statement that stated that "Communication in monitoring and evaluation among staff and employees brings the desired performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda" "the respondents agreed with a mean of 4.22 and standard deviation of .931 with the statement and this indicated that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement".

The second statement evaluated that "There are different ways used in project prepared to communicate to the project beneficiaries in order to obtain real performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda" where the respondents strongly agreed with a mean of 3.99 and standard deviation of .771. "This indicated that the respondents agreed with

the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “There are challenges in communication in monitoring and evaluation faced by members that affect performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” this was measured by a mean of 4.76 and standard deviation of .991. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”. The last statement evaluated was “Staff management trains employees to the effective communication for the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” this was measured by a mean of 4.40 and standard deviation of .823. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

Table 1: Descriptive Statistics on Youth Project Performance Funded by UNDP Rwanda

	N	Mean	Std. Deviation
Timeliness			
The deadlines are respected and considered in performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	3.94	1.173
Employee are regularly updated on any matter related to their work for performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	4.00	1.172
Project cost			
Project cost management aims to avoid any cost overruns on projects, ensure performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	3.90	1.104
Project Cost keeps profit margins high of performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	3.84	1.113
Scope			
To ensure that performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda deliver on time within budget, and meets the stakeholders' needs and expectations	180	4.20	.931

It provides a framework for defining a scope of performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda, breaking it down into manageable pieces, and validating it with stakeholders	180	4.22	.941
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Quality

Quality helps to boost reputation, brand value and meet the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	4.24	.888
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Quality control is a product-based process and quality assurance is a process-based process in the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda	180	5.22	6.552
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Beneficiary's satisfaction

Beneficiaries are a critical group of stakeholders that should be involved in monitoring and evaluation activities to ensure that programs and projects are meeting their needs and addressing their concerns	180	3.94	1.173
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Project beneficiaries are those who will derive some benefit from the implementation of the project	180	4.00	1.172
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Valid N (listwise)	180		
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Source: Primary Data (2023)

From the findings show that “The deadlines are respected and considered in performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” with mean of 3.94 and 1.173 standard deviation. This implies that that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement shows that “Employee are regularly updated on any matter related to their work for performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” where the respondents agreed with a mean of 4.00 and standard deviation of 1.172 and this indicated that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

From the findings Table 4.6 show that “Project cost management aims to avoid any cost overruns on projects, ensure performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” with mean of 3.90 and 1.104 standard deviation. This implies that that the respondents

strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement shows that “Project Cost keeps profit margins high of performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” where the respondents agreed with a mean of 3.84 and standard deviation of 1.113 and this indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

From the findings Table 4.6 show that “To ensure that performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda deliver on time within budget, and meets the stakeholders' needs and expectations” with mean of 4.20 and .931 standard deviation. This implies that that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement shows that “It provides a framework for defining a scope of performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda, breaking it down into manageable pieces, and validating it with stakeholders” where the respondents strongly agreed with a mean of 4.22 and standard deviation of .941 and this indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. From the findings Table 4.6 show that “Quality helps to boost reputation, brand value and meet the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” with mean of 4.24 and .888 standard deviation. This implies that that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement shows that “Quality control is a product-based process and quality assurance is a process-based process in the performance of Digital Health as one of the Youth Project Funded by UNDP Rwanda” where the respondents strongly agreed with a mean of 5.22 and standard deviation of 6.552 and this indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

From the findings Table 4.6 show that “Beneficiaries are a critical group of stakeholders that should be involved in monitoring and evaluation activities to ensure that programs and projects are meeting their needs and addressing their concerns” with mean of 3.94 and 1.173 standard deviation. This implies that that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement shows that “Project beneficiaries are those who will derive some benefit from the implementation of the project” where the respondents strongly agreed with a mean of 4.00 and standard deviation of 1.172 and this indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 ^a	.343	.281	.21208

a. Predictors: (Constant), Monitoring and evaluation practices.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 ^a	.343	.281	.21208

The results from the Table 4, the value of adjusted r squared was 0.281(28.1%) an indication that there was variation of 28.1% on youth project performance funded by UNDP Rwanda was due to changes in monitoring and evaluation practices at 95% confidence interval. Additionally, this means that factors not studied in this research contributed 71.9% of youth project performance funded by UNDP Rwanda. These findings are in the line with Abdul & Aldulaimi (2016), found that 85.6% of total variation in the dependent variable which is youth project performance funded by UNDP Rwanda.

Table 5: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.752	3	.251	5.571	.003 ^a
	Residual	1.439	177	.045		

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 ^a	.343	.281	.21208
Total		2.191	180	

a. Predictors: (Constant), Monitoring and evaluation practices

b. Dependent Variable: youth project performance funded by UNDP Rwanda

As indicated in the Table 5 the F-test value was 5.571 with significance value of 0.03 at 5% level of significance. Since the p-value obtained was less than 0.05, the F-test was significant hence the conclusion that the regression model was good.

5. Conclusions

Following the discussions from the findings, monitoring and evaluation practices in all aspects of M&E of the project as well as its performance. This shows that even if Digital Health as one of the Youth Project Funded by UNDP Rwanda 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. A very limited number of them participate in a few of the M&E activities, they do not do self-evaluations nor monitor how the project is being implemented so that they can suggest possible ways to make it more effective. Because they participate in M&E only to a very small extent, they cannot therefore know how to handle the project's activities should the intervention cease. No assessments have been conducted to evaluate the sustainability of the project even after some years of its non-existence, which is not a good sign for the guarantee of project sustainability.

M&E planning process, M&E technical expertise, stakeholder's management involvement in M&E has a positive and significant impact. Impact on project implementation in Rwanda, with these conclusions in mind, more responsible authorities should consider hiring experts to address this issue. An effective monitoring and evaluation plan helps guide the planning process. From here, the authorities should also consider improving the capacities of the technical staff. Monitoring and evaluation, so are the various stakeholders in the project. You are invited to actively participate in project monitoring and evaluation. Ultimately, management must play an active rather than passive role in monitoring and evaluation.

6. RecommendationsThe research findings suggest that implementing these strategies and conducting PM&E in Digital Health as one of the Youth Project Funded by UNDP

Rwanda and also increasing the number of trainings to the primary beneficiaries, should contribute to increase its performance. 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 its performance.

Furthermore the recommendations to employees of beneficiaries were suggested: The beneficiaries should keep in mind that they need to protect the infrastructures for better performance; encouragement systems should be set up on all levels of leadership to encourage beneficiaries to integrate strategies and activities supporting each other into their work; Beneficiary's communication between them at all levels should be put in place and beneficiaries should be self-motivated in order to show their ability and capacity.

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