Influence of Monitoring and Evaluation on Project Performance in Rwanda: A Case of Rural Electricity Distribution Project in Bugesera District

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Abstract: This paper sought to examine the influence of monitoring and evaluation on project performance in Rwanda, a case of Rural Electricity Distribution Project in Bugesera District. Specifically, it attempted to determine the influence of accountability on performance of Rural Electricity Distribution Project in Bugesera District. The study employed a descriptive research design that utilized both quantitative and qualitative approaches, targeting 143 individuals from Rural Electricity Distribution Project in Bugesera District and sampling 103 respondents as the sample size. The study further adopted the probability sampling technique with the adoption of simple random sampling. Questionnaires were used to generate the required data for analysis. The data were analyzed using the Statistical Package for Social Sciences (SPSS), with the study's findings being presented through descriptive and inferential statistics. The findings of the study indicated that there is a very strong correlation between project accountability and performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group as Pearson correlation was high (r=924, p-value=0.000) This indicates that, out of the considered other factors influencing performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group in Rwanda, only project accountability has significant and positive effect on the performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group. Based on the study's findings, it is recommended that management should involve the community members in monitoring and evaluation, planning and budgeting at the initial stages of the project.

Keywords: Monitoring and Evaluation, Project accountability, Project Performance, Electricity distribution, Bugesera District

1. Introduction

Globally, Monitoring and Evaluation have been in existence since the ancient times (Ward, 2014). Monitoring and Evaluation of projects is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan. Many projects have recognized the benefits of monitoring and evaluation and are working to incorporate it into their projects as a result of its growing significance throughout the world, (Rogers, 2010). Contrary, many third-world countries, which are just beginning to use monitoring and evaluation, donor-sponsored initiatives in affluent countries have had up to almost two decades of involvement with Monitoring and Evaluation The findings

were regarded by industrialized countries as instructive, providing emerging countries with useful advice (World Bank, 2017).

In India, there were significant tools for project management towards objectives, impacting policy and practices have been used in determining performance criteria and indicators for M&E (Bresnen, 2013). According to Stronza (2019), the scales of monitoring and evaluation are significant in surveying project performance, which can be distinguished as an instrument in helping the management in project planning for Non-Government Organizations, and public and private Projects. In Ghana's context, governments have started expanding Monitoring and Evaluation to improve efficiency in terms of democracy (Mulwa, 2018). The main aim of strengthening monitoring and evaluation has been to build capacity for service delivery (Damtew, 2015). Correspondingly, the performance of any project has been an uphill task for many third-world countries, important is that the enormous quantities of tasks are executed at vast expenses. Rwanda has made significant progress in the last two decades, despite the tremendous difficulties it faced during the Genocide against the Tutsi in 1994, which destroyed nearly the whole social and economic fabric of the country. The swift growth of the economy with poverty reduced and equal gender presentation are among the numerous advantages that Rwandans have profited from donor-funded organizations. The concerted efforts have solidified the belief that Rwanda's development ambitions towards Vision 2020 can be accomplished through civic empowerment (UPWARD, 2011).

The Government of Rwanda, in its effort to sustain economic growth, has increased and stabilized power production since the severe power shortages in 2004. However, infrastructure bottlenecks in the urban areas and limited access in the rural areas have emerged as a significant constraint. One of the three major strategic objectives of the Economic Development and Poverty Reduction Strategy (EDPRS 2008-2012) is to expand access while also improving the quality and lowering the cost of economic infrastructure, especially transport, power, and communications. The Government of Rwanda also exercises a strong leadership role in donor coordination and has begun to work with donors on a clearer division of labour by identifying areas of individual donor comparative advantage.

Many projects identified the benefits of M & E all over the world and they are attempting to assimilate it into their operations (Mulwa, 2018). However, there are poor M&E operations of donor-funded projects that should be due to ineffective and inappropriate of data communication during evaluation, the expected benefits of many donor-funded project investments had not materialized following

the completion of various projects (Nduati, 2011). Many projects in developing countries did perform optimally owing to effective monitoring and evaluation of particular tasks. The majority of these projects fail to perform either by design of planning or quality issues as they are focused on a pre-determined set of data for information that almost always emphasizes problems rather than opportunities with information, which may be too subjective. This is further exacerbated by a lack of policies and regulations, a communication framework between regulators and investors and more so the trends of development of renewable energy equipment. According to the Rwanda Energy Group (2021), 17.8% of the residents in Rwanda live off the electricity grid with 47.6% connected to the national grid. Mobisol projects have been working to change that by powering up communities with innovative and trusted renewable energy.

1.1 Statement of the Problem

In Rwanda, like in many other countries, monitoring and evaluation (M&E) plays a crucial role in assessing the performance and impact of projects. M&E provides valuable insights into the effectiveness, efficiency, relevance, and sustainability of projects, helping stakeholders make informed decisions and improve project outcomes. However, there are challenges in effectively implementing M&E systems and ensuring their influence on project performance. Many projects identified the benefits of M & E all over the world and they are attempting to assimilate it into their operations (Njuki, Kaaria, & Chetsike, 2013). However, there are poor M&E operations of donor-funded projects that should be due to ineffective and inappropriate data communication during evaluation, the expected benefits of many donor-funded project investments had not materialized following the completion of various projects (Damtew, 2015).

Programmes under the rural electrification strategy, the Rwandan government will establish a mechanism to allow low-income households to access modern electric energy services through basic rural electrification projects as a basic necessity through the help of some donor projects. Many projects fail to perform as intended due to poor planning or quality issues. This is often caused by a lack of monitoring and evaluation skills within the project team. They tend to focus on a pre-determined set of data that emphasizes problems rather than opportunities. The information gathered may also be too subjective, leading to project disappointments. This is often due to the fact that project observation and assessment are seen as a prerequisite rather than a useful tool for project management (World Bank, 2016). This is further exacerbated by a lack of policies and regulations, a communication framework between regulators and

investors and more so the trends of development of electric energy equipment. Moreover, Rwanda, like the majority of Sub-Saharan Countries, faces a serious lack of electricity supply, which is part of a general energy shortage. While around 25 % of Rwandan urban households are connected to the electricity grid, only 1.3 % have access to some form of electricity in rural areas (UNDP, 2009).

According to the Rwanda Energy Group (2021), 17.8% of the residents in Rwanda live off the electricity grid with 47.6% connected to the national grid. The Rural Electricity Distribution Project in Bugesera District is working to change that by powering up communities with innovative and trusted electric energy. Studies have shown that projects that have weak or lack specific monitoring and evaluation practices on average record low rating performance as measured by scope, timeline and resource utilization. Projects that perform well can sustain themselves after the close of the contract (Kerongo, 2013).). According to the GEF 2015 annual report, 55% of GEF projects rated satisfactory range for monitoring & evaluation design and 52% for Monitoring and Evaluation during implementation. Assessment of project monitoring and evaluation processes and their effect on performance is critical in identifying opportunities for improved monitoring & evaluation project plans. Few research studies have been done on the monitoring and evaluation process and project performance. Hereafter, there is a gap to study seeking to fill by observing the influence of monitoring and evaluation on the performance of projects in Rwanda using a case of Rural Electricity Distribution Project in Bugesera District.

1.3. Hypothesis of the study

The study sought to answer the following research hypothesis.
Ho₁: There is no statistically significant relationship between project accountability and the performance of the Rural Electricity Distribution Project in Bugesera District.

2. Literature Review

According to Stronza (2019), Many tools are readily available to manage monitoring and evaluation, data collection, data analysis and impact reporting. These tools do offer some distinct advantages to small-scale organizations but do not scale well when the data is collected from different sources for multiple programs. Most organizations need a common data warehouse to store all of their information so seamless continuous data learning and reporting to happen. While many nonprofits and social enterprises collect data, most organizations trip up to derive insights from the collected data, which gets worse when data is collected continuously. There is no

well-established process to turn the data from raw data to insightful information (Stronza, 2019).

Cole, et al (2010) noted that the best monitoring and evaluation tool provides an integrated approach that is easy to adopt and takes you to continuous learning and improvement goals. Selecting monitoring and evaluation tools can be daunting. Some provide a point-to-point feature and have to use multiple tools to meet donor reporting requirements. Whereas some provide a suite of services which can cost a fortune combined with a high risk of implementation failure and a longer customization time. This even when implemented may not meet requirements due to poor user experience.

The performance of projects is quantified and appraised using many performance metrics that could be linked to several aspects including time, client endorsement and changes, the performance of the firm, cost, health and safety, along quality (Warda, 2014). The benchmarks for measuring project performance are determined at the initiation stage of a project, to provide a guide to the project activities for all people to focus in the same direction. The project won't be successful as a result of differences in opinion, emphasis along objectives (Musomba, 2013).

Niyongira (2021) studied the influence of monitoring and evaluation on the performance of agricultural projects in Rwanda: A case of capacity building project in the horticultural centre of excellence. The theories which supported the study were the stakeholder and program theory/theory of change form the theoretical foundation of this study. The population of the study was 1507 and the sample size was 338 people who were selected by use of stratified, simple random sampling and census methods. However, only 267 were able to participate in the study. Two instruments (the questionnaire and informant interview guide) were used for data collection. The validity of research instruments was determined by performing a content validity index using subject matter experts. At the same time, reliability was validated through pilot-testing the questionnaire and interview guide using 2 groups of 5 people. The study found that essential elements that should be considered necessary for a pleasant environment at the workplace to improve project performance are safety, material things like light, ventilation, workspace, strategy manuals, consumable supplies and hardware instruments.

Mulwa, (2018) studied on effect of the reporting method in monitoring and evaluating the success of county water projects in Uasin Gishu County, Kenya. The study was guided by the theory of citizen involvement through reporting. The study focused on water projects funded by the County Government to represent all other projects. The target population of the study was 821 respondents from different sectors which included 520 County Development

Committee, 95 Contractors, 30 ward administrators, 57 area chiefs, 7 water engineers, 6 architects, 95 project managers and 11 quantity surveyors. A sample size of 484 respondents was selected using a stratified sampling. These were 226 County Development Committee, 77 Contractors, 30 ward administrators, 50 area chiefs, 7 water engineers, 6 architects, 77 project managers and 11 quantity surveyors. The data was collected from primary sources. The study used structured questionnaires to collect data from the respondents. The study employed both descriptive and inferential statistical methods to analyze data. There was a statistically significant effect of the reporting method through monitoring and evaluation on the performance of county water projects in Uasin Gishu County (β= 0.408, p=0.000<0.05). The study concluded that community involvement strategy has a positive effect on the success of water projects. The study concluded that modernization theory can be applied in projects to show how the community members are guided in contributing towards project success. In this way, monitoring and evaluation are important in the board of projects scope, time, cost, quality, human resource, correspondence and risks. It was recommended that to ensure the success of the projects, project managers have to mostly involve community members in monitoring and evaluation, employ their workforce from the community and involve community members in planning and budgeting.

3. Methodology

The study adopted a descriptive research design and analytical research design. The descriptive research designs helped researchers identify characteristics in their target market or particular population. These characteristics in the population sample can be identified, observed, and measured to guide decisions. The study focused on 143 staff of the Rural Electricity Distribution Project in Bugesera District that were drawn from the accounting department, procurement, legal and operation.

Table 1: Population Size

Variables	Population size	Percentage %
Project Accounting department	020	13.98
Project Procurement department	017	11.89
Project Operation department	106	74.13
Total	**143**	**100.00**

Source: Human Resource, 2023

The sample size was derived from a population of 143 using Slovin's formula at a confidence interval of 95% and a margin of error of 0.05% as described below

Where n = the desired sample size

e = probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)

N = the estimate of the population size.

$$n = \frac{143}{1 + 143(0.05)^2} = 105.34$$

Substituting in the above formula, the sample size is determined. The sample size was 105 respondents.

A sample of 105 respondents was targeted to participate in this study. This formula was used to estimate a representative sample. A total number of 105 respondents was taken as a sample size.

The researchers in this study gathered firsthand information from the field, using a structured questionnaire with closed-ended questions. This method offered several benefits, such as streamlined data collection and analysis. The questionnaire was thoughtfully crafted with indicators derived from both theoretical and empirical research and utilized a five-point Likert scale for measurement.

The study used content validity for testing the validity aspects by seeking the opinions of experts on aspects of monitoring and evaluation of project performance of the Rural Electricity Distribution Project in Bugesera District. The feedback from the experts was used to revise the structured questionnaire to ensure that the content is representative of the research phenomenon under study. The reliability of the study was undertaken in this study. The study adopted the homogeneity or internal consistency reliability method that was examined using the Cronbach alpha coefficient. The Cronbach alpha coefficient method produces coefficients ranging from 0 to 1 with the closer to 1 being considered very reliable. This study used a threshold of 0.7 and above to measure the reliability of the study.

Before the actual analysis of data using SPSS Version 21, data were cleaned, edited, checked for accuracy, and coded. Data were analyzed using descriptive and inferential statistics. Quantitative data collected using a questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and was presented through percentages, means, standard deviations, and frequencies. A regression model was used to test the effect of human resource management practices on employee performance. This enabled the

evaluation of the relationships between the dependent and independent variables of the study. The regression was:

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

Where;
Y = Employee Performance
X1 = Project accountability
β_0= Constant Term;
β_1, β_2, β_3, β_4= Beta coefficients;
ε = Error Term.

4. Results and Discussion

4.1. Results

4.1.1. Response Rate

The representative from the sample size was analyzed through the response rate, which is crucial for the credibility of the research results. A low response rate can decrease the statistical power of the data collected, undermine the reliability of the results, and limit the researcher's ability to generalize to the larger target audience. Additionally, a low response rate can indicate non-response bias within the sample, leading to sampling bias if the non-response is unequal regarding exposure and/or outcome. Out of a study population of 105, 88 questionnaires were randomly distributed, and 78 were filled and returned, resulting in an 88.64% response rate. This compares favourably with Rogers (2010) study, which had an equal response rate. The response rate obtained is adequate for analysis and discussions of the study. The 11.36% unreturned questionnaires could be explained by unavoidable circumstances, such as sick leave and maternity leave. Table 2 provides further details.

Table 2: Response Rate of the Study

Results	Frequency	Percentage (%)
Respondents	78	88.64
Non-Respondents	10	11.36
Total	**88**	**100.00**

Source: Survey Data (2023)

According to Mugenda and Mugenda (2003) and Kothari (2004), a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable, 60% is good and 70% is very good. Thus, the response rate of 88.64% in this study was very good for the study.

4.1.2 Descriptive Statistics on Project Accountability

The objective of the study was to establish the influence of project accountability on project performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group Limited (REG). The study evaluated the respondents' level of agreement with the various statements on career development using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are illustrated in Table 3. This sub-section aims to make out the reaction of respondents based on the first research objective of the study. Then the researcher presents the components that provide the factors that examine the influence of project accountability on project performance of rural electricity distribution project in Bugesera District.

Table 3. Level of agreement on project accountability

Project Accountability	SA		A		N		D		SD		M	SD
	fi	%	fi	%	fi	%	fi	%	fi	%		
Progress reports make it possible for management and clients to stay informed about a project and to change or adjust assignments, schedules, and budgets.	57	73.5	13	16.2	5	5.9	2	2.9	1	1.5	1.42	.829
The identified risks are usually compiled into a formal risk report, which is then delivered to project senior management throughout the organization.	42	54.4	30	38.2	1	1.5	2	2.9	2	2.9	1.60	.857
A cost-benefit analysis compares the projected or estimated costs and benefits associated with a project decision to determine whether it makes sense from a project perspective	31	39.7	40	51.5	2	2.9	3	4.4	1	1.5	2.08	1.16
Presentation and communication of information relating to a project's interaction with the natural environment is associated with monitoring and evaluation.	01	1.5	2	2.9	2	2.9	33	41.2	40	51.5	4.39	.778
Project tracking is a method used to track the progress of tasks in a project in the initial stages of the project	35	44.9	10	12.8	4	5.1	16	20.5	13	16.7	2.51	1.60
Does a project report provide detail on the overall status of the project or specific aspects of the project's progress	4	5.1	10	12.8	12	15.4	42	53.9	10	12.8	3.56	1.03
Progress reports make it possible for management and clients to stay informed about a project and to change or adjust assignments, schedules, and budgets.	42	54.4	30	38.2	1	1.5	2	2.9	2	2.9	1.64	.939
Overall Average											**2.46**	**1.03**

Source: Field research, 2023-**Key:** SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree, S.D.-Standard Deviation, M-Mean, SD-Standard Deviation

Findings in Table 3 confirmed that progress reports make it possible for management and suppliers to stay informed about a project and to change or adjust assignments, schedules, and budgets, stating that 89.7% of respondents agreed and the minority disagreed. The identified risks are usually compiled into a formal risk report, which is then delivered to project senior management throughout the organization, confirmed by 92.6% of respondents who agreed. A cost-benefit analysis compares the projected or estimated costs and benefits associated with a project decision to determine whether it makes sense from a project perspective, stated 91.2% of respondents agreed. Presentation and communication of information relating to project interactions with the natural environment is associated with monitoring and evaluation, stated 92.6% of respondents disagreed. Project tracking is a method used to track the progress of tasks in a project in the initial stages of the project, stated 55.7% of respondents agreed. A

project report provides details on the overall status of the project or specific aspects of the project's progress, stating that 76.7% of respondents disagreed and a minority agreed. Progress reports make it possible for management and clients to stay informed about a project and to change or adjust assignments, schedules, and budgets, stated by 92.6% of respondents agreed.

According to findings from project accountability of the Rural Electricity Distribution Project in Bugesera District under REG has presented an overall average of (=2.4615 and SD=1.0313) in influencing the performance of the project; that means there is moderate mean and evidence of the existence of the fact and homogeneity of responses. However, the influence of accountability on the project performance of the Rural Electricity Distribution Project in Bugesera District under REG was supported by the researcher by confirming that they have gathered relevant

information including accounting awareness an important aspect in project monitoring and controlling, technical expertise in accounting in M&E affect project performance, Rural Electricity Distribution Project in Bugesera District under REG Staff are equipped with necessary skill and knowledge on M&E, project M&E staff have the required competencies to undertake assignment, a project report provides detail on the overall status of the project or specific aspects of the project's progress and progress reports make it possible for management and clients to stay informed about a project and to change or adjust assignments, schedules, and budgets.

4.1.3 Correlation analysis

The findings of the correlations between the independent variables and the dependent variables are summarized and presented in Table 4

Table 4: Correlation between independent variable and dependent variable

		Project accountability	Project Performance
Project Accountability	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	78	
Project Performance	Pearson Correlation	.000	1
	Sig. (2-tailed)	.924**	
	N	78	78

**. Correlation is significant at the 0.05 level (2-tailed).

According to the findings displayed in Table 4, the results show that there is a very strong correlation between project accountability and the performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group as Pearson correlation is .924** with the p-value of 0.000, which is less than standard significance levels of 0.05. This indicates that, out of the considered other factors influencing the performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group in Rwanda, only project accountability has a significant and positive effect on the performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group.

4.1.4 Regression analysis

A multiple regression analysis was performed in this section to identify the predictor and its contribution towards the criterion. It aims to determine the prediction of a single dependent variable from a group of independent variables. The multiple regression analysis was performed with all the assumptions complied with. Table 5 shows the model summary of the results

Table 5. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924[a]	.853	.851	.38506

a. Predictors: (Constant), project accountability

Table 5 shows the value of R-square in this study is .8530 means that the proportion of performance of the project (dependent variable) is explained by the independent variables (Project accountability) at 85.30%. This indicates that the model is very strong, as the independent variable highly explains the dependent variable. The adjusted R-square is used to compensate for additional variable in the model. In this case, the adjusted R-square is 85.1% for the performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group, Rwanda.

Table 6. Summary of ANOVA results

Table 6. Summary of ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.565	1	65.565	442.190	.000[b]
	Residual	11.269	76	.148		
	Total	76.833	77			

a. Dependent Variable: project performance

b. Predictors: (Constant), project accountability

According to Table 6, the p-value in this case is 0.000, which is less than the standard significance level of 0.05. The fit level is 442.190. This means that the null hypothesis, which suggests that project accountability has no significant impact on the performance of the Rural Electricity Distribution Project in Bugesera District under the Rwanda Energy Group, has been rejected

Table 7. Summary of regression coefficients result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	.225	.088		2.559	.012
	Project Accountability	.950	.045	.924	21.028	.000

a. Dependent Variable: Project performance

$Y = \alpha + \beta 1 X_1 + e$

Y= Dependent variable– Project Performance

α=Constant

e=Error

β =Coefficient of the Disbursement

X1 = Project Accountability

Y = 0.225 + 0.950 (Project Accountability) +0.045

The regression equation shows that performance of rural electrification projects in Rwanda will always depend on a constant factor of 0.225 regardless of the existence of other factors. The other variables explain that; every unit increase in project accountability will increase performance of Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group, Rwanda by a factor of 0.950.

4.2. Discussion

This section presents the results of the study's specific objective. The findings are discussed about the research objectives and linked to the relevant literature. Specifically, the literature is used to interpret the collected data on the research objectives, which aimed to evaluate the project performance of the Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group.

The study findings revealed that project accountability influences project performance of the Rural Electricity Distribution Project in Bugesera District under Rwanda Energy Group as the progress reports make it possible for management and suppliers to stay informed about a project and to change or adjust assignments, schedules, and budgets. The identified risks are usually compiled into a formal risk report, which is then delivered to project senior management throughout the organization. A cost-benefit analysis compares the projected or estimated costs and benefits associated with a project decision to determine whether it makes sense from a project perspective. Moreover, the presentation and communication of information relating to project interactions with the natural environment is associated with monitoring and evaluation. Findings also revealed that project tracking is a method used to track the progress of tasks in a project in the initial stages of the project and a project report provides detail on the overall status of the project or specific aspects of the project's progress.

These findings are relevant since Anandajayasekeram and Gebremedhin (2010) state that system integration in engineering is the process of bringing together the component sub-systems into one system and ensuring that the subsystems accounting function together as a system, and in information. Technical skills in the accounting of projects are needed in specialized knowledge and expertise

in projects to accomplish complex actions, tasks, and processes relating to computational and physical technology as well as a diverse group of other enterprises. Said (2014) observed that accounting technical skills are important in a project for a variety of reasons such as to ensure project employees have the accounting technical skills, they need to perform their jobs successfully, and giving project employees the skills they need that leads to happier employees and better productivity.

5. Conclusion and Recommendations

5.1. Conclusion

The Rural Electricity Distribution Projects are a key economic pillar for economic development as far as Rwanda Vision 2020 is concerned. Therefore, a healthy nation would provide a vibrant working environment for Rural Electricity Distribution and so its functioning is implemented fully in terms of budgeting influences, community involvement and accountability hence key performance concerns of the projects are observed with care to provide quality service. Considering this, the study sought to establish the role of monitoring and evaluation processes and performance of the Rural Electricity Distribution Projects in Rwanda. Furthermore, putting proper monitoring and evaluation processes in terms; firstly, budgeting, secondly budgeting and lastly community involvement respectively would increase project performance in terms of time, cost/budget and quality. The research survey concluded and signified that there was a statistically significant effect of project accountability on time, reduced cost, minimum budget expenses and quality in the rural electrification projects in Rwanda. However, a minority disagreed with the statements, but this did affect that project accountability had a positive impact on project performance in rural areas.

5.2 Recommendations

Based on the study findings, this study recommends that:
1. should involve the community members in monitoring and evaluation, planning and budgeting at the initial stages of the project.
2. Management should allow all stakeholders to participate in monitoring and evaluation decision-making procedures at all levels such as community involvement because they are stakeholders for use the electricity.
3. Finally, management of the projects should always hire employees with skills, experience and competencies in accounting and monitoring and evaluation staff for better performance.

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