



Effect of Monitoring and Evaluation on Performance of Tourism Revenue Sharing Project in Musanze District, Rwanda (2021-2025)

Furaha Gatanazi Emmanuel

University of Kigali

<https://orcid.org/0009-0002-9351-5929>

Email: furahaemma7@gmail.com

Abstract: *The general objective of this research was to assess the effect of monitoring and evaluation on performance of Tourism Revenue Sharing Project in Musanze District in Rwanda. This study was guided by Systems Theory, Theory of Change and Theory of Constraints. This study used descriptive and correlational research design with qualitative and quantitative approaches. The population of the study was 295 employees classified into three groups: RDB Staff, Local leaders in Musanze District, Project consultants and Beneficiaries representatives. The researcher used census technique rather than sampling due to the small population. The study used questionnaire as instrument for collection. data processing was concerned with sorting replies into relevant categories, which included editing, coding, and tabulation. Data analyzed using SPSS (Statistical Package for Social Sciences) version 25 to determine frequency, percentage, mean, standard deviation, correlation and regression analysis. The regression model explained 76.3% of the variance in project performance, confirming the importance of comprehensive M&E systems in public development programs. The study confirms that strengthening M&E systems in development projects leads to better planning, accountability, and performance outcomes. Tourism Revenue Sharing Project should strengthen continuous capacity building for all project staff and local leaders involved in the Tourism Revenue Sharing Project.*

Keywords: *Monitoring and Evaluation, Performance of Project, Tools, Capacity Building, Reporting*

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1. Introduction

Effective project monitoring and evaluation (M&E) are critical components in enhancing the performance and sustainability of tourism projects worldwide. Implementing robust M&E frameworks allows project managers to systematically track progress, assess outcomes, and identify areas for improvement, ensuring alignment with project objectives and sustainable tourism principles (TrainingAid, 2023). Comprehensive

M&E practices facilitate stakeholder engagement, promote accountability, and support data-driven decision-making, leading to more successful project outcomes. Moreover, M&E enables the identification of best practices and lessons learned, fostering continuous improvement in project implementation (TrainingAid, 2023).

1.1 Statement of the Problem

Rwanda's tourism sector has experienced remarkable growth, positioning itself as a premier destination in Africa. However, this rapid expansion has illuminated challenges in project implementation, particularly concerning the efficacy of monitoring and evaluation (M&E) practices. Ineffective M&E mechanisms have been linked to project delays, budget overruns, and suboptimal outcomes, raising concerns about the sustainability and quality of tourism initiatives (Mugire & Gitahi, 2023).

The consequences of inadequate M&E extend beyond individual projects, affecting community-based tourism initiatives as well. For instance, around Volcanoes National Park, some projects have failed to reduce local communities' dependency on park resources, partly due to ineffective M&E practices. This shortcoming not only undermines conservation efforts but also strains the relationship between communities and conservation authorities (Bernhard et al., 2020).

Uwiringiyimana and Njenga (2022) stated that over 62% of tourism development projects in Rwanda failed to meet initial timelines or required budget adjustments due to poor M&E practices. The same study found that 57% of these projects lacked baseline data collection mechanisms, making it difficult to measure progress accurately or assess impacts against initial goals. This absence of clear M&E frameworks hampers accountability, transparency, and evidence-based decision-making, leaving project managers reliant on reactive, rather than proactive, management approaches.

A performance audit by the Office of the Auditor General of Rwanda (2022) revealed that 40% of tourism projects implemented between 2018 and 2022 experienced significant delays, with an average cost overrun of 18%, due to lack of consistent project reviews and impact assessments. Furthermore, the audit noted that only 35% of projects had functional M&E units with trained personnel capable of conducting rigorous evaluations. This absence of skilled human resources in M&E contributes to poor reporting quality and limits opportunities to apply lessons learned from completed projects to future initiatives.

A recent study conducted by Murenzi and Tuyishime (2023) on project monitoring in Rwanda's hospitality sector found that fewer than 30% of tourism projects employed digital platforms for real-time project tracking, data collection, and performance analysis. Most projects still relied on manual reporting systems, increasing the risk of data loss, delays in decision-making, and inconsistencies in reporting.

Ngabonziza (2023) highlighted that only 25% of tourism projects in the district had functioning M&E systems, which stunted their ability to track progress and adjust course based on evidence. For instance, a study conducted by Niyonzima et al. (2022) noted that over

40% of tourism projects in Musanze failed to achieve their desired impact due to gaps in M&E, as stakeholders could not effectively respond to emerging issues during project implementation. This misalignment has led to substantial financial losses, with an estimated 30% of budgetary allocations being wasted on projects that do not yield measurable benefits (Munyaneza, 2023).

The previous mentioned studies in Rwanda didn't mention in Musanze District, no similar research has focused on Tourism Revenue Sharing Project in Musanze District. The general objective of this research was to assess the effect of monitoring and evaluation on performance of Tourism Revenue Sharing Project in Musanze District, Rwanda.

2. Literature Review

An empirical review refers to a systematic assessment of research studies and findings based on observed and measured phenomena rather than theory or speculation.

2.1 Monitoring and Evaluation tools and project performance

Bida (2023) assessed the influence of monitoring and evaluation (M&E) practices on the performance of peacebuilding projects in Central Equatoria State, South Sudan, focusing on Defyhatenow. The study employed a mixed-methods approach with 66 respondents, including management, project staff, and stakeholders. The findings revealed that M&E practices positively impacted project planning, implementation, and outcomes. Challenges identified included resource limitations such as funding, human resources, and technical expertise. The study concluded that M&E practices significantly improved project performance and recommended increased investment in M&E, donor support for capacity-building, and the integration of participatory approaches in project design. These recommendations aim to enhance the effectiveness and sustainability of peacebuilding efforts in South Sudan.

Uwanyirigira et al. (2022) studied the effect of monitoring and evaluation (M&E) practices on the performance of NGO projects in Rwanda. The study employed descriptive and correlative approaches, with a sample of 90 respondents from a target population of 116. The results showed a significant positive relationship between M&E practices and project performance, with Pearson correlation values ranging from 0.049 to 0.929. The highest contributor was the use of M&E data, which had a strong effect of 0.93% on project performance. The study concluded that M&E practices, particularly the use of data, significantly improve the performance of NGO projects. The authors recommend forecasting and the use of log frames for effective project implementation.

Mugire and Njenga (2023) studied the influence of monitoring and evaluation (M&E) on the performance of the Rural Electricity Distribution Project in Rulindo District, Rwanda. The study employed a descriptive research design with a target population of 112 and a sample size of 88 respondents. The results revealed that budgeting had a significant relationship with project performance, with a mean of 2.8750 and a standard deviation of 1.1150. The study also found that a separate budget allocation for M&E tasks was crucial for improving project performance. The p-value of 0.000, which is less than the significance level of 0.05, confirmed that budgeting significantly influences project outcomes. The study concluded that effective budgeting, along with community involvement, improves project performance in terms of time, cost, and quality.

Okafor (2021) studied the influence of monitoring and evaluation (M&E) systems on the success of the Reading and Numeracy Activities (RANA) Project in Katsina State, Nigeria. The study employed a descriptive survey design with a sample of 32 employees. Results indicated that 94% of respondents had M&E skills, and 100% were familiar with the M&E plan. The study found a positive correlation of 0.64 between M&E and project success, with the M&E plan showing a correlation of 0.8, M&E skills at 0.698, and the M&E information management system at 0.474. The study concluded that the implementation of a well-structured M&E system directly influences project Success and recommended the institutionalization of M&E in organizations for improved project outcomes.

2.2 Monitoring and Evaluation capacity building and project performance

Otundo (2024) reviewed the impact of M&E framework in supporting the improvement of sustainability projects in Kenya. The study embraced an analytical approach to evaluate the impact of M&E frameworks in attaining sustainable development goals by using a cross-sectional survey and qualitative data. Self-administered questionnaires developed for the purpose of the project were answered by 90% of the project's stakeholders. Research established that application of sound M&E practices enhanced project performance as evidenced by the fact that CSA projects experienced some challenges when implemented in the deprived areas. The study revealed a lack in stakeholder engagement and adaptive management, suggesting the need for an improved M&E frameworks suited to the context. The recommendations made focused on the provision of capacity, following the integration of M&E into project cycles and working on more participatory measures to boost the performance of projects. In this paper, the implications of the analysis are as follows: The findings have implications signifying for policy makers, development practitioners, and agricultural stakeholders in enhancing the performance

of climate-smart enterprises in Kenya and similar developing countries.

In a study conducted by Kegoli (2023) on the role of M & E practices in improving the sustainability of projects especially the USAID Farmer to Farmer project in the Mt. Kenya Region, the above objectives were outlined. The study used descriptive and correlation research designs, population of 900, and sample size of 277 was estimated using Krejcie and Morgan table of the year 1970. Quantitative data were collected using questionnaires while qualitative data were collected through interviews and questionnaires were considered to have reliability at Cronbach's $\alpha > 0.7$. The collection and analysis of the data type involved the use of Nvivo 12 Plus for the purpose of telling the story that was sought to be told in the study while the use of quantitative data was achieved using Statistical Package for Social Sciences (SPSS) version 25 which displayed the mean, frequency, standard deviation and percentage of the data collected. Pearson's correlation revealed the strength of relationships as follows: Data usage ($r=0.131$), Routine Program Monitoring ($r=0.117$), and Capacity Building in M&E ($r=0.115$). It means that the proposed model was able to account for 94% of variance in project sustainability. Further as a redesign, the following were called for: improvement of farmer training, agribusiness project quality, and sustainability.

Lesiamito and Ombui (2024) conducted a study with focus on the impact of participatory monitoring and evaluation practice on project performance in Samburu County, Kenya. The study was conducted on 44 agriculture projects that were funded by different programs such as NARIGP, ASDSP and DRSLP and had 109 respondents, 44 project managers, 44 supervisors and 21 M&E staff. A census approach was used, and they used self-developed questionnaires which were supplemented by content and constructed reliable validity coefficients with Cronbach's Alpha being above the accepted standard. The statistical methods included descriptive and inferential statistics were done using SPSS, where a positive correlation between participatory capacity building and project performance ($r = 0.655$, $p = 0.000$), and participatory baseline and project performance ($r = 0.761$, $p = 0.000$). Solutions involved increasing technical capacity in M&E staff through training for improved operation and developing better baseline survey strategies to boost the results from agricultural projects in Samburu County.

Komen (2023) looked at the role of M&E capacity on sustainability of Disaster Emergency Preparedness Program in Uasin Gishu County. In this level of research, census survey and questionnaires were administered on 52 workers in the program through an explanatory research design. Data analysis was conducted using SPSS and after data cleaning, the study used descriptive statistics including frequency distribution, percentage, mean, and standard deviation, and inferential test using regression analysis. The results showed that there is a

strong support for the hypothesis that M&E capacity building increases the level of program sustainability for disaster preparedness ($\beta_1 = 0.885$, $p = 0.000$). The study also stated that more understanding and evaluation are significant for the disposal of disaster response programs, highlighting its importance for preparing and recovery. Other suggestions were made about coordinating mechanisms, planning approaches, as well as M&E framework with measurable targets for improving program efficiency and sustainability.

2.3 Monitoring and Evaluation reporting and project performance

Harelimana and Umugwaneza (2024) examined the effects of Monitoring and Evaluation (M&E) on the performance of the Dairy Community Processing Centre in Rwanda. The study found that regular monitoring and evaluation were conducted at various stages, including monthly, quarterly, and annually, with evaluations carried out during the baseline, mid-term, end-term, and ex-post phases. The majority of respondents (67.9%) strongly agreed that performance indicators were regularly monitored and evaluated. Additionally, 89.3% of participants confirmed that the indicators effectively tracked project changes, providing detailed information on performance. Interviews with NIRDA staff highlighted the use of RMMF and M&E manuals as key tools, with indicators such as job creation, changes in sales, profits, and exports being monitored. Beneficiaries reported improved livelihoods, including land acquisition, house construction, and the ability to pay tuition fees for their children.

Rutikanga and Gachili (2024) examined the effect of Monitoring and Evaluation (M&E) practices on the performance of health-funded projects in Rwanda, specifically focusing on Malaria control and Maternal & Child Health programs. The study assessed M&E planning, data collection and analysis, and reporting's impact on project performance. The findings revealed a strong positive relationship between these M&E practices and project success, with 83.2% of the variance in project performance explained by M&E practices. The study highlighted the importance of comprehensive M&E planning, clear objectives, defined indicators, and timely reporting to enhance project performance. The authors also noted potential autocorrelation in the residuals, suggesting the need for further investigation. The study concluded that the Ministry of Health should prioritize effective M&E frameworks and data-informed decision-making to improve project outcomes.

Kemirembe and Aforabi (2024) examined the influence of monitoring and evaluation (M&E) on the performance of the Rural Electricity Distribution Project in Bugesera District, Rwanda. The study focused on the role of accountability in enhancing project performance. Using a descriptive research design, the authors collected data

from 103 respondents through questionnaires. The findings revealed a strong correlation ($r = 0.924$, p -value = 0.000) between project accountability and project performance. This highlighted that accountability had a significant positive effect on the success of the Rural Electricity Distribution Project. The authors recommended involving community members in M&E, planning, and budgeting during the early stages of the project to improve its effectiveness.

Workneh and Aga (2023) investigated the impact of monitoring and evaluation (M&E) practices on the success of development projects in non-governmental organizations (NGOs) in Ethiopia. The study employed a survey research design and analyzed 92 NGO projects. It turned out that important methods of monitoring and evaluation, including preparation, technical competence of personnel, financial planning, and involvement of stakeholders, greatly affected the outcome of the project. The study highlighted that proper M&E planning, combined with the technical competence of project staff and adequate budgeting, were crucial factors for the success of development projects. Furthermore, active involvement of stakeholders in the M&E process played an important role in ensuring project effectiveness. The findings suggest that NGOs should focus on establishing comprehensive M&E systems that incorporate these practices to enhance project performance and outcomes. This study emphasizes the need for NGOs to prioritize M&E systems as a central element in their project management approach to achieve long-term success.

3. Methodology

3.1 Research Design

This study used descriptive and correlational research design. It is descriptive in nature, with the goal of outlining the effect of monitoring and evaluation (M&E) on project performance. Correlational research design used particular indicators to evaluate the link between M&E tools, capacity building, reporting and project performance.

3.2 Target population and sampling

The population of the study was 295 employees classified into three groups: RDB Staff, Local leaders in Musanze District, Project consultants and Beneficiaries representatives.

The researcher used census technique rather than sampling due to the small population. Instead, then selecting a subset of the population by sampling, this technique collected data from every single unit or person inside the population. The goal of this approach was to fully understand the population under the study.

3.3 Data collection

Questionnaires containing a mix of closed-ended questions were sent to enable a thorough and representative data gathering procedure across all categories. 5 Likert scales were attributed to respondents' perceptions, such as Strongly Agree (SA) coded 5; Agree (A) coded 4; Neutral (N) coded 3; Disagree (D) coded 2; and Strongly Disagree (SD) coded 1).

3.4 Data analysis

The hypotheses were tested using bivariate correlation analysis, which look at the link between one dependent variable and one independent variable. This simple statistical approach seeks to assess if a connection exists between two variables, usually indicated as X and Y. The analysis gave a Pearson Correlation coefficient (r) that varies between ± 1 , showing the strength and direction of the association (positive or negative). The correlation's significance was determined using the Sig.(2-Tailed) value, with a result of less than or equal to 0.05 being statistically significant.

Multiple regression model was evaluated to all indicators as stated in the conceptual framework. The coefficient measured effect size r using the following regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y= Project Performance,

β_0 = Constant;

X_1 = M&E tools

X_2 = M&E capacity building

X_3 = M&E reporting

β_1 , β_2 and β_3 = coefficients

e: error term

3.5 Ethical considerations

The rights of participants to autonomy, anonymity, confidentiality, and informed consent shall be completely honored during this research. Participants' consent was asked prior to doing the surveys, assuring voluntary participation. To ensure privacy, all collected data securely kept. Participants were given letters of approval. The questions were designed to guarantee that participants' identities are kept anonymous, with no personal information necessary.

4. Results and Discussion

This chapter presents the findings from the field survey conducted to assess the effect of monitoring and evaluation on the performance of the Tourism Revenue Sharing Project in Musanze District, Rwanda. The data collected were analyzed and interpreted in relation to the study's objectives.

The study shows the rate of participation in the survey. Out of the 295 questionnaires distributed, 274 were filled and returned, representing a high response rate of 92.88%, while only 21 questionnaires were either incomplete or not returned, accounting for 7.12%. This high response rate indicates a good level of engagement among the target respondents, which enhances the reliability and representativeness of the data collected for the study.

4.1 Correlation analysis

The correlation analysis was performed to determine the strength and direction of the relationship between each independent variable (M&E tools, M&E capacity building, and M&E reporting) and the dependent variable (project performance). A significance level of 0.05 was adopted to determine whether the observed relationships were statistically significant.

Table 1: Correlations

		M&E tools	M&E capacity building	M&E reporting	Project Performance
M&E tools	Pearson Correlation	1	.693**	.571**	.780**
	Sig. (2-tailed)		.000	.000	.000
	N	274	274	274	274
M&E capacity building	Pearson Correlation	.693**	1	.583**	.768**
	Sig. (2-tailed)	.000		.000	.000
	N	274	274	274	274
M&E reporting	Pearson Correlation	.571**	.583**	1	.710**
	Sig. (2-tailed)	.000	.000		.000
	N	274	274	274	274
Project Performance	Pearson Correlation	.780**	.768**	.710**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	274	274	274	274

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data (2025)

As shown in Table 1, the Pearson correlation coefficient between M&E tools and project performance is $r = 0.780$, with a significance value of $p = 0.000 < 0.05$, indicating a strong and statistically significant positive relationship. This implies that improvements in M&E tools are closely associated with enhanced project performance. These findings align with Uwanyirigira *et al.* (2022), who found correlations in Rwandan NGOs, especially highlighting the importance of M&E data.

The correlation between M&E capacity building and project performance is $r = 0.768$, also with a p-value of $0.000 < 0.05$, which confirms another strong and significant positive relationship. This finding indicates that capacity building efforts, such as training and knowledge enhancement, contribute significantly to better performance of the Tourism Revenue Sharing Project. Similarly, Okafor (2021) observed significant correlations between M&E components (skills, plans, systems) and project success.

The relationship between M&E reporting and project performance yields a correlation coefficient of $r = 0.710$, again with a p-value of $0.000 < 0.05$. This reflects a strong

and significant positive relationship, suggesting that effective M&E reporting practices such as timely sharing of reports and use of feedback are linked to improved project outcomes. Furthermore, Lesiamito and Ombui (2024) reported high correlations for participatory M&E capacity and performance supporting the present study's results.

Overall, all the variables show statistically significant and positive correlations with project performance, thus validating the relevance of M&E practices to successful project implementation. Therefore, these study's correlation findings are in agreement with previous evidence, showing that all three M&E dimensions contribute meaningfully to project outcomes.

4.2 Regression Analysis

To further analyze the extent to which M&E variables explain project performance, multiple regression analysis was conducted. The model included M&E tools, M&E capacity building, and M&E reporting as independent variables and project performance as the dependent variable.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873 ^a	.763	.760	.25297	1.760

a. Predictors: (Constant), M&E reporting, M&E tools, M&E capacity building

b. Dependent Variable: Project Performance

Source: Field data (2025)

As presented in Table 2, the regression model yielded a multiple correlation coefficient (R) of 0.873, indicating a very strong overall relationship between the independent variables and project performance. The R Square value of 0.763 shows that approximately 76.3% of the variance in project performance is explained by the three predictors: M&E tools, M&E capacity building, and

M&E reporting. The Durbin-Watson statistic (1.760) is within the acceptable range, indicating no autocorrelation in the residuals. This high predictive power is consistent with Rutikanga and Gachili (2024), who reported that 83.2% of project performance variation was attributed to M&E practices in health-funded programs.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.597	3	18.532	289.603	.000 ^b
	Residual	17.278	270	.064		
	Total	72.874	273			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), M&E reporting, M&E tools, M&E capacity building

Source: Field data (2025)

The ANOVA results in Table 3 show that the regression model is statistically significant, with an F-statistic of 289.603 and a p-value of .000, which is below the threshold of 0.05. This indicates that the combined influence of M&E tools, M&E capacity building, and M&E reporting significantly predicts project

performance. In other words, the model as a whole fits the data well. These results are reinforced by the findings of Komen (2023) and Kegoli (2023), who found significant regression effects of M&E capacity and tools on sustainability and performance.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.053	.130		.409	.683		
	M&E tools	.390	.044	.380	8.859	.000	.477	2.095
	M&E capacity building	.319	.042	.328	7.564	.000	.467	2.142
	M&E reporting	.273	.034	.302	7.943	.000	.607	1.649

a. Dependent Variable: Project Performance

Source: Field data (2025)

The individual contributions of each predictor are detailed in Table 4. The unstandardized and standardized coefficients show the magnitude and direction of the effects of each independent variable on project performance.

The coefficient for M&E tools is $B = 0.390$, with a t-value of 8.859 and a p-value of 0.000. This confirms a statistically significant positive effect on project performance. The Beta value of 0.380 also indicates that M&E tools have the largest relative effect among the predictors.

The coefficient for M&E capacity building is $B = 0.319$, with a t-value of 7.564 and a p-value of 0.000, confirming a significant positive contribution. The Beta value of .328 suggests it is the second most influential variable in the model.

The coefficient for M&E reporting is $B = 0.273$, with a t-value of 7.943 and a p-value of 0.000, also indicating a statistically significant positive impact on project performance. The Beta value of 0.302 shows that while it has a slightly lower standardized impact compared to the others, it remains a critical factor. Notably, Kemirembe and Aforabi (2024) found a strong positive effect of accountability-driven reporting on project success, which aligns with the significance of M&E reporting found in the current study.

All predictors have Variance Inflation Factor (VIF) values below 5, confirming that there is no multicollinearity problem among the independent variables.

Table 5: Hypotheses Results

Hypotheses	p Value	Comment
H₀₁: There is no significant effect of M&E tools on performance of Tourism Revenue Sharing Project in Musanze District.	$p < 0.05$	Rejected
H₀₂: There is no significant effect of M&E capacity building on performance of Tourism Revenue Sharing Project in Musanze District.	$p < 0.05$	Rejected
H₀₃: There is no significant effect of M&E reporting on performance of Tourism Revenue Sharing Project in Musanze District.	$p < 0.05$	Rejected

The hypothesis testing results are presented in Table 5, and they align with the regression analysis. Based on a significance level of $p < 0.05$, all null hypotheses were rejected.

H₀₁: There is no significant effect of M&E tools on performance of Tourism Revenue Sharing Project in Musanze District. – $p < 0.05 \rightarrow$ Rejected. M&E tools significantly influence project performance.

H₀₂: There is no significant effect of M&E capacity building on performance of Tourism Revenue Sharing Project in Musanze District. – $p < 0.05 \rightarrow$ Rejected. M&E capacity building significantly contributes to performance improvement.

H₀₃: There is no significant effect of M&E reporting on performance of Tourism Revenue Sharing Project in Musanze District. – $p < 0.05 \rightarrow$ Rejected. M&E reporting has a significant positive effect on project performance.

These results strongly support all the specific objectives of the study, confirming that M&E tools, M&E capacity building, and M&E reporting each play a significant role in enhancing the performance of the Tourism Revenue Sharing Project in Musanze District.

5. Conclusion and Recommendations

5.1 Conclusion

Based on the findings, it is concluded that Monitoring and Evaluation tools significantly enhance the performance of the Tourism Revenue Sharing Project. Clearly defined planning tools, reliable data collection instruments, and effective analysis techniques provide a strong foundation for tracking project progress and ensuring accountability.

It is also concluded that M&E capacity building plays a vital role in project performance. Well-designed training programs, when aligned with project goals, not only improve knowledge but also enable the practical application of skills that support real-time decision-making. Additionally, M&E reporting mechanisms are found to be an essential component in driving project success. Regular and transparent reporting, complemented by actionable feedback, ensures that stakeholders are informed and involved, leading to timely adjustments and improved implementation efficiency.

The study confirms that strengthening M&E systems in development projects leads to better planning, accountability, and performance outcomes.

5.2 Recommendations

Based on the conclusions drawn, the study makes the following recommendations:

1. Tourism Revenue Sharing Project should enhance the customization and accessibility of M&E tools to ensure all stakeholders can effectively use planning, data collection, and tracking mechanisms. This may include further digitization and localization of tools to match community contexts.
2. Tourism Revenue Sharing Project should strengthen continuous capacity building for all project staff and local leaders involved in the Tourism Revenue Sharing Project. Training should go beyond initial orientations and focus on emerging areas such as digital M&E platforms, gender-sensitive indicators, and participatory monitoring.

5.3 Suggestion for further research

Future researchers are encouraged to: Explore comparative studies between districts or sectors implementing similar tourism-related projects to identify best M&E practices and performance trends. Assess the role of community participation in M&E processes, especially in how it influences accountability, transparency, and ownership of project outcomes.

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