



Influence of Monitoring and Evaluation Practices on Performance of Rwanda Digital Acceleration Project at Development Bank of Rwanda

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Abstract: This study examined the performance of the Rwanda Digital Acceleration Project (RDAP) of the Development Bank of Rwanda (BRD) with respect to Monitoring and Evaluation (M&E) processes. Its primary focus was on monitoring planning, stakeholder interaction, data quality management, and assessment and feedback mechanisms. The Theory of Change, Systems Theory, Stakeholder Theory, and Results-Based Management Theory served as the foundation for the study's mixed-methods research approach. Stratified sampling was used to choose 95 out of 100 RDAP employees in the target demographic, resulting in a 95% response rate. Quantitative data was assessed using SPSS using multiple regression analysis, correlation, and descriptive statistics, while qualitative data was collected through interviews with project managers and M&E authorities. The Strong favorable correlations between M&E practices and project performance were found. Performance was most strongly impacted by data quality management ($\beta = 0.442, p < 0.001$), followed by stakeholder participation ($\beta = 0.245, p < 0.001$) and monitoring planning ($\beta = 0.294, p = 0.001$). The effect of evaluation and feedback systems was positive but not statistically significant ($\beta = 0.055, p = 0.292$). 91.7% of the variation in project performance was explained by the model (Adjusted $R^2 = 0.917$). In order to increase timely project implementation and goal achievement, the study suggests enhancing data quality, stakeholder engagement, monitoring schedules, and evaluation feedback mechanisms. It finds that effective M&E techniques greatly improve RDAP success.

Keywords: Rwanda, RDAP, Monitoring, Evaluation, Stakeholders, Performance, Data

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1. Introduction

Globally, Monitoring and Evaluation (M&E) procedures are becoming increasingly essential to the successful implementation of development initiatives. Over the last 20 years, governments and development partners have moved toward results-based management strategies, emphasizing measurable results, accountability, and evidence-based decision-making. The realization that allocating financial and technical resources alone does not ensure project success has driven this change. Instead, effective planning, continuous monitoring, and systematic evaluation are necessary to ensure that programs achieve their intended goals. According to empirical evidence, implementation oversight weaknesses, including poor monitoring systems and insufficient evaluation feedback mechanisms, cause

between 25% and 30% of development projects worldwide to fall short of their initial goals (World Bank, 2022). Effective M&E practices promote corrective decision-making, learning, and timely information on project progress, while robust M&E frameworks increase the likelihood of achieving project objectives (OECD, 2021; UNDP, 2020).

In Africa, institutional, technological, and financial constraints frequently limit the effectiveness of M&E processes. Many public sector organizations have limited resources for collecting, analyzing, and reporting project data. Studies conducted in Sub-Saharan Africa indicate that inadequate performance tracking systems and weak monitoring processes contribute to delays in over 40% of public projects (African Development Bank, 2021). Problems related to missing, inaccurate, or delayed data,

together with low stakeholder participation and inadequate feedback mechanisms, further constrain evidence-based decision-making and continuous project improvement.

In East Africa, governments have increasingly emphasized M&E as part of broader efforts to strengthen public-sector management, accountability, and development outcomes. The region has also experienced growing investment in digital transformation, creating a need for effective monitoring systems capable of tracking complex technological activities and intangible outcomes such as improved service accessibility, institutional efficiency, and digital inclusion.

In Rwanda, M&E has been institutionalized as part of efforts to strengthen public-sector management and accountability. National initiatives such as Vision 2050 Globally, Monitoring and Evaluation (M&E) procedures are becoming increasingly essential to the successful implementation of development initiatives. Over the last 20 years, governments and development partners have moved toward results-based management strategies, emphasizing measurable results, accountability, and evidence-based decision-making. The realization that allocating financial and technical resources alone does not ensure project success has driven this change. Instead, effective planning, continuous monitoring, and systematic evaluation are necessary to ensure that programs achieve their intended goals. According to empirical evidence, implementation oversight weaknesses, including poor monitoring systems and insufficient evaluation feedback mechanisms, cause between 25% and 30% of development projects worldwide to fall short of their initial goals (World Bank, 2022). Effective M&E practices promote corrective decision-making, learning, and timely information on project progress, while robust M&E frameworks increase the likelihood of achieving project objectives (OECD, 2021; UNDP, 2020).

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and the Smart Rwanda Master Plan emphasize digital technology as a driver of economic growth and improved public service efficiency. Within this context, the Rwanda Digital Acceleration Project (RDAP), implemented with support from the World Bank and coordinated through the Development Bank of Rwanda (BRD), focuses on expanding broadband connectivity, improving access to digital public services, and strengthening the digital innovation ecosystem. Given the scale and complexity of RDAP, effective M&E practices are essential to ensure that project objectives are achieved within planned timeframes and resource constraints. Therefore, this study examines the influence of M&E practices on RDAP performance at BRD, focusing on monitoring planning, stakeholder participation, data quality management, and evaluation and feedback mechanisms.

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1.1 Statement of the Problem

Despite increasing investments in development and digital transformation projects, many initiatives continue to experience implementation delays, inefficient resource utilization, and failure to achieve intended outcomes due to weaknesses in Monitoring and Evaluation (M&E) practices. In Rwanda, limited empirical evidence exists on how monitoring planning, stakeholder participation, data quality management, and evaluation feedback mechanisms influence the performance of digital transformation projects such as RDAP. This knowledge gap limits effective decision-making and improvement of project performance, necessitating this study.

1.2 Research Objectives

1.2.1 General Objective

To assess the influence of Monitoring and Evaluation practices on the performance of the Rwanda Digital Acceleration Project (RDAP) at BRD.

1.2.2 Specific Objectives

1. Examine the influence of monitoring planning on the performance of the Rwanda Digital Acceleration Project (RDAP) at BRD.
2. Assess the influence of stakeholder participation in Monitoring and Evaluation processes on the performance of the Rwanda Digital Acceleration Project (RDAP) at BRD.
3. Evaluate the influence of data quality management practices on the performance of the Rwanda Digital Acceleration Project (RDAP) at BRD.
4. Determine the influence of evaluation and feedback mechanisms on the performance of the Rwanda Digital Acceleration Project (RDAP) at BRD.

1.3 Hypotheses of the Study

H₀₁: Monitoring planning has a statistically significant positive influence on the performance of the Rwanda Digital Acceleration Project (RDAP) at BRD.

H₀₂: Stakeholder participation in Monitoring and Evaluation processes has a statistically significant positive influence on the performance of RDAP at BRD.

H₀₃: Data quality management practices have a statistically significant positive influence on the performance of RDAP at BRD.

H₀₄: Evaluation and feedback mechanisms have a statistically significant positive influence on the performance of RDAP at BRD.

2. Literature Review

This section reviews literature on Monitoring and Evaluation (M&E) practices and their influence on project performance. It focuses on theoretical and empirical perspectives related to monitoring planning, stakeholder participation, data quality management, and evaluation and feedback mechanisms. The review examines previous studies to establish existing knowledge, identify areas of agreement and gaps, and provide a foundation for assessing M&E practices in the Rwanda Digital Acceleration Project (RDAP) at BRD.

2.1 Conceptual Review

The conceptual review presents the main concepts related to Monitoring and Evaluation (M&E) practices and project performance. It focuses on the four M&E practices examined in the study: monitoring planning, stakeholder participation, data quality management, and evaluation and feedback mechanisms. It also considers project performance in relation to efficiency, timeliness, service delivery, and achievement of project objectives.

2.1.1 Monitoring Planning

Monitoring planning involves establishing clear frameworks, indicators, activities, responsibilities, and timelines for tracking project implementation and progress. Effective monitoring planning enables project managers to identify deviations from planned activities, assess progress toward objectives, and take timely corrective actions. In this study, monitoring planning is considered an important M&E practice that can influence the performance of the Rwanda Digital Acceleration Project (RDAP) by supporting timely implementation, efficient resource utilization, and achievement of project objectives.

2.1.2 Stakeholder Participation

Stakeholder participation refers to the involvement of relevant individuals, groups, institutions, development partners, and beneficiaries in Monitoring and Evaluation processes. Participation promotes transparency, accountability, ownership, and the incorporation of different perspectives into project decision-making. In RDAP, stakeholder participation is important because the project involves government institutions, private sector actors, development partners, and users of digital services. Effective participation can therefore contribute to improved project performance and responsiveness to stakeholder needs.

2.1.3 Data Quality Management

Data quality management refers to processes that ensure that information used for Monitoring and Evaluation is accurate, complete, reliable, timely, and relevant. High-quality data enables project managers to monitor progress effectively, identify implementation challenges, and make evidence-based decisions. In digital transformation projects such as RDAP, reliable data is particularly important because project performance depends on the effective measurement and interpretation of digital services, accessibility, efficiency, and other expected outcomes.

2.1.4 Evaluation and Feedback Mechanisms

Evaluation and feedback mechanisms refer to processes through which project results are assessed and findings are communicated and used to improve implementation. Evaluation determines whether project objectives are being achieved, while feedback enables project managers

and stakeholders to learn from findings and undertake necessary adjustments. Effective evaluation and feedback can promote accountability, organizational learning, and continuous improvement. In this study, these mechanisms are considered an important component of M&E that may contribute to improved RDAP performance.

2.1.5 Project Performance

Project performance refers to the extent to which a project achieves its planned objectives and delivers expected results within the available resources and timeframe. In this study, RDAP performance is assessed in terms of efficiency, timely implementation, improved digital service delivery, and achievement of project objectives.

2.2 Theoretical Review

2.2.1 Results-Based Management Theory

Results-Based Management (RBM) Theory is a project management framework that emphasizes measurable results through systematic planning, monitoring, and evaluation. It focuses on clear objectives, performance indicators, progress tracking, and the use of performance information to assess results (Kusek & Rist, 2024). Unlike traditional approaches that emphasize inputs and activities, RBM prioritizes outputs, outcomes, and results. Monitoring provides continuous information on implementation, while evaluation assesses objective achievement and supports corrective actions, resource use, accountability, and evidence-based decision-making (United Nations Development Programme [UNDP], 2023). In this study, RBM explains how monitoring planning, stakeholder participation, data quality, and evaluation feedback contribute to RDAP performance at BRD.

2.2.2 Systems Theory

Systems Theory views an organization or project as an interconnected system in which components such as inputs, processes, outputs, and feedback work together to achieve objectives (Bertalanffy, 2023). In Monitoring and Evaluation (M&E), the theory emphasizes the interaction among planning, implementation, monitoring, data management, stakeholder engagement, and feedback. Weaknesses in one component can affect overall project performance, while effective coordination strengthens decision-making (Mackay, 2025). This theory is relevant to RDAP because digital transformation projects involve multiple stakeholders, technologies, institutions, and policies. Systems Theory therefore supports examining how monitoring planning, stakeholder participation, data quality, and evaluation feedback collectively influence RDAP performance.

2.2.3 Stakeholder Theory

Stakeholder Theory, developed by Freeman (1984), emphasizes the involvement of individuals, groups, and organizations affected by or interested in a project. It argues that project success depends on stakeholder participation, cooperation, and support. In Monitoring and Evaluation (M&E), stakeholder involvement in planning, implementation, monitoring, evaluation, and decision-making enhances transparency, accountability, ownership, and information quality (Patton, 2022). For RDAP, participation of government institutions, private-sector actors, development partners, employees, and digital service users helps align project activities with stakeholder needs. Although conflicting interests, unequal influence, limited capacity, and coordination challenges may affect participation, effective engagement strengthens information sharing, accountability, ownership, and project outcomes.

2.2.4 Theory of Change

The Theory of Change (ToC) explains how and why desired changes are expected to occur within a specific context. It establishes logical relationships among inputs, activities, outputs, outcomes, and long-term impacts while identifying assumptions underlying these relationships (Weiss, 2025). In Monitoring and Evaluation (M&E), ToC supports the development of performance indicators and assessment of whether project activities produce intended outcomes. It is particularly relevant to RDAP because outcomes such as improved digital access, efficiency, inclusion, and innovation may take time to become evident. The theory therefore links monitoring, data management, stakeholder participation, and evaluation to RDAP's expected outcomes and long-term results.

2.2.5 Relevance of the Theories to the Study

The reviewed theories provide complementary explanations of the relationship between Monitoring and Evaluation (M&E) practices and project performance. Results-Based Management Theory emphasizes measurable results, monitoring, evaluation, accountability, and evidence-based decision-making (Kusek & Rist, 2024; United Nations Development Programme [UNDP], 2023). Systems Theory focuses on the interconnection of project components, including planning, implementation, data management, monitoring, and feedback (Bertalanffy, 2023). Stakeholder Theory emphasizes participation, collaboration, ownership, and accountability (Freeman, 2024), while the Theory of Change explains how project activities lead to outputs, outcomes, and broader impacts (Vogel, 2012). Together, these theories provide a comprehensive foundation for examining how monitoring planning, stakeholder participation, data quality management, and evaluation and feedback mechanisms influence RDAP performance. They support the study's argument that effective M&E can improve project efficiency, timely

implementation, service delivery, accountability, and achievement of project objectives at BRD.

2.3 Empirical Review

2.3.1 Monitoring Planning and Project Performance

Monitoring planning involves establishing clear frameworks, performance indicators, responsibilities, and timelines for tracking project implementation. Kusek and Rist (2024) found that projects with well-defined monitoring systems were approximately 25% more likely to achieve intended outcomes, demonstrating the importance of structured planning in measuring progress and identifying deviations. Gyorkos (2023) similarly reported that inadequate monitoring planning contributed to implementation delays and difficulties in assessing project progress. In Kenya, Mugo and Oleche (2025) found that monitoring planning significantly influenced government-funded project performance, with over 60% of managers linking delays to weak monitoring frameworks. However, limited evidence exists on digital transformation projects in Rwanda. This study therefore examines its influence on RDAP performance at BRD.

2.3.2 Stakeholder Participation and Project Performance

Stakeholder participation is an important factor in successful project implementation and Monitoring and Evaluation (M&E). It involves engaging relevant stakeholders in planning, implementation, monitoring, evaluation, and decision-making processes. Freeman (2024) emphasized that recognizing stakeholder interests and involvement supports achievement of project objectives. The World Bank (2023) reported that active stakeholder engagement increased the likelihood of achieving project objectives by 15%–25%, while Estrella and Gaventa (2022) found that participatory M&E improved relevance and sustainability. Njonjo (2022) similarly found that stakeholder involvement improved project performance through stronger feedback, ownership, and accountability. However, limited research

2.4 Conceptual Framework

The conceptual framework presents the expected relationship between the Monitoring and Evaluation (M&E) practices and the performance of the Rwanda Digital Acceleration Project (RDAP). It is informed by the theoretical and empirical literature reviewed in this

M&E Practices

has examined stakeholder participation in Rwanda's digital transformation projects, including RDAP at BRD.

2.3.3 Data Quality Management and Project Performance

Data quality management is an essential component of effective M&E because reliable information supports progress assessment, challenge identification, resource allocation, and informed decision-making. Data quality involves accuracy, completeness, consistency, reliability, and timeliness. Mackay (2024) identified these factors as important determinants of M&E effectiveness and project performance. The OECD (2021) reported that data reliability and weak reporting systems affected M&E effectiveness in many public-sector projects. In East Africa, Waithera and Wanyoike (2025) found that inadequate data management contributed to poor project performance. Although Rwanda has strengthened digital data systems, limited evidence exists on digital transformation projects. Therefore, this study examined how data quality management influences RDAP performance at BRD.

2.3.4 Evaluation and Feedback Mechanisms and Project Performance

Evaluation and feedback mechanisms support learning, accountability, adaptation, and continuous improvement in project implementation. Evaluation assesses achievement of project objectives, while feedback facilitates the use of findings in decision-making. UNDP (2020) found that projects with regular evaluation and feedback systems were approximately 20% more effective in achieving intended outcomes. Patton (2025) emphasized using evaluation findings to improve project performance and decision-making. Bamberger et al. (2022) found that weak feedback mechanisms limited organizational learning and adaptation in African development projects. Although Rwanda has strengthened evaluation practices, limited research examines their use in digital transformation projects. Therefore, this study assessed how evaluation and feedback mechanisms influence RDAP performance at BRD.

chapter. In this study, M&E practices constitute the independent variables, while RDAP project performance is the dependent variable. The framework focuses on monitoring planning, stakeholder participation, data quality management, and evaluation and feedback mechanisms as key M&E practices expected to influence project performance.

Independent Variables

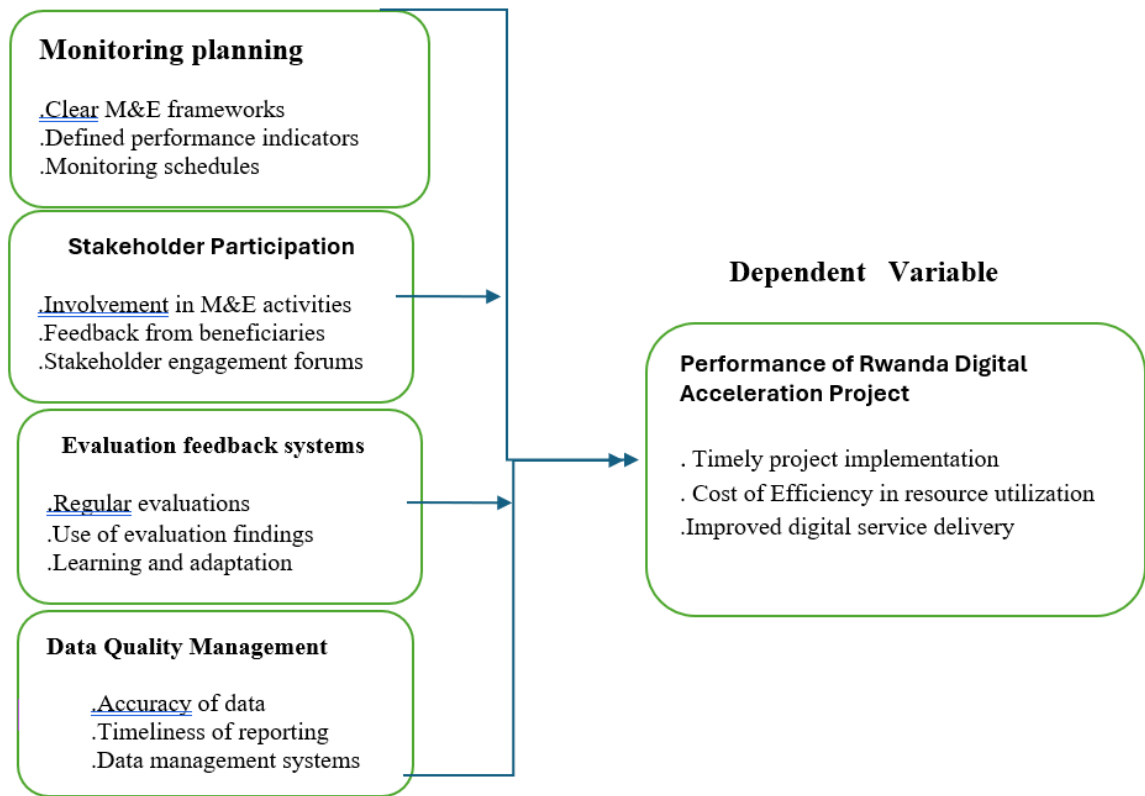


Figure 1 Conceptual Framework Diagram

Source: Researcher ,2026

2.5 Research Gap

The majority of research focuses on conventional areas including agriculture, health, education, and infrastructure, despite the fact that monitoring and evaluation (M&E) procedures have been extensively examined in development initiatives. Digital transformation initiatives have received little empirical attention, especially in developing nations. Few studies have looked at how data quality management, stakeholder participation, monitoring planning, evaluation, and feedback mechanisms affect the performance of digital projects in Rwanda. Additionally, rather than combining these four aspects into a single framework, earlier research has frequently looked at M&E practices independently. Therefore, by investigating how these M&E practices affect the success of the Rwanda Digital Acceleration Project (RDAP) at the Development Bank of Rwanda (BRD), this study addressed the contextual and empirical gap.

3 Methodology

In order to investigate how M&E practices affect RDAP performance at BRD, the study used a quantitative method with descriptive and correlational research designs. 134 project managers, M&E officers, ICT specialists, and administrative personnel made up the target group. Purposive and simple random sampling were used to choose a sample of 100 respondents using Yamane's (1967) formula. Semi-structured interviews and structured five-point Likert-scale questionnaires were used to gather data. Monitoring planning, stakeholder involvement, data quality management, assessment and feedback, and project performance were all covered in the questionnaire. To evaluate validity and reliability, a pilot research and expert review were carried out. Cronbach's Alpha of 0.70 or above was deemed acceptable, while the Content Validity Index was 0.76 (Hair et al., 2022; Saunders et al., 2023). Multiple linear regression, Pearson correlation, and descriptive statistics were used in the analysis of the data using SPSS. Throughout the study, ethical standards such as informed consent, confidentiality, anonymity, voluntary involvement, and academic integrity were upheld (Creswell & Creswell, 2023; Saunders et al., 2023)

4. Results and Discussion

4.1 Descriptive Statistics

Table 1. View on Monitoring planning in RDAP project

Statements on Monitoring planning	SD		D		N		A		SA		M		SD
N=95	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%			
The RDAP has clearly defined monitoring plans and schedules that guide project activities	9	9	10	11	13	14	30	32	33	35	3.72		0.57
Monitoring planning in RDAP ensures that project objectives and outcomes are systematically tracked.	8	8	9	9	14	15	29	31	35	37	3.78		0.62
Overall Mean											3.75		

Using a five-point Likert scale, the study looked at monitoring planning in the Rwanda Digital Acceleration Project (RDAP). With a mean of 3.72 and a standard deviation of 0.57, the results showed that RDAP had well-defined monitoring plans and schedules directing project operations. With a mean of 3.78 and a standard deviation of 0.62, monitoring planning also makes it easier to track project goals and results in a methodical manner. A

considerable degree of monitoring planning was suggested by the overall mean of 3.75. The results of the interviews corroborated the quantitative findings, demonstrating the presence of timelines, indicators, and established monitoring systems. However, scheduled monitoring efforts were sometimes postponed due to operational demands, scarce resources, and time limits.

Table 2. View on Stakeholder participation in M&E processes in RDAP project

Statement on Stakeholder participation in M&E processes	SD		D		N		A		SA		M		SD
N=95	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%			
Key internal and external stakeholders are actively involved in RDAP's M&E activities.	12	13	15	16	13	14	25	32	30	32	3.48		0.72
Key internal and external stakeholders are actively involved in RDAP's M&E activities.	13	14	12	13	14	15	25	26	31	33	3.52		0.7
Overall Mean											3.50		

Source: Field Data (2026)

The study looked at how stakeholders participated in the Rwanda Digital Acceleration Project's (RDAP) monitoring and evaluation (M&E) procedures. With a mean of 3.48 and a standard deviation of 0.72, the results demonstrated the involvement of important internal and external stakeholders in M&E activities. The mean and standard deviation for the second indication were 3.52 and 0.70, respectively. A modest level of stakeholder

participation was indicated by the overall mean of 3.50. Stakeholders participate in project reviews, validation sessions, feedback, and decision-making, according to interview data that corroborated the quantitative findings. However, participation fluctuates depending on activity requirements and stakeholder availability, leading to uneven engagement among certain groups.

Table 3. Views on Data quality management practices in RDAP project

Statement on Data quality management practices	SD		D		N		A		SA		M	SD
N=95	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Evaluation findings are regularly documented, communicated, and used to improve RDAP performance	5	5	8	8	15	16	27	32	40	42	3.94	0.57
Feedback mechanisms ensure lessons learned from evaluations are applied in subsequent project cycles	4	4	10	11	16	17	27	28	38	40	3.89	0.58
Overall Mean											3.92	

Source: Field Data (2026)

The Rwanda Digital Acceleration Project's (RDAP) data quality management procedures were evaluated in this study. With a mean of 3.94 and a standard deviation of 0.57, the results showed that assessment findings are routinely recorded, shared, and applied to enhance project performance. With a mean of 3.89 and a standard deviation of 0.58, feedback methods also facilitate the application of lessons gained in later project cycles. A

high degree of data quality management techniques was indicated by the overall mean of 3.92. The results of the interviews corroborated the quantitative findings, demonstrating that the evaluation findings were effectively documented, disseminated, and used to inform decision-making, enhance implementation, and bolster the dependability of project data.

Table 4. Views on Evaluation and feedback mechanisms in RDAP project

Statement on Evaluation and feedback mechanisms	SD		D		N		A		SA		M	SD
N=95	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Evaluation findings are regularly documented, communicated, and used to improve RDAP performance.	7	7	10	11	13	14	30	32	35	37	3.80	0.57
Feedback mechanisms ensure lessons learned from evaluations are applied in subsequent project cycles	9	9	9	9	15	16	30	32	32	34	3.71	0.62
Overall Mean											3.75	

Source: Field Data (2026)

The Rwanda Digital Acceleration Project's (RDAP) evaluation and feedback procedures were evaluated. With a mean of 3.80 and a standard deviation of 0.57, the results demonstrated that assessment findings are routinely recorded, shared, and applied to enhance project performance. A mean of 3.71 and a standard deviation of 0.62 were reported for feedback mechanisms that facilitate the application of lessons gained in later project

cycles. A considerable degree of evaluation and feedback mechanisms was suggested by the overall mean of 3.75. The results of the interviews corroborated the quantitative findings, demonstrating that evaluation results are disseminated and applied to enhance implementation. However, the efficacy of feedback mechanisms was constrained by uneven follow-up and application of lessons learnt.

Table 5. Views on the Performance in RDAP project

Statements on Performance	SD		D		N		A		SA		M		SD
N=95	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%			
RDAP activities are implemented within the planned timelines.	19	20	24	25	13	14	20	32	19	20	2.96	0.77	
Resources allocated to RDAP are used efficiently to achieve project goals.	12	13	12	13	21	22	25	26	25	26	3.41	0.72	
RDAP has led to improved delivery of digital services and achievement of project objectives.	5	5	7	7	10	11	36	38	37	39	3.98	0.56	
RDAP has successfully achieved its intended project objectives.	10	11	15	16	17	18	26	27	27	28	3.47	0.71	
Overall Mean											3.46		

Source: Field Data (2026)

The Rwanda Digital Acceleration Project's (RDAP) performance was evaluated. The results indicated difficulties with timely execution, with a low mean of 2.96 (SD = 0.77) for implementation within scheduled timescales. A moderate mean of 3.41 (SD = 0.72) was obtained for the effective use of allotted resources. While the achievement of intended objectives recorded a moderate mean of 3.47 (SD = 0.71), improved delivery of digital services and project objectives obtained a high

mean of 3.98 (SD = 0.56). Moderate performance was indicated by the overall mean of 3.46. Interviews revealed delays, coordination issues, procurement limitations, and unfulfilled goals, but they also indicated enhanced digital services.

4.2. Inferential statistics

Table 6. Correlation analysis between M&E practices and Performance

		MP	SP in M&E	DQM	EFS	P
Monitoring Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	95				
Stakeholder Participation in M&E	Pearson Correlation	.738**	1			
	Sig. (2-tailed)	.000				
	N	95	95			
Data Quality Management	Pearson Correlation	.930**	.769**	1		
	Sig. (2-tailed)	.000	.000			
	N	95	95	95		
Evaluation Feedback System	Pearson Correlation	.527**	.434**	.637**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	95	95	95	95	
Performance	Pearson Correlation	.914**	.835**	.937**	.588**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	95	95	95	95	

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

Based on 95 respondents, the study used Pearson correlation analysis to investigate the association between

M&E practices and RDAP project performance. Strong and statistically significant positive correlations were found between data quality management and performance ($r = 0.937$, $p < 0.001$), stakeholder participation and performance ($r = 0.835$, $p < 0.001$), and monitoring planning and performance ($r = 0.914$, $p < 0.001$).

Additionally, there was a substantial positive correlation between evaluation and feedback systems and performance ($r = 0.588$, $p < 0.001$). The strongest correlation was found in data quality management. Overall, the results show that better RDAP project success is closely linked to efficient M&E procedures.

Table 7. Model Summary between M&E practices and Performance

Model	R	R Square	Adjusted R square	Std Error of the estimate
1	.959a	0.921	0.917	0.28438

a. Predictors: (Constant), MP, SPME, DQM, EFM

The model summary shows a very strong positive correlation ($R = 0.959$) between RDAP project performance and M&E practices. 92.1% of the variation in RDAP project performance can be explained by the independent variables ($R^2 = 0.921$), with other factors not included in the model accounting for 7.9%. While the

standard error of estimate = 0.284 shows a slight discrepancy between observed and projected values, indicating accurate predictions and a reasonable model fit, the Adjusted $R^2 = 0.917$ reveals very strong explanatory power.

Table 8. ANOVA between M&E practices and Performance

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	84.429	4	21.107	260.993	.000b
	Residual	7.279	90	0.081		
	Total	91.708	94			

a. Dependent Variable: Performance

b. Predictors: (Constant), MP, SPME, DQM, EFM

The regression model is statistically significant in explaining the connection between M&E practices and RDAP project performance, according to the ANOVA results. At a significance level of 0.000 ($p < 0.001$), the model's F-value of 260.993 falls below the significance threshold of 0.05. This demonstrates the statistical

significance of the regression model as a whole. Thus, the Rwanda Digital Acceleration Project's (RDAP) success is significantly impacted by Monitoring Planning, Stakeholder Participation in M&E, Data Quality Management, and Evaluation and Feedback Mechanisms.

Table 9. Regression coefficients

Model		Unstandardized Coef.		Standardized coef.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.228	0.147		-1.549	0.125
	MP	0.294	0.085	0.288	3.472	0.001
	SPME	0.245	0.042	0.270	5.765	0.000
	DQM	0.442	0.099	0.434	4.471	0.000
	EFM	0.055	0.052	0.042	1.06	0.292

a. Dependent Variable: Performance

RDAP performance is positively and statistically significantly impacted by Monitoring Planning (MP), according to the regression coefficients ($\beta = 0.288$, $p = 0.001$). Additionally, there is a favourable and significant impact from stakeholder participation in M&E (SPME) ($\beta = 0.270$, $p < 0.001$). The most significant and beneficial

effect is found in Data Quality Management (DQM) ($\beta = 0.434$, $p < 0.001$). Evaluation and Feedback Mechanisms (EFM), on the other hand, have a statistically small yet beneficial effect ($\beta = 0.042$, $p = 0.292$). As a result, at the 5% significance level, H_{04} is accepted while H_{01} , H_{02} , and H_{03} are rejected.

SUMMARY, OF HYPOTHESIS

Hypothesis	Decision	Summary
H01: Monitoring planning has no significant effect on RDAP performance.	Rejected	Monitoring planning had a significant positive effect on RDAP performance($\beta = 0.288$, $p = 0.001$).
H02:Stakeholder participation in M&E has no significant effect on RDAP performance.	Rejected	Stakeholder participation had a significant positive effect on RDAP performance($\beta = 0.270$, $p < 0.001$).
H03:Data quality management has no significant effect on RDAP performance.	Rejected	Data quality management had the strongest significant positive effect on RDAP performance ($\beta = 0.434$, $p < 0.001$).
H04: Evaluation feedback system has no significant effect on RDAP performance.	Failed to reject (Accepted)	The evaluation feedback system had no statistically significant effect on RDAP performance ($\beta = 0.042$, $p = 0.292$).

5. Conclusion and Recommendations

5.1 Conclusion

The study found that RDAP performance was positively and statistically significantly impacted by monitoring planning, suggesting that systematic tracking and well-structured monitoring plans enhanced project performance and efficiency. This bolstered the Theory of Change and Results-Based Management Theory. In line with stakeholder theory, incorporating internal and external stakeholders improved accountability, ownership, collaboration, and project effectiveness. Stakeholder participation also had a major positive impact. RDAP performance was strongly and statistically significantly impacted by data quality management, indicating that timely, accurate, and well-managed data enhanced decision-making and project outcomes in line with systems theory. Lastly, systems for evaluation and feedback had a favourable but statistically negligible impact.

This implied that the inadequate or inconsistent utilisation of feedback in decision-making meant that the impact of current assessment methods was limited. According to the Theory of Change, increasing the use of feedback could therefore enhance RDAP performance.

5.2 Recommendations

1. Strengthen monitoring planning

By establishing precise indicators, deadlines, roles, and accountability structures, RDAP should improve structured monitoring plans. In order to detect deviations early and put remedial measures in place for increased efficiency and on-time project completion, regular monitoring evaluations should also be institutionalised.

2. Enhance stakeholder participation

Through joint evaluations, feedback sessions, and consultation forums, RDAP should enhance inclusive

stakeholder participation throughout the M&E cycle. To enhance stakeholder participation in project decision-making, ongoing M&E capacity building should be offered.

3. Improve data quality management

Strong data management systems, such as enhanced digital data collecting, verification processes, and prompt reporting, should be RDAP's top priority. To guarantee accurate, consistent, and dependable data for decision-making, employees should get ongoing training on data quality standards.

4. Strengthen evaluation and feedback utilization

By creating official feedback channels, RDAP should enhance the application of evaluation results in decision-making. Lessons learnt should guide future project cycles and ongoing improvement, and evaluation reports should be methodically examined and transformed into workable improvement strategies.

5. Strengthen implementation scheduling

RDAP management should make scheduling better and make sure that specified activity timelines are strictly adhered to. Along with better resource allocation and quicker decision-making, priorities should include better collaboration, frequent work-plan updates, real-time delay monitoring, and identification of implementation obstacles.

6. Enforce monitoring schedules

By allocating specific resources and creating explicit accountability for execution, RDAP should improve monitoring plan enforcement. To solve operational limitations, reduce delays, and guarantee consistent execution of planned monitoring activities, regular follow-up and supervision should be institutionalised.

7. Improve follow-up and supervision

RDAP should set up more robust follow-up procedures because monitoring operations are impacted by recurrent operational priorities, resource limitations, and execution delays. To guarantee that planned operations are completed on time, management should allocate accountable staff, check monitoring schedules on a regular basis, and provide sufficient resources.

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