

Effect of project monitoring on project success in educational non- governmental projects in Gasabo district, Rwanda

A case of Wellspring foundation

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Abstract- This study focused on the effect of project monitoring on project success in educational non- governmental projects in Gasabo District, Rwanda. It examined the relationship between project monitoring and project success. This research used descriptive research design to establish the relationship between project monitoring and project success of Wellspring Foundation project.

Quantitative research approach was used. In this case, data was manipulated using Pearson's correlation, linear regression model. The population under investigation was 140 respondents. The sample of this research was selected using purposive and stratified random sampling method. The primary data was collected from the project managers, M&E Team, sponsors and the recipients from Wellspring Foundation.

The findings indicated that project monitoring was being carried out in Wellspring Foundation. The relationship among frequent meetings, site visits, interim valuation and the analysis of financial statements and project success were positive high correlation to project success in Wellspring Foundation. Projects often possess a specialized set of critical success factors in which if well addressed and attended to, improves the likelihood of successful implementation thus project success. Project monitoring is being used widely in the education nongovernment organizations in Rwanda. This report therefore, identified the effect project monitoring on project success, particularly in the Rwandan context. Being a project report, this report provided a framework that identified the factors for project success. The framework was tested empirically using data from educational non government project in Rwanda.

The study also recommends that the project sponsors, project managers, M&E team and the teacher Trainers continue to be involved in project monitoring to maintain the success of the project.

Index Terms- Monitoring, project, Project success, Non-governmental organization, Triple constraints

I. INTRODUCTION

Project monitoring has been a serious challenge in Rwanda just like many other developing countries in Africa. Recognizing that the education sector is a key player in addressing these challenges, efforts have been put in place at

policy and implementation levels to develop a robust education system characterized by provision of holistic educational benefits to its citizens (John & Charles, 2009).

Site visit, frequent meeting, interim valuation and the analysis of financial statement are indicators of project monitoring. Interim valuations are reports of valuations carried out periodically, such as monthly or bi-monthly, to determine if the value of the work completed. Financial statements are accounts of a project inclusive of payments received from disposal of assets and expenditures. Project monitoring can be considered from the perspective of the regularity or time interval of these activities. Enshassi, (1996) emphasizes the importance of monitoring projects at frequent intervals and on a timely basis.

Project monitoring is crucial to the extent that the government of Rwanda considers education critical for achieving sustainable economic growth and development. In its Poverty Reduction Strategy Paper (PRSP), the government puts quality basic education for all as its first priority. The Rwanda 2020 vision statement calls for universal adult literacy by 2020 and its realization is based on monitoring the implementation by 2020.

In 2002 under the decentralized strategy, the responsibility of policy formulation and national planning for education, setting standards and norms, monitoring and evaluation were placed under central government, while the responsibility for execution of policy, planning and general administration of schools shifted to provincial/ district and schools as appropriate (Education Sector Policy, GOR 2002).

The quality and utility value of education depends on the quality and competence of the teaching staff. The status of teachers has therefore become the focus of government development agenda as espoused in the Education Sector Strategy Plan (October 2003), which stated, inter alia, that "the strategy was to provide teachers trained in participatory, learner-centred and gender sensitive methods for the needs of learning at the various levels."

In the recent years about half of the education programme has been delivered through budget support for the delivery of a specified sub-set of basic services. The balance of funding includes various free-standing projects addressing specific areas such as capacity-building or innovation in various aspects of education (Education For All Global Monitoring [EFA], 2014).

In 2004 The Multilateral Organisation Performance Assessment Network (MOPAN), an informal network of donors

carried out a peer assessment of a number of multilateral organizations operating in Rwanda including UNDP, focusing particularly on UNDP's national and inter-agency partnerships. UNDP project-level M&E relies on indicators stipulated in project documents and related logical frameworks. In several cases, indicators have been defined only at the outcome level and how they are to be measured is not described. A number of evaluation reports refer to insufficient monitoring information (for example, the mid-term review of the project Support to Capacity Building and Civil Service Reform in Rwanda).

In 2010 The Rwanda Education NGO Coordination Platform (RENCP) was established, as a forum for NGOs working in the education sector coordinating their programmes and to better share information both internally and with MINEDUC (Education Sector Strategic Plan Rwanda [ESSPR], 2013).

In 2015 The United Nations Secretary-General's Synthesis Report on the post-2015 sustainable development agenda argued that 'measurable targets and technically rigorous indicators' are needed and called for each target to be 'framed in language that is specific, measurable [and] achievable'. It was subsequently suggested, following intergovernmental negotiations on the post-2015 agenda, that 'technical proofing' of the targets be conducted, which would involve contributions by technical experts in addition to those of the UN system. This section briefly summarizes the (GMR) Global Monitoring Report's main criticisms of the proposed education targets and then presents a more detailed discussion of their shortcomings, as a contribution to the debate in relation to Rwanda. Sustainable Development Goals (2015) A concern is how to improve the clarity of education targets so coherent indicators can be identified to monitor progress at the local, national, regional and global levels and to help countries devise effective implementation strategies and decide how to allocate resources.

The education sector has been having many projects in different categories and contributing to education in Rwanda. In line with the government policies (Vision 2020, EDPRS2, and ESSP) and Millennium Development Goals (MDGs), the Ministry of Education has implemented several projects and initiatives related to improving and strengthening access, quality and relevance (Education Sector Strategic Plan Rwanda [ESSPR], 2013).

In 2014 the education statistics focused on the trends in recent years across a number of key education Indicators. The current indicators are compared to the ESSP targets as the one of the effective way to monitor and make use of ESSP in a usual business. It will also facilitate the monitoring of progress made and enable the education sector to better plan for further achievements (The Rwandan Education statistical Yearbook, 2014).

According to World Bank (2007), regular collection of information through continuous monitoring assist project managers in making timely decisions, guarantee accountability, and provide the basis for evaluation and learning. Several of the proposed Sustainable Development Goal education targets (2015) lack specificity and clarity in the concepts employed and outcomes expected. Specificity also relates to prioritization. Where there are many objectives within a target but none taking precedence, the ability to prioritize and allocate resources, required to achieve any goal, is eroded. Making targets more

specific simplifies the selection of indicators and matching of objectives with actions.

II. STATEMENT OF THE PROBLEM

Lack of systematic monitoring, largely due to an absence of related systems and mechanisms, makes it difficult to confirm how well outputs may contribute to project success. Performance targets of projects are set within the context of inflated budgets. Financing gaps of the order of 20-30% are the result. Once an annual budget ceiling has been approved, it is not clear how priorities are selected by central and local administrations in order to remain within the approved budget. Very little time appears to be spent, in the annual review process, in assessing the gaps between planned budgets and actual expenditure with the resulting effect on performance in education.

When a project is monitored and managed for deviations from the plan to be detected in time for the objectives to be met, on time and in budget, the project is controlled. Non-participatory monitoring will affect the findings since there is lack of commitment, ownership, follow-up and feedback on performance. There must be participation by outcome groups, through stakeholder meetings, steering committees and focus group interviews (Ruskin & Estes, 1982) which has not been reflected at all in project monitoring. This is why the researcher wants to find out the assessment of effective project monitoring on project success in educational non- governmental projects in Gasabo District.

Monitoring should be multifunctional and not a malfunction so that information generated at one level is useful at the next. Monitoring should also go beyond checking just whether events as taking place as planned (Miller- Grandvaux & Yoder, 2002). Lack of systematic data to monitor and evaluate the global trends of these various subsectors lures the researcher to find out the effects of project monitoring on project success in educational nongovernmental organizations in Gasabo district, basing on Wellspring Foundation as the Case Study.

According to 2014 Educational Statistical Yearbook, 2014, the aspects of monitoring system is still lacking, the monitoring systems in some sectors need to be further improved in Rwanda. A number of indicators are not reported where they should be reported whereas baselines and target setting have been an issue for the education and environment sectors (Educational Statistical Yearbook [ESY], 2014).

Furthermore, literature states that Rwanda has developed national and education sector policies and strategies such as Vision 2020, EDPRS 1 and 2 (Economic Development and Poverty Reduction Strategy), 7YGP, ESSP (Education Sector Strategic Plan) which are in line with the twelve strategies. However, as indicated by the Education For All (EFA) review, a number of implementation gaps still remain a problem. Some of the constraints faced during implementation include: a lack of shared understanding of the roles of the various stakeholders and limited awareness of the programs particularly under the decentralized structure (Educational Statistical Yearbook [ESY], 2014).

This research examined the effects of project monitoring on project success of educational nongovernmental organizations in

Gasabo district as well as recommend on how tracking down project monitoring to adopt a result that is more effective and efficient for educational NGO projects. No research, however, exists that examines the link between project monitoring and project success in educational nongovernmental projects in Rwanda.

1.3 General objectives:

To evaluate the relevance of effective monitoring on project success in educational non-governmental projects in Gasabo District, a case study of Wellspring Foundation.

1.3.1 Specific objectives:

1. To establish if frequent meetings influence project success in educational non-governmental projects.
2. To examine how site visits affect project success in educational non-governmental projects.
3. To assess how interim valuation influences project success in educational non-governmental projects.
4. To evaluate how analysis of financial statements influence project success in educational non-governmental projects.

1.4 Research Questions:

1. How do frequent meetings influence project success in educational non-governmental projects?
2. How do site visits affect project success in educational non-governmental projects?
3. How does interim valuation influence project success in educational non-governmental projects?
4. How does the role of financial statements determine project success in educational non-governmental projects?

III. RESEARCH DESIGN

The researcher used descriptive research design, to find out how frequent meetings, site visits, interim valuation and analysis of financial statements contribute to the effectiveness of project success in non- governmental projects in Rwanda. Quantitative approach was followed to get responses from different respondents.

IV. TARGET POPULATION

The target group was project managers, M&E teams, sponsors and recipients (Teacher Trainers). The population of the study consisted of Wellspring Foundation in Gasabo District. There are 6 managers, 4 M&E Team, 2 sponsors and 172 recipients. This gives a total of two hundred 182 respondents.

V. SAMPLE DESIGN

The sample size of this study was 140 respondents.

5.1 Sampling Techniques

The selection of the respondents was based on purposive sampling and stratified random sampling method where data was collected from respondents.

VI. DATA COLLECTION

6.1 Data collection Instruments

The main instrument of data collection in this research was questionnaires. The items in the questionnaire were structured in form of closed ended and unstructured in form of open ended. The structured questions measured the subjective responses to clarify the objective responses and at the same time, enhance formulation of recommendations of the research. The questionnaires were designed in a simple manner for the respondents to be able to understand the questions. As stated by (Sekaran, 2003: p. 249) "questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the questionnaire responses are easily coded".

8.1.1 Primary Data

The primary data was collected through questionnaires to gather information on the effect of project monitoring on project success in educational non- governmental projects in Gasabo district, Rwanda. The researcher distributed questionnaires to selected sample and administered them to the respondents.

VII. DATA ANALYSIS

This is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). Analysis is an interactive process by which answers are examined to see whether the results are relevant to each research question (Backstrom & Hursh-Cesar, 1981). Quantitative statistical analysis for questionnaire was done by using Statistical Package for Social Sciences (SPSS version: 21.0.0.0 for MACOS). Correlation test was done to determine the relationship between the independent variables and the dependent variables in the research.

The sample of this research was selected using stratified random sampling method. The primary data was collected from the project managers, project M&E Team, sponsors and recipients of the project. Questionnaires were given to the respondents to fill in, which were later collected from them.

VIII. DATA ANALYSIS, PRESENTATION OF FINDINGS

Profile of Respondents

The researcher examines the characteristics of respondents in terms of sex, age, working experience/ number of years of employment in Wellspring Foundation in general.

Table 1: Respondents by gender

8.3.1 Respondents Gender

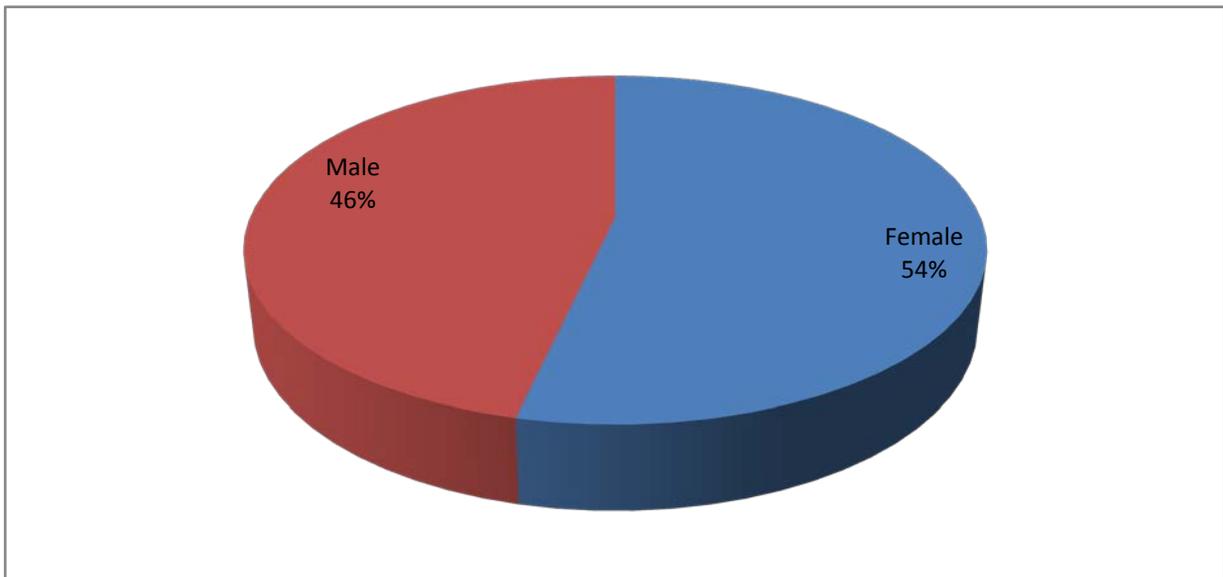


Figure 4.1 Respondents Gender Distribution

Source: Survey Data, 2016

The gender distribution of the respondents was sought in order to establish if there was any gender parities in project participation. The findings indicated that the majority of the respondents were females (54%) while males' respondents were 46%. This implied that there were more females than males involved in project monitoring activities in Wellspring Foundation. The findings agree with Abimbola, (2011) arguing that across the different Africa regions Women have stood up to take important roles in the socio-Economic development of their societies. The contribution made by African women in the

provision of both financial and social facilities is equal. This is in relation to the findings at Wellspring foundation.

The findings also agree with (World Bank, 2000) Africa has enormous unexploited potential, especially the potential of women. Specifically, it pointed out that women comprise one of Africa's hidden growth reserves, providing most of the region's labor, but their productivity is hampered by widespread inequality in education as well as unequal access to land and productive inputs.

4.3.2 Level of Education

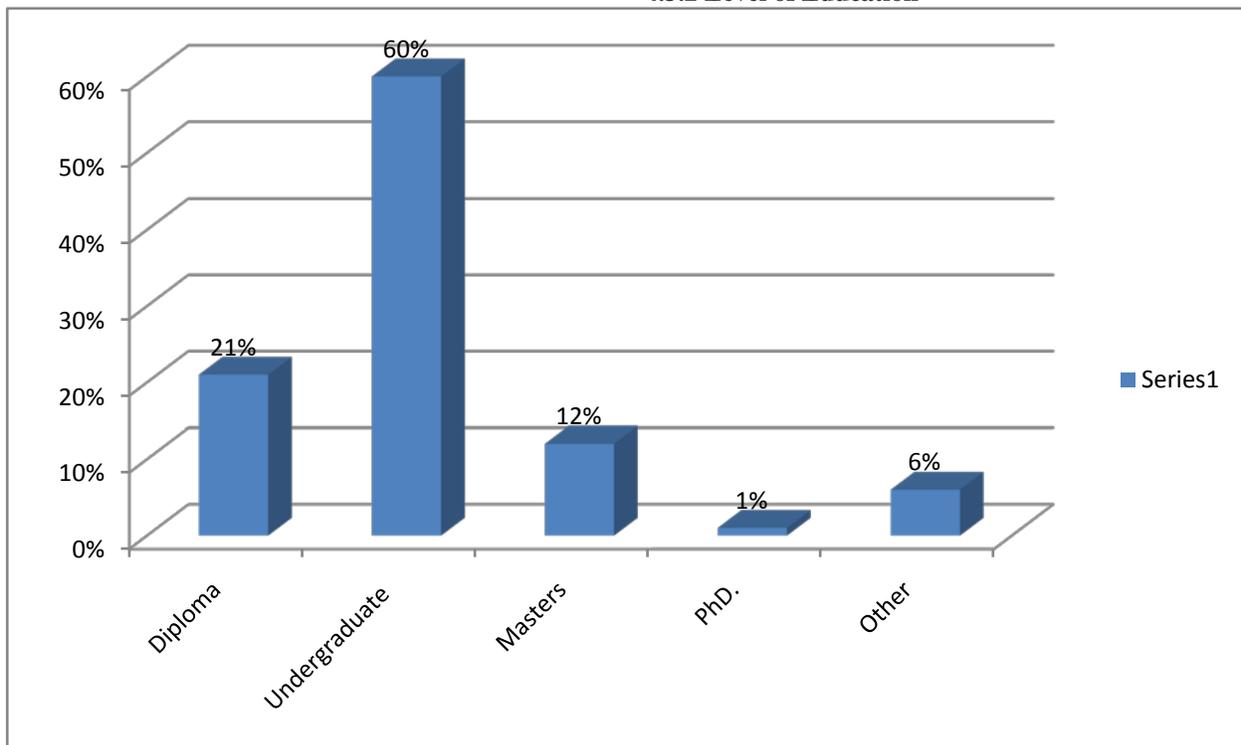


Figure 4.2 Level of Education

Source: Survey Data, 2016

The study categorized the respondents' level of education in order to ascertain whether they were well equipped with the necessary knowledge and skills in their respective areas of specialization.

From the study findings majority (60%) indicated that they had an undergraduate degree, followed by 21% of the respondents with Diploma, 12% who had Masters. 1% had PhD and (6%) of the respondents belonged the "other" category who

4.3.3 Respondents Work Experience

had certificates as their highest level of Education. The findings therefore indicate that the respondents have the capacity in project monitoring in Wellspring Foundation in relation to project monitoring such as frequent meetings, site visits, interim valuations and analysis of financial statements on project success.

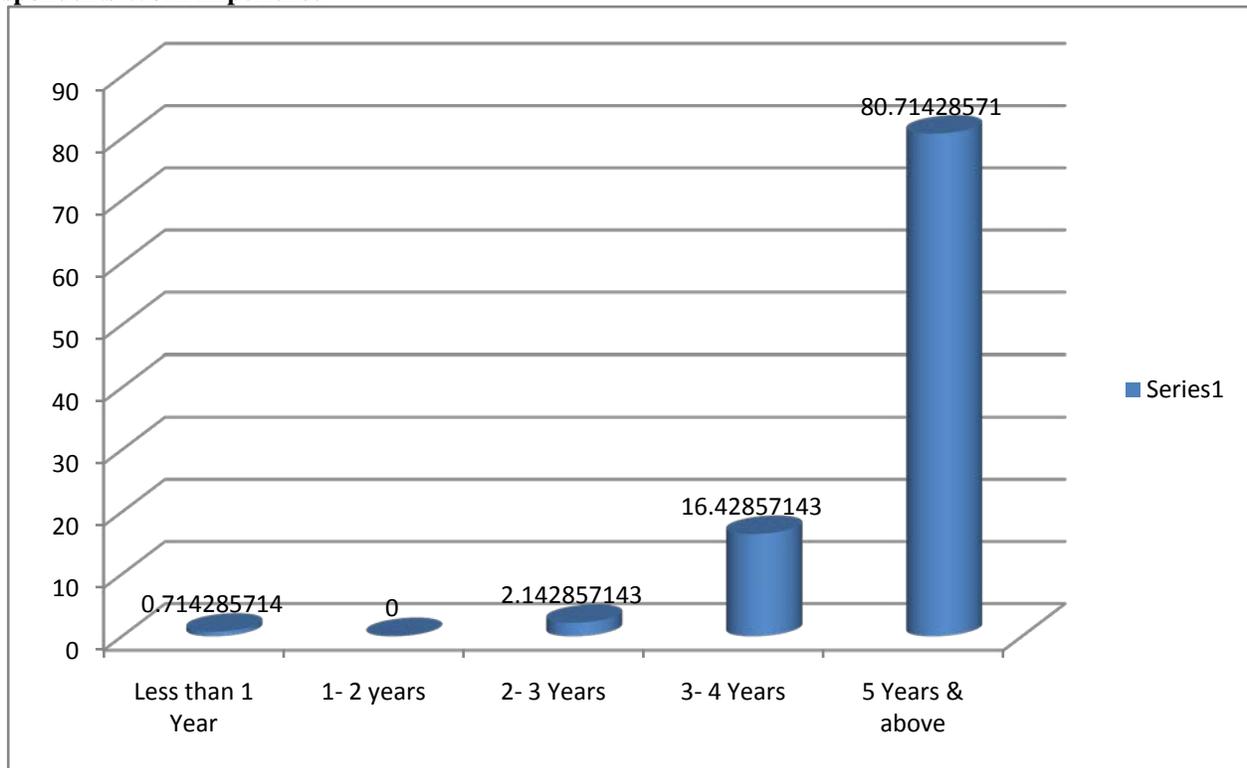


Figure 4.3 Respondents Work Experience

Source: Survey Data, 2013

Based on the findings, majority (80.7148571%) of the respondents had worked in M&E projects for more than 5 years followed by 16.42857143% who had work experience between 3- 4 years.

Whereas 2.142857143% of the respondents had worked in the project for a period between 2 and 3 years, 1- 2 years had no

respondent whatsoever, (0.714285714%) had an experience of less than 1 year experience. The findings therefore implies that the respondents were experienced enough to provide valuable responses concerning effect of project monitoring on project success in Wellspring Foundation.

4.3.4 Age Distribution

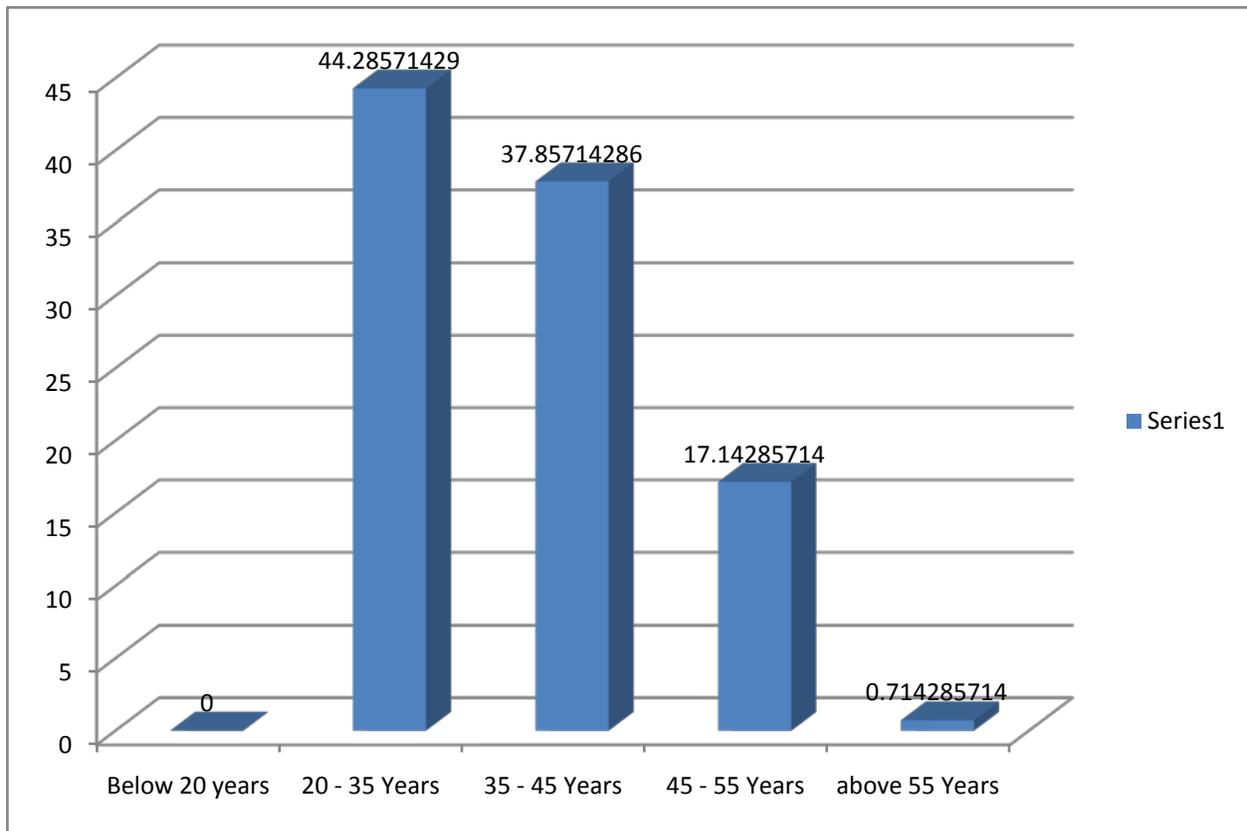


Figure 4.4 Respondents Age Distribution

Source: Survey Data, 2013

Majority (44.28571429%) of the respondents indicated that their age ranged between 20 to 35 years, followed by 37.85714286% who indicated that their age range was between 35 to 45 years. The findings also revealed that 0.714285714% of the respondents were above 55 years and none was below 20 years of age. From the findings, it can be inferred that the

respondents were mature enough to provide reliable insights relevant to the study.

4.4 Frequent Meetings and Project Success in Wellspring Foundation

Table 4.4.1 Assessment of meetings in Wellspring Foundation

Descriptive Statistics

	Mean	Std. Deviation	Comments
Wellspring Foundation team holds meetings to evaluate project performance.	4.3000	.65371	Strong Heterogeneity
Wellspring Foundation holds meetings regularly.	4.2071	.83534	Strong Heterogeneity
The meeting is held on programmed agenda.	4.4143	.68892	Strong Heterogeneity
Wellspring Foundation implements the outcome of the meetings accordingly.	4.3714	.67155	Strong Heterogeneity
The board of Wellspring Foundation has follow-up meetings on the implemented outcomes.	4.4286	.70090	Strong Heterogeneity
Valid N (list wise)	140		

Table 4.4.1 indicates that Wellspring Foundation team holds meetings to evaluate project performance. This was indicated by a strong mean of 4.3000 and heterogeneity standard deviation of .65371. This implies that Wellspring Foundation team holds meetings to evaluate project performance. Wellspring Foundation holds meetings regularly. This was indicated by a

strong mean of 4.2071 and heterogeneity standard deviation of .83534. This implies that Wellspring Foundation holds meetings regularly. The meeting is held on programmed agenda. This was indicated by a strong mean of 4.4143 and heterogeneity standard deviation of .68892. This implies that the meeting is held on programmed agenda. Wellspring Foundation implements the

outcome of the meetings accordingly. This was indicated by a strong mean of 4.3714 and heterogeneity standard deviation of .67155. This implies that Wellspring Foundation implements the outcome of the meetings accordingly. The board of Wellspring Foundation has follow-up meetings on the implemented outcomes. This was indicated by a strong mean of 4.4286 and

heterogeneity standard deviation of .70090. This implies that the board of Wellspring Foundation has follow-up meetings on the implemented outcomes which established that frequent meetings influence project success in Wellspring Foundation.

Table 4.4.2 Effect of Frequent Meetings on Project Success in Wellspring Foundation

Descriptive Statistics

	Mean	Std. Deviation	Std. Deviation
The project was completed within the required budget.	4.2143	.91184	Strong Heterogeneity
The project was completed within the required time and schedule.	3.9214	.88202	Strong Heterogeneity
The project was completed within the required scope.	4.2500	.72096	Strong Heterogeneity
The project was completed as per the required quality.	4.2786	.88202	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.4.2 Effect of Frequent Meetings on Project Success in Wellspring Foundation

The project was completed within the required budget. This was indicated by a strong mean of 4.2143 and heterogeneity standard deviation of .91184. This implies that the project was completed within the required budget. The project was completed within the required time and schedule. This was indicated by a strong mean of 3.9214 and heterogeneity standard deviation of .88202. This implies that the project was completed within the required time and schedule. The project was

completed within the required scope. This was indicated by a strong mean of 4.2500 and heterogeneity standard deviation of .72096. This implies that the project was completed within the required scope. The project was completed as per the required quality. This was indicated by a strong mean of 4.2786 and heterogeneity standard deviation of .88202. This implies that the project was completed as per the required quality hence establishing that frequent meetings influence project success in Wellspring Foundation.

Table 4.4.3 Relationship between Frequent Meetings and Project Success in Wellspring Foundation
Correlations

		Frequent Meetings	Project Success
Frequent Meetings	Pearson Correlation	1	.962**
	Sig. (2-tailed)		.000
	N	140	140
Project Success	Pearson Correlation	.962**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

Table 4.4.3 shows the relationship between of frequent meetings and project success of Wellspring Foundation. Using Pearson whereby the respondents N is 140 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .962** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between frequent meetings and project success of Wellspring Foundation. The findings agree with Kendrick, (2006) who states that the regularity of status-checking

meetings is important. Whitten, (2005) opines that daily status meetings enable managers to know every potential problem directly. The findings also agree with PMI (2004) and Wysocki (2007) argued that projects can become successful when project status monitoring is performed as part of daily project management. The findings also agree with Westland (2006), It was suggested that project managers should involve the team in execution and monitoring phases by holding frequent meetings and sending reports to all members. In conclusion frequent meetings have positive high correlation to project success which established that frequent meetings influence project success in Wellspring Foundation.

4.5 Site Visits and Project Success

Table 4.5.1 Assessment of Site Visits in Wellspring Foundation

Descriptive Statistics			
	Mean	Std. Deviation	Std. Deviation
Wellspring Foundation conducts site visits	4.5214	.62867	Very strong Heterogeneity
Wellspring Foundation conducts site visits regularly.	4.3000	.84564	Strong Heterogeneity
Site visits are conducted by technical teams at Wellspring foundation.	4.4714	.69368	Strong Heterogeneity
Wellspring Foundation implements the outcome of the site visits accordingly.	4.4143	.69929	Strong Heterogeneity
The board of Wellspring Foundation receives reports on site visits from the technical teams.	4.2500	.73087	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.5.1 indicates that Wellspring Foundation conducts site visits: This was indicated by a strong mean of 4.5214 and heterogeneity standard deviation of .62867. This implies that Wellspring Foundation conducts site visits. Wellspring Foundation conducts site visits regularly. This was indicated by a strong mean of 4.3000 and heterogeneity standard deviation of .84564. This implies that Wellspring Foundation conducts site visits regularly. Site visits are conducted by technical teams at Wellspring foundation. This was indicated by a strong mean of 4.4714 and heterogeneity standard deviation of .69368. This implies that Site visits are conducted by technical teams at

Wellspring foundation. Wellspring Foundation implements the outcome of the site visits accordingly. This was indicated by a strong mean of 4.4143 and heterogeneity standard deviation of .69929. This implies that Wellspring Foundation implements the outcome of the site visits accordingly. The board of Wellspring Foundation receives reports on site visits from the technical teams: This was indicated by a strong mean of 4.2500 and heterogeneity standard deviation of .73087. This implied that the board of Wellspring Foundation receives reports on site visits from the technical teams and therefore examination of site visits had positively affected project success in Wellspring Foundation.

Table 4.5.2 Effect of Site Visits on Project Success in Wellspring Foundation

Descriptive Statistics			
	Mean	Std. Deviation	Std. Deviation
Completion of site visits has improved on project cost.	4.2643	.92613	Strong Heterogeneity
Finished site visits have improved on timely project delivery and schedules.	4.2357	.84488	Strong Heterogeneity
Completed site visits have improved on scope.	4.3214	.86721	Strong Heterogeneity
Finished site visits have improved on project quality.	4.2143	.91969	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.5.2 Effect of Site visits on Project Success in Wellspring Foundation shows that Completion of site visits has improved on project cost. This was indicated by a strong mean of 4.2643 and heterogeneity standard deviation of .92613. This implies that Completion of site visits has improved on project cost. Finished site visits have improved on timely project delivery and schedules. This was indicated by a strong mean of 4.2357 and heterogeneity standard deviation of .84488. This implies that finished site visits have improved on timely project

delivery and schedules. Completed site visits have improved on scope. This was indicated by a strong mean of 4.3214 and heterogeneity standard deviation of .86721. This implies that Completed site visits have improved on scope. Finished site visits have improved on project quality: This was indicated by a strong mean of 4.2143 and heterogeneity standard deviation of .91969. This implies that finished site visits have improved on project quality hence examining site visits affecting project success in Wellspring Foundation.

Table 4.5.3 Relationship between Site Visits and Project Success in Wellspring Foundation

Correlations		Site Visit	Project success
Site Visit	Pearson Correlation	1	.970**
	Sig. (2-tailed)		.000

	N	140	140
Project success	Pearson Correlation	.970**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

Table 4.5.3 shows the relationship between Site visits and project success of Wellspring Foundation Using Pearson correlation whereby the respondents N is 140 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .970** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Site visits and project success of Wellspring Foundation. In conclusion Site visits are positive to

project success of Wellspring foundation. The findings agree with Nicholson and Sahay, (2004) arguing that Interaction routines facilitate access to strategic information and tacit know-how. The findings agree with Lawrenz *et al.* (2003). In site visits, information is gathered either through direct or reported experience. It is this information that is interpreted and processed for developing an account, or story of what is happening at the project. In conclusion Site visits are positive to project success hence providing a solid base in examining how site visits affect project success in Wellspring Foundation.

4.6 Interim Valuation and Project Success

Table 4.6.1 Assessment of Interim Valuation in Wellspring Foundation

Descriptive Statistics

	Mean	Std. Deviation	Std. Deviation
Wellspring Foundation holds interim valuation to achieve project success.	4.3071	.69837	Strong Heterogeneity
Wellspring Foundation holds interim valuations regularly.	4.3571	.73034	Strong Heterogeneity
Interim valuations are held on programmed agenda.	4.3500	.66706	Strong Heterogeneity
Wellspring Foundation implements the outcome of the audits accordingly.	4.2643	.83632	Strong Heterogeneity
The board of Wellspring Foundation involves stakeholders in interim valuations.	4.3571	.79632	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.6.1 indicates that Wellspring Foundation holds interim valuation to achieve project success. This was indicated by a strong mean of 4.3071 and heterogeneity standard deviation of .69837. This implies that Wellspring Foundation holds interim valuation to achieve project success. Wellspring Foundation holds interim valuations regularly. This was indicated by a strong mean of 4.3571 and heterogeneity standard deviation of .73034. This implies that Wellspring Foundation holds interim valuations regularly. Interim valuations are held on programmed agenda: This was indicated by a strong mean of 4.3500 and heterogeneity standard deviation of .66706. This implies that Interim valuations

are held on programmed agenda. Wellspring Foundation implements the outcome of the audits accordingly. This was indicated by a strong mean of 4.2643 and heterogeneity standard deviation of .83632. This implies that Wellspring Foundation implements the outcome of the audits accordingly. The board of Wellspring Foundation involves stakeholders in interim valuations. This was indicated by a strong mean of 4.3571 and heterogeneity standard deviation of .79632. This implies that the board of Wellspring Foundation involves stakeholders in interim valuations.

Table 4.6.2 Effect of Interim Valuation on Project Success in Wellspring Foundation

Descriptive Statistics

	Mean	Std. Deviation	Std. Deviation
Interim valuations have improved on project cost.	4.4500	.69246	Strong Heterogeneity
Interim valuations have improved on timely project delivery and schedules.	4.2714	.82969	Strong Heterogeneity
Interim valuations have improved on scope.	4.3929	.74618	Strong Heterogeneity

Interim valuations have improved on project quality.	4.2500	.83213	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.6.2 Effect of Interim Valuation on Project Success in Wellspring Foundation Interim valuations have improved on project cost. This was indicated by a strong mean of 4.4500 and heterogeneity standard deviation of .69246. This implies that Interim valuations have improved on project cost. Interim valuations have improved on timely project delivery and schedules. This was indicated by a strong mean of 4.2714 and heterogeneity standard deviation of .82969. This implies that

Interim valuations have improved on timely project delivery and schedules. Interim valuations have improved on scope. This was indicated by a strong mean of 4.3929 and heterogeneity standard deviation of .74618. This implies that Interim valuations have improved on scope. Interim valuations have improved on project quality. This was indicated by a strong mean of 4.2500 and heterogeneity standard deviation of .83213. This implies that Interim valuations have improved on project quality.

Table 4.6.3 Relationship between Interim Valuation and Project Success in Wellspring Foundation Correlations

		Interim Valuation	Project Success
Interim Valuation	Pearson Correlation	1	.984**
	Sig. (2-tailed)		.000
	N	140	140
Project Success	Pearson Correlation	.984**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

Table 4.6.3 unveils the relationship between Interim Valuation and project success of Wellspring Foundation using Pearson whereby the respondents N is 140 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .984** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Interim Valuation and project success of Wellspring Foundation.

The findings agree with Chan and Chan (2004) argues that interim valuation of works within a project is very crucial in the determination of the ultimate cost of the project and how this is

carried out is equally important. As observed, the process and condition for valuation of works across all the organizations is not the same and this could also account for the significant difference in cost performance of their respective projects. The findings also agree with International Federation of Red Cross and Red Crescent Societies, Geneva, (2011) that reporting maintains a record of all actions taken during project implementation. It therefore constitutes a vital resource for auditors and evaluators in assessing whether a project has been implemented in accordance with the rules and regulations and as efficiently and effectively as possible. In conclusion Interim Valuation is positive to project success consequently providing high assessment on how interim valuation had influenced project success.

4.7 Analysis of Financial Statements and Project Success

Table 4.7.1 Assessment of Analysis of Financial Statements in Wellspring Foundation

Descriptive Statistics

	Mean	Std. Deviation	Std. Deviation
Wellspring Foundation analyses financial statements to achieve project success.	4.5071	.62899	Strong Heterogeneity
Wellspring Foundation analyses financial statements frequently.	4.4429	.64898	Strong Heterogeneity
Sponsors examine the analysis of financial statements.	4.3500	.67776	Strong Heterogeneity
Wellspring Foundation implements the outcome of the financial statement analysis.	4.4071	.67745	Strong Heterogeneity
Stakeholders are involved in the analysis of financial statements.	4.2357	.72579	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.7.1 indicates that the assessment of Analysis of Financial Statements in Wellspring Foundation as the findings

analyses. Wellspring Foundation analyses financial statements to achieve project success: This was indicated by a strong mean of

4.5071 and heterogeneity standard deviation of .62899. This implies that Wellspring Foundation analyses financial statements to achieve project success. Wellspring Foundation analyses financial statements frequently: This was indicated by a strong mean of 4.4429 and heterogeneity standard deviation of .64898. This implies that Wellspring Foundation analyses financial statements frequently. Sponsors examine the analysis of financial statements: This was indicated by a strong mean of 4.3500 and heterogeneity standard deviation of .67776. This implies that Sponsors examine the analysis of financial statements.

Wellspring Foundation implements the outcome of the financial statement analysis. This was indicated by a strong mean of 4.4071 and heterogeneity standard deviation of .67745. This implies that Wellspring Foundation implements the outcome of the financial statement analysis. Stakeholders are involved in the analysis of financial statements: This was indicated by a strong mean of 4.2357 and heterogeneity standard deviation of .72579. This implies that Stakeholders are involved in the analysis of financial statements.

Table 4.7.2 Effect of Analysis of Financial Statements on Project Success in Wellspring Foundation

Descriptive Statistics

	Mean	Std. Deviation	Std. Deviation
Analyses of financial statements have improved on project cost.	4.2429	.66648	Strong Heterogeneity
Analysis of financial statements has improved on timely project delivery and schedules.	4.2571	.71340	Strong Heterogeneity
Wellspring Foundation analysis financial statements have improved on scope.	4.2571	.78997	Strong Heterogeneity
Wellspring Foundation analysis financial statements have improved on quality.	4.3071	.71868	Strong Heterogeneity
Valid N (listwise)	140		

Table 4.7.2 Effect of Analysis of financial Statements on Project Success in Wellspring Foundation

Analyses of financial statements have improved on project cost. This was indicated by a strong mean of 4.2429 and heterogeneity standard deviation of .66648. This implies that Analyses of financial statements have improved on project cost. Analysis of financial statements has improved on timely project delivery and schedules. This was indicated by a strong mean of 4.2571 and heterogeneity standard deviation of .71340. This implies that Analysis of financial statements has improved on timely project delivery and schedules. Wellspring Foundation analysis financial statements have improved on scope. This was

indicated by a strong mean of 4.2571 and heterogeneity standard deviation of .78997. This implies that Wellspring Foundation analysis financial statements have improved on scope. Wellspring Foundation analysis financial statements have improved on quality. This was indicated by a strong mean of 4.3071 and heterogeneity standard deviation of .71868. This implies that Wellspring Foundation analyses financial statements which improved on quality in relation to the evaluation of how the analyses of financial statements influence project success in Wellspring Foundation.

Table 4.7.3 Relationship between Analysis of Financial Statements and Project Success in Wellspring Foundation

Correlations

	Analysis of Financial Statement	Project Success
Analysis of Financial Statement	1	.929**
	Sig. (2-tailed)	.000
	N	140
Project Success	.929**	1
	Sig. (2-tailed)	.000
	N	140

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

Table 4.7.3 unveils the relationship between Analysis of Financial Statements and project success of Wellspring Foundation

Using Pearson correlation whereby the respondents N is 140 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .929** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between

Analysis of Financial Statements and project success of Wellspring Foundation. The findings agree with Soltani (2007) argues that financial reporting provides information for the users business and economic decisions. Users can be divided into internal (management and directors) and external (owners, lenders, employees, suppliers, clients).

The findings also agree with Nancy Natilson et al, (2001) suggesting that a board should take is to direct management to

produce standard financial statements that segregate financial and nonfinancial services. The board must also decide the frequency with which management will provide financial statements. In conclusion Analysis of Financial Statements is

positive to project success which evaluated how the analyses of financial statements influence project success in Wellspring Foundation.

4.7.4 Relationship between Project Monitoring and Project Success in Wellspring Foundation

Correlations

		Project Monitoring	Project Success
Project monitoring	Pearson Correlation	1	.960**
	Sig. (2-tailed)		.000
	N	140	140
Project Success	Pearson Correlation	.960**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

Table 4.7.4 is giving the relationship between Project Monitoring and Project Success of Wellspring Foundation. Using Pearson correlation whereby the respondents N is 140 and the significant level is 0.01, the results indicate that independent variables have positive high correlation to dependent variables equal to .960** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Project Monitoring and Project Success of Wellspring Foundation. The findings agree with Turner, (2002) arguing that the measures of the success criteria that can be monitored during project delivery, but may also be related to the project's success factors (or failure factors) and be symptoms that the project is on track or going off the rails. The findings further agree with Turner, (2009) arguing that evaluations of ongoing success criteria during the lifecycle of a project will act as an early warning system for the ultimate success or failure of projects. Current practice confirms, however, a comprehensive, holistic evaluation of ongoing success criteria is rarely done taking into consideration the perspectives of stakeholder groups. The findings also agrees with Enshassi, (1996) emphasizes the importance of monitoring projects at frequent intervals and on a timely basis. In conclusion project monitoring contributes to positive project success of Wellspring foundation.

5.3 Conclusion

The success of a project depends on how it is handled and managed. This study looked at the effect of project monitoring on project success in educational non- governmental projects in Gasabo district, Rwanda. Given the pivotal role of project monitoring to Project managers, project M&E Team, Sponsors and the beneficiaries, project monitoring should be taken seriously to ensure the success of projects. Monitoring of projects has a positive influence on the success of projects. Table 4.7.4 revealed that the relationship between Project Monitoring and Project Success of Wellspring Foundation using Pearson whereby the respondents N is 140 and the significant level is 0.01, the results indicate that independent variables have positive high correlation to dependent variables equal to .960**

and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Project Monitoring and Project Success of Wellspring Foundation. In conclusion project monitoring contributes to positive project success of Wellspring foundation.

5.4 Recommendations

Given the outcome of the study that was conducted at Wellspring Foundation, the following recommendations are put across;

To the Sponsors of the project:

- i) Continuously involve the project managers to consult with others and to agree the detailed project meetings.
- ii) Continuously create measurable accountability at any time and to continuously assess the project in terms of interim valuations and analysis of financial statements.
- iii) There should be continuous assessment on the project managers to be held to account for issues that are outside the original scope of the project or beyond the project manager's control.

To the Managers:

- i) Understand how well you manage meetings and key stakeholders (Teacher Trainers).
- ii) Encourage the M&E Team to use questionnaires to obtain feedback from site visits.
- iii) Prepare a list of unfinished items. Identify who will complete these after the project and circulate to any stakeholders involved in the project.
- iv) Encourage the M&E team to frequently hold meetings in project monitoring.
- v) Encourage the M&E team to continuously visit the sites in order to improve on project monitoring.

To the M&E Team:

- i) Have a clear project management monitoring and reviewing process – agreed by senior managers - the project sponsor and the project Board, to better the project.
- ii) Keep accurate records of your project not only for audit purposes but to ensure you have documents which enable you to monitor changes.
- iii) Use a Planned v. Actual form. It is easy to create – it allows you to monitor how you are progressing with specific tasks – time and money. Link these forms into milestone reviews from what you viewed in the site visits.

To the Beneficiaries:

- i) Continuously run training sessions for project beneficiaries – to help develop their role effectively.
- ii) Organize and run workshops for groups (beneficiaries) in project – ensuring projects get off to a really effective start.

5.5 Recommendations for Further Research

Wellspring Foundation was well monitored which led to project success. Therefore, a study should be conducted to establish if leadership has an effect on project monitoring projects in educational non- governmental projects in Rwanda. This will help prevent future occurrences of project failures.

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