

Effect of Beneficiaries Participation in Project Monitoring and Evaluation on Project Success

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Abstract: The main aim of this study was to find out the effect of beneficiary participation in project monitoring and evaluation on project success. As case study of KWAMP project in Kirehe district. Specifically, the study intended to identify types of inputs provided by beneficiaries in the process of M&E of KWAMP project, to determine the stages where beneficiaries are involved in the process M&E of KWAMP project, to establish the methodology used while engaging beneficiaries in M&E process of KWAMP project. Rwanda hosts a large number of local and international Non-governmental organizations who purports to engage in local activities of uplifting the lives of the community. The intended beneficiaries on the other hand have little contribution in monitoring and evaluating the activities of these groups due to lack of empowerment and capacity to do so, neglect and also the secrecy in which the developmental projects are being planned, designed and initiated at the top management level. In the long run the project ends up benefiting the initiators but not the intended beneficiaries, developing difficulties during implementation and sustaining the project due to lack of good will from the beneficiaries. The study did employ a descriptive research design in a case study area. In the case study, the researcher had time to understand problems in a given area of study in preliminary way and relate the variables of the study. The Kirehe Community-based Watershed Management Project (KWAMP) aimed at promoting the market oriented intensification of agricultural systems built on sound environmental practices in order to assist very poor smallholders to overcome their food insecurity and low agricultural incomes, to arrest land degradation and to restore soil fertility. The researcher used questionnaire because of its low cost even the universe is large and widely spread geographically, it is free from bias, respondents have adequate time to give well thought out answers and large samples can be made use of and thus the results can be made more dependable and reliable. Data from the questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS) program using statistics methods of frequencies and percentages, means and Persons product-moment correlation. The findings show that majority of the members are aged between 31-40 years, have either formal or informal education and women are the majority in terms of gender. Most members were aware of the goals and objectives of the project and slightly above average participated in most activities except in developing guideline used in reporting and in reporting the project performance. Most members fully and actively participated in monitoring and evaluating how the finances meant for their project were being used. Such beneficiaries' participation is recommended for project as they enhance transparency and accountability among all the parties involved.

Keywords: Community project, Community participatory, Community Benefits and Agreements, Monitoring and Evaluation.

1. BACKGROUND OF THE STUDY

Over the last decades of development, funders like the World Bank in Africa have demonstrated the failures of top-down approaches to development. Not only do the benefits of project implementation remain low in developing nations, most projects suffer from a lack of sustainability. Possible reason for these failures is attributed to the lack of local participation in planning and the implementation processes of the projects. Since the 1980s the new development slogan has been “participatory and project implementation in community-led development” and there has been a rush to jump on the participatory bandwagon. Such community-based projects to development “are among the fastest growing mechanisms for channeling development assistance and according to conservative calculations, the World Bank’s lending for CDD (community-driven development) projects has gone up from \$325 million in 1996, to \$2 billion in 2003” (Mansuri and Rao, 2003).

Narayan and Pritchett (1996) argues that despite such interest there is little understanding of, and even less agreement on, what community project is all about when it comes to what social economic development entails, and under what conditions it is necessary. There is a real danger in most of these slogans:-, assessment too will be misunderstood, misapplied and eventually discarded. This research draw on some of recent work (Khwaja 2003a, 2003b) to make the following two contributions: the research offers a conceptual framework to model aspects of community projects. While this is by no means the only such formalization, it provides a simple benchmark to consider the community development projects on social-economic development outcomes. In particular, I obtain the result that community projects implementation, participation, and benefits may in fact always be desirable, at least in terms of project sustainability. This research presents empirical data that illustrates the ambiguous on community development projects towards the socio-economic development. Specifically, this sounds sensitive; it is far from obvious, as one may expect a community could remedy its lack expertise in a decision by contracting out to an expert.

A boost on the planning for agricultural sector development and rural poverty reduction was integrated on GoR’s Strategic Plan for the Transformation of Agriculture (PSTA), which was prepared with support from IFAD, DfID and Netherlands aimed at transforming subsistence farming into market-oriented agriculture through a pro-poor approach that associates the administration, producers, support services, civil society and private sector (IFAD, 2008).

One of the initiative was through the development of Kirehe Community-based Watershed Management Project (KWAMP) aims to promote the market oriented intensification of agricultural systems built on sound environmental practices in order to assist very poor smallholders to overcome their food insecurity and low agricultural incomes, to arrest land degradation and to restore soil fertility. This is to be achieved by providing farmers with seeds, fertilizers, farmers training by extension officers and irrigation activities (IFAD, 2008). The goal of KWAMP would be the reduction in rural poverty in Kirehe District, as evidenced by a step improvement in household food and nutrition security, asset ownership and quality of life indicators, particularly amongst vulnerable groups.

1.1 Statement of the Problem:

Rwanda hosts a large number of local and international Non-governmental organizations who purports to engage in local activities of uplifting the lives of the community. The intended beneficiaries on the other hand have little contribution in monitoring and evaluating the activities of these groups due to lack of empowerment and capacity to do so, neglect and also the secrecy in which the developmental projects are being planned, designed and initiated at the top management level.

In the long run the project ends up benefiting the initiators but not the intended beneficiaries, developing difficulties during implementation and sustaining the project due to lack of good will from the beneficiaries. However, although there are many studies which have been conducted to link the beneficiary participation in project monitoring and evaluation and project success, no empirical evidence have been conducted in Rwandan context to assess whether or not beneficiary participation can indeed lead to project success. Therefore this study aims to assess the implementation of KWAMP project, the degree of participation of the community member s and project impact as one of the funded project of KWAMP.

1.2 Objectives of the Study:

The main aim of this study is to find out the effect of beneficiary participation in project monitoring and evaluation on project success. As case study of KWAMP project in Kirehe district.

1.3 Specific Objectives:

The study aims to:

1. To assess different types of inputs provided by beneficiaries in the process of M&E of KWAMP project
2. To determine the extent of beneficiary involvement in the process M&E of KWAMP project
3. To establish the approaches used to engage beneficiaries in M&E process of KWAMP project

1.4 Research Questions:

1. What types of inputs are provided by beneficiaries in the process of M&E of KWAMP project?
2. At what extent do beneficiaries get involved in the process M&E of KWAMP project?
3. What are the approaches used while engaging beneficiaries in M&E process of KWAMP project?

2. LITERATURE REVIEW**2.1 Theoretical review:**

This study is discussed in line with the theory of change. Theory of Change emerged from the field of program theory and program evaluation in the mid 1990s as a new way of analyzing the theories motivating programs and initiatives working for social and political change (Weiss, 1995). Theory of Change is focused not just on generating knowledge about whether a program is effective, but also on explaining what methods it uses to be effective (Chris et al., 2011).

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework.

The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal. Through this approach the precise link between activities and the achievement of the long-term goals are more fully understood. This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs.

2.2 Theory-Based Evaluation:

Theory-based evaluation has similarities to the LogFrame approach but allows a much more in-depth understanding of the workings of a program or activity—the “program theory” or “program logic.” In particular, it need not assume simple linear cause-and effect relationships.

By mapping out the determining or causal factors judged important for success, and how they might interact, it can then be decided which steps should be monitored as the program develops, to see how well they are in fact borne out. This allows the critical success factors to be identified. And where the data show these factors have not been achieved, a reasonable conclusion is that the program is less likely to be successful in achieving its objectives. The advantages are that it provides early feedback about what is or is not working, and why, allows early correction of problems as soon as they emerge, assists identification of unintended side-effects of the program, helps in prioritizing which issues to investigate in greater depth, perhaps using more focused data collection or more sophisticated M&E techniques and provides basis to assess the likely impacts of programs (World Bank, 2002).

2.3 Empirical review:***Participatory community projects:***

According to Ravallion and Jalan (2003) the cornerstone of community-based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation. While

participation can occur at many levels, He calls the current interest in community-driven development “a third-wave which has engulfed the World Bank.” is the incorporation of local knowledge into the project’s decision making processes? When potential beneficiaries also make key project decisions, participation becomes self initiated action what has come to be known as the exercise of voice and choice or empowerment. Participation is expected to lead to better designed projects, better targeted benefits, more cost-effective and timely delivery of project inputs, and more equitably distributed project benefits with less corruption and other rent-seeking activity. This idealized transformatory capacity of participation has been challenged on several grounds. First, the exercise of voice and choice can be costly under certain conditions. At the most basic level, it may involve real or imputed financial losses due to the time commitments required for adequate participation.

In addition, participation may lead to psychological or physical duress for the most socially and economically disadvantaged, since genuine participation may require taking positions that are contrary to the interests of powerful groups. While the premise of participatory approaches is that the potential benefits outweigh such costs, this is by no means certain.

According to Abraham et al., 2004, participation, a process of equitable and active involvement of all stakeholders in the formulation of development policies and strategies and in the analysis, planning and implementation, monitoring and evaluation of development activities. To allow for a more equitable development process, disadvantaged stakeholders need to be empowered to increase their level of knowledge, influence and control over their own livelihoods, including development initiatives affecting them. The term ‘participation’ has recently come to play a central role in the discourse of rural development practitioners and policy makers. At the same time, people’s interpretations of the term – and criticisms of other people’s interpretations – have multiplied, and the intentions and results of much participation in practice have been questioned or even denounced. In other words, participation has become a hotly contested term, in a debate with deep implications for the ways in which community, society, citizenship, the rights of the poor and rural development itself are conceived, and for the policies that are formulated about and around some of these concepts and the social realities to which they refer (World Bank, 2007).

Community project implementation functions:

According to Cooper and Kerzner (1998) the best project implementation functions’ practices do not emerge from a vacuum rather, a community culture must exist those values and nurture or take care for best practices. One key element is the existence of competencies where competencies may be seen as a set of knowledge, skills, and abilities, within the community project, competencies; a task or activity competency, an output competency and a result competency In terms of leadership, three different kinds of competencies are required leadership competencies such as the ability to lead change, functional competencies such as technical and human resource management skills and personal skills such as high achievement motivation and persistence (Caudron and Thite, 1999).

From the above Zimmerer and Yasin (1998) reported that in their study of American project managers, the highest rated characteristics for effective community project managers and for project success were team building, communicating, demonstrating trust, and focusing on results among others. Similarly, the key project tools as implementation functions the successful were project scheduling, budgeting, among other tools. They concluded that their profile reveals a leader who recognizes that it is absolutely essential to build a project team, reinforce positive behavior, communicate, demonstrate trust and respect, develop team members and empower them to perform and set goals while remaining flexible to respond to the inevitable changes.

According to Loo (2002) found that his sample of project managers regarded a people-oriented leadership style most highly in the context of the best leadership style for their projects in the future with a participative leadership style rated closely behind. The main point that participants wanted to make was that staff on project teams are typically well-educated and motivated so they want to be empowered and to participate in decision making. The purpose of the research was to develop a multi-level causal model for best practices in project implementation. At the micro level, the important role of the individual team member is recognized as the project team and project leader in affecting best practices. At the more macro level, the important role of community systems and senior management is recognized in affecting best practices. Project implementation skills.

The first component of the model is project implementation skills. Numerous studies have consistently shown that, for both project managers and staff, technical knowledge and skills, on the one hand, and people skills, on the other hand, are

essential to project success. The technical skills set that emerges from the literature includes project planning which was articulated to include preplanning and contingency planning, organizing, controlling, contract management, scope management, resource management and cost control, performance and quality management, and project documentation. The people skills set that emerges from the literature includes effective interpersonal communication, effective interpersonal skills to manage conflict within the team and with the client, and the ability of the manager to motivate project staff (Barad and Raz, 2000, Jawaharnesan and Price, 1997).

To add on Loo (2002) found that his sample of project implementers gave technical and people skills equal importance for best practices. It can be safely stated that project success and a best practices project organization will not happen if the project managers or implementers and staff do not have the core technical and people skills to do the job; these are the necessary input ingredients because projects are done by people.

Community projects benefits:

According to Julian Gross and Greg Leroy Benefits provided by a Community can vary as widely as the needs affected communities. Community groups should be creative in advocating for benefits tailored to their own needs. Each particular Community Benefit agreement will depend on the community's needs, the size and type of the proposed development, and the relative bargaining power of the community groups and the developer. Benefits contained in a Community Benefit

Agreement may be provided by the developer or by other parties benefiting from the development subsidies, such as the stores that rent space in a subsidized retail development. Some benefits can be built into the project itself, such as the inclusion of a child care center in the project, or the use of environmentally sensitive design elements such as white roofs that help avoid the "heat island" effect.

Some benefits will affect project operations, such as wage requirements or traffic management rules. Other benefits will be completely separate from the project, such as money devoted to a public art fund, or support for existing job-training centers. Benefits that have been negotiated as part of CBAs include: a living wage requirement for workers employed in the development; a "first source" hiring system, to target job opportunities in the development to residents of low income neighborhoods; space for a neighborhood-serving childcare center; environmentally-beneficial changes in major airport operations; construction of parks and recreational facilities; community input in selection of tenants of the development; construction of affordable housing.

According to Madeline Janis-Aparicio (2008) also commented that most developments provide some benefit to the surrounding communities, in the form of jobs, housing, or retail opportunities. This is never the complete story, however. There are many other questions about virtually any development: like Are the development's benefits substantial enough to justify the public subsidy?, Do the benefits outweigh the costs, such as dislocation of homes and business, cannibalization of sales from existing retailers, increased vehicle traffic, and/or gentrification pressures? Does the development sufficiently cushion the blow to those who will suffer the direct negative impacts of the development? Does the development have an appropriate character and scale for the surrounding neighborhood? Are the promised benefits reasonably certain to materialize? For example, if the development promises jobs for residents of affected communities, is it clear that jobs will actually go to these residents? Will jobs created pay enough that the government won't have to subsidize the employees' wages and benefits? If the answer to any of these questions is negative or unclear, community groups are right to have concerns about a proposed project, even when they believe it would provide some concrete benefits. The CBA negotiation process is a mechanism for community groups to shape the development and capture more community benefits, hopefully leading to a better project.

2.4 Relationship between the community projects and socio-economic development:

According to Cavaye (2001), rural community development is a process conducted by community members. It is a process where local people can not only create more jobs, income and infrastructure, but also help their community become fundamentally better able to manage change.

The "concrete" benefits of community development, such as employment and infrastructure, come through local people changing attitudes, mobilizing existing skills, improving networks, thinking differently about problems, and using community assets in new ways. Community development improves the situation of a community, not just economically, but also as a strong functioning community in itself. Rural community development builds the five capitals of a community – physical, financial, human, social and environmental. It is through participation in their community that

people rethink problems and expand contacts and networks; building social capital. They learn new skills, building human capital. They develop new economic options, building physical and financial capital. They also can improve their environment.

According to Flora (1993) Community development combines the idea of “community” with “development”. We discussed earlier the concept of community a group of people with a shared identity (. Hence, community development relies on interaction between people and joint action, rather than individual activity what some sociologists call “collective agency” “Development” is a process that increases choices. It means new options, diversification, thinking about apparent issues differently and anticipating change. Development involves change, improvement and vitality/energy or strength as a directed attempt to improve participation, flexibility, equity, attitudes, the function of institutions and the quality of life. It is the creation of wealth, wealth meaning the things people value, not just dollars (Shaffer, 1989).

It leads to a net addition to community assets, avoiding the “zero sum” situation where a job created “here”, is a job lost “there”. Putting the two terms together, community development means that a community itself engages in a process aimed at improving the social, economic and environmental situation of the community. The community is both the means and the end of community development. The community itself takes action and participates together. It is through this action that the community becomes more vital, not just economically but as a strong functioning community in itself. Community development improves the ability of communities to collectively make better decisions about the use of resources such as infrastructure, labor and knowledge.

2.5 Community Development or Economic Development:

Economic development is part of community development. Local industry development involves facilitation of relatively small groups of industry people addressing specific issues, such as discussion groups or market alliances. This is part of economic development. Economic development involves many of the elements of community development, such as participation, rethinking, action learning etc. However, it specifically aims to improve the relative economic position of the community. Flora et al., 1992, argues that it does not necessarily lead to improved quality of life nor involve “collective agency”. Economic development largely aims to improve employment, income and the economic base of the community. Economic development is part of community development, which seeks to build all five community capitals, not only enhancing the community’s economy but its environment, social structures, attitudes and assets.

2.6 The relationship between industry development, economic development and community development:

The World Bank reference guide for implementation of CDD projects (2002) notes that many SIF projects are appropriately characterized as CDD projects, although their methodologies for increasing community participation differ widely. Rao and Ibáñez (2005) describe SIFs as “the most visible mechanisms of CDD assistance.” As they explain, SIFs and other CDD mechanisms are expected to produce a better match between projects selected and community priorities and needs than “top-down” development strategies, because communities participate in choosing projects and making related management decisions. Community participation in these activities is also intended to increase the utilization of local “know-how” and materials in project development, to employ local labor and provide opportunities for skill development, and to increase project sustainability with the corresponding strengthening of local governance and management capacity. As generalized by Cooke and Kothari (2001), the broader aim of participatory development is to involve “socially and economically marginalized peoples in decision-making over their own lives.”

Cooke and Kothari (2001) also draw attention, however, to a set of shrewd critiques that challenge the conception that promoting community participation will consistently contribute to better development outcomes. The essays in their edited volume consider three elemental concerns: Do participatory processes “override existing legitimate decision-making processes”?, Do the group dynamics involved in these processes “reinforce the interests of the already powerful”?, “Have participatory methods driven out others which have advantages participation cannot provide?” in his study of the Kribhco Indo-British Farming Project (KRIBP) in India, Mosse (2001) determined that participatory goals and project implementation were more likely to be oriented outward or upwards, i.e., conditioned by expectations of project deliverables and justifying or validating higher-level objectives or mobilizing political support for them, rather than downwards, drawing from local knowledge and engaging diverse local interests. In the same volume, Cleaver (2001) concluded that the emphasis on participation in development activities and implementation has in practice become more of a managerial exercise that draws from “toolboxes of procedures and techniques” and is disproportionately focused on

efficiency. Arguing that most of the claims about the benefits of participation are yet unproven, Cleaver called for more empirical analysis of the effects of participation and the linkages of participation of the poor to social and economic outcomes.

2.7 Critical review and gap analysis:

It has been noted that scholars have taken a step to talk about community development projects and how they may be successful, but a gap is still hanging of what may be exactly the participation and implementation of community development projects towards the socio-economic development they are trying to assist.

According to Abraham et al., 2004, and Jalan and Ravallion (2003) tackled the issue of project participation formulation of development policies and strategies and the analysis, planning, monitoring and evaluation of development activities in general matters, but left out a step of project idea generation and who is responsible for the better project implementation in the community itself, should be much concerned with the Project for all the activities to take place. For the project to be effective to the community, who brings the idea to the project for the activities needed and the agent assistance needed as support, who is given the biggest power in decision making, and main responsibilities. This is found to be critical problems in Rwandese today's development projects which have lagged behind the development of social economic development since we believe community projects to be essential in development of the country.

According to copper and Kerzer (1998) concentrated much on how competencies may be seen as a set of knowledge, skills, and abilities; within the community project as one of the community project implementation functions and how culture should be given value towards better leadership. all this has contributed much in the projects management in general, but a big gap has been still found since the implementation of projects is still not explained on how activities like planning, controlling, staffing and others are not being explained on how they may help the community development project succeed in its daily activities and performance which contributed much on the development of the country both socially and economically.

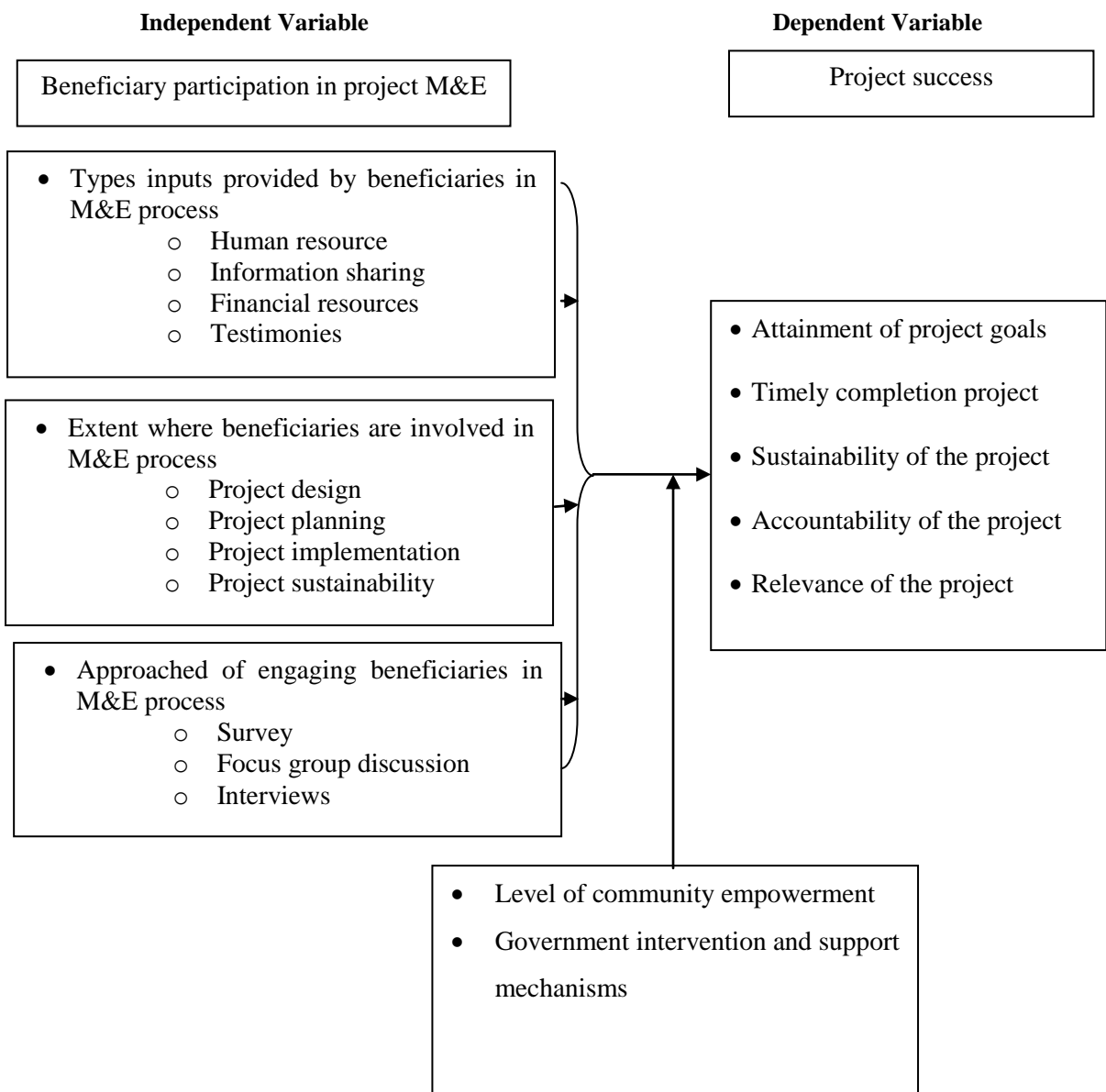
Julian Gross and Greg Leroy (2004) have put in much effort in giving knowledge on benefits that have been negotiated as part of CBAs include: a living wage requirement for workers employed in the development; a first source hiring system, to target job opportunities in the development to residents of low income neighborhoods; space for a neighborhood-serving childcare center; environmentally-beneficial changes in major airport operations; construction of parks and recreational facilities; the benefits towards the community but they did not talk about how those benefits come directly to the community and how they affect directly the socio-economic development in Rwanda, the researcher wants to know what are those benefits, how are they brought by the community development project and how it is seen towards the community or society.

According to Cavaye (2001) community development builds the five capitals of a community, like physical, financial, human, social and environmental. It is through participation in their community that people rethink problems and expand contacts and networks; building social capital. They learn new skills, building human capital which is all good, but the reaserch is focusing on what may be the exact relationship between the community project and the social economic development in its contest.

The above Authors that helped much in searching on community development projects brought the researcher to attention of thinking what was not tackled and Critics that arise, the research decided to take a step ahead and look forward on the past writers on what was exactly the assessment of community development projects on the social economic development because in Rwanda is still low.

2.8 Conceptual Framework:

This study conceptualizes that for a project to succeed, beneficiary participation is necessary. Project success will be measured by assessing the ability of the project to attain its goals, timely completion project, the level which the project can be able to empowerment the beneficiaries, building local capacity to manage own, and sustain the project, builds collaboration and consensus with all stakeholders and prudent management of resources through the reinforcement of beneficiary accountability. This will be affected by the extend at which community beneficiaries are engaged in M&E of the project, implementation process and capacity of the beneficiary to support the project and social-economic impact of the project to the beneficiaries. Other factors may include the level of community empowerment, funding and resource mobilization strategy and government intervention and support mechanisms.



3. RESEARCH DESIGN AND METHODOLOGY

3.1 Study Design:

Is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari 2004). The study employed a descriptive research design in a case study area. In the case study, the researcher had time to understand problems in a given area of study in preliminary way and relate the variables of the study. This approach often relies on direct research of a limited number of respondents of what is to be studied. The study was found to be handy in the sense that it is useful in describing the characteristics of a large population. No other method of observation can provide this general capability. The study adopted the quantitative research method whereby the researcher sought to find out the content sought in numbers and values.

3.2 Target Population:

The study targeted all the members of KWAMP project. Its members consist of the people of Kirede district and according to (IFAD, 2008) the total number of households in the district is around 48 000, or about 253 000 people (87% of the District's population). The Kirehe Community-based Watershed Management Project (KWAMP) aims to promote the market oriented intensification of agricultural systems built on sound environmental practices in order to assist very poor smallholders to overcome their food insecurity and low agricultural incomes, to arrest land degradation and to restore soil fertility.

The goal of KWAMP would be the reduction in rural poverty in Kirehe District, as evidenced by a step improvement in household food and nutrition security, asset ownership and quality of life indicators, particularly amongst vulnerable groups. The immediate objectives converge on the development of sustainable profitable small-scale commercial agriculture in Kirehe District

3.3 Sample size and sampling technique:

The sample size was derived from population 48000 households using the Morgan's formula at a confidence interval of 95% and margin of error of 10% as described below.

$$\text{Where; } n = \frac{N}{1 + N(e)^2}$$

n is the minimum sample size

N is the population from which the sample shall be drawn estimated at 48000 farmers

e is the margin of error estimated at 10%. Substituting in the above formula, the sample size is determined as;

$$n = \frac{48000}{1 + 48000(0.10)^2} = \frac{48000}{1 + 48000(0.01)}$$

$$n = 99.79 = 100$$

Therefore, 100 members will be used for sampling.

A probability sampling was used to obtain 100 respondents from a total target of 48000 members of KWAMP. In probability sampling, the researcher used a simple random sampling in order to give an equal chance to each respondent to participate in the exercise.

3.4 Data Collection:

Data collection Procedures included the activity of gathering facts or information about a subject under the research study. After formulating research instruments and sampling the respondents, the researcher informed respondents about the research and its intentions.

A covering letter explaining the purpose of the study was attached to the research instruments in which they were used to introduce the study to the respondents, an introduction statement at the top of the questionnaire guided the respondents on how to answer the questionnaire and give the assurance of confidentiality. The questionnaires were administered the same day and collected the same day.

3.5 Data collection instruments:

Kothari (2008) defines a questionnaire as that consisting of a number of questions printed or typed in a definite order on a form or set of forms, A questionnaire is commonly used to obtain data about population, since each item is developed to address a specific objective, research questions or hypothesis of the study. The form of Questionnaire that were used were in open, closed and likert scale form, this helped the researcher to find various information from the respondents by everyone find the suitable way of responding to the questions asked. The questionnaires were self administered where the researcher took them by herself to the respondents

Kothari (2003), Oson and Onen (2005) interview is a method of collecting data that involves presentation of oral verbal stimuli and reply in terms of oral verbal responses. The study employed the respondent type of interview where the interviewer retains all control throughout the process. The researcher used the interview schedule for guidance during the interview process. The interview schedule was designed and administered to entrepreneurs who do not know how to read and write. This enabled the researcher to collect the information based on the objective of the study and balance between quality and quantity of data collected and also access more information that cannot be directly observed or is difficult to put down in writing.

3.6 Data Analysis:

Data analysis is defined as the link between data collection and analysis. It is concerned with the transformation of the findings collected from the field into a system of categories. After the collecting the data, data from the questionnaires

were analyzed using the Statistical Package for Social Sciences (SPSS) program using statistics methods of frequencies and Percentages, means and Persons product-moment correlation

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Respondents' Level of knowledge of goals and objectives of the project:

To determine the members' of KWAMP level of knowledge in project's goals and objectives, in all questions in the table 3, a Likert scale of 1-5 was used with the following scale: 1-No extent 2- to a small extent 3- to some extent 4- to a large extent 5- to a very large extent.

The researcher analyzed the data obtained from the respondents against entries on each scale, indicating the frequency of the respondents. The frequencies were then multiplied with the number of the scale to get the weighted frequency. The sum total of every variable was calculated and a mean of every variable determined.

Table.1: showing the Level of knowledge of the project N=83

	Mean	Std. Deviation
The purpose of Kirehe Community-based Watershed Management Project?	3.84	1.076
What you hope to achieve in Kirehe Community-based Watershed Management Project?	3.28	1.074
The project sponsors?	4.02	1.104
The amount of money invested in the project?	3.84	1.204
The returns your project is expected to make?	4.29	1.054
The time within which the value (returns) is expected?	3.92	1.318
Valid N (83)		

With the mean and standard deviation that ranges between 3.28 to 4.29 and 1.076 to 1.318 respectively, the findings reveals that the higher number of the members of KWAMP who were interviewed did strongly agree that to a very large extent, they were aware of and did understand the project's goals and objectives, the sponsors of the project, the amount of money spend in the project, the returns and the time within which the returns are expected.

Table.2: showing types of inputs provided by beneficiaries in the process of M&E of KWAMP project

	Frequency	Percent
Information sharing about the achievement	40	54.8
Human resource provision	10	13.7
Providing testimonies	23	31.5
Total	73	100.0

The study wanted to find out the types of inputs provided by the beneficiaries in the process of M&E and the results shows that 54.8% of the respondents indicated that they participate in information sharing. 13.7% stated that they provide human resource, and 31.5% stated that they provide testimonies concerning their benefits they have achieved out the projects. This implies that majority of the beneficiaries are engaged in M&E through the process of obtaining the information about the transformational effects of the project. In this the beneficiaries are not fully involved in M&E rather than information sharing and giving testimonies n the benefits of the project.

Table.3: showing extent where beneficiaries get involved in the process M&E of KWAMP project N=83

	Mean	Std. Deviation
Planning or establishing the framework for participatory in M&E process, including identification of objectives and indicators	1.82	.952
Gathering data	4.35	.916
Data analysis	2.93	1.421
Documentation, reporting and sharing of information	2.65	.652
Valid N (listwise)		

The study established that majority of the respondents planning or establishing the framework for participatory in M&E process, including identification of objectives. This is shown by the statistics rated by a mean of 1.82 and a heterogeneous standard deviation of .952 which means that majority of them stated that they participate to small extent in M&E of the project.

However, the study shows that in average majority of the respondents stated that they participate in gathering the data. This is shown by statistical rating of a mean of 4.35 and a heterogonous standard deviation of .916 which means that in average, majority of the respondents stated that participate in this process to a large extent.

The study also found that majority of the respondents participate in data analysis, documentation, reporting and sharing of information in a small extend. This is indicated by a mean ratted of 2.93 and 2.65 respectively. It therefore implies KWAMP project applies a conventional method of M&E whereby they only involves the beneficiaries in data collection process.

4.2 Identification of activities by beneficiaries:

The researcher main intention was to ascertain the extent to which the beneficiaries participated in the identification of various activities that took place in KWAMP from the time the idea was floated to the time the researcher was carrying out this research. A Likert scale of 1-5 was used in table 4. With the following scales: 1-No extent, 2- to a small extent, 3-To some extent, 4-To a large extent, 5-To a very large extent.

The researcher analyzed the data obtained from the respondents against entries on each scale, indicating the frequency of the respondents. The frequencies were then multiplied with the number of the scale to get the weighted frequency.

Table.4: showing respondents' identification of activities

	Mean	Std. Deviation
Project's stakeholders' workshops?	3.04	1.017
Community project identification workshops?	3.12	1.052
Participatory Planning meetings or seminars and workshops?	3.05	.909
Determination of the service Providers salary/Procuring and Tendering?	3.54	1.172
Decision on mode of payment for the service providers	4.11	1.104
The calculation of time within which the project value is expected?	3.73	1.190
Determination of qualifications and criteria of extensions and acceptance of new members	3.87	1.156
Any kind of mobilization (community mobilization, resource mobilization)?	3.42	1.231
Valid N (83)		

With the mean and standard deviation which ranges between 3.04 to 3.8 and heterogeneous standard deviation of 0.9 to 1.2 respectively, it is very clear that the beneficiaries passively participate in the project M&E activities identifications above.

Table.5: showing the approaches used while engaging beneficiaries in M&E process of KWAMP project

	Frequency	Percent
Participated in a short survey	34	41.0
Participated in a focus group discussion	31	37.3
None	18	21.7
Total	83	100.0

The study established that 41.0% of the respondent stated that they participate in M&E through short survey, 37.3% stated that they have participated in focus group discussions, and 21.7% of the rest stated that they have never participated in monitoring and evaluation process.

Table.6: showing correlations showing the relationship between beneficiary participation and project success

		Beneficiary participation							
		Project's stakeholders' workshops	project identification	Participatory Planning meetings or seminars and workshops	Determination of the service Providers salary/Procuring and Tendering	Decision on mode of payment for the service providers	The calculation of time within which the project value is expected	Determination of qualifications and acceptance of new members	Any kind of mobilization of resources
To what extent are you aware of your responsibility of Kirehe Community-based Watershed Management Project as a member?	Pearson Correlation	.239*	.217*	.511**	.611**	.319**	.595**	.787**	.895**
	Sig. (2-tailed)	.029	.049	.000	.000	.003	.000	.000	.000
	N	83	83	83	83	83	83	83	83
To what extent were you involved in the determination of days of follow-up?	Pearson Correlation	.133	.167	.345**	.826**	.489**	.413**	.616**	.794**
	Sig. (2-tailed)	.230	.132	.001	.000	.000	.000	.000	.000
	N	83	83	83	83	83	83	83	83
To what extent are you aware that you as a member is supposed to request from treasurer the finance report?	Pearson Correlation	-.073	-.049	.069	.541**	.607**	.070	.167	.575**
	Sig. (2-tailed)	.509	.659	.534	.000	.000	.529	.132	.000
	N	83	83	83	83	83	83	83	83
To what extent were you involved in the determination of time for the next training and other trainings that have taken place since the project initiation?	Pearson Correlation	.137	.249*	.454**	.348**	.077	.804**	.717**	.680**
	Sig. (2-tailed)	.218	.023	.000	.001	.487	.000	.000	.000
	N	83	83	83	83	83	83	83	83
To what extent were you involved in the determination of identification of measures of success in the project?	Pearson Correlation	.179	-.254*	.251*	.199	-.067	.135	.398**	.384**
	Sig. (2-tailed)	.106	.020	.022	.071	.545	.225	.000	.000
	N	83	83	83	83	83	83	83	83

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

The study indicates that there is a positive correlation between beneficiary participation in project monitoring and evaluation and beneficiary awareness of the project success. The Pearson correlations in the above tables indicates that beneficiary participation through various approaches such as project's stakeholders' workshops, project identification, planning meetings or seminars and workshops, determination of the service providers salary/procuring and tendering, decision on mode of payment for the service providers, the calculation of time within which the project value is expected, determination of qualifications and acceptance of new members or any kind of mobilization of resources facilitates beneficiary on the management of the project. The P-values of these correlations are less than 0.05 which indicates that there is a strong positive correlations.

The study also indicates that there is a positive correlations between beneficiary participation in planning meetings or seminars and workshops, determination of the service providers salary/procuring and tendering, decision on mode of payment for the service providers, the calculation of time within which the project value is expected, determination of qualifications and acceptance of new members or any kind of mobilization of resources and the extent of beneficiary are involved in a day to day activities. The Pearson correlations values are high and the p-values are less than 0.05.

There is a positive correlations between the extend which beneficiaries are aware of finance scrutiny when they are involved in determination of the service providers salary/procuring and tendering, decision on mode of payment for the service providers and any kind of mobilization of resources. This is indicated by a Pearson correlation .541, .607 and .575** respectively and a p-value less than 0.05 as shown in the above table. Financial scrutiny is very important and a critical aspect in project development. Majority of the projects fail to succeed if this part is not handled prudently. Misappropriation of finance can lead to misuse of money which may delay the commencement of other developmental activities. Therefore it is very important for beneficiaries to pay more attention in this area.

It is also observed that there is a positive correlation between the extend were beneficiaries are involved in the determination of time for the next training on their ability to conduct project identification (Pearson correlation of .249 and a p-value of .023), beneficiary contribution in participatory in planning meetings and the seminars, (Pearson correlation of .023 and a p-value of .000), determination of the service providers salary/procuring and tendering (Pearson correlation of .348 and a p-value of .001), the ability of the beneficiaries to calculate the time within which the project value is expected (Pearson correlation of .804 and a p-value of .000), determination of qualifications and acceptance of new members (Pearson correlation of .717 and a p-value of .000) and finally the ability of the beneficiary to handle any kind of mobilization of resources as indicated by (Pearson correlation of .680 and a p-value of .000).

The study indicates that beneficiary involved in project identification, Planning meetings or seminars and workshops, Determination of qualifications and acceptance of new members and Any kind of mobilization of resources enables them to the determine and identify measures of success in the project. this is indicated by a strong Pearson values and a p-values less than 0.05 in the table above.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Respondents' Level of knowledge of goals and objectives of the project:

The analyzed data from the study reveals that a higher number of the members of KWAMP who were interviewed did strongly agree that to a very large extent, they were aware of and did understand the project's goals and objectives, the sponsors of the project, the amount of money spend in the project, the returns and the time within which the returns are expected. The mean and standard deviation ranges between 3.28 to 4.29 and 1.076 to 1.318 respectively for the level of knowledge of project goals and objective of the project.

5.2 Identification of project activities and measures by beneficiaries:

With the mean and standard deviation which ranges between 3.04 to 3.8 and 0.9 to 1.1 respectively, it is very clear that the beneficiaries actively participated in the project activities identifications. The same was noticed with the project measures identification where beneficiaries' participation was even much better with a mean that ranges between 3.48 to 4.14.

The study indicates that there is a positive correlation between beneficiary participation in project monitoring and evaluation and beneficiary awareness of the project success. The Pearson correlations in the above tables indicates that beneficiary participation through various approaches such as project's stakeholders' workshops, project identification, planning meetings or seminars and workshops, determination of the service providers salary/procuring and tendering, decision on mode of payment for the service providers, the calculation of time within which the project value is expected, determination of qualifications and acceptance of new members or any kind of mobilization of resources facilitates beneficiary on the management of the project. The P-values of these correlations are less than 0.05 which indicates that there is a strong positive correlations. Additionally, there is a positive correlations between beneficiary participation in planning meetings or seminars and workshops, determination of the service providers salary/procuring and tendering, decision on mode of payment for the service providers, the calculation of time within which the project value is expected, determination of qualifications and acceptance of new members or any kind of mobilization of resources and the extent of beneficiary are involved in a day to day activities. The study indicates that beneficiary involved in project identification,

Planning meetings or seminars and workshops, determination of qualifications and acceptance of new members and Any kind of mobilization of resources enables them to the determine and identify measures of success in the project.

6. CONCLUSIONS

From the study findings, it is more than clear that the beneficiaries of Kirehe community-based Watershed management Project (KWAMP) project in Kirehe district see benefits and were fully involved in the project right from its planning stages. It is also evident that almost all the variables considered affecting projects monitoring and evaluation had factors whose absence suppressed the effective project monitoring and evaluation.

Going by the evidence from the study, it is wise to admit that some factors had a greater impact while others had very negligible effects in the process. It is worth noticing that even among the major factors, the means were much higher above average thus indicating a higher beneficiary contribution to project monitoring and evaluation. From the study outcome, it is clear that some factors greatly hindered effective monitoring and evaluation for instance, majority of the beneficiaries never submitted any report about the project performance and for those who did submit the report, more than two thirds did not follow any particular guideline. In addition to the above, a whopping 77.1% of the beneficiaries were never involved in the development of guidelines which was being used in carrying out monitoring and evaluation. This means that if the trend is not rectified and no intervention is made to ensure full beneficiary participation, then this key stakeholder of the project will always be left out in the exercise of project monitoring and evaluation.

7. RECOMMENDATIONS

While conducting this research which aimed at finding out the effect of beneficiary participation in project monitoring and evaluation on project success, the researcher was faced with numerous challenges which included finances, time and personnel. These challenges limited researcher in terms of scope and depth. Consequently the researcher recommends further research on the factors that hinder the participation of the youth in community based projects. A further research on the establishment of the actual gains the beneficiaries got from the project, and reasons as to why the beneficiaries are not fully involved in monitoring and evaluation. It would worthy finding out why beneficiaries are never in involved in developing of the guidelines which are to be used in carrying out monitoring and evaluation and reasons why they do not submit the project performance reports which are handy in gauging the beneficiaries' assessment of the project

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