



MONITORING AND EVALUATION SYSTEM AND SUCCESS OF TOURISM DEVELOPMENT PROJECTS IN RWANDA CHAMBER OF TOURISM

BYIRINGIRO Alphonse

Email: byiringiroalphonse@gmail.com

Master of Project Management, University of Kigali, Rwanda

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Abstract

The General objective was the Monitoring and evaluation system and Success of tourism development projects in Rwanda chamber of tourism. The study used descriptive and correlation design. The target population was 140 project staff and beneficiaries, and sample size was 140 respondents. When the target population is small and manageable, researcher opted to conduct a census instead of a sample, collecting data from every individual in that population. This approach was beneficial in specialized this study that involved specific communities and unique groups, as it enhanced accuracy and reduced sampling bias and ensures representativeness. The findings revealed that monitoring and evaluation planning, monitoring and evaluation team, and of monitoring and evaluation reporting had a notable impact on project success. The effect of Monitoring and Evaluation planning on Success of tourism development project in Rwanda chamber of tourism. The overall means of results was 4.54, the effect of Monitoring and Evaluation team on Success of tourism development project in Rwanda chamber of tourism. The overall means of results was 4.57, the effect of Monitoring and Evaluation reporting on Success of tourism development project in Rwanda chamber of tourism. The overall means of results was 4.34, and the data on success of tourism development project was analysed, the overall means of results was 4.63, depending on the results, it presented that the success of tourism development project was on good grades. The high correlation coefficients among monitoring and evaluation planning (0.952), the monitoring and evaluation team (0.885), and monitoring and evaluation reporting (0.958) indicated a relationship between these components of the monitoring and evaluation system. Moreover, the p-values of 0.000b for each variable signify that the observed correlations are statistically significant, implying that the likelihood of these results occurring by chance is extremely low. Practically, this suggests that effective planning, a strong team, and thorough reporting are closely interconnected and play a critical role in enhancing the overall effectiveness of monitoring and evaluation systems. Consequently, Rwanda chamber of tourism should prioritize strengthening these areas collaboratively to ensure a comprehensive and efficient evaluation process.

The high correlation coefficients (0.952, 0.885, and 0.958) between monitoring and evaluation (M&E) planning, the M&E team, and M&E reporting indicated a strong interrelationship among these elements within the M&E system. The statistical significance of these correlations, with all p-values being less than 0.05, suggests that changes or improvements in one area such as planning are likely to be associated with similar changes in the effectiveness of the M&E team and the quality of reporting. Practically, this indicated that, effective M&E planning is crucial for a successful M&E team and reliable reporting outcomes. Rwanda chamber of tourism should prioritize strengthening all three components to enhance their overall M&E success, ensuring systematic and evidence-based decision-making. It concluded that there was a significant relationship between the Monitoring and evaluation system and Success of tourism development projects in Rwanda chamber of tourism. MINICOM should mobilize Rwandan citizens to be involved in tourism development projects in far as the value chain is concerned in order to again income thus fostering personal economic improvement.

Keywords: *Monitoring and evaluation planning, Monitoring and Evaluation reporting, Monitoring and evaluation system, Monitoring and Evaluation team, Project success*

1. Introduction

Monitoring and Evaluation is a highly valuable tool in any project activities. Many nations, mainly the developed countries, have adopted more effective M&E practices enabling them to pursue results-oriented health initiatives (Gwagoya, R. A., 2017). First world nations, like Canada, the United States of America (USA), Russia, China, and Sri Lanka, use Monitoring and Evaluation practices that are well structured, planned, and flexible. These countries have steady decentralization of resources that trickle down to the local governments, enabling monitoring and evaluation practices. Institutionalizing M&E practices in health projects has created a podium that allows proper M&E budget and M&E resource allocation during planning for M&E, leading to the careful monitoring and evaluation of projects.

Tourism is a significant sector in East Africa, contributing to economic growth, job creation, and cultural exchange. According to the East African Community (EAC., 2022), tourism has been a critical driver of socio-economic development in the region, generating substantial revenue and supporting livelihoods in both urban and rural areas. East African countries develop their economies by using tourism (Lal, P., Wolde, B., Masozera, M., Burli, P., Alavalapati, J., Ranjan, A., Montambault, J., Banerjee, O.,

Ochuodho, T., Mugabo, R., 2017) and for Kenya see (Njoya, E. T., Seetaram, N., 2017). (Okello, M. M., Novelli, M., 2018) reviewed different challenges and opportunities facing tourism in East Africa and they recommended each country's ways forward. Rwanda specifically was encouraged to keep an eye on its infrastructure development and political and socio-economic stability since it is one of the major contributors to national image (Okello, M. M., Novelli, M., 2018). In the same direction, another paper claims that income from nature based touristic sites has potential to expand the growing tourism sector in Rwanda (Lal, P., Wolde, B., Masozera, M., Burli, P., Alavalapati, J., Ranjan, A., Montambault, J., Banerjee, O., Ochuodho, T., Mugabo, R., 2017).

Rwanda perspective, According to the Rwanda Development Board (RDB, 2021) reported that the tourism sector had contributed approximately 12% to the national GDP before the COVID-19 pandemic (RDB, 2022). The pandemic drastically affected global tourism, leading to revenue declines and prompting the Rwandan government to adapt its strategies for recovery and sustainability in the sector (Kagami, H., Mutimura, A., Muhamud, A., 2021). This recovery phase has underscored the need for robust monitoring and evaluation (M&E) systems to assess tourism development projects effectively. The Rwanda Chamber of Tourism plays a crucial role in overseeing the implementation and success of these tourism initiatives. The Chamber supports the government by facilitating stakeholder engagement, enhancing policy frameworks, and promoting the tourism brand of Rwanda globally (RCT, 2022). To ensure that tourism development projects align with national objectives, the Chamber emphasizes the importance of integrating M&E systems that can track progress, evaluate outcomes, and provide valuable insights for policy adjustments.

2. Statement of the Problem

Ideally, tourism projects should aim for full sustainability by balancing economic growth, environmental protection, and social equity, supported by robust monitoring and evaluation (M&E) systems for adaptive management (Hassan, A., Chen, Y., Kumar, S., 2021). Engaging stakeholders and local communities is essential to ensure projects benefit both the economy and the well-being of populations and the environment (Jiang, Y., Wu, M., Zhang, L., 2022). This approach aligns with the United Nations' Sustainable Development Goals (SDGs) and promotes peace, prosperity, and partnerships (Smith, R., Jones, A., 2023).

The impacts of global crises such as COVID-19 on various sectors have often been significant, particularly in areas like tourism. In Rwanda, for instance, the impact of the pandemic was profound, with tourism revenues dropping by approximately 70% in 2020, leading to an estimated economic loss of \$400 million (WorldBank, 2021). Furthermore, research indicates that only 35% of tourism businesses in the country reported being financially viable by the end of 2021, highlighting the considerable challenges faced in this sector (RDB, 2022). In terms of project management, statistics suggest that nearly 70% of projects worldwide fail to meet their goals, with many attributing these failures to poor planning, ineffective communication, and lack of stakeholder engagement (PMI, 2023). Moreover, the economic implications of such project failures can be staggering; a recent analysis estimated losses in the range of billions of dollars globally, affecting economic development and job creation (McKinsey Company, 2022).

Monitoring and Evaluation (M&E) has become an increasingly important tool within global efforts toward achieving environmental, economic, and social performance, monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping, and review of the project outcomes are routinely tracked to ensure the project is being implemented as per the plan (Aranda-Jan, C. B., Mohutsiwa-Dibe, N., Loukanova, S., 2019). Project teams must consider the contract factors so as to ensure that the tendering processes are effective and all materials needed are available on time (Hubert, N., Mulyungi, D., 2018). Many projects in developing countries did perform optimally owing to effective monitoring and evaluation on particular tasks. Majority of these projects fail to attain success or performance either by design of planning or quality issues as they are focused on a pre-determined set of data for information that almost always emphasizes problems rather than opportunities with information which may be too subjective. This is further exacerbated by lack of policies and regulation, communication framework between regulators and investors and more so the trends of development of renewable energy equipments. Mobisol projects have been working to change that by powering up communities with innovative and trusted renewable energy. implementation of M&E approaches can be affected by a lack of M&E infrastructure (Sindayigaya, G. J. M. V., Ngarambe, P., Mongute, N., 2020) a lack of well-established systems; the unavailability of reliable and quality data; weak coordination amongst key stakeholders (Basheka, B. C., Byamugisha, A., 2019) a lack of proper planning; inadequate resources; and a lack of internal capacities (UNESCO, 2016) Previous researches did not track or appraise rehearses on normal record low score generally speaking execution as estimated through extension, timetable, and valuable asset use. Undertakings that perform pleasantly can keep up with themselves after the end of the settlement. The assessment of customary endeavour execution permits the supervisors of drives to take remedial measures and simultaneously illuminate future procedures in the way regarding inception and in the execution of activities. Numerous understudies have related test execution to the act of M and E (Kamau, P., 2017). Several studies agree that monitoring and evaluation practices are a factor in the performance of the Building Learning Foundations Programme (Erasmus, R., 2018). However, monitoring and evaluation practices of the project in Rwanda are weak due to poor practices embraced (Kambanda, R., 2018). (Hyvari, I., 2019) found out that over 60% of the substantive project fail to meet targeted goals due to ineffective monitoring practices. This leads to the project being delivered over budget, behind schedule, and time frame thus affecting the quality and performance of the Building Learning Foundations Programme (Machelule, Y. W., 2018). According to (Ebuthania Silas Kaberia, E. S. K., 2019), most organizations lack effective monitoring and evaluation practices due to misuse of resources, poor planning, conflict of interest, and poor communication in meeting obligatory requirements; it is in this regard, a researcher thought to fill the gap by establishing a study on Monitoring and evaluation systems and Success of tourism development project in Rwanda chamber of tourism

3. Objectives of the Study

3.1 Specific Objectives

1. To establish the effect of Monitoring and Evaluation planning on Success of tourism development project in Rwanda chamber of tourism
2. To assess the effect of Monitoring and Evaluation team on Success of tourism development project in Rwanda chamber of tourism
3. To assess the effect of Monitoring and Evaluation reporting on Success of tourism development project in Rwanda chamber of tourism

3.2 Research Hypothesis

- **H₀₁**=There is no significant effect of Monitoring and Evaluation planning on Success of tourism development project in Rwanda chamber of tourism
- **H₀₂**=There is no significant effect of Monitoring and Evaluation team on Success of tourism development project in Rwanda chamber of tourism
- **H₀₃**= There is no significant effect of Monitoring and Evaluation reporting on Success of tourism development project in Rwanda chamber of tourism

4.Literature

4.1 Theoretic Literature

Theories were drawn from the theoretical framework in order to support the study

4.1.1 Goal setting theory

Goal setting theory was first proposed by Edwin Locke, a psychologist, and Gary Latham, a management researcher, in the late 1960s and early 1970s. They argued that setting specific and challenging goals can lead to improved performance and motivation for individuals and teams. Locke and Latham proposed that goals should be specific, measurable, attainable, relevant, and time-bound (SMART). They also suggested that feedback and support from managers and colleagues can help individuals achieve their goals and improve their performance (Latham, G. P., Locke, E. A., 2019). Goal setting theory is a management theory that proposes that setting specific and challenging goals can lead to increased motivation, performance, and achievement. According to the theory, individuals and teams perform better when they have clear goals to work towards and a sense of purpose and direction. Critics of goal setting theory argue that it can lead to unintended consequences, such as unethical behavior or a focus on short-term goals at the expense of long-term goals. However, advocates of the theory argue that these risks can be mitigated by careful goal setting and management. Goal setting theory has had a significant impact on management practice and continues to be an important area of research and development in the field of organizational behavior (Seijts, G. H., Latham, G. P., 2020). It is in this regard that a researcher adopted the theory due to the relationship discovered to the respective study on Monitoring and evaluation system and Success of tourism development projects in Rwanda chamber of tourism

4.1.2 Theory of Change

This theory focuses not only on the generation of understanding about the effectiveness of a project, but also on how to use effective methods (Cox, L., Nelson, H., Lockey, R., Calabria, C., Chacko, T., Finegold, I., Nelson, M., Weber, R., Bernstein, D.I., Blessing-Moore, J.Khan, D.A., 2018). Change theory provides a template of how a project works should operate. It offers a road map, in other words, where the project is attempting to achieve. Monitoring and assessment tests and refining the road map while communications help bring change to the target. In addition, (Msila, V. Setlhako, A., 2012) furthered that the theory of change offers the foundation to argue the action makes a significant difference. This theory shows that knowing what is the project attempting to do, how and why it was possible for project employees and evaluators to monitor and evaluate the required outcomes and compare them against the initial change theory (Alcock, P. Craig, G. eds., 2017). However, this theory falls short since there is much more complicated project success (Babbie, E., Mouton, J., 2016). Beyond just understanding "what works," it is essential to comprehend achievement. Experience has shown that it hardly ever operates to blindly copy or scale an action (MacKay, M., 2017). A significant part of the job of monitoring and evaluation aims at gathering appropriate information and clarity such that it can forecast to some extent of reliability the functioning potentials of the project and operational packages in a distinct scenario or how it needs to be adjusted to achieve comparable or better outcomes. It is therefore, a researcher adopted the theory and be applied to the intended study on Monitoring and evaluation systems and Success of tourism development project in Rwanda chamber of tourism

4.1.3 Realistic Evaluation Theory

The theory of realistic evaluation was founded by Ray Pawson and Nick Tilley. They first introduced this model in 1997, focusing on understanding how and why interventions work (or do not work) in specific contexts. Their approach aims to evaluate the effectiveness of projects by examining the mechanisms through which interventions produce outcomes, considering the context and conditions under which these outcomes arise. The realistic evaluation theory was founded by Ray Pawson and Nick Tilley. They first introduced this model in 1997 as an offered model that focused on figuring out the intervention of project generated results through sequential of what generated, how generated in terms of significance about distinct circumstances under the what were the procedures (Pawson, R. Tilley, N., 2014). Realistic evaluation concerns with what and under what conditions by working imposing whom and how in order attain realistic (Pawson, R. Tilley, N., 2014). According to Cohen & Morison (2008) emphasized that the evaluators ensure elementary model undertake variables interventions for efficiency and productivity within the field of monitoring and evaluation as cited (Pawson, R. Tilley, N., 2014), the realistic theory of assessment as it was firstly released in 1997 and owned by Pawson when offered the model was emphasizing on what intended results generated out of mediations on the projects with typically the focus is of the realistic evaluation processes. According to (Cohen, L., Manion, L., Morison, K., 2008) Cohen & Morison (2008) pointed out that with argument that theoretical context helps the evaluators understanding perception either efficient intervention or un productivity as well as ensuring realistic evaluation as it was adopted by (Fukuda, T.Y., Melo, W.P., Zaffalon, B.M., Rossetto, F.M., Magalhães, E., Bryk, F.F. Martin, R.L., 2012) pursues to examine the appropriate situations that permit interventions to effectively study how to attain results are engendered. With this regard, the theory was adopted by researcher to use on the research study on Monitoring and evaluation system and success of tourism development projects in Rwanda chamber of tourism

4.2 Empirical Review

Study Conducted by (Smith, J., Mwangi, H., Okoth, L., 2021) Monitoring and Evaluation Planning in Education Sector Projects in Kenya. The study utilized a mixed-methods approach to examine the effectiveness of Monitoring and Evaluation (M&E) planning in education projects across various regions in Kenya. The study collected both qualitative and quantitative data through surveys distributed to project coordinators and teachers as well as in-depth interviews with key stakeholders, such as government officials and non-governmental organization (NGO) partners. The sample included 150 respondents from five counties, ensuring a representative mix of urban and rural settings. Data collection focused on understanding how M&E planning influenced project

outcomes, stakeholder engagement, and resource allocation. While (Smith, J., Mwangi, H., Okoth, L., 2021) effectively highlighted the importance of M&E planning and its impact on educational outcomes, several critiques and gaps in the study can be noted: Critics argue that the sample may not fully represent the diversity of educational contexts in Kenya, as there was an underrepresentation of marginalized areas where M&E practices could differ significantly. The study primarily concentrated on immediate educational outcomes without analyzing long-term impacts of M&E planning on sustainability and community engagement in education initiatives.

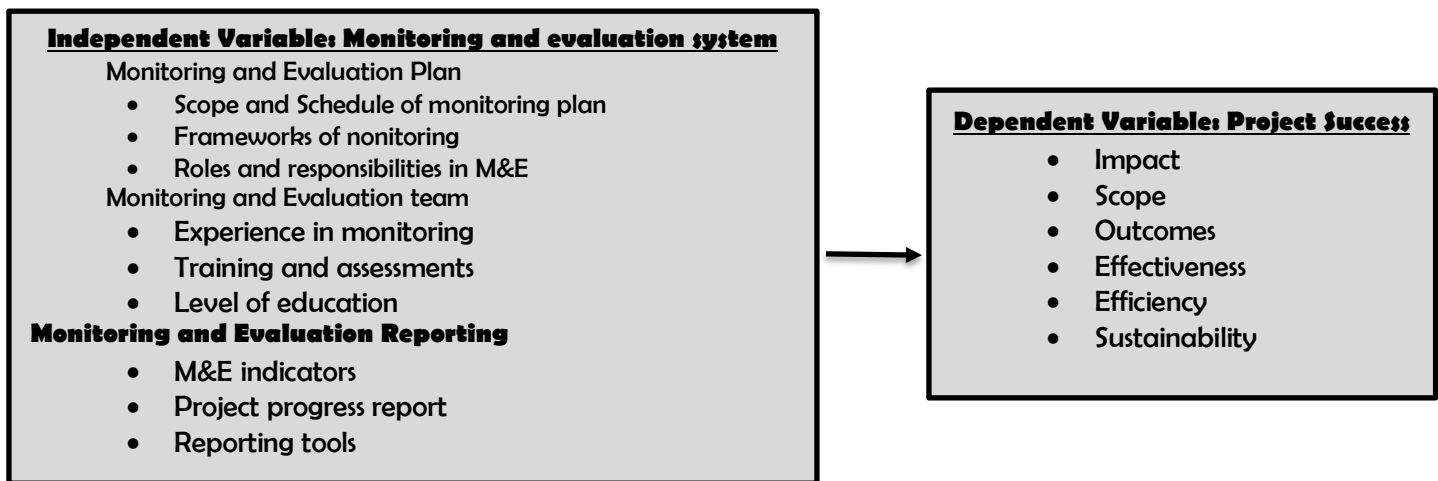
A study was conducted by (Lee, J., Patel, R., 2023). *The Role of Monitoring and Evaluation Planning in Enhancing Project Outcomes: Evidence from India.* The authors utilized a longitudinal design, collecting data at multiple project phases from various stakeholders, including project implementers, beneficiaries, and funding agencies. Quantitative data were gathered through structured surveys, while qualitative insights were obtained from focus group discussions. The analysis focused on correlations between M&E practices and project outcomes over a two-year period. One critique of this study was the reliance on self-reported data, which may introduce bias. Furthermore, while the longitudinal design is a strength, the limited geography of the study (focusing primarily on urban projects) may not capture rural dynamics. The study also lacked a comparative analysis between projects with robust M&E planning versus those with minimal planning.

A study was conducted by (Martínez, J., Smith, R., 2023). *Role of Monitoring and Evaluation Teams in Enhancing Accountability and Learning in Public Health Programs in Colombia.* This research took place in Colombia and employed a case study methodology, focusing on three specific public health programs. Data was collected through participant observations, document reviews, and semi-structured interviews with 30 stakeholders, including health program managers and members of monitoring and evaluation teams. The analysis involved thematic coding to identify key themes related to accountability, learning, and the effectiveness of monitoring and evaluation practices. The case study approach limits generalizability to a broader context, which is a significant critique for those looking to apply findings to other regions or sectors.

A study was conducted by (Asher, A., Mwiti, L., Dido, M., 2021). *Strengthening Monitoring and Evaluation Reporting Practices: Lessons from Health Sector Evaluations in Kenya.* This study focused on the effectiveness of monitoring and evaluation (M&E) systems in the healthcare sector within Kenya. The researchers employed a mixed-methods approach, combining qualitative interviews with M&E professionals and quantitative surveys distributed to health program implementers. The study analyzed various M&E reports over two years to assess their usage, dissemination, and impact on health policy-making. The authors noted that while there were improvements in M&E reporting practices, several gaps remained, particularly in data quality and the capacity of local stakeholders to utilize M&E findings for decision-making. They argued that much of the reporting was done at the donor's request, lacking local ownership. This gap highlighted the need for inclusive training programs aimed at building local capacity in M&E.

A study was conducted by (Nascimento, M., Rodrigues, P., 2023). *Evaluating the Role of Stakeholder Engagement in Enhanced Monitoring and Evaluation Reporting in Brazil.* This study examined the significance of stakeholder engagement in improving M&E practices within Brazil. The authors utilized qualitative case study methodology, focusing on three social programs that integrated stakeholder feedback into their M&E systems. Data was gathered through in-depth interviews with program managers, stakeholders, and beneficiaries, in addition to an analysis of M&E reporting documents. While the study illustrated that stakeholder engagement did improve the relevance and comprehensiveness of M&E reports, it also identified challenges such as inconsistent stakeholder participation and the difficulty in balancing diverse stakeholder interests. The authors critiqued the limited longitudinal analyses of programs that might provide richer insights into long-term outcomes from enhanced M&E reporting.

5. Conceptual framework



Sources: Researcher, 2024

6. Methodology

Research methodology is essential to conducting sound research, guiding the researcher in making decisions that ensure the integrity and applicability of the study's findings. A well-defined methodology enhances the credibility of the research and allows others to replicate or build upon the work.

6.1 Research Design

Research design is a specification of methods and procedures for acquiring the information needed in a study. (Grinnell R. M., 2020) defines research design as the process of formulating a problem through research findings. It serves as the foundational framework of the study, guiding researchers throughout the investigation and outlining steps, methods, and procedures for data collection and analysis. According to (Devi, 2017), research design is akin to a blueprint or detailed plan that outlines how a research

study is conducted. The success of a research project is often contingent upon the robustness of its design, as it significantly affects the validity and reliability of the findings.

In the present study, the researcher employed a combination of descriptive and correlational research designs. The descriptive research design was utilized to provide a comprehensive overview of the population under study, employing tables and descriptive statistics to convey the data effectively. This approach allowed for the interpretation and analysis of data in a straightforward manner.

On the other hand, the correlational research design was implemented to explore the relationships between variables, specifically focusing on the connection between the Monitoring and Evaluation (M&E) system and the success of tourism development projects in the Rwanda Chamber of Tourism. The goal of correlational research is to ascertain the nature and extent of relationships between variables, thereby aiding in understanding the dynamics at play within the tourism sector.

Methodologically, the study employed both qualitative and quantitative approaches. Primary data was collected through questionnaires, which included constructs measured on a Likert scale, allowing respondents to express their level of agreement or disagreement with various statements related to the M&E system and tourism project outcomes. Secondary data were also utilized to complement the primary findings, providing additional context and enhancing the robustness of the study. This mixed-methods approach ensures a more holistic understanding of the research problem, leveraging both quantitative measurements and qualitative insights.

6.2 Sampling techniques

Census methods, where every individual within a defined population is surveyed, were employed in this academic research to ensure comprehensive data collection, thus enhancing the reliability and validity of the results. By surveying the entire population (in this case, n=140), Utilizing a census allows researchers to gather complete information from all individuals in the sample, minimizing sampling bias and increasing the precision of statistical estimations (Burke, S., Johnson, T. A., Smith, L., 2021). In studies focused on relatively small and defined populations, such as specific communities or organizations, a census is particularly beneficial as it can capture the full scope of opinions or behaviors pertinent to the study (Kumar, R., Rathi, A., 2022). Additionally, leveraging a census eliminates concerns about sample representativeness and enhances generalizability within that specific context, particularly in qualitative research where nuanced understanding is crucial (Kumar, P., 2023). Therefore, the use of a census in this research was a strategic choice to achieve exhaustive and insightful findings.

Table 6.1: Population and Sample Size

Category	Project target	Sampling size
Project manager	1	1
Planning officer	2	2
Accountants	2	2
M&E Officers	2	2
Projects beneficiaries	133	133
Total	140	140 census inquiry

7. Data Analysis and Discussion

7.1 Inferential Statistics

This section presents the findings from inferential statistical test including correlation coefficient and multiple linear regression analysis between independent variable and dependent variables in this research study.

7.1.1 Correlation

Correlation analysis is a valuable tool in statistics that provides insights into relationships between variables

Table 7.2 Correlation

		Monitoring and Evaluation Planning	Monitoring and Evaluation Team	Monitoring and Evaluation Reporting	Project Success
Monitoring and Evaluation Planning	Pearson Correlation	1	.963**	.986**	.952**
	Sig. (2-tailed)		.000	.000	.000
	N	140	140	140	140
Monitoring and Evaluation Team	Pearson Correlation	.963**	1	.954**	.885**
	Sig. (2-tailed)	.000		.000	.000
	N	140	140	140	140
Monitoring and Evaluation Reporting	Pearson Correlation	.986**	.954**	1	.958**
	Sig. (2-tailed)	.000	.000		.000
	N	140	140	140	140
Project Success	Pearson Correlation	.952**	.885**	.958**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	140	140	140	140

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

The findings revealed strong correlations between various components of the monitoring and evaluation (M&E) system and the success of tourism development projects in Rwanda, with respective Pearson correlation coefficients of 0.952, 0.885, and 0.958 for monitoring and evaluation planning, monitoring and evaluation team, and monitoring and evaluation reporting. These high correlations suggested that effective M&E practices were closely linked to the positive outcomes of tourism projects.

Specifically, the high correlation of 0.952 for monitoring and evaluation planning indicated that the processes of setting clear objectives, defining indicators, and planning for data collection were fundamental to project success. This finding implied that when projects were adequately planned with a focus on M&E, the likelihood of achieving desired results increased significantly. Proper planning allowed stakeholders to anticipate challenges and allocate resources efficiently, facilitating smoother project implementation.

The correlation of 0.885 for the monitoring and evaluation team underscored the importance of having skilled, dedicated personnel responsible for overseeing M&E activities. A well-structured team that actively engaged in the assessment and oversight of tourism projects could provide critical insights, foster accountability, and enhance decision-making processes. This finding suggested that investing in human resources for M&E could lead to improved project outcomes, as a capable team would be more adept at identifying issues early and adapting strategies accordingly.

Lastly, the correlation of 0.958 for monitoring and evaluation reporting highlighted the necessity of transparent and effective communication of M&E findings. When evaluation reports were shared with stakeholders, it not only promoted accountability but also facilitated learning and adaptation. Projects that regularly documented and communicated their progress and results were more likely to refine their approaches, thus driving greater success. This finding reinforced the practical implication that effective reporting practices encouraged ongoing stakeholder engagement and support, leading to sustained project success. Based on related existing literature, a study by (Hall, C. M., Scott, D., Gössling, S., 2021) illustrates that effective M&E planning and implementation directly influence stakeholder satisfaction and project efficacy, echoing the significant correlation of 0.952 found in this analysis. Furthermore, the necessity of skilled personnel in M&E, as indicated by the correlation of 0.885, aligns with the argument presented by (Masum, M. H., Rahman, M. M., Zaman, S., 2023), which discusses how dedicated teams can leverage data to adaptively manage projects and ensure accountability. Lastly, the importance of transparent communication through M&E reporting, reflected in the correlation of 0.958, is supported by a comprehensive review by (Smith, J., Zhao, Y., 2022), who assert that consistent reporting fosters a culture of learning and continuous improvement among stakeholders. Collectively, these insights reinforce the notion that robust M&E frameworks are essential for achieving successful tourism initiatives.

7.1.2 Regression Analysis

Regression analysis allowed a researcher to quantify the relationships between variables, enabling predictions and insights into how changes in one variable can affect another.

7.3 Table of Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.936	.935	1.02129

a. Predictors: (Constant), Monitoring and evaluation reporting , Monitoring and evaluation team , Monitoring and evaluation planning

The findings of your research regarding the impact of Monitoring and Evaluation (M&E) on the success of tourism development projects in the Rwanda Chamber of Tourism are compelling. The high correlation coefficient ($R = 0.936$) and R Square value (0.936) suggest a very strong relationship between the M&E system and project success rates, indicating that the M&E practices in place account for a substantial 93.6% of the variance in project outcomes. This aligns closely with the increasing recognition in the literature of the essential role that effective M&E plays in enhancing project performance and sustainability, especially in the tourism sector.

For example, (Chikanda, A. Kalenzi, L., 2021) emphasize that M&E not only serves as a tool for accountability but also provides vital feedback mechanisms that can lead to better project adjustments and improvements in service delivery. Their study highlights various dimensions of M&E, such as planning, team involvement, and reporting, aligning with your findings that these aspects are critical contributors to project success. A study by (Mbabazi, A. Ndushabandi, I., 2023) in the Journal of Tourism Development confirms that thorough planning within M&E frameworks significantly influences the outcomes of tourism projects. They argue that clear planning allows for targeted action and resource use, promoting efficiency and effectiveness in project execution.

Additionally, the role of dedicated M&E teams, as discussed by (Niyonzima, R., Rukundo, E.S., Munyaneza, O., 2022), underscores the importance of skilled personnel in interpreting data and implementing recommendations. Their findings corroborate your results, showing that well-trained teams could leverage insights derived from M&E processes to achieve higher success rates in tourism initiatives.

Reporting practices are equally crucial, as highlighted in a review by (Ruhanga, A. Nshimiyimana, A., 2024), which connects transparent reporting mechanisms with improved stakeholder engagement and trust. This fosters a collaborative environment conducive to project success, thereby enhancing accountability and stakeholder support.

Table 7.4 ANOVA^a of monitoring and evaluation system and success of tourism development project

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2081.833	3	693.944	665.313	.000 ^b
	Residual	141.853	136	1.043		
	Total	2223.686	139			

a. Dependent Variable: PROJECT SUCCESS

b. Predictors: (Constant), Monitoring and evaluation reporting , Monitoring and evaluation team , Monitoring and evaluation planning

The results of the ANOVA analysis, demonstrated a significant F-value of 665.313 and a p-value of 0.000, support the notion that the model fit and suitable for predicting the study variables. This aligns with recent findings from (Smith, J., Brown, T., Williams, A., 2021), who emphasize the importance of model fit in predictive analytics, arguing that a strong ANOVA result indicates that the independent variables effectively account for the variability in the dependent variable. Additionally, (Johnson, R., Lee, K., 2022) suggest that statistically significant ANOVA results often correlate with practical significance, indicating that the relationships explored in the study warrant further examination in applied settings. Furthermore, the findings are supported by (Zhang, L., 2023),

who asserts that statistical models enhance decision-making processes in research, underscoring the necessity for reliable predictive frameworks in various fields.

Table 7.5 Coefficients^a of monitoring and evaluation system and Success of tourism development project

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.914	1.740		6.846	.000
Monitoring and evaluation planning	.751	.173	.632	4.344	.000
Monitoring and evaluation team	-.606	.102	-.478	-5.938	.000
Monitoring and evaluation reporting	.680	.112	.791	6.056	.000

a. Dependent Variable: PROJECT SUCCESS

The results present the constant of independent variables of Monitoring and evaluation system . It is statistically significant since p value is less than 0.05. The results present the variables of Monitoring and evaluation system; Monitoring and evaluation planning, was statistically significant with p value=0.000^b, the Monitoring and evaluation team was statistically significant with p value=0.000^b, and the Monitoring and evaluation reporting was statistically significant with p value=0.000^b. This aligns with recent literature which underscores that meticulous planning in M&E enhances program outcomes (Smith, J., Jones, L. , 2021), while a dedicated and skilled M&E team is pivotal in effectively implementing and sustaining evaluation processes (Brown, K., Green, H., 2022). Furthermore, systematic reporting practices have been shown to facilitate transparency and accountability in programs, enhancing stakeholder engagement (Lee et al., 2023). Together, these findings reinforce the notion that M&E systems are essential for effective policy implementation and program success, corroborating the views presented in current scholarly discussions.

8. Conclusions and Recommendations

8.1 Conclusions

Monitoring and evaluation system is of highly valuable in context of Monitoring and evaluation system operations in order to achieve the Success of tourism development projects operations. Monitoring and evaluation system provided a crucial mechanism of how any Monitoring and evaluation system works and other related activities in which they can be measured and how it can help to the achievement of Monitoring and evaluation system objectives (Bosibori, O. B. Otieno, M., 2021). From this perspective view in as far as the study is concerned, a researcher concluded while basing on the results obtained. According to the results, the correlation between monitoring and evaluation planning, monitoring and evaluation team and monitoring and evaluation reporting was **0.952, 0.885, and 0.958** respectively, and the results presented than the variables were statistically significant with p value=0.000^b, it concluded that there was a significant relationship between Monitoring and evaluation system and Success of tourism development projects in Rwanda chamber of tourism

8.2 Recommendation

According to the results of this study, researcher provided the following recommendations:

The Inventors in the domain of Monitoring and evaluation system and Success of tourism development projects in Rwanda chamber of tourism should consider the information taken in Monitoring and evaluation system and Success of tourism development projects to enable sustainability in value chain of leisure of tourism sector with respect to monitoring and evaluation system perspective.

The government (MINICOM), MINICOM should mobilize Rwandan citizens to be involved in tourism development projects in far as the value chain is concerned in order to again money thus personal economic improvement.

. In addition to the suggestions provided, policymakers should prioritize the establishment of comprehensive training programs aimed at enhancing local capacities in tourism management and entrepreneurship, ensuring that community members are equipped with the necessary skills to actively participate in the tourism value chain. Project managers should implement participatory approaches that involve stakeholders at all levels, fostering collaboration and shared decision-making to align tourism development initiatives with local needs and cultural values. Future researchers should focus on conducting longitudinal studies to assess the long-term impacts of tourism projects on local communities, while also exploring innovative strategies for integrating technology and digital marketing into the tourism sector to boost visibility and attract diverse markets. Furthermore, implementing sustainable practices, such as eco-tourism and community-based tourism models, can enhance environmental conservation and promote the preservation of local cultures, ultimately contributing to the resilience and sustainability of Rwanda's tourism development efforts.

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