

# Determinants of Project Monitoring and Evaluation In Local Non Governmental Organization In Kamonyi District, Rwanda Country

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## Abstract:

Monitoring and evaluation has been a key performance management tool for planning, decision making and economic policy management. Many NGOs have been facing serious challenges in managing project like inadequate personnel with the required skills, inadequate financial resources, and un-involvement of the various project stakeholders. It is in light of these observations, that this study focused on determinants of project monitoring and evaluation in local non governmental organization within Kamonyi district, Rwanda country. The study was guided by following objectives: To establish effect of human resources capacity, stakeholders participation; and budgetary allocation on project M&E system. This study was used descriptive survey research design. Census research where 25 project's staffs responsible for implementing monitoring and evaluation activities from 7 local NGOs are used as target population. Primary data was collected using questionnaires. Data was analyzed using descriptive statistic, multiple regression and correlation analysis to establish the relationship between the independent variables and the dependent variables. The SPSS computer program was also used. The findings was presented in the forms of tables, and figures. The study found that human resource capacity having the greatest positively and significantly effect on project M&E, followed by budgetary allocation, then stakeholders participation had the least effect on it. The study therefore recommends that when recruiting M&E officers, pay attention on their knowledge and experience in monitoring and evaluation, the project budget should provide a clear and adequate provision for monitoring and evaluation events and also all stakeholders should actively participate during the M&E activities.

**Key words:** Budgetary allocation, Human resource capacity, stakeholders participation, project monitoring and evaluation system.

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## I. Introduction

The most popular M&E systems with project managers are the ones developed on M&E matrix, based on the logical framework approach to monitoring and evaluation (Weslsh et al., 2005). Project monitoring is the ongoing evaluation process of implementation of project in relationship to the designed timeline and use of inputs, physical stuffs and human resources (Simon, 1986). Project evaluation on the other hand is the regular evaluation of specific importance of a project, its effectiveness and both unexpected and expected impact in accordance with set target.

Non governmental organizations are faced with many challenges concerning incapability to resourcefully respond to changing needs. Most NGOs do not possess the capacity to hire skilled M&E professionals and ICT staff who recognize M&E systems and are capable to develop appropriate tools; consequently they end up with substandard M&E systems that don't meet either the managerial or sponsor needs (Chesos, 2010).

Emmanuel, (2015) mentioned that most nongovernmental organization, monitoring and evaluation system is realized as accessory work and therefore in the run of execution, they neglect monitoring (tracking progress) by appointing one individual (M&E Officer) with little support from other human resources or management. This makes it not easy to recognize if achievement could be attained sooner, at a remarkably reduced general expenditure, by learning from successes and failures and applying the lessons to new interventions (Kirsch, 2013).

The above shows that the M&E system are not performing satisfactorily. They are having constraints that are affecting negatively their performance and which calls for intervention. It is from this backdrop that the researcher was prompted to conduct a study to look at the existing M&E systems, used by NGO in Rwanda in

regard to the effect of human resources capacity, stakeholders 'participation and budgetary allocation on project monitoring and evaluation system of local NGOs located within Kamonyi district.

### ***Objective of the study***

The general objective of the study was to find out the determinants of projectmonitoring and evaluation in local Nongovernmental organization within kamonyidistrict,Rwanda country. The study was guided by the following specific objectives:

- i) To examine how budgetary allocation influence project M&E of local NGOs within Kamonyi district.
- ii) To establish the effect of Human resources capacity on project M&E of local NGOs within Kamonyi district.
- iii) To examine how stakeholder participation affect project M&E of local NGOs within Kamonyi district.

## **II. Literature Review**

### ***Monitoring and evaluation performance***

Research on measurement of M&E systems'performance of NGO examines internal indicators and external indicators. Argyris(2004) and Bennis(2006),noted that the internal indicators are correlated to "organizational well being". These indicators are financial performance of NGOs including access to finance, budgeting, efficiency, expenses and costs(Ritchie &Kolodinsky 2013). On the other hand, the external indicators deal with the link between the NGO and the environment. For example, Yuchtman and Seashore(2010) suggested a system resource framework which defines NGOs'M&Esystems'performance as the capacity to deliver benefits from the surroundings toward the best acquisition of the financial needs and requirements for their survival.Most successful M&E systems are the ones that accomplish system's objective and plan with the project's resources to execute it in terms of its capacity. A part of this capacity is the resources allowed for utilization in M&E(Cristina,2012).

### ***Budgetary allocation and M&E***

Projects financed by the Bank Group that was conducted in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through desk review and interview, for projects approved between 1987 and 2000 found that monitoring and evaluation systems are not meeting their standard requirements as decision making tool; rather than their activities are considered as guided by a bureaucratic management(Koffi-Tessio,2002). A budget allocated for monitoring and evaluation could be clearly represented within the overall project budget to support the monitoring and evaluation activities due to the important it plays in project management, (McCoy et al,2005). Nina Frankel and Anastasia(2007) mentioned that various sponsors and organizations recommend that between 3 to 10% of a project's budget should be allocated to M&E. In many cases, because of limited budget and resources, organizations are dependent on others to provide data and rely on goodwill rather than explicit authority to encourage compliance.

### ***Human resource capacity and M&E***

Lahey(2010) looked at the Canadian's M&E, 30 years of existence and found that developing a successful M&E system in an organization is determined by times, human resources and financial resources invested in the process. Human capital, with appropriate training and experience is required for getting M&E results. This is because skilled employees are main challenges in implementing M&E systems(Koffi-Tessio,2002). Human capacity to implement M&E concern to the ability of employees assigned to carry out M&E activities. White (2013) found out that NGOs encounter a number of challenges when implementing or managing M&E activities one being insufficient M&E capacity where M&E staff usually advise more than one project at a time. In most sub Saharan African countries, there are simply too few people with the necessary skills and capacity of designing and implementing M&E activities. Many NGOs don't engage M&E specialist which are expansive due to inadequate resource to engage such experts (Mebrahtu,2004).Nabris(2008), states that monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. Evaluations should be implemented with the relevant skills, sufficient resources, sound techniques and transparency, in order to be quality, Jones et al, (2009).

### ***Stakeholders participation and M&E***

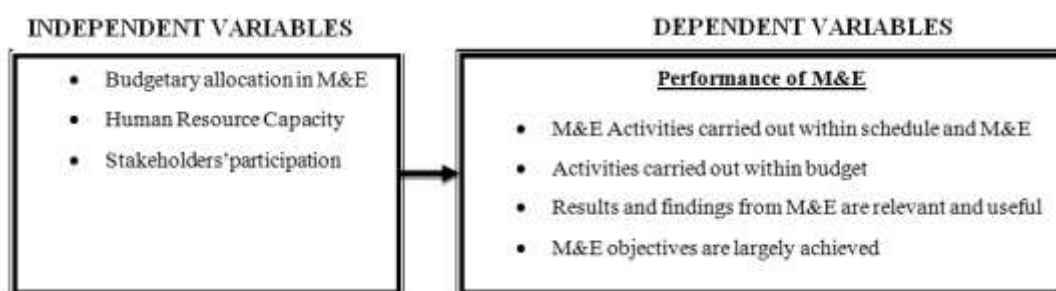
While there are various explanations for stakeholder, the project management institute (PMI,2013a) theorize that stakeholder(s) is an individual, group, or organization who may influence, be influenced by, or recognize itself to be influenced by a decision activity, or outcome of aprogram, project , or portfolio. Stakeholder involvement is implemented if stakeholders participate in the initiation process, involve in the control process as well as in decision making. When stakeholders participate in monitoring and evaluation, it

means that they have participated in providing management information and contributed to decision making. Simister, (2009) found that stakeholders involvement in M&E improve quality of M&E data and analysis and also enhance service users to have the opportunity of participation in all field of work that have an effect over their lives. However, stakeholders involvement require to be controlled with attention because too much stakeholder's involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process, Patton, (2008).

**Conceptual framework**

A conceptual framework was developed to examine the effect of Budgetary allocation ;Human Resource Capacity and Stakeholders' participation on project monitoring and evaluation system at local NGOs within Kamonyi district.

**Figure 2.1. Conceptual framework**



**III. Material And Methods**

The research desing applied in this study was descriptive survey design. The population of the study consisted of 25 M&E staffs responsible for the projects M&E from seven local NGOs within kamonyi district, Rwanda country. Considering that the population of the study is not large, the researcher conducted a census study. The primary data was sourced through the use of the questionnaire. Data was analyzed using descriptive statistics, regression and correlation analysis in order to find out the inter relationship between the independent variables with dependent variables and the influence of the independent variables to the dependent variable.

**IV. Result**

**Response rate**

**Table 1 Response Rate**

Instruments administered	Instruments filled & returned	Percentage (%)
25	22	88%

Source: primary data, (2021)

Non achievement of 12 % was due to respondents being busy and out of station during the period of the study despite several attempts to made to reach them.

**Main source of funds**

The researcher sought to find out what was the main source of funding for the project M&E activities.

**Table 2. Main source of funding for M&E**

Source of funds	Frequency	Percentage
Donor/Sponsor	20	90.9%
Community	2	9.1%
Government	0	0%
other	0	0%
<b>Total</b>	22	100%

Source: primary data, 2021

Findings indicated that majority local NGOs source their funding from donors 90.1% and small number 9.1% indicated that source their funding from community .Therefore, based on the above information, external donors contributed highly in M&E of local NGOs.

**Percentage of the budget allocated for M&E**

Regarding the percentage of the local budget allocated for M&E, the researcher sought to know the amount of funding that was allocated for M&E activities. The findings of the study are as presented in Table 4.8.

**Table 3. Percentage of fund used for M&E system**

Percentage of total project budget allocated for M&E	Frequency	Percentage
Less than 5%	12	54.54%
Between 5%-10%	5	22.73%
Over 10%	5	22.73%
<b>Total</b>	22	100%

Source: primary data, 2021

The findings of the study revealed that most (54.54%) of the respondents indicated that less than 5% of the budget is allocated for M&E. The study also found that (22.73%) of the respondents indicated that between 5%-10% of the total budget is allocated for M&E while also 22.73 % of the respondents indicated that over 10% of budget was allocated to M&E activities.

***Adequacy of fund***

The respondents were asked to indicate the adequacy of funds. The findings of the study are presented in Table4

**Table 4 Adequacy of funds used for project M&E activities**

Adequacy of funds	frequency	percentages
Yes	5	22.73%
No	17	77.27%
<b>Total</b>	22	100%

Source: primary data, 2021

According to the findings, whereas 22.73% of the respondents indicated that the funds were adequate, 77.27% of the respondents indicated that the funds were inadequate.

***Delay of Funds***

The respondents were asked to indicate whether the funds allocated for the implementation of M&E activities were released on time or not. The results were presented in Table 5.

**Table 5. Delay of Funds**

Delay of funds	Frequency	Percent
Yes	12	54.55%
No	10	45.45%
<b>Total</b>	22	100%

Source:Primary Data (2021)

Majority (54.55%) of the respondent confessed about delay whereas 45.45% denied . The findings imply that NGOs delay releasing of funds for M&E activities.

***Descriptive analysis of variables under budgetary allocation***

In order to measure the measure the influence of budgetary allocation, the respondents were asked to rate five statements in a Likert scale with possible five responses: Strongly Agree, Agree, Neutral, Disagree and strongly Disagree. To determine the minimum and maximum length of the 5 Likert type scale, the range is calculated by(5-1) then divided by five as it is the greatest value of the scale(4:5=0.8). Afterwards, number one which is the least value in the scale was added in order to identify the maximum of this cell. Then the length of the cells become:from 1 to 1.8(strongly disagree);from 1.81 to 2.6(Disagree);from 2.61 to 3.4(Neutral); from 3.41 to 4.2(agree) and from 4.21 until 5(strongly agree).

**Table 6. Statements of Budgetary allocation on performance of M&E system**

Statements	SA	A	N	D	SD	Mean	Standard deviation
Funds availability determines frequency and duration of M&E activities	7	10	4	1	0	4.045	0.843
Source of Funds affects effectiveness of M&E in this organization	7	8	3	2	2	3.727	1.279
Delay of releasing Funds affect implementation of M&E	10	8	4	0	0	4.272	0.767
Funds adequacy enhance quality of M&E data	11	7	3	1	0	4.272	0.882

Budgetary allocation influence performance of project M&E system	10	6	5	1	0	4.136	0.94
<b>Total</b>						20.45	4.71
<b>Composite mean and standard Deviation</b>						4.09	0.942

Source: Primary Data (2021)

Those items on budgetary allocation have a composite mean of 4.09 This indicates that a majority of respondents agree that budgetary allocation influences the performance of M&E system. The low standard deviation of 0.942 which is lower than one, is a pointer that there is a convergence of opinion in regard to these items.

**Special training on M&E systems**

Staff capacity can be developed through training. The table below presents the results on respondents attained training on M&E systems.

**Table 7. Respondents attained Special training on M&E**

Response	Frequency	Percentage
Yes	14	63.64%
No	8	36.36%
<b>Total</b>	22	100%

Source: Primary Data (2021)

The analysis shows that 63.64% of the respondents had attended training on M&E systems, while 36.36% had not attended any training. This implies that many of the respondents had knowledge on M&E systems.

**Adequate of staffs involved in project M&E activities**

The respondents were asked whether the number of M&E staff in their organisation was adequate. The results were illustrated in Table below.

**Table 8. Adequacy of M&E Staff**

Response	Frequency	Percentage
Yes	9	40.9%
No	13	59.1%
<b>Total</b>	22	100%

Source: Primary Data (2021)

The analysis shows that 40.9% of the respondents indicated that the staffs were adequate while 59.1 % indicated that they were inadequate.

**Descriptive analysis of variables under Human resource capacity**

The second objective that the study was out to achieve was to examine how human resources capacity influence M&E in local non governmental organization within kamonyi district. To achieve this, the respondents were asked to give their opinions on the level of agreement or disagreement with the statements using Five point Likert scale as shown in Table 4.8 whereby 5-Strongly agree, 4-Agree, 3- Neutral, 2-Disagree and 1- Strongly disagree.

**Table 9. Statements on Human Capacity for M&E**

Statements	5	4	3	2	1	Mean	Standard deviation
Number of M&E staff determines frequency and duration of M&E	2	11	6	3	0	3.54	0.857
Skills and experience of M&E staff enhance quality of M&E data	9	11	2	0	0	4.31	0.646
Trainings provided to M&E personnel determine the performance M&E system	8	8	5	1	0	4.04	0.898
Strength of M&E team influence project M&E system performance	14	3	5	0	0	4.4	0.854
Human capacity for M&E influence effective M&E system in the organization	10	9	2	1	0	4.27	0.827
<b>Total</b>						20.59	4.08
<b>Composite mean and standard Deviation</b>						4.11	0.81

Source: Primary Data (2021)

According to the Composite mean of 4.11 and composite Standard deviation of 0.81, explain that majority of respondent agree on those statements by having convergence opinion on view. Thus, it is important to have adequate number of M&E officers, qualified personnel and Experienced staff to ensures efficiency and effectiveness implementation M&E successfully.

**Level of stakeholder’s involvement**

The respondents were asked to indicate the level of stakeholders’ involvement. The findings of the study are as presented in table 10.

**Table 10. Level of stakeholders’ involvement**

Variable	Frequency	Percentage
Very large extent	11	50%
Large extend	9	40.9%
Small extend	2	9.1%
Not sure	0	0%
<b>Total</b>	<b>22</b>	<b>100%</b>

Source: Primary Data (2021)

The study findings show that 50 % of the respondents indicated that level of stakeholder’s involvement to be very largel extent, 40.9 % of the respondents indicated that they were large extend while 9.1 % of the respondents indicated that they were small extend of stakeholders’ involvement.

**Descriptive analysis of variables under stakeholders’ participation**

The study requested the respondents to indicate the extent to which they agree or disagree with the level stakeholders participate in the following aspects of M&E process. The responses were rated on a five point Likert scale where :5-strongly agree(SA), 4-Agree(A), 3-Not sure(NS),2-Disagree(D), 1-Strongly disagree(SD). Their responses were as shown below.

**Table 11. Stakeholder participation on performance of M&E**

Statements	SA	A	NS	D	SD	Mean	Standard deviation
Stakeholders are adequately involved in designing and planning of M&E syatems and activities.	5	8	5	4	0	3.63	1.048
Stakeholders are adequately in M&E report presentation.	3	11	4	4	0	3.59	0.959
Stakeholders are involved in M&E decision making process	3	9	5	5	0	3.45	1.01
M&E results and findings are communicated to the stakeholders	4	8	6	3	1	3.5	1.101
Stakeholder participation greatly impacts on the performance of M&E systems.	5	9	6	2	0	3.77	0.922
<b>Total</b>						17.95	5.042
<b>Composite mean and standard Deviation</b>						3.59	1.

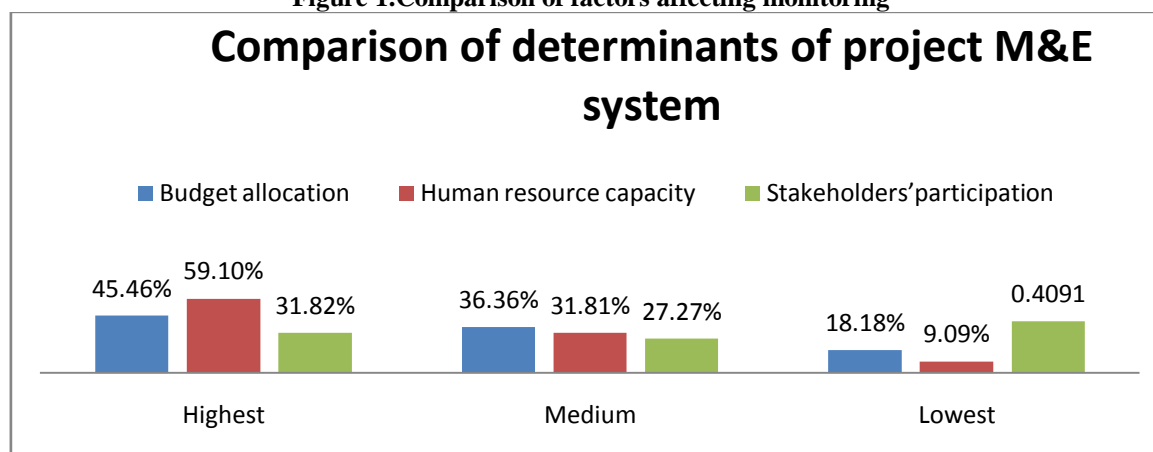
Source: Primary data(2021)

According to the founded Composite mean score of 3.59 and standard Deviation of 1; we concluded that stakeholders’ participation affect positively project monitoring and evaluation system with a divergence opinion of view. It is therefore, best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the entire M&E process since their participation helps to ensure different perspectives are considered so that all relevant stakeholders can own the findings and results and such serve the purpose intended.

**Ranking determinants of project M&E system**

Respondents were asked to rank the determinants in order of priority using the scale of 1-3 where 1 is the highest priority, 2 is the medium and 3 is the lowest priority. The chart below shows also comparison of determinants of project M&E systems and their severity as revealed by respondents.

Figure 1.Comparison of factors affecting monitoring



Source: Primary data(2021)

The figure above shows that human resource capacity has the high degree in affecting Monitoring and evaluation with 59.1% of respondents confirmed as the highest followed by budget allocation with 45.46%, while stakeholders' participation was the lastly with 31.82%. This shows that human resources capacity is the strongest determinants of the effectiveness of M&E system among the three independent variables.

**Effectiveness of M&E system**

The respondents were additionally requested to state the trend to which they agree or disagree with the following selected attributes concerning effectiveness of project M&E system in local NGOs. The responses were rated on a five Likert scale where : 5-strongly agree, 4-Agree, 3-Not sure, 2-Disagree, 1-strongly disagree. Their responses were as shown below.

Table 12. Effectiveness of M&E system

Parameters	Mean	Standard Deviation
Results and findings from M&E are relevant and useful	4.22	0.812
The M&E activities are carried out within schedule	4.36	0.657
The cost of M&E activities is always within the budget	3.9	0.867
The M&E objectives are largely achieved	3.45	1.01
<b>Total</b>	<b>15.95</b>	<b>3.349</b>
<b>Composite mean and standard Deviation</b>	<b>3.98</b>	<b>0.837</b>

Source: Primary data(2021)

The findings in the table 4.21 indicate that majority of the respondents strongly agreed that results from M&E are relevant and useful and the M&E activities are carried out within schedule with a mean scores of 4.22 and 4.34. Study found also that majority of respondent agreed on 2 statements that the cost of M&E activities is always within the budget and the M&E objectives are largely achieved with mean scores of 3.9 and 3.45.

**Correlation analysis**

Pearson correlation was used to measure the degree of association between variables. Negative values indicates negative correlation and positive values indicates positive correlation where pearson coefficient <0.3 indicates weak correlation, pearson coefficient >0.3 and <0.5 indicates moderate correlation and pearson coefficient >0.5 indicates strong correlation.

Table 13. Correlation coefficients

		Correlations			
		M&E systems performance	budgetary allocation	human resource capacity	stakeholders' participation
Pearson Correlation	M&E systems performance	1.000	.869	.877	.420
	budgetary allocation	.869	1.000	.954	.329
	human resource capacity	.877	.954	1.000	.296
	stakeholders' participation	.420	.329	.296	1.000
Sig. (1-tailed)	M&E systems performance	.	.000	.000	.026
	budgetary allocation	.000	.	.000	.067
	human resource capacity	.000	.000	.	.091
	stakeholders' participation	.026	.067	.091	.

Source:primary data(2021).

Table 13 shows that budgetary allocation has correlation coefficient of 0.869; human resource capacity has correlation coefficient of 0.877 and stakeholders’ participation has correlation coefficient of 0.420. From the correlation analysis, budgetary allocation and human resources capacity have a strong positive correlation while stakeholder involvement has a moderate positive correlation on the project M&E performance. Mean that as the independent variable increases, the dependent variable increases. Also, the dependent variable decreases as the independent variable decreases.

**Regression Model**

**Table 14. Model Summary**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.896 <sup>a</sup>	.804	.771	3.79928	.804	24.559	3	18	.000
a. Predictors: (Constant), stakeholders’ participation, budgetary allocation, Human resource capacity.									

Source: Primary data(2021).

Table 14 is a model fit which establish how fit the model equation is fitting the data. The adgusted R2 was used to show the predictive power of the study model and it was found to be 0.771 implying that 77.1 % of the variation in performance of project M&E systems of local NGOs within kamonyi district are explained by stakeholders’ participation, budgetary allocation, and Human resource capacity. Therefore, means that there other determinants not included in this study which contributes to 22.9% on influence of project M&E systems of local NGOs. From the analysis above, the coefficient of determination(R2) equal 0.804,mean that stakeholders’ participation, budgetary allocation and Human resource capacity explains 80.4% only of performance of M&E system leaving 19.6% unexplained.

This study found a Sig. F Change value less than 0.05 which indicates that the regression relationship was highly significant in predicting how stakeholders’ participation, budgetary allocation and Human resource capacity influenced the performance of project M&E system of local NGOs within kamonyi district. There is significant relationship between independent variables and dependent variable.

**V. Discussion**

According to Mugenda and Mugenda (2003) who noted that a 50 percent response rate is adequate, 60 percent good and above 70 percent rated very good. The response rate of 88% was therefore considered appropriate to derive the inferences regarding the objectives of the research. Kelly and Magongo (2004) state that a monitoring and evaluation budget should be about 5 to 10 percent of the total project budget. The results therefore show that more than half of the NGOs are setting aside less than the recommended amount. From the findings of the study it can be said that the percentage allocated for M&E should be increased because the amount of money allocated for M&E significantly is a determinant of M&E system (gosling and Edwards 1995). From the findings of inadequate allocation of funds to M&E activities, this can lead to failure in the implementation of monitoring and evaluation as also founded by Chaplowe (2008) who mentioned that they should be sufficient budget for M&E activities and Jack et al,( 2006), observes that enough funds are necessary for implementing M&E.

The findings on human capacity are in agreement with Koffi-Tessio (2002),who found that human capital with relevant training and experience is necessary for the production of M&E results. Dobi (2012), also noted that the number of trained staff on M&E determines implementation of effective M&E system. Nabris (2002) also found that when M&E was implemented by untrained and inexperienced staffs ,results in time consuming, costly and also results produced may be impractical and irrelevant. Most of the NGOs have inadequate M&E practitioners. This is an indication that M&E in these organizations is not a critical management practice because it contradicted with kent(2011) who showed that the ability of an agency’s staff to meet demands for its services depends on both its numbers and the skills and expertise staff members bring to the jobs. The findings show that budgetary allocation, human resource capacity and stakeholders’ participation have a significant influence and therefore facilitate the implementation of M&E performance.

**VI. Conclusion**

The study further concludes that to achieve projects M&E effectively, a good M&E budget estimating the costs, staff and other resources that are needed for M&E activities. The study further recommends that the project budget should provide a clear and adequate provision for M&E events. The study therefore recommends that when recruiting M&E officers, their competencies should be based on accuracy level, turnaround time(time taken to complete a task), knowledge in M&E, and accountability and responsibility. The study further



concludethat active involvement of stakeholders during the M&E activities leads to effective M&E. In ranking determinants of project M&E system, the study revealed that human resource capacity for M&E is the first factor followed by budget allocation and finally stakeholder participation as least factor that influence effective M&E system in the NGOs.

This study was conducted in Kamonyi district and considered only 7 local NGOs, other studies should be done to others NGOs within kamonyi district or other regions in order to obtain more holistic information on these determinants. More research also should be done on other factors that influence M&E systems like capacity building, community involvement, and influence of the donors.

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