

The Role Of Monitoring And Evaluation On Effective Project Implementation

A Case Of Global Help To Heal's Project

Rosine Mukamwiza ¹, Dr. Khan Jean De Dieu Hakizimana²

¹ School of Business and Economics, Mount Kenya University, Kigali, Rwanda

² School of Business and Economics, Mount Kenya University, Kigali, Rwanda

DOI: 10.29322/IJSRP.11.07.2021.p11537

<http://dx.doi.org/10.29322/IJSRP.11.07.2021.p11537>

Abstract- The purpose of this study is to examine the contribution of monitoring and evaluation on project implementation in Rwanda using a case of GHH in Karongi District. The specific objectives are: to assess the effect of M&E plan on effect project implementation of Global Help to Heal's Project in Karongi District, to identify the effect of Strategic Plan on effective Implementation of Global Help to Heal's Project in Karongi District, to analyse the effect of Budget Plan on Effective Project Implementation in Karongi District, and to Ascertain the effect of Risk Assessment Plan on Effective Project Implementation in Karongi District. This research has significance to the researcher, to MKU and GHH. The researcher wants to analyse the importance of monitoring and evaluation and challenges project success. The researcher adopted a case study because she wants to get deep investigation on the role of monitoring and evaluation to project. The target population was 1000 individuals. A sample of 286 was chosen. The study used questionnaires, interview guide and desk review. The data collected was edited, coded, tabulated and analysed according to the research objectives and questions one by one with the consideration of variables, indicators as shown in the conceptual framework. Results to the first objective felt that a positive correlation between monitoring and evaluation plan and strategy alignment ($r=0.158^*$, $p=0.015$), monitoring and evaluation plan and process alignment ($r=0.413^*$, $p=0.037$), monitoring and evaluation plan and resource allocation ($r=0.714$, $p=0.024$). Results to the second objective indicate positive correlation between M&E strategic plan and Strategy alignment ($r=0.705^*$, $p=0.025$), strategic plan and process alignment ($r=0.530^*$, $p=0.041$), resource allocation ($r=0.271$, $p=0.021$). Results to the third objective show that positive correlation between budget plan and strategy alignment ($r=0.323^*$, $p=0.023$), budget plan and process alignment ($r=0.235^{**}$, $p=0.001$), budget plan and resource allocation ($r=0.081$, $p=0.214$). Finally, significant correlations were found between risk assessment plan and strategy alignment ($r=-0.759^{**}$, $p=0.000$), risk assessment plan and process alignment ($r=0.401^{**}$, $p=0.000$) and risk assessment plan and resource allocation ($r=-0.708^{**}$, $p=0.000$). The study recommends the appointment of an M & E Officer with the role to monitor the day to day activities of the project and liaise with beneficiaries so that the project can achieve its intended goals. The GHH Project should communicate more with beneficiaries because some have a misconception on why they are receiving help. There is need to integrate a conflict resolution policy in the project

Index Terms- Monitoring, Evaluation, Project, Effective Project Implementation

I. INTRODUCTION

Monitoring and evaluation is the important tool to many projects if not all both in Rwanda and worldwide. The problem is that some projects are implemented without formal structure and lack the component of M&E in their execution. most of project are failing such as four storey building in Nyagatare (Michael & Eleanor,2011), multi-storey block at the University of Rwanda, (Government of Rwanda, 2013) and , women holcullutre project in Rulindo Distrcit (Kule &Umugwaneza,2016).

NGO are encountering with several constraints, more than inability to resourcefully respond to challenging needs. Previous studies estimate that about 33% of the project is at risk of failure (Banyenzaki, 2015). In fact, being low rate of strategic implementation (Basha, 2017), and failure in financial implementation (Gaitano, 2011) are indicators of ineffective implementation of projects. Project Monitoring & Evaluation in Rwanda is not strong owing to poor planning, inadequate tools and methods, and poor budgeting. As a result, some projects end-up closing when they are unfinished due to a lack of more funding, others close due to mismanagement, and others may close due to other reasons or go astray from their initial projected outcomes. It is in this regards that the researcher has decided to conduct a research on the contribution of monitoring and evaluation on effective project implementation using a case of Global Help to Heal project in Karongi District, western province.

The research objectives were:

- (i)To assess the effect of M&E plan on effect project implementation of Global Help to Heal's Project in Karongi District
- (ii)To identify the effect of Strategic Plan on effective Implementation of Global Help to Heal's Project in Karongi District

- (iii) To analyze the effect of Budget Plan on Effective Project Implementation in Karongi District
- (iv) To ascertain the effect of Risk Assessment Plan on Effective Project Implementation in Karongi District.

II. REVIEW OF LITERATURE

This section reviews previous studies carried out on monitoring and evaluation and effective implementation based on the study specific objectives. For example books, journals, websites, reports, dissertation written by previous researchers on project planning and success were reviewed.

2.1. Effect of M&E plan on effect project implementation

A study conducted by Yang et al (2011) on integrated planning and sustainable investment programs in China, intended to know integral flow, plan for project investment on the success of project. The research adopted a critical analysis and felt that positive and negative effects of project planning practices, introducing new viewpoints for advancing more increased approaches and systems. Novo et, al. (2017) assessed the effect of project management on project success in China with the aim to explore the contribution of management on project success. The study utilized desk review and revealed that design management is hardly contained in project planning processes, it stimulates its success via different patterns, such as team work knowledge, managers skills and methods with both stakeholder and beneficiaries.

A study research carried out by Fatima et al (2013) on the role of change management on project implementation success in Malasia used desk review and indicated that most of project failed owing to poor management. The study recommended suitable management for adequate execution of project by relying on project planning practices.

2.2 Effect of Strategic Plan on effective Implementation

Another study on project management practices was carried out to assess its contribution to the success of industries in Ghana. The study determined the level of quality of planning practices. The research used an exploratory research design and questionnaire survey to gather information on project management in Ghana using a sample size of 200 stakeholders from diverse economic industries (Ofori, 2013). Findings revealed that critical parameters that play a role to the performance of projects are top management suppose, risk management plan, clarification of objectives and beneficiaries participation.

2.3 Effect of Budget Plan on Effective Project Implementation

The cost planning process comprises of cost estimation and budget. The general objective of cost planning process is to achieve the project in the accepted budget (PMBOK, 2013). The project budget is very pertinent and affects all areas in both planning and implementation of a project. It is very pertinent to safeguard costs in the project development (Serrador, 2013). The effect of inadequate cash flow in a project is usually linked to large extra costs and postponements, as there is a high risk for a high risk for transitory of entire project (Vincent & Denis, 2014). The cost for cost must rely on project scope, work breakdown structure and linked to project planning process (Adera, 2013).

Finally, cost planning includes amassing and combining cost estimates of each deliverable to give a total cost baseline for assessing project success. The scope statement gives a summary budget, therefore, plan action or cost estimation is designed before budget demands and acceptance from administration. Abu-Hanieh, et al.(2013) argued that project managers contribute to the success of any project through effective budgeting and allocation and distribution of costs and other assets towards project execution. In this regards, budgeting plan aims at revolving about personnel, there is a need of enough time for budgeting and prioritization.

2.4. Effect of Risk Assessment Plan on Effective Project Implementation

Naqvi, et, al.(2011) assessed the role of stakeholder communication on project performance. The study aimed at assessing the effects of training, monitoring and evaluation, leadership and management parameters on project sustainability. The study was conducted descriptively using 13 groups of young population. Information was discussed using descriptive statistical method. Findings were presented in tables and percentages by revealing that effective budget plan, financial management, adequate instruments affect youth project sustainability in Kenya.

In Rwanda, a survey carried out by Ruberangeyo, *et al.* (2011) carried a study on Rwanda social protection: an ongoing process, in UNDP Sharing innovative experiences, successful social protection floor experiences and indicated that 334,725 liters of milk are achieved by farmers between 2009 and 2010; moreover, 401,672 liters are achieved the period 2010 and 2011. This indicated an increase of 20%. Consequently, milk collection centers and selling points have been created in all districts including Huye. A research conducted in Ngoma District assessed the contribution of Girinka program on poverty reduction. The study evidenced that 90% of households who received cows confirmed to use manure in their farming activities owing to its pertinence in fertilizing farms and improve crop production (Mutarutwa, 2014).

III. MATERIALS AND METHODS

A descriptive research design was utilized owing to the fact it is in helpful in labelling features of wide population, using a wider sample size. This research design adopt a standardized questionnaire where the consistency of information is assessed. The researcher used a mix method. Creswell (2013) specifies that the target population is a combination of words utilized to describe the total quality of cases of the type that are subject the research. The target population for this study contained 1000GHH project and beneficiaries who were set into categories of staff were chosen and this facilitated to discover how various categories views contribution of monitoring and evaluation on effective implementation of GHH Proejct. Slovin’s formula was used to calculate the sample size

Eq (1):

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

Thus; Where n= Sample Size, N= Population Size, and e = Margin Error =0.05

$n = 1000/1+1000 (0.05)^2$

$n=1000/1+0.25$

$n=1000/3.5$

$n =285.7=286$

Through the use of Yamane formula above mentioned where e=0.05, N=1000, the sample size become 286.

In selecting respondents, the researcher used stratified sampling, simple random and purposive sampling techniques. Analysis of data involved the procedure of organizing, synthesizing, and searching for significant patterns in the crude information gathered. The information was coded to generate themes which would already been formulated. Data was entered into the SPSS 27.0 for analysis. To establish the relationships under investigation, each concept in the independent variable was correlated with the monitoring and evaluation constructs and Pearson’s correlation coefficient determined. Regression analyses summed all the dependent variable constructs and regressed against the independent variable. The R (regression coefficient) was utilized to explain the nature and strength of the relationship. A model was provided depending on the outcome of the regression that was further used to quantify the relationship under investigation

IV. RESULTS

4.1 Effect of M&E plan on effect project implementation.

Table 1 Use of Monitoring and Evaluation Plan

| Statement | Strongly Disagree % | Neutral % | Strongly Agree % | Total Mean | Sd |
|--|---------------------|-----------|------------------|------------|-----|
| Program description is clearly defined | 9.1 | 15.2 | 75.8 | 1.33 | .64 |
| Reporting systems are clearly set | 0.0 | 30.3 | 69.7 | 1.30 | .46 |
| M&E indicators | 9.1 | 12.1 | 78.8 | 1.30 | .63 |
| Monitoring framework is well set | 24.2 | 0.0 | 75.8 | 1.48 | .87 |

As reflected in Table 4.1, 75.8.9% with a mean of 1.33 strongly agreed with the fact that in Global Help To Heal’s Project program description is clearly defined before monitoring and evaluation, 69.7% with a mean of 1.30 strongly agreed with reporting systems are clearly set before carrying out monitoring and evaluation in the framework of Global Help To Heal’s Project. Additionally, 78.8% with a mean of 1.30 strongly agreed that indicators for evaluation are formulated and reviewed prior conducting monitoring and evaluation of the project. Finally, responses indicated that 75.8% of respondents with a mean of 1.48 strongly agreed that monitoring framework is well set prior carrying out monitoring and evaluation planning

Table 2 Coefficients between Monitoring & Evaluation Plan and effective implementation of Global Help to Heal’s Project

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. | |
|-------|-----------------------------|---------------------------|------------|-------|------|
| | B | Beta | Std. Error | | |
| 1 | (Constant) | .423 | .162 | 2.606 | .010 |

| | | | | |
|--------------|------|------|-------|------|
| | .056 | .168 | 3.082 | .002 |
| M&E Planning | .174 | | | |

a. Dependent Variable: Effective implementation of Global Help to Heal’s Project

Results indicated that monitoring and evaluation plan was positively and significantly correlated with effective implementation of Global Help to Heal’s Project (b=0.168, p value=0.002). This shows that an improvement in monitoring and evaluation plan leads to an increase effective implementation of project by 0.168 units

4.2. Effect of Strategic Plan on Effective Implementation of Global Help to Heal’s Project in Karongi District

Table 3 Strategic Plan undertaken by Global Help to Heal’s Project in Karongi District

| Statement | Strongly Disagree | Not Sure | Strongly Agree | Total Mean | Stv |
|---|-------------------|----------|----------------|------------|-----|
| | % | % | % | | |
| Mission and vision of the project are defined | 18.2 | 15.2 | 66.7 | 1.51 | .79 |
| Core values are known | 00. | 9.1 | 90.9 | 1.09 | .29 |
| SWOT analysis has been conducted for the project | 9.1 | 15.1 | 75.8 | 1.33 | .64 |
| Strategic execution and resource allocation are defined | 12.1 | 24.2 | 63.6 | 1.48 | .71 |

From the study felt that 66.7% of respondents with a mean of 3.70 strongly agreed that Mission and vision of the project are defined within Global Help to Heal's Project. Moreover, 90.9% of respondents with a mean of 4.56 strongly agreed that Global Help To Heal's Project has established core values, 75.8% of respondents with a mean of 3.71 strongly agreed with SWOT analysis has been conducted for the project, 63.6% of respondents with a mean of 3.63 agreed with Strategic execution and resource allocation are defined

Table 4 Coefficients between Strategic Plan and Effective Implementation of Global Help to Heal's Project

| Model | Unstandardized Coefficients | Standardized Coefficients | t | | Sig. |
|------------|-----------------------------|---------------------------|------------|------|-------|
| B | | | Std. Error | Beta | |
| | | | .162 | | 2.606 |
| (Constant) | .423 | | | .257 | .010 |
| 1 | Strategic Plan | .247 | .070 | | 3.516 |
| | | | | | .001 |

a. Dependent Variable: Effective Implementation of Global Help to Heal's Project

b.

Results indicated strategic plan was positively significant to the effective implementation of Global Help to Heal's Project ($b=0.257$, p value=0.000). This signifies that a change in strategic plan leads to a change in effective implementation of Global Help to

Heal's Project by 0.257. These findings concurs with the study conducted on M&E predominantly mainly considering pertinent determinants of performance, M&E is among those determinants.

4.3 Effect of Budget Plan on Effective Project Implementation in Karongi District

The study explores mentoring and evaluation budget plan used by Global Help to Heal's Project in Karongi District. This variable is assessed by knowing if annual budget is predefined and project funds are available, fixed costs are estimated, variables expenses are well managed, and budget cycle is timely

Table 5 Monitoring and Evaluation Budget Plan Used by in Karongi District

| Statements | Strongly Disagree % | Neutral % | Strongly Agree % | Total Mean | sdv |
|---|---------------------|-----------|------------------|------------|-----|
| Annual budget is predefined and project funds are available | 33.3 | 21.1 | 45.5 | 1.87 | .89 |
| Fixed costs are estimated | 6.1 | 21.2 | 72.7 | 1.33 | .59 |
| Variables expenses are well managed | 36.4 | 18.2 | 45.5 | 1.90 | .91 |
| Budget cycle is timely | 36.4 | 24.2 | 39.4 | 1.96 | .88 |

Source: Researcher (2021)

Information presented in Table 5 indicated that 45.5% of sampled beneficiaries with a mean of 3.54 strongly agreed that the annual budget is predefined and project funds are available at Global Help to Heal's Project. Results demonstrated that 72.7% of respondents with a mean of 3.76 strongly agreed that fixed costs are estimated. Moreover, 45.5% of respondents strongly agreed that variables expenses are well managed, 39.4% of respondents with a mean of 3.68 strongly agreed that budget cycle is timely

Table 6 Coefficients between Budget Plan and Effective Implementation of Global Help to Heal's Project

| Model | Unstandardized Coefficients | Standardized Coefficients | t | | Sig. |
|-------|-----------------------------|---------------------------|------------|------|-------|
| B | | | Std. Error | Beta | |
| | | | .162 | | 2.606 |
| 1 | (Constant) | .423 | | | .010 |

| | | | | | |
|-------------|------|------|------|-------|------|
| Budget Plan | .327 | .070 | .372 | 4.460 | .000 |
|-------------|------|------|------|-------|------|

a. Dependent Variable: Effective implementation of Global Help to Heal's Project

The study evidenced that budget plan is strongly related to effective implementation of Global Help to Heal's Project ($b=0.372$, $p\text{-value}=0.000$). This means that an increase in budget plan leads to increase of effective implementation of Global Help to Heal's Project by 0.372

4.4 Effect of Risk Assessment Plan on Effective Project Implementation in Karongi District

The study explores mentoring and evaluation risk assessment plan used by Global Help to Heal's Project in Karongi District. This variable is assessed by unexpected budget cut, unclear responsibilities, high expectation of project sponsors and embezzlement of funds by staff

Table 7 Monitoring and Evaluation risk assessment plan Used GHH Project Karongi District

| Statements | Strongly Disagree % | Neutral % | Strongly Agree % | N | Total Mean | sdv |
|--------------------------------------|---------------------|-----------|------------------|----|------------|-----|
| Unexpected budget cut | 6.1 | 3.0 | 90.9 | 33 | 1.15 | .50 |
| Unclear responsibilities | 30.3 | 24.2 | 45.5 | 33 | 1.84 | .87 |
| High expectation of project sponsors | 9.1 | 6.1 | 84.8 | 33 | 1.24 | .61 |
| Embezzlement of funds by staff | 87.9 | 9.1 | 3.0 | 33 | 2.84 | .44 |

Information presented in Table 4.7 indicated that 90.9% of sampled beneficiaries with a mean of 3.54 strongly agreed with unexpected budget cut at Global Help to Heal's Project. Results demonstrated that 45.5% of respondents with a mean of 3.76 strongly agreed with unclear responsibilities. Moreover, 84.8 of respondents strongly agreed with high expectation of project sponsors, 3.0 of respondents with a mean of 3.68 strongly agreed with embezzlement of funds by staff.

The study findings coincide with conclusions of Numutesi (2018) who carried out a master research project at Mount Kenya University Rwanda on effects of M&E on project performance using Africa indoor residual spraying (AIRS). The study revealed the findings on the extent to which public reporting affects organizational performance, the role of Feedback on performance and relationship between change documentation and organizational performance

Table 8 Effect of M&E Risk Assessment on Effective Implementation of GHH Project in Karongi District

| Responses | Frequency | Percentage |
|-------------------|------------|--------------|
| Very Great Extent | 97 | 33.9 |
| A Great Extent | 65 | 22.6 |
| Moderate Extent | 12 | 4.3 |
| Little Extent | 75 | 26.1 |
| No Extent | 37 | 13.0 |
| Total | 286 | 100.0 |

Result presented in Table 8 on the extent to which M&E risk assessment affects effective implementation of GHH project, 32.6% of respondents from respondents agreed to very great extent, 22.6% of respondents agreed to a great extent, and 4.3% agreed to a moderate extent, 26.8% agreed to a little extent while 12.7 agreed to no extent

Table 9 Regression Coefficient Analysis

| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
|-------|----------------------|-----------------------------|------------|----------------------|--------|------|
| | | B | Std. Error | Coefficients Beta | | |
| 1 | (Constant) | .569 | .165 | | 3.443 | .001 |
| | Risk Assessment Plan | .521 | .042 | .557 | 12.458 | .000 |

a. Dependent Variable: Effective implementation

In Table 9, shows the regression coefficients of the risk assessment plan is statistically significant in explaining effective implementation at the Global Help to Heal’s Project. It showed that risk assessment plan is statistically significant to effective implementation at the bank (B=0.557, p value=0.000). This implies that an improvement in risk assessment plan by one unit leads to an effective implementation of Global Help to Heal’s Project by 0.557 units

4.2 Discussion

The present study corresponds with The results from the present study is relevant in comparison with the findings of Yang et al (2011) on integrated planning and sustainable investment programs in China, intended to know integral flow, plan for project investment on the success of project. The research adopted a critical analysis and felt that positive and negative effects of project planning practices, introducing new viewpoints for advancing more increased approaches and systems. The results did not contradict with observation of These findings concurs with the study conducted on M&E predominantly mainly considering pertinent determinants of performance, M& E is among those determinants (Ngogi & Nyandika, 2014).

The study findings coincide with conclusions of Numutesi (2018) who carried out a master research project at Mount Kenya University Rwanda on effects of M&E on project performance using Africa indoor residual spraying (AIRS).

The study revealed the findings on the extent to which public reporting affects organizational performance, the role of Feedback on performance and relationship between change documentation and organizational performance. This implies that an improvement in risk assessment plan by one unit leads to an effective implementation of Global Help to Heal’s Project by 0.557 units. This study concurs of levels (Kamau, et al., 2013) who a strong correlation between planning process and project implementation, but they did not take into consideration, the level of effective implementation of the Global Help to Heal’s Project

V. CONCLUSIONS

This study was conducted for establishing the role of M&E for effective project implementation. To the first objective The study concludes that Global Help to Heal’s clearly define goals, reporting systems are set indicators for evaluation are formulated and reviewed prior conducting monitoring and evaluation of the project, monitoring framework is well set prior carrying out monitoring and evaluation planning. There were positive correlation between monitoring and evaluation plan and strategy alignment, process alignment, and resource allocation. This shows that an improvement in monitoring and evaluation plan leads to an increase effective implementation of project by 0.168 units.

To the objective the study concludes that Global Help to Heal’s defined mission and vision of the project, established core values, carried SWOT analysis. There were positive correlation between M&E strategic plan and strategy alignment, process alignment, resource allocation, operational implementation were statistically significant given that the p values were < 0.05 and < 0.01.

To the study objective, the researcher felt that Global Help to Heal’s Project predetermined annual budget, funds are available fixed costs are estimated variables expenses are well managed. There were positive correlation between budget plan and strategy alignment, process alignment, and resource allocation. The implication was that high levels of monitoring and evaluation planning within Global Help to Heal’s Project in Karongi District would significantly enhance strategy alignment, process alignment, resource, allocation and operational implementation.

To the fourth objective, the study concludes that Global Help to Heal’s Project cut at unexpected budget, unclear responsibilities are predicted, high expectation of project sponsors. There significant correlations found between risk assessment plan and strategy alignment, process alignment, and resource allocation. This implies that an improvement in risk assessment plan by one unit leads to an effective implementation of Global Help to Heal’s Project by 0.557 units.

ACKNOWLEDGMENTS

I wish to acknowledge Dr. Hakizimana Khan Jean de Dieu for her contribution to this work from the beginning up to it’s the completion. I also wish to extend my acknowledgement to the Mount Kenya University, GHH Project authorities for their support and collaborative in term of data collection

REFERENCES

- [1] Abdul-Rahman, H., Wang, C., & Muhammad, N. A. B. (2011). Project performance monitoring methods used in Malaysia and perspectives of introducing evaluation as a standard approach. *Journal of Civil Engineering and Management*, 17(3), 445-455.
- [2] Adera, O. B. (2013). Influence of organizational project maturity practices on performance of state corporations. A case of South Nyanza Sugar Company limited (Doctoral dissertation, University of Nairobi).
- [3] Alvi, M.H. (2016). A Manual for Selecting Sampling Techniques in Research, University of Karachi, Iqra University.
- [4] Babbie, E (2012). The practice of social research. Belmont, USA: Cengage Learning. Bahati sub- Country, Nakuru, Kenya. *Journal of Economic, Commerce and Managements*, 3(11), 48-86.
- [5] Banyenzaki, M. (2015). Contract Management practices and Performance of the road construction projects: The case of Wakiso District, Unpublished dissertation in Project Management and Evaluation. Wakiso, Uganda.
- [6] Basha, Q. R. (2017). Sustainability Issues in Civil Engineering: Methods and techniques (4th edition). Kansensero: Global Publishers Ltd.
- [7] Creswell, J. W. (2013). Qualitative inquiry and research design: Choosing among five approaches. Thousand Oaks, CA: Sage Publications.
- [8] Fatima, M., Alyaa, G., & Abdul, R. (2013). Change Management and its Contribution to the Success of IT Project Implementation. *International Journal of Information and Communication Technology Research*. Vol.3 (4), 134 – 140.
- [9] Gaitano, S, (2011). The Design of M&E Systems: A Case of East Africa Dairy Development Project. A paper presented at INTRAC 7th Monitoring and evaluation conference 2011.
- [10] Government of Rwanda, (2013). A Study of the Leadership and Coaching Behaviors of High Level Hurling Coaches. Waterford, Ireland: Waterford Institute of Technology.
- [11] Karanja, G. (2014). Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya. *International Journal of Education and Research*, 2 (2), 1 - 12.
- [12] Kule &Umugwaneza,(2016). Common issues affecting Monitoring and Evaluation of large ILO projects: Strategy to address them. Retrieved on 3rd April, 2019 (www.ilo.org).
- [13] Michael, B & Eleanor, H. (2011). Monitoring and Evaluating Urban Development Programs. Washington, D.C, World Bank.
- [14] Ministry of Finance and Economic Planning [MINECOFIN].(2013). Annual Reports on Small and Medium Enterprises development in Rwanda. Kigali. Rwanda.
- [15] Mutarutwa, (2014). Effect of project monitoring on implementation of economic stimulus projects in education sector within Nairobi County, Kenya (Masters Dissertation). Kenyatta University, Nairobi, Kenya
- [16] Naqvi, I. H., Aziz, S.& Rehman K-Ur (2011). The impact of Stakeholder communication on project outcome. *African Journal of Business Management*, 5(14), 5824-5832.
- [17] Novo, B., Landis, E. A., & Haley, M. L. (2017). Leadership and its role in the success of project management. *Journal of Leadership, Accountability and Ethics*, 14(1),1-6.
- [18] Numutesi, E. (2018). The Influence of Monitoring and Evaluation on Project Performance: A Case of Africa Indoor Residual Spraying. A Research Project Submitted in Partial Fulfilment for the Award of a Degree in a Master of Business Administration (Project Management Option) of Mount Kenya University. Kigali, Rwanda.
- [19] Ofori, (2013). Validity and reliability issues in educational research. *Journal of Educational and Social Research* 2, 391-400.
- [20] PMBOK, (2013). Utilization-Focused Evaluation (U-FE) Checklist. Kalamazoo: Western Michigan University
- [21] Ruberangayo,A. Ayabare M and Laminne. B. (2011). Rwanda Social protection: an ongoing process, in UNDP Sharing innovative experiences, successful social protection floor experiences, global south-south Development Academy,ISSN: 1728-4171, Volume 18, pp 333-360
- [22] Serrador, (2013). Research methods for business: A skill building approach (5th ed.). West Sussex, UK: John Wiley & Sons Ltd
- [23] Vincent, K. & Denis, R. (2014). Women's perceptions of the Girinka (one cow per poor family) programme, poverty alleviation and climate resilience in Rwanda. *Journal of empowering women for gender equity*, 53-64
- [24] Yang,J & Hesdrass,R. (2013). The Role of Monitoring and Evaluation Practices to the Success of Donor. York: McGraw-Hill

AUTHORS

First Author – Rosine Mukamwiza, School of Business and Economics, Mount Kenya University, Kigali, Rwanda

Second Author – Dr. Khan Jean De Dieu Hakizimana, School of Business and Economics, Mount Kenya University, Kigali, Rwanda