

Institutional factors influencing performance of M&E systems in government projects: a case of the Honey Project at Kongwa District, Tanzania.

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ABSTRACT

Monitoring and Evaluation systems play a critical role in measuring the performance of government projects in Tanzania. This study assesses the institutional factors influencing the performance of M&E systems in government projects, a case of honey projects in Kongwa District, Tanzania. This research includes key institutional factors such as organisational support, technical expertise, communication, budget allocation, management commitment, financial availability, and stakeholder involvement in shaping the performance of M&E systems. A mixed-methods approach was adopted qualitative and quantitative data collection tools were conducted through structured interviews by using a questionnaire with respondents including 67 respondents. The findings reveal that organisational support, technical expertise, communication, budget allocation, management commitment, financial availability, and stakeholder involvement were significantly ($p>0.05$) impacted by M&E system efficiency. The study concludes that strengthening M&E capacity through targeted training, increased resource allocation, and enhanced stakeholder collaboration is essential for improving M&E effectiveness. This study Recommended that adopting technology-driven solutions, fostering a culture of learning within NGOs, and ensuring alignment between M&E practices and organisational objectives. NGO leaders and development practitioners are seeking to enhance the role of M&E in project implementation and impact assessment.

Keywords: Monitoring and Evaluation, Monitoring and evaluation systems, Performance, Institution factor.

INTRODUCTION

Monitoring and Evaluation is a systematic process of collecting and analysing data to assess the effectiveness and impact of projects, as described by Amin et al. (2022). It covers all the work carried out during or after a project to define, select, collect, analyse, and use information, where everything comes together, from the initial selection of objectives and indicators through to the final evaluation of a project. Most of these projects are straightforward, time-bound projects that typically share several common elements (Cha et al., 2023). However, active engagement of institutions is crucial for fostering ownership and enhancing the relevance of M&E efforts, especially for government projects (Tengan and Aigbavboa, 2021). Also, participation of management in M&E activities ensures diverse perspectives leading to more comprehensive evaluations for sustainable projects (Musyimi and Ondara 2022). In this paper, active engagement of various stakeholders, project implementers, and management supports in the monitoring and evaluation processes of government institutions encourages a high standard of government project performance, especially honey projects. Most countries, especially developed ones, have pursued results-oriented development initiatives by adopting more effective M&E practices (Kang'ara and Thiongo, 2021). As part of the broader efforts to institutionalise managing for

development results, most governments, such as Sri Lanka, Canada, and the USA, among others, have taken specific steps to strengthen the results-based M&E System at their national level to have positive impacts in their projects through emphasize institution participation, stakeholders involvement and effective or regular communications to their projects implementers for quality and clear data information gathering when performing M&E process (Sindayigaya et al, 2020).

Monitoring and Evaluation are critical components in the management of governments projects includes honey production worldwide, Ethiopia is the leading producer in Sub-Saharan Africa produce about 45,000 tons of raw honey annually (Githaiga and Mutundu, 2022) recognized as one of the leading honey producers in Africa, with a rich tradition of beekeeping that dates back centuries, normally implementation of M&E system depend highly with influence from institution supports like encourage technical expertise between projects implementers, effective communication, sufficient budget allocation for projects implementation and enhance project implementers to increase honey products in terms of quantity and quality (Letsolo et al. 2022). Historically, honey production in Tanzania has been characterised by small-scale farming practices. Beekeeping is often integrated into subsistence agriculture, where farmers maintain hives alongside other crops (Lucas et al. 2022).

Kongwa District is one of the districts in Dodoma Region that produces honey. The district inhabitants have been keeping bees for quite a long time; the estimated amount of honey produced in the district is low (3, 591 litre per annum), while the expected kilograms were 6500 litre annually. The highest potential for beekeeping include Villages of Matongoro, Chamkoroma, Vihingo, Ndurugumi, Mlali Iyegu, Sejeli, Mkutani, Ihanda, and Njoge.

Usually successfully project must have an effective M&E system and a strong institutional management approach to ensure the sustainability of public projects is maintained well, regarded as a performance management tool and policy development in different public and private companies if there is reliable information, trained and competent staff, and stakeholders' involvement during the design stage (Murunga and Njoroge, 2024). Most of the information gathered during the M&E process is more useful to management during the decision-making process, which creates more advantages to the institution in measuring its progress and the success of projects. However, the role of government in monitoring and evaluating systems in honey production is multifaceted, encompassing regulatory frameworks, research funding, training programs, the establishment of standards, and engage stake holders to the honey production (Njiru and Thoronjo, 2023).

In Tanzania through FYDP II, (2015 to 2020) were identified substantial number of these organizations' projects commonly seek an extension from their donors due to these project inability to fulfill the project's objectives within the designated timeframe and given resources, also introducing some comprehensive approach to ensures that honey production not only meets quality and safety standards but also embraces innovative technologies that enhance productivity (Alizadeh and Domyeh, 2026). The regulatory frameworks dictate the standards for honey production, regulations often include guidelines on the use of technology in beekeeping practices, such as hive management systems and pest control methods, and agencies frequently allocate funds for research aimed at improving honey production technologies (Wilson, 2020).

Additionally, Government often collaborate with industry stakeholders including beekeeping associations, agricultural extension services, and private sector companies involved in developing technological solutions for honey production, fosters an environment where knowledge sharing occurs, training programs that equip beekeepers with necessary skills (Mathayo and Kinyina, 2022) establishment of standards that guide industry practices; monitoring programs ensuring compliance; and collaboration with various stakeholders fostering a supportive ecosystem for technological advancement (Peter, 2024). Despite those benefits and important methods of launching and implementing M&E systems in honey projects, the expected project outcomes were not fully achieved.

Several studies documented factors influencing the performance of the M&E system in government projects. The studies revealed that community engagement, training and education, technological factors, and data collection tools were the main factors reported (Saguda, 2021). However, those studies were not generalised to institutional factors specifically in governmental projects. Therefore, this study serves to fill a knowledge gap

on institutional factors influencing the performance of M&E systems in government projects, by taking the case of the honey project in Kongwa district, Tanzania.

LITERATURE REVIEW

This study is realistic and related to some theory, including Realistic evaluation theory, first published by Pawson in 1997, which provides a model centered on finding out what outcomes are produced from project interventions, and how they are produced. What is significant about the varying conditions in which the interventions take place, the Honey Project faces various challenges, such as stakeholder engagement, resource allocation, environmental sustainability, and market competition (Wilson et al. 2020). To address these problems using realistic evaluation theory, we can follow these steps: Identify Contextual Factors, examine mechanisms, and evaluate the outcomes.

Theory of change is one of the theories that support the study. Different Authors describe the theory of change in different ways. According to Reinholz (2020), the theory of change is an “ongoing process of discussion-based analysis and learning that produces powerful insights to support programme design, strategy, implementation, evaluation and impact assessment, communicated through diagrams and narratives which are updated at regular intervals”. Theory of Change is applied as a tool in the M&E system on government projects, especially the honey project. During project implementation, it will give feedback on whether a programme is on track so as to achieve the intended change (Lashuel, 2022).

Some studies were reviewed and discussed issues of monitoring and evaluation such as Robertson et al, (2022) on the study of Building coherent monitoring and evaluation plans with the Evaluation Planning Tool for global health are critical components in the management of honey projects, as they help assess the effectiveness, efficiency, and impact of interventions aimed at improving honey production and quality, according to Siminyu et al, (2025), The use of digital tools like mobile applications has enhanced the efficiency of survey distribution and data collection, according to Morchid, (2023) found that the use of appropriate software for data management is crucial. Tools like Microsoft Excel or specialised agricultural databases facilitate efficient data storage, retrieval, and analysis, as Amina, (2022) found, which is essential for assessing the effectiveness, efficiency, and sustainability of interventions aimed at improving honey production and marketing. Several institutional factors can significantly influence the performance of M&E systems in such projects (Hasar et al., 2021)

METHODOLOGY

The study was conducted based on government projects in Tanzania, a case of the honey project in the Kongwa district, where by district characterized by a semi-arid climate with distinct wet and dry seasons. The average annual rainfall ranges from 600 mm to 800 mm, which is sufficient for the growth of various nectar-producing plants. The temperature in Kongwa typically ranges between 20°C and 30°C, creating an optimal environment for bee activity and honey production. The presence of diverse flora, including acacia trees, wildflowers, and other indigenous plants, provides bees with ample forage throughout the year.

The study involved both qualitative and quantitative data, where data were collected from primary and secondary sources. Primary data was collected from project implementers, while secondary data was collected from documents available and related to the government project (Gamage, 2025). A qualitative data study employed closed-ended questions to obtain information from respondents. On the quantitative side, the open-ended questions were used to collect data from project beneficiaries on factors influencing the performance of M&E systems of government projects.

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure. The study involves a cross-sectional design, which enables the researcher to collect data at one specific point in time (Rawat, 2025). Cross section its useful because of Cost-Effectiveness and Speed. Cross-sectional studies are generally less expensive and quicker to conduct compared to longitudinal studies.

Sampling size refers to the number or group from which data is collected. As the project's implementers and government facilitators of 67 respondents, the study established the sample size of 67 by a systematic approach based on statistical principles.

Table 1: Sample size of the study

Number of Respondents	Sample of Respondents
20	Project group leader
22	Ward Agriculture Extension Officer
1	Project coordinator
1	Assistance Project Coordinator
1	Project Accountant
1	District Planning Officer
1	Chairperson of the District Council of Livestock
1	Responsible Person for the Ministry of Agriculture
1	District Executive Director
17	Ward Executive Officer
Total	67

A purposive sampling technique is used to select respondents who are project implementers, project beneficiaries, and government stakeholders. The study adopted purposive sampling since it involves key respondents, who are government project implementers. Data collection methods includes structured interview used to collect data in the mode of face to face for the respondents who were close and far from their offices, Documentary review involves using available data (secondary) from documentary sources also was helping to study the M&E systems on government project and how much M&E are known by the government on M&E in governments offices, analysis of annual plan and budget if they include M&E activities systems.

The study analysis employed binary logistic regression to find which variables are significant over others in influencing Monitoring and Evaluation for government projects in Kongwa district. Variable measurements were described in the table below.

Table 2: Variables measurement and their description on the performance of the M&E system

SN	Variable Name	Description	Type	Expected Influence
1	Performance of the M&E system	Dependent variable indicating (1 = Yes, 0 = Not)	Categorical	N/A
2	Organization support	1 = High, 0 = Low	Binary (0/1)	Higher support from the organization or top management is more likely to influence the M&E system performance.

3	Budget allocation	1 = High, 0 = Low	Binary (0/1)	Sufficient budgeting may have more emphasis on ensuring M&E systems are performed effectively and efficiently than an insufficient budget.
4	Technical expertise	1 = High level, 0 = Low level	Binary (0/1)	Having project implementers with enough knowledge of M&E systems can lead to performance.
5	Financial availability	1 = Available, 0 = Not available	Binary (0/1)	Financial availability can enhance the M&E system more than with not enough financial resources.
6	Management commitment	1 = Committed, 0 = Not committed	Binary (0/1)	Higher commitment from the organization to employees has more influence than without committed on M&E systems.
7	Communication	1 = high, 0 = low	Binary (0/1)	Higher collaborative involvement of beneficiaries in measuring M&E performance can lead to more effective organizational goals than a low-communication organization.
8	Stakeholders involvement	1 =involved, 0 = not involved	Binary (0/1)	Stakeholders involved in projects' M&E performance are more likely than not to be involved stakeholders.

Source: Research Data, March 2026

Model as described below

$$\ln \left(\frac{P}{1-P} \right) = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \epsilon$$

Where:

Y = Monitoring and Evaluation system

α = a regression constant

$\beta_1 \dots \beta_{10}$ = regression coefficients (independent variable)

FINDINGS AND DISCUSSION

Table 3: Demographic characteristics (n=67)

Variable	Frequency	Percent
Age of respondent		
21-30	10	14.9
31-40	48	71.6

41-50	5	7.5
51 and above	4	6
Sex of respondents		
Male	41	61.2
Female	26	38.8
Education level		
Non- formal education	2	3
Primary education	3	4.5
Secondary education	6	9
College and above	56	83.6
Working experience		
1-3 years	16	23.9
4- 6 years	45	67.2
7 years and above	6	9

Source: Research Data, March 2026

Demographic characteristics

Age

Findings from table 3 indicate that majority (71.6%) of respondents involved in government projects aged between 31-45 and few were 21- 30 years (14.9%), 7.5% were aged between 41-50 years and above years 50 years (6%), means mostly projects implementers are aged in economically productive on projects also 7.5% of respondents aged 46 and above may possess extensive experience of knowledge about honey production, such as how M &E project declines also ways of improving and evaluation. Findings relate to Kidman and Chang (2022), where those older than 40 years contribute much advice and plan for M&E practices of the honey project due to their experience with projects initiated while they were youth between 18 and 35 years, while those between 18 and 35 years coordinate and implement the project's goals.

Sex

Findings from table 3 indicate that 61.2% of the respondents were male and 38.8% were female. This provides the evidence that the male respondents are the ones who tend to participate more on monitoring and evaluation comparing to the female respondents which are low comparing to the male, due to different reasons such as in the NGOs majority of the officers was male, nature of activities needs transect walk, the willingness to participate, lack of information are the reasons that causes females not to participate more on this activity of monitoring and evaluation the project. Kalleberg et al (2021) found that Male respondents were more likely to report positive health outcomes than female respondents in government projects, possibly due to gender biases. It is important to consider the potential gender differences in M&E practices to ensure that the project's performance is accurately assessed.

Education level

Finding from table 3 show that Studies show that the majority of the respondents completed bachelor degree level 83.9% followed by secondary level were 9%, followed by 4.3% were completed primary education and a few of them 3% where non formal education, implies that most of participate in M&E of government projects are educated and tend to understand more about the need and importance of monitoring and evaluation on the performance of the project. According to Vapa et al. (2020), a support study where educational level increases output, higher levels of education were more likely to engage in difficult data analysis techniques during monitoring and evaluation processes, also help in highlighting the importance of providing capacity-building opportunities for individuals with lower levels of education to ensure their meaningful participation in monitoring and evaluation practices.

Experience of working

Findings from table 3 show that majority of the respondents 67.2% were 4-5 years in working experience, followed by 23.9% of the respondents were 1-4 years, 9% were 7 years and above, means project implementers were working in 4-5 years working experience, and this indicate that more years in working experience influence others to implement monitoring and evaluation activities to ensure project meet the intended goals according to the plan. Findings are supported by Meekers et al. (2023), who demonstrated that respondents with longer working experience were more likely to use participatory approaches in monitoring and evaluation, involving stakeholders at various stages of the process. Therefore, organizations should consider the balance between experienced professionals and fresh perspectives when forming monitoring and evaluation teams for the sustainability of projects.

Table 4: Institutional factors influencing the performance of M&E in government projects

Independent variables	Odds ratio	Std. errs.	z	P>z	[95% conf. interval]	[95% conf. interval]
Organization support	2.2165105	.1940412	-3.61	0.023	.053584	.7470462
Budget allocation	5.4584848	.452771	-2.10	0.007	.146946	.6991803
Technical expertise	2.187130	.1886105	1.24	0.014	1.2118797	2.032227
Financial availability	1.568914	.5323411	2.95	0.003	.5255445	2.612283
Management commitment	1.050594	.5355591	1.96	0.050	.2809176	2.100271
Communication	2.331071	.5153874	3.83	0.000	1.51133	3.596436
Stakeholders' involvement	2.233878	.5522354	3.25	0.001	1.376051	3.626472
Cons	15.14562	28.85306	1.43	0.054	0.3620026	633.669

Number of obs = 189, LR chi2(5) = 33.40, Prob > chi2 = 0.0008, Log likelihood = -67.989517 Pseudo R2 = 0.603

Source: Research Data, March 2026

Institutional factors influencing the performance of M&E systems in government projects

The study examined institutional factors influencing the performance of M&E systems in government projects, and an analysis was done through binary logistic regression. The variables measured include organization support, budget allocation, technical expertise, financial availability, management commitment, communication, and stakeholders' involvement.

Organization support

Findings from table 4 show that organisational support is (0.05 -0.74), which is statistically significant ($P=0.023$). The results suggested that organisation support is 2.2 times more likely to influence M&E performance compared to projects that did not receive any support from the organisation. This implies that organisational support significantly boosts the performance of monitoring and evaluation (M&E) in honey projects. Therefore, project implementers must seek out and utilise organisational support to enhance their M&E efforts, ultimately leading to more successful project outcomes. According to findings of Asante (2024), found that Perceived organizational support positively impacts job satisfaction and commitment, moderately impacts employee performance, and negatively impacts intention to leave, with more pronounced effects for non-frontline employees. Organisational support systems and individual values, beliefs, and norms can improve healthcare workers' speaking-up behaviour, enhancing patient safety and care in resource-constrained regions.

Budget allocation

The findings from Table 4 revealed that budget allocation as an institutional factor shows (0.14 - 0.69), which is statistically significant ($P=0.007$). The findings indicate that budget allocation for M&E activities is 5.45 times more likely to influence the performance of M&E activities compared to projects that do not separate or allocate a budget specific to M&E activities in an organisation or project. This implies that a government project allocates a specific budget for Monitoring and Evaluation (M&E) activities, and they are significantly more likely to see an outcome of improvements in their performance. Additionally, if other project implementers want to enhance their project's success and effectiveness, they should prioritise setting aside funds specifically for M&E activities. By doing so, they can ensure better tracking of progress and outcomes, leading to more informed decisions and ultimately better results for their projects. According to Letsolo & Wanjiru (2022), the influence of the monitoring and evaluation (M&E) budget allocation on the performance of socio-economic empowerment projects, firms regularly invest in innovation by supporting internal capital projects (funded and executed in-house) that explore new products and operational improvements.

Technical expertise

Study findings from table 4 suggest a statistically significant relationship between the availability of technical expertise and the likelihood of M&E performance is p-value of 0.014, which means that technical expertise significantly improves the performance of monitoring and evaluation in honey projects. With an Odds Ratio of 2.18, this means that when technical expertise is available, the chances of achieving better M&E outcomes are more than double compared to situations where such expertise is insufficient. However, most of the key informants highlight that training or hiring individuals with strong technical skills can lead to improved project outcomes. It emphasises the importance of ensuring that team members possess the necessary knowledge and skills to effectively monitor and evaluate project activities. According to Murunga & Njoroge (2024), found that impact of Monitoring and Evaluation practices on the performance of Health IT projects, scientific and traditional knowledge can help adapt to global changes and preserve local values and priorities in the case of heather honey production. Increased production capacity in beekeeping leads to decreased costs, higher returns, and a higher return on investment, but technical inefficiency contributes to deviations from optimal production amounts.

Financial availability

from table 4 indicate that availability of financial resources for M&E activities is 1.56 times more likely to influence M&E performance compared to a project or organisation that did not have financial resources for M&E

activities. Findings show a statistically significant p-value of 0.003, which implies that having financial resources significantly boosts the performance of Monitoring and Evaluation (M&E) activities in honey projects. These findings are crucial for honey project implementers because it highlights the importance of securing funding for M&E activities. When funds are available, it allows for better planning, execution, and analysis of M&E processes, which can lead to improved project outcomes and sustainability. According to Mayer and Recker (2025), found that adapting project financing processes to accommodate organisational changes, operational processes, and cultural values is crucial for successful scaled agile transformations in incumbent firms. To determine the influence of the weight of the economic effectiveness evaluation criteria of the major investments of listed enterprises, and provide new management ideas for the development of the follow-up enterprises, firstly, the financial benefit evaluation system of investment projects is analysed and constructed, and the specific evaluation process is analysed.

Management commitment

from table 4 indicates that management commitment for the Monitoring and Evaluation aspect in an organisation is (0.28 - 2.10), which is statistically significant for ($P=0.050$). This suggests that there is a small positive association between management commitment and the effectiveness of Monitoring and Evaluation practices within these projects. The p-value of 0.050 indicates that this result is statistically significant, meaning there is a reasonable level of confidence that management commitment plays a role in enhancing Monitoring and Evaluation efforts. Project implementers benefit when management actively supports and prioritises Monitoring and Evaluation activities, which can lead to better outcomes in project implementation and overall success. According to Lima and Tereso (2023), found that Adopting innovation and sustainability practices in project management within SMEs provides practical, political, and theoretical benefits, enhancing overall well-being for both SMEs and society. Managerial commitment positively impacts economic and human resource benefits from Kaizen implementation in Mexican maquiladora companies.

Communication

from table 4 show that good communication between workers in an organisation is significant at $P=0.000$ as an institutional factor that affects Monitoring and Evaluation performance within honey projects and other projects. Organisations that have workers who communicate well can lead to a more than two times increase in the likelihood of achieving better outcomes in project implementation. For honey project implementers, this suggests that fostering an environment where open dialogue and collaboration are encouraged can directly impact the success of their initiatives. When workers share information freely and support each other, they can identify challenges more quickly and develop solutions that improve overall project effectiveness. Findings concur with the study of Amin et al. (2023), which found that Project monitoring and evaluation activities strengthen stakeholder relationships and improve the impact of international development projects on communities. Stakeholder involvement in monitoring and evaluation planning positively impacts the sustainability of donor-funded projects through resource mobilisation, collaborative partnerships, material contributions, advocacy, lobbying, and information sharing.

Stakeholders' involvement

from table 4 in the study, the involvement of stakeholders in Monitoring and Evaluation activities influences Monitoring and Evaluation performance compared to projects or organisations that did not involve stakeholders during Monitoring and Evaluation implementation at a significant level of significantly for p-value 0.001. These findings imply that involving stakeholders in monitoring and evaluation activities significantly enhances Monitoring and Evaluation performance. Similarly, honey project implementers that include local beekeepers, community members, and other relevant parties in the planning and assessment phases can lead to better decision-making and more effective project implementation.

Additionally, engaging these stakeholders can provide valuable insights and foster a sense of ownership, which is crucial for the success of any project. Also, Honey project implementers should prioritise stakeholder engagement as a core component of their Monitoring and Evaluation strategies. By doing so, they can ensure

that their projects are not only meeting their goals but also addressing the needs and concerns of those directly affected by their work.

CONCLUSION AND RECOMMENDATION

Conclusion

The study concludes that organisation support, budget allocation, technical expertise, financial availability, Management commitment, communication, stakeholders' involvement, and tracking process had a significant positive influence on the probability of Monitoring and Evaluation performance ($P < 0.05$). However, findings claim that institutional factor plays crucial role in ensuring there is proper Monitoring and Evaluation for project performance and sustainability for further and future implementation. Usually, quality and effective M&E systems require resource allocation, effective management from top support, and acquiring knowledge based on specific project needs and purpose.

Recommendation

Study revealed to Increase Funding for M&E Activities: Stakeholders, including government bodies and funding agencies, should prioritise the allocation of adequate resources to support M&E activities in honey projects since honey products have more benefits, including medicine and nutritional food. Increased funding will facilitate comprehensive evaluations and improve data collection processes and project sustainability.

Implement Continuous Learning standards: Organisations should establish ongoing training initiatives to build the capacity of M&E staff. These programs should focus on current M&E methodologies, standards, data management methods, and best practices, fostering a culture of continuous learning.

Emphasise Community Involvements (especially beekeepers): Project implementers should actively involve local communities/honey producers directly in M&E processes to promote ownership and accountability. Community involvement will lead to more accurate data collection and enhance project sustainability.

Develop Data Management Systems strength: Investment in technology and data management systems is essential for streamlining M&E practices. Organisations should adopt technological data collection tools and data analysis software to improve data accuracy and accessibility for quality and effective M&E implementation.

Foster Collaboration Among Stakeholders: Collaboration between government agencies, NGOs, clients/customers, and local communities is crucial for the successful implementation of M&E practices. Stakeholders should work together to share resources, knowledge, and best practices to strengthen the overall effectiveness of honey project initiatives.

future research should include more districts or regions so that the findings can better represent the wider situation of government honey projects in Tanzania

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